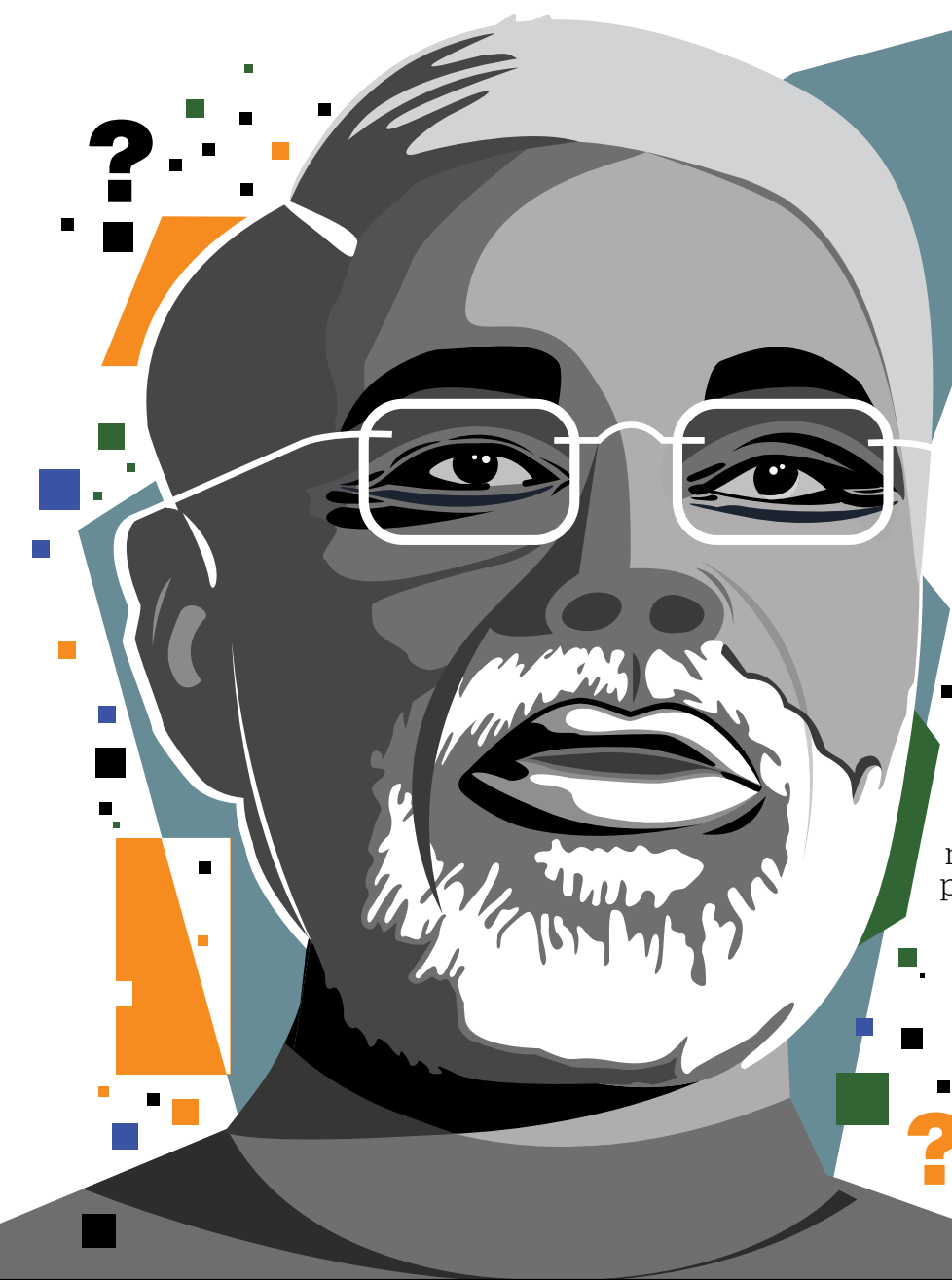


# people matters

VOL V / ISSUE 12 / DECEMBER 2014

₹150



## ARE WE READY TO MAKE IN INDIA?

The Union government has rolled out the ambitious 'Make In India' plan to make India a global manufacturing hub. But, are we prepared to scale the wall?

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- Employee Engagement Strategies & Best Practices

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**Mr. Kamal Singh**  
Director General - NHRDN

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CPO - Birlasoft (India) Limited

**Ms. Ester Martinez**  
Founder & Editor-In-Chief - People Matters

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President HR - DSCL Ltd.

**Ms. Shampi Venkatesh**  
CPO - NIIT Ltd.

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VP (HR) - DCB Bank

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Head (HR) - India & South Asia,  
Marks & Spencer

**Ms. Meghna Makkar**  
Head - Employee Engagement,  
Times Business Solutions Ltd.

**Ms. Usha Subramanian**  
VP & Head - Learning,  
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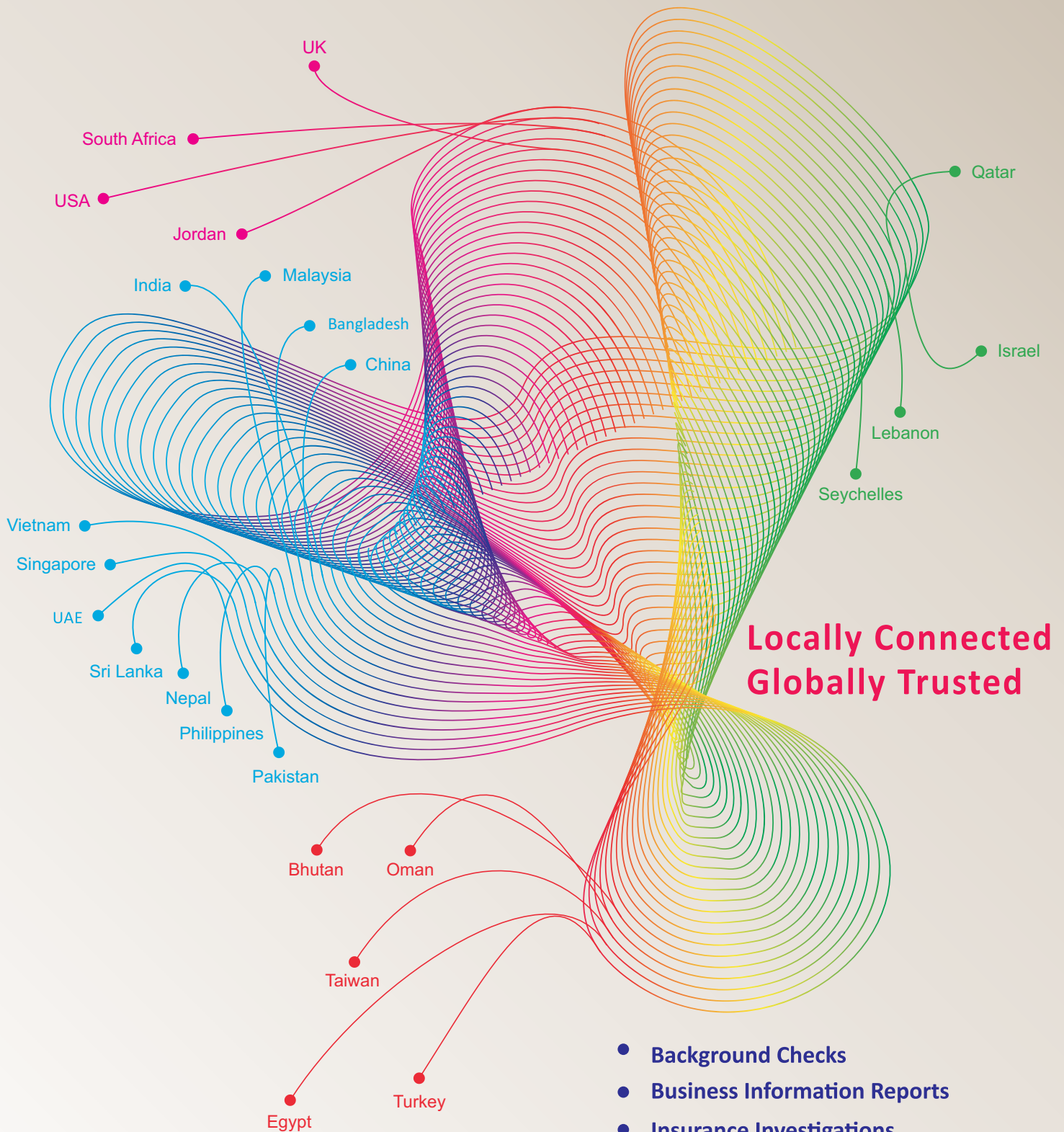
Conference Coordinators:

**R K Rishiraj**  
M: 098999 70905 • E: [rishiraj.rk@jaipuria.ac.in](mailto:rishiraj.rk@jaipuria.ac.in)

**Kanchan Rana**  
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# Creating a better tomorrow

**Target:** 100 million jobs in the manufacturing sector by 2022

In January 2014, the then Union Commerce and Industry Minister Anand Sharma announced that India is looking to create as many as 100 million skilled jobs in the manufacturing sector by raising its share of GDP to 25 per cent from 16 per cent. He was speaking at the sidelines of the World Economic Forum in Davos. That statement has set the tone for India's Make In India campaign, which has become like a rallying cry for the Indian manufacturing industry.

India has traditionally relied on agriculture to boost the economy. While people have been flocking to the industries and factories, not enough movement is happening on that front to create a tangible impact on the productivity. In September 2014, industrial production has increased 2.5 per cent over the same month the previous year. In the past 10 years, industrial production has averaged 6.63 per cent from 1994 until 2014, reaching an all-time high of 20 per cent in November of 2006 and a record low of -7.20 per cent in February 2009, according to the Ministry of Statistics and Programme Implementation (MOSPI).

With employment becoming one of the biggest social issues of recent times, it would do well to augur that the timing of the Make In India campaign is perfect. For a country that faced jobless growth for a major part of the past decade, the campaign was like a whiff of fresh air. With a pro-industry government at the Centre and a demographic workforce that is young and determined to make the cut, India is in a good position to beat China in the race to become the global manufacturing hub. But, for this to happen, India has to surmount major challenges, especially when it comes to industrial relations. This is what we attempted to find out through our cover story 'Are we ready to Make In India?'

The experts that we talked to for the cover story were unanimous about how Make In India campaign would help the industry to propel in the fast forward mode by many leaps and bounds. While they lauded government efforts, they felt that major changes are required in the labour laws, how we approach IR as a discipline and industry accepted standards for contract labour.

For the Big Interview section, we interviewed Wayne Brockbank, Clinical Professor of Business, Executive Education, Stephen M. Ross School of Business where he talks about the Theory of Opportunity and how HR professionals will soon bear the responsibility for helping to orchestrate the total flow of information around the firm. One of the major news developments of the month was Apple CEO Tim Cook's coming out. While he is not the first business head to come out, Cook's move has helped in channeling the momentum that the LGBT community has been building over the past few years. Besides our regular columnists, we also have a supplement on technology & analytics. As the year draws to a close, we believe that technology will change the HR function in ways that we can't figure out. Talking about 2015, here's wishing you a very Merry Christmas and a Happy New Year!

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

FOLLOW

→ @Ester\_Matters

→ estermartinez

→ ester.martinez@peoplematters.in

## THE COVER STORY (BEHIND THE SCENE)





So, What do you think about Scientology?

Err... I like Tom Cruise



Idle conversations are for the living room



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### Driving the flow of information

**Wayne Brockbank**, Clinical Professor of Business, Executive Education, Stephen M. Ross School of Business

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THE UNION GOVERNMENT HAS ROLLED OUT THE AMBITIOUS 'MAKE IN INDIA' PLAN TO MAKE INDIA A GLOBAL MANUFACTURING HUB. BUT, ARE WE PREPARED TO SCALE THE WALL?

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## FEATURED IN THIS ISSUE

ANU ANAND  
ARJUN PRATAP  
ARUN DHAKA  
BHAGIRATHI DHAL  
DIVAKAR KAZA  
DHRUV DESAI

DR. R. KRISHNA MURTHY  
GAUTAM KUMRA  
GUILLAUME GEVREY  
K.V. RAGHAIAH  
MELANIE MARTINELLI  
MOHIT GUNDECHA

PARMESHWAR BALAKRISHNAN  
POORNIMA GUPTA  
PRABHAKAR LINGAREDDY  
PRADEEP MOCHERLA  
RAJ DAM

RAJAT SETH  
RAGHAV JAIN  
RAJESH PADMANABHAN  
REJU MATHEW  
SANJAY BHATIA  
SUNIL K CHATURVEDI

TIM COOK  
TINE STAERMOSE  
VINEET KAUL  
VIRJESH UPADHYAY  
WAYNE BROCKBANK

## CONTRIBUTORS IN THIS ISSUE

ABHIJIT BHADURI  
AQUIL BUSRAI  
ELANGO R  
GAURAV SAINI  
K. SRINIVAS RAO  
OSCAR DE MELLO  
VARA PRASAD RONGALA

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

MANAGING EDITOR  
**Anu Babu Kurian**

RESEARCH EDITOR  
**Vikram Choudhury**

PROJECT LEAD  
**Vrishi Malhotra**

SENIOR ASSOCIATES - CONTENT  
**Lipi Agrawal-Khandelwal**  
**Ankita Sharma Sukhwani**

SENIOR GRAPHIC DESIGNER  
**Joyita Banerjee**

DESIGN & PRODUCTION  
**Shinto Kallattu**

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

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

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

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

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21st | 22nd

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28th | 29th | 30th

#### FEBRUARY 2015

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5th | 6th

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12th | 13th

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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.



NOVEMBER 2014 ISSUE

## Cover Story - CEO as the Chief Talent Officer

A very interesting read and one that brings about real insights from CEOs who are themselves the key driver for attracting, engaging and retaining talent in their organizations. Your stories always cover an agenda that is contemporary and also provide reliable and applicable insights from the most sought after thought leaders in the industry. This is why each of the stories offers learning that can be carried forward in various other organizations. Really enjoyed reading this one. Will look out for more...

- RAJIV

Very insightful story and an eye-opener! It is often said that culture flows down from the top but it's easier said than done. It calls for the CEO to engage with its people, to understand their concerns and share ideas and solutions for mutual growth. This story shares practical examples of how successful CEOs have done it and what it takes to be a talent evangelist! It was a great read.

- SUNEETA

## A CEO's core job is to build culture - D. Shivakumar

It is true that CEO is the ambassador of an organisation's culture. Culture is always a function of a CEO's vision of the organisation and its people.

- Guest

## CEOs should engage with key talent - Sanjay Modi

Leaders follow the leadership style of their mentors, and a CEO has an opportunity to be the mentor for future leaders in the organisation.

- MUDITA MATHUR

## Big Interview - Jeff Bezos

Kudos on getting Jeff Bezos for the interview! You always keep raising the bar on the quality of content and the learning it offers! I as a reader really enjoyed reading this one not just because it is Jeff Bezos but for the lessons it has in store.

- SRIKANTH



## Dear CEO... please stop and listen!

This hits the right nerve in terms of highlighting the various roles a CHRO can play in being a counterpart to the CEO. I agree to all the points mentioned here while I also believe that the CHRO has the capability to be a chief advisor to the CEO provided he/she displays a clear understanding of the business.

- ARPITA

twitter

### Aarthi @AarthiSivaram

Beginning my week with the Nov issue of @PeopleMatters2. Fresh perspectives and food for thought!

### Siddhu.khushi @siddhukhushi

Wellness is not an initiative, but a culture <http://goo.gl/I3mQVK> via @PeopleMatters2

### Lipsa Sahoo @Lipsa\_Sh

CEOs should engage with key talent <http://goo.gl/ZSmRhM> via @PeopleMatters2

### sipika khandka @watsaysipik

The gap between qualified versus #employable <http://goo.gl/fsxtP6> via @PeopleMatters2

### Alexey Mitkin @Alexey\_Mitkin

Dear CEO... please stop and listen! <http://goo.gl/pZ5Rx5> @PeopleMatters2 #HR

### Subhasish Sircar @SubhasishSircar

Prediction as a prelude to preventive healthcare <http://goo.gl/k086yq> via @PeopleMatters2

### HRCurator @HRCurator

RT @AbhijitBhaduri: The CEO as the Chief Talent Officer - My column for @PeopleMatters2 <http://bit.ly/1sBcrwW> MT @kurian\_anu

### Sukhsagar Chand @sukhsagarchand

Why employee well-being is an integral part of business <http://goo.gl/Qq0kgW> via @PeopleMatters2

### Sonal @SonalGupta\_SAP

Dear CEO... please stop and listen! <http://goo.gl/tqjrU3> via @PeopleMatters2

### Srini... Tatachari @srinitata

@PeopleMatters2 suggestion re CEOs' opinions on main topic (CEO as CTO) - an inset about the companies would be good to get a perspective.

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→ @PeopleMatters2



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## MORAL GROUNDS

## Infosys BPO Fires Top Official, CEO Quits Too

INFOSYS BPO on November 19 showed the door to Abraham Mathews, CFO for not complying with the code of conduct, while CEO Gautam Thakkar resigned taking responsibility on moral grounds. The company also appointed Amit Upadhyay as the CEO and managing director of the firm, replacing Thakkar. "The Board of Infosys BPO Ltd also announced separation of Abraham Mathews, its CFO from the services of the company for not complying with its code of conduct," Infosys said in a BSE filing.

"Gautam Thakkar, the current CEO, submitted his resignation to the company effective November 30, 2014, taking responsi-

bility on moral grounds and will be assisting Upadhyay in this transition," it added.

This departure is in keeping with the company's goal of setting the highest standards of corporate governance and adhering to the letter and spirit of the company's code of conduct, Infosys said. Though no reasons were given, industry sources speculated a number of reasons, including financial irregularities, which could have caused their exit.

Deepak Bhalla has been appointed as the new CFO. Bhalla joined Infosys in 1998 and last served as the associate vice president and head of corporate accounting group.



## OPEN OFFICE

## GSK India headquarters gets rid of cubicles

GLAXOSMITHKLINE CONSUMER HEALTHCARE has gotten rid of cabins, cubicles and most fixed workstations at its new India headquarters. After Philadelphia, this is the second city in which the 3.2 billion pound (figure for nine month period ended Sept 2014) British consumer healthcare firm has rolled out the concept. "The whole space is open -- you can see what the CEO is doing, whether he is working or playing games," Ahmed told ET. "There are practical reasons backed by hardcore research why the office is like a concentric circle -- to encourage collaboration, transparency, trust, integrity." India is one of GSK's top three markets and its products include Horlicks malted milk drink and Sensodyne toothpaste among others. Only a few of the 330 or so employees have fixed places -- the rest will take what's available. In any case, the number of seats is about 75 per cent of the total number.

## SUSPENDED SALARIES

## Air India pilots still waiting for salaries

AIR INDIA PILOTS in November criticised their state-run airline for not paying them their full salaries while concluding billion dollar aircraft acquisitions with Boeing that are now under scrutiny and urged the Supreme Court to deal with their grievances. The pilots, who draw salaries in the range of Rs 4 to 6 lakh per month, are only getting 75 per cent of the amount currently, the Economic Times reported on November 11th. Their lawyer, senior advocate Harish Salve, accused the management of the entity created after the merger of Air India and Indian



Airlines of deliberately not paying the pilots while spending billions on acquiring aircraft.

"AI has since begun selling off the aircraft at lower prices and the CBI is now looking at this," Salve alleged. He also cited

two parliamentary reports to claim that the pilots were not responsible for Air India's current plight. The carrier has said losses amount to Rs 49,000 crore and expressed its inability to pay the pilots their full salaries. The Dharmadhikari committee on rationalizing pay structures following the merger of Air India and Indian Airlines had recommended that they be paid 68% of their salaries. The pilots refused to accept this, and settled for 75% as an interim, ad hoc step, under a 2013 Air India notification. The Bombay High Court refused to stay the implementation of the report this year.



## → CIL's five trade unions likely to go on indefinite strike

Five trade unions that represent almost 90 per cent of Coal India's (CIL) workforce are likely to go on an indefinite strike from January in protest against the government's "unilateral" decision to allot coal blocks to private companies for commercial exploitation, the Economic Times reported. The unions said the government has displayed sheer arrogance by taking critical decisions concerning the sector without consulting or involving them in the process. "Despite repeated requests for involving workmen unions while taking critical policy decisions, the government has taken a series of vital decisions on its own," said S Q Zama, secretary-general of Indian National Mine Workers' Federation. "If the government turns arrogant, we also know how to counter it. It happened some 14 years ago in 1999-2000 when the then government tried to amend the Coal Nationalisation Act of 1973 and it will be repeated this time too." Zama said the five trade unions had sought a meeting with the coal minister for discussing their demands. It could be anything from a three-day strike to indefinite one, said Zama.

## Nokia employees at Sriperumbudur to get severance package



Labour representatives agreed, in a meeting, to talk to Nokia India on settlement packages for the last batch of employees remaining in the Sriperumbudur factory. Later, a final settlement was reached for over 900

workers still employed at Nokia's phone manufacturing unit in Sriperumbudur, on the last day of October, a day before the official closure of the plant. The deal arrived at gives the staff a sum slightly higher than the amount of Rs 6 lakh announced through a voluntary retirement scheme (VRS). A tripartite meeting between the Nokia India Thozhilalar Sangam - the workers' union, the company management and the labor commissioner's office concluded with an amicable financial settlement for the 912 employees and 28 clerical and contract staff remaining in the Nokia unit.

## PSU bank employees go on strike seeking wage revision



Banking operations like cheque clearances, cash withdrawals and deposits at public sector bank branches across the country were hit on November 12th, as employee unions went on a nationwide strike to press for a wage

revision. Claiming the strike was a success, United Forum of Bank Unions (UFBU) Convener M V Murali told PTI: "The strike is a clear warning signal to the adamant IBA (Indian Banks' Association) to change its rigid approach and come forward to for a reasonable wage revision. This strike has been forced upon us as bank management did not yield to our scaled down demands for a wage hike from 25 per cent to 23 per cent. So, we had to resort to one-day strike and all employees had to forgo one-day salary," he added.

## 40 pilots quit SpiceJet; auditors doubt airline's viability

Apprehending an uncertain future for the company, some 40-odd SpiceJet pilots including commanders have quit the airline during the past six months. The airline auditors in their recent report have cast doubts over the ability of media baron Kalanithi Maran's budget carrier to run it as a "going concern". The airline has reported 5th straight quarter of net losses for the July-September period, at Rs 310 crore, although it is down from the year-ago period when it had a net loss of Rs 559 crore. The losses came down as the airline witnessed a 15 per cent growth in total revenue. For the past fiscal, the airline had reported a record loss of a little over Rs 1,000 crore.

## Hindustan Motors Limited offers VRS

The C K Birla owned Hindustan Motors Limited, which was put under suspension of work since May 24 this year, finally offered VRS to all its employees, the Economic Times reported. Early November, the VRS notice was pasted on the gates of the company's Uttarpara unit by the management, which said all workers would be paid their statutory dues plus and additional amount of Rs 1 lakh each. The VRS scheme would be applicable from today (November 9) till November 20, both days inclusive, the company said in a statement. The Uttarpara unit of Hindustan Motors (HM) employed about 2,300 odd workers.

## → TRIVIAM

### Interview clichés that can land you in soup!

*Things that you think you can say in a job interview to make yourself look confident and smart may actually do the contrary to ultimately get you tossed out!*

Here are a few things that you should never say in a job interview:

- I'm a team player!: Everyone can be one! But, if you cannot specify which level are you on, you are probably saying it for the sake of it! Be more specific and quote examples such as 'I have experience coordinating group projects with up to 20 people involved'.
- I'm the perfect fit for this job: Don't force it like that! Let them make their own opinions about you after you have shared your expertise and experience details.
- I'm open to anything: Yes, this one is supposed to convey your adaptability and willingness to learn but also has a hidden message that conveys how desperate you are for the job. Instead, say clearly, "I am open to learning more on... (specific areas)"
- I'm a perfectionist: This is one statement that is always perceived as the biggest lie! Be a human and human beings make mistakes and learn from them.
- I wasn't appreciated at my last job: There for sure are other reasons why you left your last job. This statement clearly shows that you are covering up the truth! No need to reveal them all, but this one liner is not the best way to hide them away either.



## DIVERSITY DRIVE OUTCOMES

# Are your gender diversity efforts showing results?

According to a new global research from Mercer, 'When Women Thrive, Businesses Thrive', women are not progressing in their careers despite the past two decades of organizational efforts to achieve gender diversity and equality. Among survey participants, if current approaches continue unchanged, only one-third of executive positions will be held by women over the next 10 years. Here are the key findings from the research:



## PERCENTAGE OF WOMEN IN GLOBAL WORKFORCE ACROSS VARIOUS LEVELS

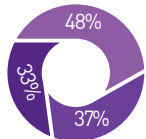
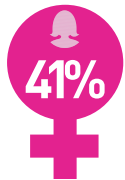


## KEY DRIVERS OF GENDER DIVERSITY

- The active involvement of senior leaders in gender diversity leads to greater, accelerated representation of women in executive roles – Only 56% organizations indicate that their senior executives are actively involved in diversity and inclusion programs.
- A dedicated team responsible for pay equity leads to more women in senior roles while common policies – those intended to ensure equity through flexible work schedules and leave programs – are, in the absence of management, associated with slower improvement in the number of women in leadership positions.
- Non-traditional solutions to gender diversity positively impact an organization's long-term ability to engage and retain female talent:
  1. Diverse retirement programs,
  2. Including monitoring savings by gender
  3. Providing investment training customized to different gender realities
  4. Gender-specific health education campaigns
- Less than 15% of organizations monitor savings and offer retirement programs customized to different gender behaviors

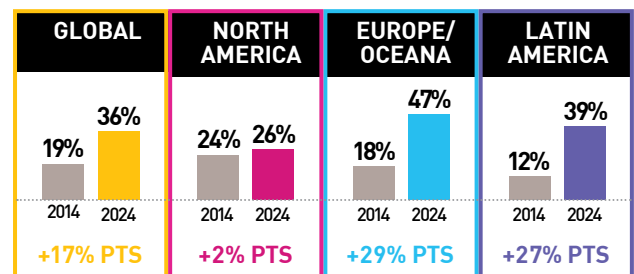
## REGION-WISE REPRESENTATION OF WOMEN

Women making up just 41% of the workforce globally, organizations worldwide are far from achieving gender equality.

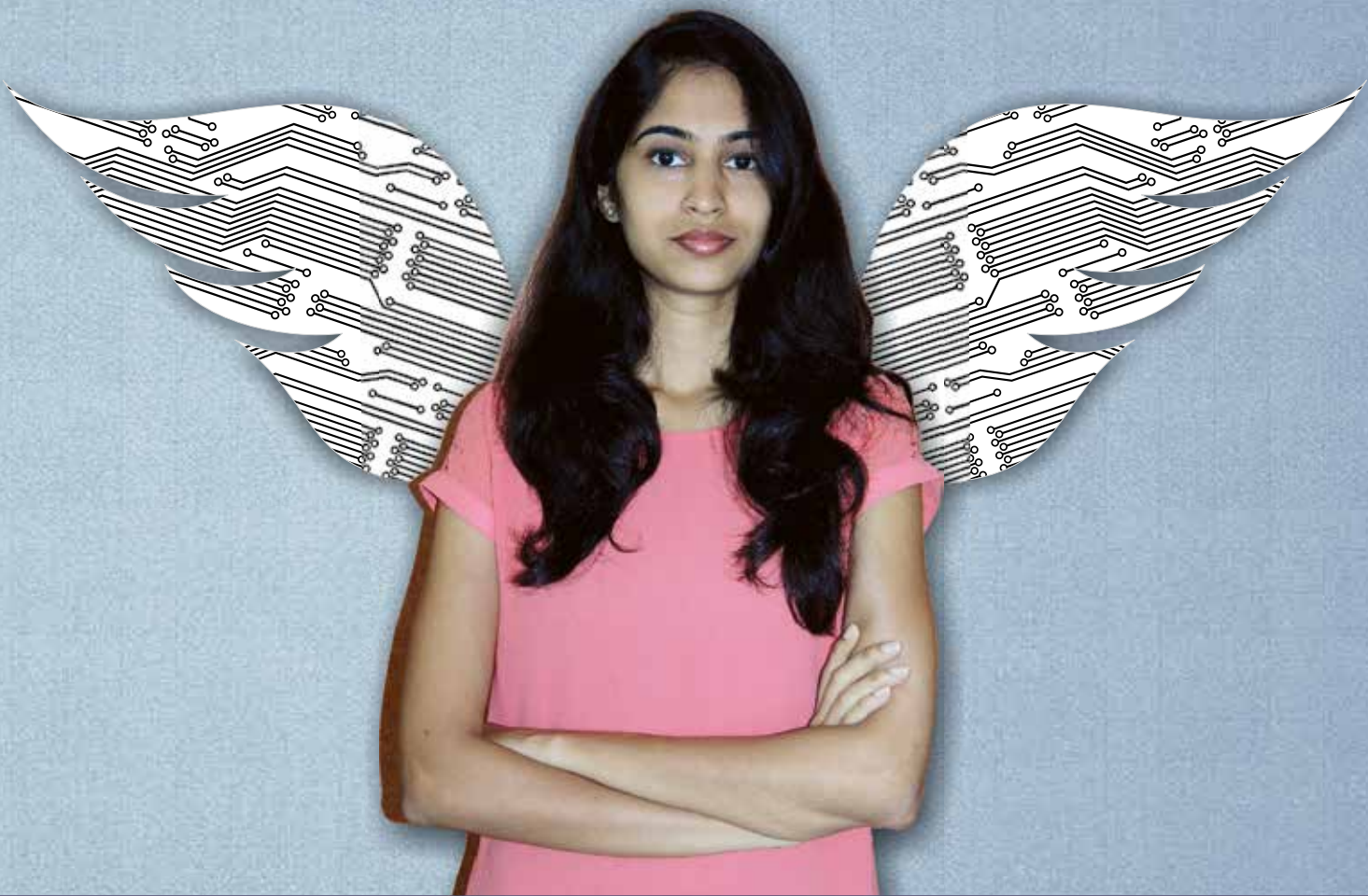


- With a higher representation in the US and Canada (48%)
- Significantly lower in Europe/Oceania (37%)
- Latin America (33%)

## SUMMARY OF GLOBAL WORKFORCE REPRESENTATION BETWEEN 2014 AND 2024







## Leading Experts need 'Expert Leadership'

In today's economy, competitive advantage is no longer secured purely through access to capital or information, but by having employees come up with creative and novel ways of problem solving. To achieve this, organizations are increasingly dependent on the passion, creativity and engagement of its employees and in particular expert employees in fields such as finance, engineering, research, design and technology. These smart and independent – minded employees largely form the Gen Y cohort too. BlessingWhite's research for over two decades show that they have unique workplace needs like **achievement, autonomy, professional identification, participation in mission and goals, collegial support and sharing, and keeping current**. When these needs are consistently met by leaders, employees are more satisfied and contribute at high levels.

Therefore, leadership training needs to ensure that these technical, Gen Y experts thrive in their new leadership role and provide maximum value – to their teams, organization and customers. **Leading Today's Professional** is a workshop designed for leaders of today's expert professionals. It is based on BlessingWhite's decades of research and helps new Leaders to lead through influence and inspiration rather than authority. It teaches leaders how to balance their team's coaching needs with their own work responsibilities, how to delegate and optimize performance.

**Leading Today's Professional** helps organisations accelerate time-to-market new products, reduce friction, increase productivity, retain talent, facilitate smooth and fast transitions of people to leadership roles and nurture a culture where technical experts thrive and build a reputation that attracts the best in the business.

### Leading Today's People + Research 2013

Addressing the needs of technical, Gen Y experts to drive retention, engagement and innovation



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NEWSMAKER OF THE MONTH

## Dr Pritam Singh – The Man with The Midas Touch



DR PRITAM SINGH HAS STEPPED DOWN as the Director General (DG) of International Management Institute (IMI) in November 2014 owing to health reasons.

A recipient of the Padma Shri, Dr Singh is widely known as the man with the 'Midas Touch'. He is credited with turning around the fortunes of Management Development Institute (MDI), Gurgaon, and the Indian Institute of Management, Lucknow. He was Director of MDI twice - from 1994 to 1998 and then from 2003 to 2006. He headed IIM Lucknow from 1998 to 2003. He was also the Dean at IIM Bangalore & ASCI, where he played a significant role in repositioning the institutions.

Since its inception in 1981, IMI has always carried the mantle of being the country's first corporate-sponsored B-School. However, it was not until Dr Singh took over in 2011 that the B-School had actually pushed through

the rankings. Shoring up the infrastructure, roping in quality students and faculty, increasing applications to its PGDM courses and also raising the placement numbers significantly. After he took over IMI, faculty made a beeline to join the institute. In an interview to Business Today, Asha Bhandarkar, who joined IMI from MDI as distinguished professor, says, "I joined here because of Dr. Singh; he gives faculty members ample opportunities for development and research."

Dr. Singh is one of the pioneers of management education in India and abroad. He initiated a number of social projects focusing on Healthcare, Education, Water Management and Road Building for the surrounding community to improve the quality of life. He serves as a Director of Management Development Institute, Gurgaon. He served as a Director of the Indian Institute of Management, Lucknow. He is the author of seven academically reputed books and published over 50 research papers. Owing to his contributions towards building intellectual capital at Administrative Staff College and refocusing of IIM, Bangalore as a truly integrated management school, he is branded as a Change Master par excellence and a Renaissance leader.

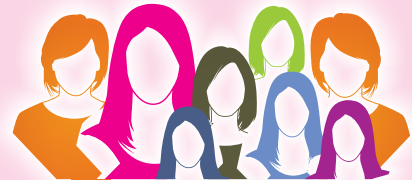
He sits on the boards of more than 20 reputed private and public sector organizations, helping them initiate change processes and charter winning corporate strategies. As a consultant, Dr Singh has worked with more than 200 CEOs in India and abroad and conducted more than 100 retreats for the top management of both private- and public-sector organizations as well as multinational corporations.

Dr Singh was awarded the prestigious Padma Shri in 2003 for excellence in education. It was for the first time that any professor and a serving director of a management institute in India received this coveted award in the field of management education.

(Source: MBAUniverse.com, Business Today, Business Week, SAGE)

### WOMEN IN DEMAND

## Infrastructure companies hunt for women directors



SEVERAL INFRASTRUCTURE COMPANIES, including blue-chips like Larsen & Toubro, are scouting for a woman independent director to meet regulator SEBI's stipulation as they do not have women on top positions who can be elevated as directors. In an attempt to encourage diversity, SEBI has made it mandatory for all listed companies to have at least one woman director. The regulator had extended the deadline for this to April 1, 2015, from October 1, 2014, as many companies were unable to comply with this requirement. Meeting this norm was tougher for infrastructure developers, power, port and roads companies since many of them did not have women on board, and due to the very nature of the industry they did not have women in leadership positions who could have been elevated to join the board. Prompted by the SEBI norm, India's largest private company Reliance Industries got its first woman director by inducting Nita Ambani, wife of chairman Mukesh Ambani, earlier this year.

### YOUNG LEADER

## Indian-origin banker becomes youngest Partner at Goldman Sachs



KUNAL SHAH, A 32-YEAR OLD Indian-origin MD at Goldman Sachs, is among the 78 individuals to be promoted to the position of Partner, becoming the youngest to be inducted into the invest-

ment giant's most coveted club. Shah is one of the five persons of Indian-origin to have made the cut in Goldman Sachs in 2014 class of Partners. He was promoted to managing director at the investment banking giant at the age of 27, the Economic Times reported. The Cambridge University math grad was also named in Forbes '30 under 30' Finance list in 2011. He has been a rising star at Goldman since he joined the company in London in 2004. The other persons of Indian-origin named to the firm's elite group are Meena Lakdawala Flynn, Manikandan Natarajan, Umesh Subramanian and Rajesh Venkataramani.



## KUSHAGRA BAJAJ APPOINTED CMD AT BAJAJ HINDUSTAN



Kushagra Bajaj was elected as the CMD of sugar manufacturer Bajaj Hindustan Ltd. Bajaj was earlier the Vice-Chairman and Joint Managing Director. In addition, the company appointed Ved Prakash Agrawal as the Chief Financial Officer (CFO).

## MAYANK ASHAR APPOINTED AS CEO AT CAIRN INDIA



Mayank Ashar was appointed as the Managing Director and Chief Executive Officer (CEO) at Cairn India with effect from November 17. The company has been without a full-time CEO since August 2012.

## ADECCO INDIA APPOINTS COUNTRY MANAGER & MD



Angelo Lo Vecchio has been appointed as the Country Manager and Managing Director for Adecco India. Angelo has been working with the Adecco Group since 2001. He started working as a branch manager in Milan, became Area Manager in 2002 and National Head of Adecco Hospitality Organization in 2003.

## ARUN KUMAR SHARMA TAKES OVER AS IOC DIRECTOR



Arun Kumar Sharma has taken over as Director (Finance) of Indian Oil Corp (IOC), the nation's largest firm. A Chartered Accountant, Sharma has over three decades of experience in IOC and has handled the entire gamut of activities in the Finance function.

## TATA ELXSI APPOINTS GANAPATHY SUBRAMANIAM AS CHAIRMAN



Design and systems integration firm Tata Elxsi Ltd appointed N. Ganapathy Subramaniam Additional Director and Chairman with effect from 1st November. Subramaniam takes over from S. Ramadorai, who stepped down from the board at the age of 70 as per company policy.

## AJAY PIRAMAL JOINS SHRIRAM CAPITAL BOARD



Ajay Piramal, the owner of Piramal Enterprises, has been invited to join the Board of Shriram Capital as non-executive Chairman. Piramal has invested approximately Rs 4,556 crore in Shriram Group in the past 18 months. He will replace Ajay Duggal, who has resigned from the board of the company.

## SANJAY BAWEJA APPOINTED CFO OF FLIPKART



Homegrown e-retailer Flipkart recently announced appointment of Sanjay Baweja as its Chief Financial Officer (CFO). Sanjay, who in his earlier role was Global CFO for Tata Communications, brings with him over three decades of experience, having worked with large names like Bharti Airtel, Emaar MGF and Xerox ModiCorp.

## INFOSYS BPO CFO SACKED FOR VIOLATING CODE OF CONDUCT

Infosys BPO sacked CFO Abraham Matthews for failing to comply with the company's code of conduct. In addition, CEO Gautam Thakkar has quit stating moral responsibility for the issue. The company appointed veteran Infosysians Anup Uphadhaya as CEO and MD and Deepak Bhalla as CFO.

## ARUNA SUNDARAJAN TAKES OVER AS BHARAT BROADBAND CHIEF



Kerala cadre 1982-batch IAS officer Aruna Sundarajan has taken over as the new Bharat Broadband Network Ltd chief. Sundarajan previously worked with the Kerala State Industrial Development Corporation as a managing director.

## IBM NAMES MARTIN JETTER HEAD OF GLOBAL TECHNOLOGY SERVICES UNIT



International Business Machine Corp named Martin Jetter as senior vice president and head of its global technology services unit. Jetter, who currently heads IBM's operations in Japan, will initially report to Erich Clemanti and will succeed him as head of the services unit on Jan. 1, when Clemanti will move to another senior leadership role.

## TATA MOTORS' HEAD OF ER-CSR BALAKRISHNAN JOINS FLIPKART



Flipkart announced two new positions to its leadership team- Vice President of Fashion (Retail) and Vice President of HR (Supply-Chain). The company's new VP of Fashion is Rishi Vasudev, who joined the company after his last stint as CEO of Calvin Klein India. Flipkart's new VP of HR for supply chain is Parameshwar Balakrishnan, who has worked for organisations like Toyota and Tata Motors in the past.

## CANON INDIA ELEVATES EVP ALOK BHARADWAJ



Canon India has elevated Executive Vice President Alok Bharadwaj to international operations in Singapore where he would join its headquarters for South East and South Asia business. The change is effective January 1, 2015. Bharadwaj would be reporting to Canon's South East & South Asia operations President & CEO Kensaku Konishi.

## CEAT APPOINTS DEBI PRASAD DAS AS SENIOR VP HR



Ceat recently appointed Debi Prasad Das as Senior Vice President-Human Resources. Das will be based at the Ceat headquarters in Mumbai and will be responsible for Human Resources and Employee Relations functions at the company.

## AND DESIGNS INDIA LTD. APPOINTS CFO AND CHRO



And Designs India Limited (ADIL) has appointed Ganesh Babu as Chief Financial Officer (CFO) and Monica Bhandari as Chief Human Resource Officer (CHRO). Babu has more than 22 years of experience in business finance, across leading Indian and global multi-national companies. Bhandari brings over 20 years of Human Resources experience to ADIL.

## SANDEEP BIDANI JOINS EDIFECs AS VP

Sandeep Bidani recently joined Edifecs as Vice President and Head-People and Culture-India. He was earlier the Executive Director-HR, Regional HR Partner, Area North at IBM-India/South Asia.



# Driving the flow of information

**Wayne Brockbank**, Clinical Professor of Business, Executive Education, Stephen M. Ross School of Business talks about the areas of opportunity for HR and more

By Ankita Sharma Sukhwani

**Q How has the discipline of HR changed in the past decade? What drove those changes?**

**A** There are three important changes that have occurred in the HR field. The first shift for HR professionals is to look outwards rather than inwards to determine the criteria for HR practices. Earlier, HR would look only inside the organization to add value and they have now realized that what happens on the inside will be relevant in the long run only if it responds exactly to the requirements of customers, competitors and capital markets. This shift from the inside to the outside is driven by economic necessity. Every department in the company needs to be oriented around creating value for the customers. HR cannot be the exception. It is not the employees who decide if the company will stay in business, it is the customer who makes the buying decision.

The second is a shift from focusing primarily on optimizing individual talent to optimizing the total organizations. It is not just having individual talent that matters, but we need to have the ability to design and create effective organizations; and that becomes a critical source of competitive advantage. This is being driven by the fact that increasingly individual talent is commoditized. Research in labour economics says that over time major competitors in the same industry will develop talent, which is roughly equal. The critical question is not the talent you have, but what you do with the talent after you have it.

The third major trend is moving away from being an isolated department that does administrative function activities to being a coach, mentor and counsellor for senior executives as they work to create the organization.

**Q Can you outline some recent international events that potentially transformed the discipline of HR?**

**A** The advent of the internet has been a fairly big deal and the information age it created. During the past four to five years, the internet has hit an exponential curve; it has changed the way informa-

tion is identified, accessed, imported, interpreted, analysed, shared and utilized in the company has increasingly become a mandate. Earlier this year, Google bought Nest, which is a household control instrument. With this acquisition, Google will be linking the information it collects on your habit patterns like the time you travel, your house temperature and your movement within the rooms to know about you more than you do! That creates all kinds of technological, organizational and ethical issues. HR will certainly have to get involved to help companies maintain their ability to do those activities in a trusted, yet effective and beneficial way. This particular example not only has implications for HR at Google, but other companies as well as they begin to do similar things. Like Nike can now track where and how you run, how healthy you are and know more about your body than you do. Similarly other companies will follow.

**Q What is the future of HR management? What are the next step changes that will likely happen in this discipline?**

**A** We do not have to guess the future, we already know. Over the last 25 years, research that we did at the University of Michigan has continuously identified things that HR professionals around the world do not do well, but where they add the greatest value in the few pockets where they are done well. That is the area of opportunity and the potential competitive advantage. We have been

**One of the major shifts in the field of HR is that professionals in the function look outwards rather than inwards to determine the criteria for HR practices**





able to identify with extraordinary accuracy the trends that are coming around the corner for HR. We have been doing that every five years for the last 25 years.

It takes five to seven years for the HR to catch up with early adopters. Our job is to identify the early adopters. What we have identified in the last round of our competency study is the centrality of information management and the role of HR in it. There are not a lot of companies where HR currently is playing an active role in the total architecture of information, but we certainly have pockets of companies where HR is playing an important role in contributing to certain aspects of information architecture. That is going to be a big deal—how to identify the information which is critical, bring it into the firm and making sure it is utilized.

Let me give one example of the important role that HR can play in information management. Frequently, people do not share information because they don't want to and there are those don't want to receive it because they do not want the public image of not knowing; I term this as


what the marketplace required. Once they realised what exactly the marketplace wanted, they realigned all their HR practices to be consistent with the marketplace. Market share rose 12 per cent in two years, adding \$2.4 billion to the top line.

Third, when I finally went to the University of Michigan I began doing large scale research on the impact of HR practices on business performance. I started to understand through 25 years of research that what I had learned earlier in my career wasn't just the exception, but was statistically accurate. HR professionals that partner in the business focus on a few but critical issues defined by what the company needs to do to grow its revenue. When HR does not have this focus, everything else it does might be nice but it will not add the economic value that is required for competitive advantage.

#### **Q What is your prophecy for the next few years?**

**A** The prophecy is that in the future the great preponderance of effective HR professionals will start to bear responsibility for helping to orchestrate the total flow of information around the firm. They will help to identify the most important information and how to access, import, share, analyse and utilize that information. A significant part of that is big data analytics. About 70 percent of the companies are still discovering big data analytics and they are already behind. It has to start with HR's understanding of big data analytics and how to use it; how to make sure that a company has the right talent, skill, technical capability and culture to support big data analytics. That is called the management of structured information. The current state of the art among the early adopters is on how to morph unstructured information into structured information so that this huge amount of unstructured electronic information can be utilized for decision making within the company. This can help understand and meet the needs of the customers by providing products and services that the customers want even before the customers cognitively know about them.

However, to create significant competitive advantage, only the very early adopters are thinking about to be more scientific, thorough and rigorous in architecting social algorithms of information analysis. This is not just about taking unstructured information and changing it into structured information, but how to more fully leverage unstructured information which cannot be morphed into electronic medium through more effective meetings, information sharing and overcoming ego and arrogance in giving and accepting information.

Increasingly, everyone will have the information. The critical issue is not to have the information and analyse it, but it is to have people with the right ability, intellect and social skills to understand and reach conclusions based on the way people react. I am quite confident based on our experience of 25 years of research that this will be the next major trend in the HR field. Early adopters will win. 

## In the future, HR professionals will help to identify the most important information and how to access, import, share, analyse and utilize that information

the Kerr paradox. And yet, sharing information is critical for an organization's whole to be greater than the sum of its parts. So HR has to understand and think through the logic, incentives and the processes to overcome the Kerr paradox. This is one way through which HR can add significant value to the management of information.

#### **Q Can you provide some life experiences and how they transformed the way you started looking at people and management?**

**A** I have had three relevant experiences in my life that have framed how I think about people and organization. I have an economics professor, when I was doing my PhD in Organizational Theory, who was very tough. He said that before you work with me, you have to convince me that you understand that nothing you do inside the firm means anything unless it creates cash flow on the outside. That was a new way of thinking about people and organisation that I had not considered before.

Second, early in my career, I had the opportunity of working with a company where HR practices were aligned with the misunderstanding of



*"All that matters on the chessboard  
is good moves."*

Bobby Fischer



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# Happy and gay - Tim Cook leads the way



The world reacts with shock and awe to Apple CEO  
Tim Cook's admittance to being openly gay

By Anu Babu Kurian

**W**hile I have never denied my sexuality, I haven't publicly acknowledged it either, until now. So let me be clear: I'm proud to be gay, and I consider being gay among the greatest gifts God has given me. Being gay has given me a deeper understanding of what it means to be in the minority and provided a window into the challenges that people in other minority groups deal with every day. It's made me more empathetic, which has led to a richer life. It's been tough and uncomfortable at times, but it has given me the confidence to be myself, to follow my own path, and to rise above adversity and bigotry. It's also given me the skin of a rhinoceros, which comes in handy when you're the CEO of Apple."

These are excerpts from Tim Cook's piece for the Bloomberg Businessweek<sup>1</sup>. The Apple Chief, who interestingly was named the most powerful LGBT person on OUT magazine's 2013 Power List<sup>2</sup>, is the first CEO of a Fortune 500 company to be out while holding the office. This has truly been a landmark moment for the gay community and the business world.

Cook said that he has long been open about his sexual orientation, but had not discussed it publicly. A year ago, Cook had announced support for a federal law – the Employment Nondiscrimination Act – that decided to ban gay discrimination. *I applaud @WhiteHouse decision to ban #LGBT discrimination at fed contractors. House must act on #ENDA. A matter of basic human dignity.* — Tim Cook (@tim\_cook) June 17, 2014

Cook isn't the first CEO to come out. John Browne, who served as the CEO of BP (BP) from 1995 to 2007, acknowledged he was gay after he was forced to leave office. He resigned when a former boyfriend outed him. He has written a book "The Glass Closet: Why Coming Out is Good Business". Other CEOs who are out of the closet include Christopher Bailey, CEO at Burberry, Nick Denton, founder and publisher of Gawker Media Group, Robert Greenblatt, chairman at NBC Entertainment, Robert Hanson, CEO at John Hardy and Anthony Watson, chief information officer at Nike.

Silicon Valley CEOs and friends from the business world rallied around Cook. (See Twitter Box). Life has never been easy for the LGBT community. Browne who exhorted the gay community to bring their "whole selves to work" warned that this would happen only when corporate leaders create an environment where people feel comfortable about coming out. Qualified

workers were finding themselves out of a job or faced constant discrimination at work at various levels because of their sexual orientation. While some writers argued that it was widely known that Cook was gay and being the CEO of one of the biggest companies in the world actually made it easier for him to come out, it is not the case with the majority.

At least 29 states in the US can hire or fire someone based on their sexual orientation. Jim (name changed), a 25-year-old information engineer, says fear of being discriminated drove him to closet. He leads two lives: One with his partner and one where his colleagues at work don't know about his "other side". While he believes that his manager would not fire him, Jim says he didn't want to take any chances.

Many workers hide their sexuality as they still have acute anxiety over how their colleagues will view them. The Williams Institute on Sexual Orientation Law and Public Policy collated many surveys to find out the extent of the discrimination faced by gay and transgender workers at the workplace.

Here are their findings:

- 15 per cent to 43 per cent of gay and transgender workers have experienced some form of discrimination on the job.
- 8 per cent to 17 per cent of gay and transgender workers report being passed over for a job or fired because of their sexual orientation or gender identity.
- 10 per cent to 28 per cent received a negative performance evaluation or were passed over for a promotion because they were gay or transgender.
- 7 per cent to 41 per cent of gay and transgender workers were verbally or physically abused or had their workplace vandalized.

But, coming out has helped many. A research by Center for Talent Innovation, a non-profit think tank based in New York City, shows that 85 per cent of Fortune 500 companies have protective policies that address sexual orientation—up from 51 per cent in 2000. Nonetheless, surveys show that many LGBT employees still view their sexual orientation as a hindrance on the job: Fully 48 per cent of LGBT respondents report remaining "closeted" at work. Center for Talent Innovation is as a thought leader in diversity and talent management, driving ground breaking research and seeding programs and practices that attract, retain and accelerate the new streams of talent around the world.

Cook said that his home state Alabama was too slow on equality for the LGBT

community. "Under the law, citizens of Alabama can still be fired based on their sexual orientation. We can't change the past, but we can learn from it and we can create a different future," he told Associated Press in an interview.

In fact, in the US, Apple was one of the nearly 300 companies that had signed a friend-of-the-court brief urging the repeal of *Doma* – the Defense of Marriage Act (*Doma*), which barred same-sex couples from receiving federal marriage benefits. Companies opposing *Doma* before the court include Alcoa, Cisco, Credit Suisse, Deutsche Bank, Exelon, Goldman Sachs, Intel, Johnson & Johnson, Levi Strauss, Microsoft, Morgan Stanley, Oracle, Pfizer, Qualcomm, REI, Twitter, UBS, Viacom and Xerox.

History is replete with major instances where coming out has proved to be costly

## Cook isn't the first CEO to come out. John Browne, who served as the CEO of BP (BP) from 1995 to 2007, acknowledged he was gay after he was forced to leave office

to the LGBT community. The Guardian<sup>4</sup> had put together some of the most path-breaking moments: In 1981, tennis star Billie Jean King admitted to having a lesbian affair with her former secretary. She lost \$2 million in endorsements overnight. In April 1997, Comedian Ellen Degeneres comes out as a lesbian to great fanfare, first on the cover of *Time*, then on her sitcom. Despite her continued popularity, the show is cancelled. In 2002, the Human Rights Campaign launched its Corporate Equality Index, confirming sexual equality as a human right. Only 13 out of 319 companies achieve a perfect score of 100 per cent. The index leads to the inclusion of LGBT-friendly jobs as a category on career and jobs websites, such as Simply Hired in June 2006. However, the tide seems to be turning slowly. Twelve years later, 366 companies from 781 partici-



**Mark Zuckerberg, Founder and CEO, Facebook**

Thank you Tim for showing what it means to be a real, courageous and authentic leader.

**Satya Nadella @satyanadella**

Inspired by @tim\_cook: "Life's most persistent & urgent question is 'What are you doing for others?'" <http://buswk.co/1yJeXGS> via @BW

**Sundar Pichai @sundarpichai**

@om @tim\_cook really inspiring and this will make a difference

**Richard Branson @richardbranson**

Inspirational words from Apple CEO Tim Cook on being gay, and standing up for equality <http://www.businessweek.com/articles/2014-10-30/tim-cook-im-proud-to-be-gay...>

**Bill Clinton @billclinton**

From one son of the South and sports fanatic to another, my hat's off to you, @Tim\_cook. <http://buswk.co/1tSzQjR>

**Fortune Magazine @FortuneMagazine**

Tim Cook: 'I'm gay.' In 29 states you can be fired for saying the same <http://for.tn/1wJfUu>

**The Gay Burn Book @SouthernHomo**

You may not care that Tim Cook came out, but some young closeted gay kid just realized he can be gay and run a multinational company someday

**LOLGOP @LOLGOP**

Siri, tell Tim Cook he's a stud.

**Ellen DeGeneres @TheEllenShow**

@Tim\_Cook, CEO of one of the biggest companies on Earth, is proud to be gay. And I'm proud of him. <http://ellen.tv/1sLYIDt>



{FOR A FULL LIST OF THE HUMAN RIGHTS CAMPAIGN BEST PLACES TO WORK 2015, SCAN THE QR CODE }



# Most LGBT-Inclusive Places to Work in 2015

This year, a record 366 businesses earned the title of "Best Places to Work for LGBT Equality" for receiving a perfect score in HRC's Corporate Equality Index (CEI). Top performers include Apple and Xerox, as well as newcomers like Facebook and Yelp.

## Aerospace and Defense

Boeing Co. | Chicago, IL  
Lockheed Martin Corp. | Bethesda, MD  
Northrop Grumman Corp. | Falls Church, VA  
Raytheon Co. | Waltham, MA

## Airlines

Alaska Air Group Inc. | Seattle, WA  
American Airlines | Fort Worth, TX  
JetBlue Airways Corp. | Long Island City, NY  
United Airlines | Chicago, IL  
Virgin America | Burlingame, CA

## Apparel, Fashion, Textiles, Dept. Stores

Levi Strauss & Co. | San Francisco, CA  
Macy's Inc. | Cincinnati, OH  
Nike Inc. | Beaverton, OR

## Automotive

Chrysler Group LLC | Auburn Hills, MI  
Ford Motor Co. | Dearborn, MI  
General Motors Co. | Detroit, MI  
Nissan North America Inc. | Franklin, TN

Toyota Motor Sales USA Inc. | Torrance, CA  
Volkswagen Group of America Inc. | Herndon, VA

## Banking and Financial Services

American Express Co. | New York, NY  
Bank of America Corp. | Charlotte, NC  
Barclays | New York, NY  
BlackRock | New York, NY

## Computer Hardware and Office Equipment

Apple Inc. | Cupertino, CA  
Dell Inc. | Round Rock, TX  
Xerox Corp. | Norwalk, CT

## Computer Software

Adobe Systems Inc. | San Jose, CA  
Microsoft Corp. | Redmond, WA  
Oracle Corp. | Redwood City, CA  
salesforce.com Inc. | San Francisco, CA

## Food, Beverages and Groceries

Coca-Cola Co. | Atlanta, GA  
ConAgra Foods Inc. | Omaha, NE

Hershey Co. | Hershey, PA  
Kellogg Co. | Battle Creek, MI  
Kraft Foods Inc. | Northfield, IL

## Pharmaceuticals

Eli Lilly & Co. | Indianapolis, IN  
GlaxoSmithKline LLC | Research Triangle Park, NC  
Johnson & Johnson | New Brunswick, NJ  
Merck & Co. Inc. | Whitehouse Station, NJ  
Novartis Pharmaceuticals Corp. | East Hanover, NJ  
Pfizer Inc. | New York, NY

## Publishing and Printing

Pearson Inc. | New York, NY

## Telecommunications

Alcatel-Lucent | Murray Hill, NJ  
AT&T Inc. | Dallas, TX  
Cisco Systems Inc. | San Jose, CA  
QUALCOMM Inc. | San Diego, CA  
Time Warner Cable Inc. | New York, NY

In 2002, the Human Rights Campaign launched its Corporate Equality Index, confirming sexual equality as a human right. Only 13 out of 319 companies achieve a perfect score of 100 per cent


pants earned a perfect 100 percent score, earning the distinction of "Best Places to Work for LGBT Equality". Not only the number of participating companies had gone up, but also the companies with the 100 per cent score.

In Russia, they dismantled a Steve Jobs memorial in the form of an iPhone statue. In June 2013, the Russian parliament voted 436-0 to formalize a federal law that banned gay propaganda and made it illegal to distribute material pertaining to gay rights. Anyone in violation of the law faces fines of up to 100,000 roubles. In the case of organizations, the fine will shoot up to one million roubles. Authorities will also shut down operations for a period of 90 days.

Closer home, in India, the situation is still murky. On December 11, 2013, the

Supreme Court of India overruled the 2009 verdict of the Delhi High Court that decriminalized homosexuality. It upheld the colonial-era law, Section 377 of the Indian Penal Code, which punishes those found guilty of "unnatural" offences. In April this year, the SC however recognized transgenders or eunuchs as the third category of gender and directed the Centre and states to grant them all facilities including voters ID, passport and driving licences. The Centre and states were also directed to take steps for bringing the community into the mainstream by providing adequate healthcare, education and employment. While many companies have put LGBT-specific HR practices in place, stigma continues to dog homosexuals and not many are willing to come

out. Companies such as Apple, Orbitz, Nike, IBM, Microsoft, Google and Infosys have played an active role in driving social change: supporting internal LGBT employee groups, fighting anti-gay legislation and calling for federal workplace protections.

The voice of the LGBT community has been growing in the past decade. Even though a lot of states and countries alike have come forward to recognize the needs and aspirations of the queer, it won't happen until there is a concerted effort both by the community and the businesses to make the world a better place to work in. 

## Acknowledgements

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ARE WE READY TO MAKE IN INDIA?



COVER STORY



# ARE WE READY TO MAKE IN INDIA?

The Union government has rolled out the ambitious 'Make In India' plan to make India a global manufacturing hub. But, are we prepared to scale the wall? | By **Ankita Sharma Sukhwani**

**T**he Indian growth bubble has been in a state of constant flux. From a high of 11.4 per cent in 2010 to a low of 4.4 per cent in 2013, the Indian growth story has hiccuped and spluttered during the rule of the last UPA government.

This great uncertainty led to one of the most unanimous elections, propelling Narendra Modi to the apex of the Indian political scenario. In the last two quarters of 2014, the sheer positive expectations of the world combined with the steps from the new government is pushing the graph in the upwards trajectory. The GDP is forecasted to grow from 4.6 per cent 2014-15 to 5.7 per cent in 2015-16.

When BJP launched its electoral campaign for 2014, it had promised to create 20 million jobs in the manufacturing sector. Staying true to his word, Narendra Modi launched his ambitious 'Make in

India' campaign, the biggest growth reforms in recent times, towards the fag end of September 2014. His main aim was to raise the contribution of the manufacturing sector from 15 per cent of the GDP to 25 per cent. According to the industry, 'Make in India' will create 9 crore jobs in the next decade if the campaign goes according to plan.

So, why is 'Make in India' important for a country like India? Well, India has more than 50 per cent of its population below the age of 25 and more than 65 per cent below the age of 35. Despite the presence of a huge working population, unemployment is a rampant problem in the country. The Make In India campaign, which aims to turn India to a global manufacturing hub, seeks to not only address this social issue, but also get in more foreign investment into the country, thereby improving the purchasing

power of the average Indian. Though he has not laid out a concrete plan to attract the much-needed foreign capital, he has promised easy and effective governance, faster decision making, rule of the law and better policy environment for global and domestic corporates.

The 'Make in India' initiative has also resonated in the strategic foreign visits that PM Modi has been doing this year. There is great irony in this initiative as the BJP had opposed FDI when it was in the Opposition, but has now put its pedal on the metal to make FDI happen. Inviting Japanese investors to Make in India, PM Modi said, "There is no better place than India for Japanese investors. India is one of the most competitive markets in the world." Following the visit, Japan announced doubling of its private and public investment in India to about \$34 billion over the next five years for development of projects including infrastructure and building of smart cities.

Modi's US trip also infused new energy and vigor into the relationship between India and the US, with conceding of ground on both sides on the trade facilitation agreement (TFA) and on World Trade Organization (WTO) related matters. America also promised investments in defence, infrastructure and smart cities. Similar sentiments were shared in Australia as well.

## MAKE IN INDIA IS THE RIGHT MOVE FOR THE GROWTH OF THE EMPLOYMENT INDEX AS AT LEAST 33 PER CENT OF THE POPULATION IS BELOW POVERTY LINE

With such large scale expectations and promises, there is a dire need to spell out the finer policies that will ensure that these investments can be supported with the right infrastructure. A great concern among many leaders is the current Industrial Relations situation and the kind of pressure that such an increase in manufacturing will put on it. Some of the recent IR cases have been large scale and hugely violent in nature. Most of the industry believes that if we cannot get our act together and improve the IR situation in the country, such an ambitious plan will not see the light of day.

### 'Made in India' rather than 'Make in India'?

There are two angles to the 'Make in India' campaign. Even though Make in India in itself seems like a powerful juggernaut, the alternative reality of the present scenario might just stop it in its tracks. We talked to several unions and we came to understand that they were not principally opposed to investment coming into the country as it will lead to new industries and more employment. However, a new argument of 'Make in India' vs 'Made in India' came into being.

Academicians believe that if the first happens, the second automatically takes place. IRII

Director Dr. Krishnamurthy said, "Make in India is really ensuring that you have the capability and can progress to the next level. Today, our potential and capabilities are not harnessed to the extent other countries have done. We have tremendous natural resources like minerals, coal and raw materials. Scams and scheming have made a coterie usurp control to the detriment of the larger good and the nation has been short-changed in the process."

However, the industry is more speculative when it comes to the finer details of the campaign. Speaking to Prabhakar Lingareddy, VP-HR, ITC, he stressed that we should start with 'Make in India', and after that look at 'Made in India'. He believed that the key driver should be to create a growth trajectory that provides jobs, which is the immediate priority of the campaign. Lingareddy says that the current issue of unemployment was a huge issue that needed to be dealt with on priority.

"In the process, there could be risk of India becoming just a place for cheap labour with profits getting expatriated out of the country," Lingareddy says. "However, that should not deter us from strengthening this initiative. The inherent risks can be addressed through appropriate checks and balances," he adds.

One of the approaches is for the government to control and monitor the arbitration challenge is to have appropriate fiscal and taxation policies. The other is creating a virtuous cycle of market and consumption within India. This is a market-led check and balance. For goods being manufactured in India, there can be a very big captive market in India, whereby domestic consumption will be significantly higher than exports. A strong domestic market cushions the initiative from vagaries and uncertainties of global markets.

Vineet Kaul, Chief People Officer, Hindalco Industries Limited, says that the Union government has taken certain initial steps to make business more viable and sustainable, including the promotion of skill development, streamlining the social security framework and services, and improving transactions in Provident Fund. However, a few issues like restrictive practices/ laws will have to be looked at for areas relating to wage levels, working conditions, safety, welfare and social security. He also added that the Rajasthan government has started off on the right foot by making state-level amendments to three critical and archaic Central government labour legislations – the Industrial Disputes Act, Contract Labour Act and the Factories Act – thus paving the way for corporates to unshackle themselves from the stringent requirements of the laws. He suggested that the other states can follow this model.

Divakar Kaza, President-Human Resources, Lupin Limited says, "It is expected that in 2020 the average age of an Indian will be 29 years. We have high unemployment/ disguised employment and 'Make in India' is the right move for Employment Index growth. With at least 33 per cent of the population below poverty line, 'Make In India' is the right pitch rather than Made In India."

However, trade unions believe that 'Make in India' and 'Made in India' are two very different concepts. Virjesh Upadhyay, General Secretary, Bharatiya Mazdoor Sangh, says that for a company coming to India and setting up an industry in a particular community area, there are a number of advantages like more employment and additional industries that arise. However, it is not the same for local industries. While setting up an auto industry in Coimbatore, employees brought their own brooms, he said, adding that local industries never got a penny. Unions believe that if it is only a Make In India campaign, then MNCs would come and use India's cheap labour to manufacture their products and take away all the profits with them.

Stressing on the need for a more detailed definition of the campaign, trade unions said that it might be detrimental to the growth of the existing industries and adversely affect the Indian industry climate. The campaign needs to generate profits not just for the companies, but also the society and more policies need to be enacted to strengthen domestic industries and avoid such exploitation.

### Handling IR and contract labour

The economic growth witnessed in the recent past has been a jobless growth and employers have taken recourse in technology intensive industries. The number of contract labour has risen dramatically and have provided a fillip to the increased manufacturing output. However, as the number of contract labour workforce rose, it also brought to the fore simmering tensions with the permanent workforce. In most cases, industries are now depending on floor supervisors and shop managers to deal with labour issues. However, this section of the workforce is highly unequipped and untrained to handle any situations. Hence, issues that could be handled at earlier stages go unnoticed. There is also another major challenge. Labour is a subject in the concurrent list of the Indian Constitution where both the Centre and the states can amend and frame labour laws. As a result, labour laws vary from state to state and it becomes difficult for IR managers to follow the laws strictly.

BMS' Upadhyay says that the reality is not about perks or benefits; it is about the very basic struggle for existence and minimum wages. Pointing out a fundamental issue, he says, "Companies need to deal with workmen first as humans. With the kind of scenario that is prevalent in the industry today, unless the companies understand that there are some basic requirements that any human being will need for life and work, there will be no movement."

Another growing threat, which is a major cause of concern for industries around the globe, is the disparity between the regular and contract workmen of the industry. Contract workmen form almost 80 per cent of the entire workforce in India. While there is an apex body working towards the interest of the regular workmen (the Trade Unions), the un-organized sector of contract workmen are left out and are being exploited from all ends. The disparity in wages, inability to bargain (No



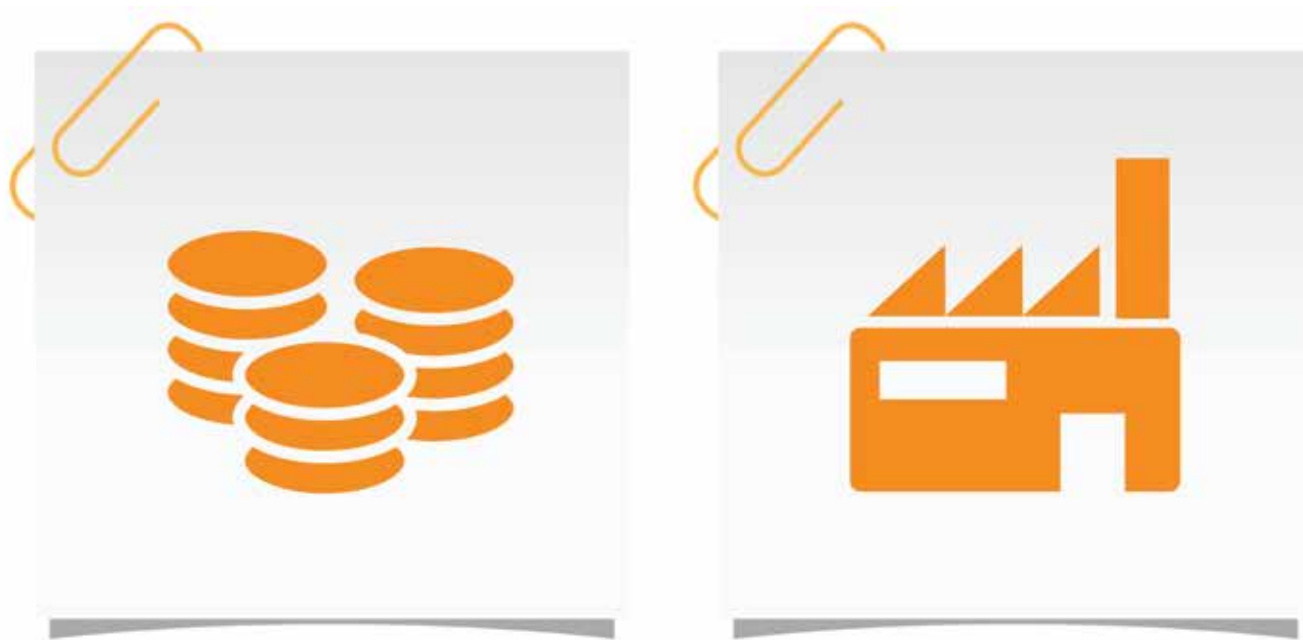
LABOUR IS A SUBJECT IN THE CONCURRENT LIST OF THE INDIAN CONSTITUTION WHERE BOTH THE CENTRE AND THE STATES CAN AMEND AND FRAME LABOUR LAWS. AS A RESULT, LABOUR LAWS VARY FROM STATE TO STATE AND HENCE POSE A BIG PROBLEM TO IR MANAGERS

Collective Bargaining provision), lack of permanency are some of the key reasons of unrest among the contract workmen in the current times. The government needs to understand the immediate need to bring in some labour reforms to help develop a framework that is relevant to today's business scenario.

### Other issues with 'Make in India'

Apart from labour, the real problem for the manufacturing sector is the cost of investment. While the objective of those who give up the land being compensated well is indeed laudable, the very high cost of land will drive up the capital costs and the break even points for the manufacturing business. The land acquisition law will require a lot of undoing to make India manufacturing friendly. Then there are problems of the infrastructure, transport, housing, power, water for industry apart from environmental issues. In most experiences, Indian companies have also had to struggle with infrastructure amenities and the further one goes into the country, the more nightmarish becomes the operational activity. In comparison, the Chinese government allows the manufacturer to focus on what he does best, that is manufacture. Here, an employer is required also to be a social engineer to manage the myriad of multifarious interest groups and problems, with a lethargic bureaucracy





## APART FROM LABOUR, THE REAL PROBLEM FOR THE MANUFACTURING SECTOR IS THE COST OF INVESTMENT. THE VERY HIGH COST OF LAND WILL DRIVE UP THE CAPITAL COSTS AND THE BREAK EVEN POINTS FOR THE MANUFACTURING BUSINESS


and a law and order machinery that does not help in quelling problems at the sites. Getting things done in this environment is indeed a major challenge. However, there is a ray of hope with the new government. There is an awareness of the issues and honest and genuine efforts are being made to set this right. But persistence and speed of action are required to get the chemistry right.

To become a global hub for manufacturing, the cost of manufacture must be competitive. Technology, manufacturing capabilities, and resources are all available. But labour has to become very competitive, and here productivity and performance must improve to become world class. The government has attempted to bring this in a big way by focusing on skill, scale and speed. However, we are a long way away from that. One of the steps is to amend the Apprenticeship Act to focus on skill building and create the skills to attract investment. The best of investments will suffer if manpower is not able to perform and make the investments productive.

In states like Maharashtra, there are laws like the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act, Mathadi Act, Private Security Guard Board Act that pose a lot of challenges to employer and mar the investment climate and environment for the employers. They have to also be tweaked to make

a major difference to organizations. The Government has started in a small way to dismantle the Inspector raj regime but a lot more needs to be done and fundamental changes in the way we help the industry resolve disputes and conflicts. It is fundamental to ensure that manufacturing is truly unhampered and operates at full throttle.

However, in the words of Anand Mahindra, "We have to make this (project) work. We all have to do our bit." All expansion plans and setting up of manufacturing units will not succeed if the people working in those units are not managed with the right mix of humanity and respect. IR professionals will play a major role in ensuring that this is brought forward. Make in India will be a success only with the participation of the people and it is on the HR industry to ensure that they are prepared at this basic level to handle their part.

The efforts of the Modi government are serious about the initiative they have taken, and the openness for feedback and response to suggestions is quite positive. We cannot expect overnight changes. What was not done over decades cannot be rectified in such a short time frame. Engineering the change and making it happen in India will not be just by sloganeering. It would involve great effort and at the nut and bolt level, the government of the day is attempting to get involved in these basic fixes. Make in India has to succeed if manufacturing has to get a fillip. We also need to master the mechanics of making it right first time right. We are good the second or third time around. But getting it first time right requires discipline, competence and capability. We are getting there and make it in India will expedite this process. 

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# **CULTURE** *eats* **PROCESSES** *for* **BREAKFAST**

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**Sanjay Bhatia**, President, All India Organization of Employers (AIOE)

**T**he ongoing Inspector Raj and procedural complexities had stifled the potential of Small and Micro Enterprises (MSME). The reforms, riding on technology, constitute a significant milestone. He hoped that these efforts would improve compliances drastically. However, providing training to rural-based enterprises on application of portal would be critical for the success of the scheme.


Improving Apprenticeship System would require facilitating enterprises through incentives to encourage them to enroll more apprentices. It is really a matter of concern that while the number of enterprises in the country exceeds 40 million, there are only 2.81 lakh apprentices trained every year. Every 'working place' should be a 'training place' Bhatia said.

The Bills to amend the Factories Act, Apprentices Act and Labour Laws (Exemption from Furnishing Returns & Maintaining Registers by Certain Estab-

lishments) Act, 1988 already placed in the Parliament had signaled a positive message to the industry on the intent of the government.

Removing some of the harsh provisions in the Factories Act like imprisonment even for minor violations is greatly appreciated and increasing overtime hours from 50 to 100 per quarter would help to execute production related targets within the time schedule.

Adoption of Unified Account Number (UAN) by the EPF organization would not only make transfer of accounts simpler, but would also solve the issue of unclaimed accounts which hold Rs 27,000 crore.

Finally, the second phase of labour policy reforms would address more important areas like allowing industry to engage contract labour freely and removing government intervention in 'restructuring or right sizing of industry', which would provide fresh impetus to employment generation. 


**K.V. Raghavaiah**, Senior Advisor, EFI

**P**eople who take up IR as a profession, particularly at the entry level, should have the aptitude and the capability for IR. People think that IR ranks lower than its contemporary branches. However, that is not true. You develop negotiating skills, persuasive skills, collaborative skills and so much else; and these skills can be used across verticals. Therefore, the biggest challenge for the IR industry is to ensure that good people are attracted to the field. One of the reasons people do not opt for IR is because they think they will have to deal with unions. Trade unions need to function in a democratized and civilized way and they can take that responsibility to change the face of this profession as well.


What is our ultimate goal? We want to make an unstoppable India, which becomes the manufacturing and retail hub of the world. So, if IR and ER are not given priority, this manufacturing

dream of the Modi government cannot take off. Just like creating good infrastructure, Employee Relations and good Industry Relations will also have to be worked upon.

The new generation will be attracted to the field only if the leadership inspires them. It is about connecting with them socially and politically. Salary competitiveness may not always be there, but they should be made to feel that they are contributing to the society. I am sure that if GenY can be inspired, they will be attracted to this sector.

Everyone works for dignity and pride. Over generations, we have been treating factory jobs like menial jobs and people who work in this sector are trying to compensate on that by earning more. So I think like advanced countries, we will also evolve and every job will have pride and dignity associated with it. I am an optimist and I myself am working towards it. 

**Tine Staermose**, Director-ILO-DWT-India, New Delhi

**I** have spent close to 16 years in the field of Industrial Relations in South Asia and have had some good experiences in dispute resolution and reaching a common understanding that might be more home prone than other cultures. Having said that, the universal principles laid down at International Labour Conventions are clear and I do believe that even within Indian industrial families, there need to be rules of the game. And this is where the government comes in. I have great hopes for the future of the industrial relations ecosystem. It does not have to be either pro-labour or pro-industry; it has to be an 'and' between the two sides. 



**Bhagirati Dhal**, Ex. Executive  
Director (P&A), SAIL


In the next couple of years, contract labour will be one of the major issues facing the country. While it is laudable that the government is introducing labour reforms, they need to include the industry and the trade unions at this stage because once the laws are amended, it would become difficult to change the reality on the ground any time soon.

Some initiatives are taking place at a bipartite level where the unions and industries are working together without the interference of others in areas of common interest. It is about building trust and finding common ground slowly and steadily.

Contract labour is a very explosive issue, which will lead to a very large-scale problem if it is not handled urgently and at a very fast pace. While some noticeable work has been done by CII West and Northern regions with the help of pilot projects, many central trade unions along with a number of industry bodies are now working in collaboration on this issue. The stakeholders have to be taken along to make an impact.

The other issue would be of the enforcement agencies which the gov-

ernment has created over a period of time. They are inadequate bodies with very less sensitivity and concern than what is expected of them. This issue now needs to be taken up on priority. When it comes to ESI, the employers are paying the money. However, the hospitals need to be created and the benefits must reach the people. Rather than talking about these issues at forums and conferences, they need to be addressed on priority. If there is a major income gap between contract and regular workers, it will lead to a lot of issues and the violent route it has now taken could be a very bad precedent.

Another important issue is providing minimum working conditions and safety at the workplace. The maximum number of fatalities at the workplace involve contract labour; they need to be owned and provided for. For things like working conditions and safety issues, a company should not differentiate between regular and contract labour. And these issues will keep cropping up unless it is addressed by industry bodies like CII, FICCI, AIOE, EFI and others. They are already on the job, but it is time to ramp up these efforts. 


IF IR AND ER ARE NOT GIVEN PRIORITY, THIS MANUFACTURING DREAM OF THE MODI GOVERNMENT CANNOT TAKE OFF. JUST LIKE CREATING GOOD INFRASTRUCTURE, GOOD INDUSTRY RELATIONS NEED TO BE WORKED ON

**Rajat Seth**, HR and Administration  
Head, SLCM

In today's scenario, the importance of Industrial Relations has increased tremendously as IR managers can help tackle conflict management. It is quite easy to deal with the educated and intellectual class compared to the labour class. The IR manager has to understand the psyche of the labour class to solve their problems and act as a bridge between the employer and the labourer. IR issues are very critical and it is up to the managers to make it simple.

Since labour is a subject in the concurrent list of the Indian Constitution, where both the Centre and the state can amend and frame the labour laws, it varies from state to state making it difficult for IR managers to follow the laws strictly. Productivity & flexibility are

not mentioned anywhere in Industrial Disputes Act 1948 and hence it becomes difficult to retrench any worker or take any steps against him even though he is not working according to expectations. But, we believe the government is striking the right chord to overcome the challenges.

We at SLCM manage our workforce in a very efficient way by being compliant with the law of the land and empathetic towards our workforce by giving them solutions to their problems. We make it a point to cover each employee in a month and the HR representative talks to each one individually, formally or informally. I can proudly say that we have so far managed the force across 20 states and 600 warehouses. 

## TRUST IS NOT ACCIDENTAL

By Parmeshwar Balakrishnan

The company has to continuously and consciously work towards creating an environment of trust at the workplace

**T**he biggest complexity that is creating turbulence at the workplace is – competition. It creates a lot of pressure on the bottom line as well as the costs. In that scenario, most companies talk about business and not the people and end up spending more time pacifying the unions than talking to their own workers. Many companies resort to short-term solutions to try and achieve those competitive costs by taking shortcuts. When you do that, you are not being fair in pushing workers to the limit. That leads to a feeling of exploitation, which sets off turbulence. Many workers have high levels of awareness and aspirations and hence they do not take this treatment lying down.

The challenge is to train the front line managers on man-management abilities and make them devote more time towards people issues. Normally, when business pressure goes up, companies talk about everything apart from people. So, balancing the needs of the business and the aspirations of people by establishing an environment of trust is very essential. Trust is not accidental, the company has to continuously and consciously work towards creating such an environment.

### Attracting GenY to manufacturing

The younger generation is tech savvy, connected to social media and better educated. The background that they come from is very different from the background of

tion coming to work in this sector; the trend of people joining the workforce from the same family is not that common. The father may not want his son to work as a labourer. There are still a lot of people who have never seen an industry and it is that section of the people who is migrating. The salaries are lucrative and much higher than what they have been earning elsewhere.

### Creating a pipeline for fresh blood

I think it is not about communication, it is about cultural change. The responsibility lies with the companies to give an opportunity for career progression of people. It is humanly impossible for a worker to remain efficient for 30-40 years. If we are thinking that a worker will remain a worker all his life, then we are making a skewed system, which will work neither in the favor of the company nor the worker.

Suppose you put an industrial plant in a state. It will provide livelihood to a lot of people and change a number of lives. That in itself will create a pull for other people to follow. If the company can also give a career path for them, it will create more opportunities for fresh blood to flow and create a pipeline for new people.

However, when a worker grows from within the ranks, he can only rise up until a certain point and then he needs a fresh set of skills to grow further. Like all roles

## BALANCING THE NEEDS OF THE BUSINESS AND THE ASPIRATIONS OF PEOPLE BY ESTABLISHING AN ENVIRONMENT OF TRUST IS VERY ESSENTIAL

workers in the past. Managing them is not going to be easy as it will be about how to channelize their energy and also ensure that their aspirations are met. It is not about managing people. It is about managing the energies of the people.

The way the industry normally managed industrial relations was by force; but it is not how it will happen in the future. It is not about getting work done out of people, but rather getting the best out of them. The challenge here is how to engage the people, motivate them, make them capable and then make them deliver.

When we talk about the newer genera-

at any level in an organization, once an individual has peaked in a particular role, he/she needs to have the capability to rise to the next level. Similarly, for a worker, if a company builds a system where a worker can take higher education, there will be a much higher percentage of people whose aspirations will be met. 📞

#### ABOUT THE AUTHOR

**PARMESHWAR BALAKRISHNAN**, Ex-Head, Employee Relations and Corporate Social Responsibility, Tata Motors

**T**he idea behind Prime Minister Narendra Modi's Make In India campaign will fuel the need for developing the country's infrastructure, which will have a cascading effect on the demand for more metals and energy. This is a positive sign for the Indian manufacturing sector and the Vedanta Group, with large operations in India, and diversified interests in sectors like Metals, Mining and Energy, is all set to be a partner in the nation's growth.

Even though the government seems to be focused towards building the manufacturing sector, there are a few areas where there is a burning need for a concentrated strategy to resolve the prevailing issues.

Skilled workforce is one such crucial challenge that organizations in India face. The Metal and Mining sector, for example, is in a critical need of skilled workforce as the current skill level of the workmen in India is inadequate for functioning in

and contract workers, which is a major concern for industries globally.

Contract workmen form almost 80 per cent of the entire workforce. While there is an apex body working towards the interest of the regular workmen (the Trade Unions), the un-organized sector of contract workmen are left out and are being exploited from all ends. The disparity in wages, inability to bargain (No Collective Bargaining provision), lack of permanency are some of the key reasons of unrest among the contract workmen in the current times. The government needs to understand the immediate need to bring in some labour reforms to help develop a framework that is relevant to today's business scenario in-order to avoid instances that we have seen in the past such as one at a large plant in NCR.

The declining power of trade unions, improving pay packets, their increased levels of education and the emergence of



## FREE MARKET NECESSITATES CREATION OF A NEW IR

By Rajesh Padmanabhan

The growing disparities between regular and contract workers is a major concern for industries globally

## THE DECLINING POWER OF TRADE UNIONS, IMPROVING PAY PACKETS & EDUCATION LEVELS AND WILLINGNESS TO ACCOMMODATE GROWING STATURE OF WORKERS HAVE CAUSED A REVOLUTION OF PERCEPTION AND ASPIRATION


mines, especially underground mines. Even though ITIs in the country focus towards skill development in certain sections of manufacturing industry, the mining set-ups who do not have their in-house skill development facilities face a difficult time managing the manpower for operations.

Diversity in workplace is another area where the government needs to take some concerted steps. The Factories Act restricts the working of women in night shift in many areas, whereas the Mines Act restricts the working of women at all. If we look at the economies of countries such as South Africa and Australia, women are involved in mines in many activities, including operation of heavy equipment (Trucks, Dumpers and even Cranes).

Industrial Relations, which is one more key element for a healthy business environment, has evolved over a period on the basis of the experiences of organizations and labour unions. There is a growing threat of disparities between the regular

process industries has changed the very definition of work. This along with the willingness of management to accommodate conflicting growing stature of workers in society have together caused a revolution of perception and aspiration. The eyes of the workers in the organized sector are set on upward mobility both for themselves and their coming generations.

There is one aspect that plays an integral role in building trust between management and labour, which is the flow of information. Trust acts as a catalyst for fostering positive relations.

In this changing environment, the HR managers and other stakeholders who involve directly / indirectly with the workers are required to be equipped and sensitized while dealing with them. 

### ABOUT THE AUTHOR

**RAJESH PADMANABHAN**, CHRO, Vedanta Group



## MAKE IN INDIA CAMPAIGN IS SIZE NEUTRAL

By Prabhakar Lingareddy

The Make In India campaign will have a ripple effect on not only the large-scale industries, but also medium and small scale units

**T**he country really needs the Make In India campaign. This is the first time such a large scale initiative is being led by the government. Earlier, there were just feeble attempts at change by industry bodies and small associations, and some leading organizations that believed in the philosophy of creating and capturing value for India. We have reason to believe that this campaign will be successful because the intent and the purpose of the campaign is clear and the fact that this time it is being led by the Prime Minister of the country is the differentiating factor.

It should spur manufacturing across the value chain, across sectors, sizes and geographies and lead to inclusive growth. The power of this initiative is that it is size neutral for the manufacturing sector. It will have a ripple effect not only on the large-scale industries, but also on medium and small scale units including ancillaries.

We need both the big industries as well as entrepreneurs to grab this opportunity. However, there are three broad challenges

you may have the opportunity, a willing partner and adequate people resources, but if there is no adequate power, then there is a very limited scope of going forward. These three hurdles need to be simultaneously and comprehensively addressed with immediate focus on low-hanging fruits to ensure that the purpose of this campaign materializes.

### Remove negativity from contract labour

Somewhere, we have to accept the reality of contract labour and work with the unions and remove this negativity attached to contract labour. This will be critical for the campaign to succeed. The ratios have to be addressed according to the scale and size. Over time, too much negativity has been attached to contract labour because organizations are neither paying minimum wages to them, nor extending social benefits or even maintaining the basic working conditions. If these are not addressed, then it will become a recipe for disaster. That is where the government will

## IT SHOULD SPUR MANUFACTURING ACROSS THE VALUE CHAIN, ACROSS SECTORS, SIZES, GEOGRAPHIES & LEAD TO INCLUSIVE GROWTH


that I foresee. Firstly, it should not just remain a campaign, but it is necessary to create an entire facilitative ecosystem to promote and encourage participation in the growth process. Talking about the ecosystem, all policies and laws will have to be looked at and addressed simultaneously and on an urgent basis, lest the momentum is lost and skepticism sets in. The next one year will be very critical, because this is the time all such hurdles need to be addressed.

The second hurdle that I foresee is the lack of skilled manpower. We have the vision and the direction, but the question is are we are ready with the supply chain when it comes to skill? You can reform policies, but you cannot create skills overnight. Example – do we have adequate electricians that may be needed? So we need to have a very proactive approach that aims to make up for the lost time without diluting quality.

The third hurdle that I see is lack of adequate infrastructure. Example,

have to play a very active role by ensuring the implementation of all the labour laws. The corporation, as the principal employer, also has to take the responsibility to ensure that all the benefits for contract workers are delivered. It is a statutory responsibility cast on them.

### Made In India - The right time?

I think we should start with 'Make in India', and after that look at 'Made in India'. The key driver should be to create a growth trajectory that provides jobs, which is the immediate priority of the campaign. According to a recent data, only 2 out of 12 people getting into the working age are getting jobs. If we do not focus on creating jobs, it will become a huge social issue to grapple with. 

#### ABOUT THE AUTHOR

**PRABHAKAR LINGAREDDY**, Vice President - Human Resources (Agri-business Division) at ITC Limited

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## THERE IS A DEARTH OF 'IR READY' MANAGERS

By Vineet Kaul

Over the past 15 years, the focus has shifted from Industrial Relations to other functional areas

It is fantastic that the new government's focus is on manufacturing. This will spur investments in the sector and also boost job creation propelling the wheels of the economy. However, it will require great execution on ground.

The Union government has taken certain initial steps to make business more viable and sustainable. These include promoting skill development, streamlining the social security framework and services and improving transactions in Provident Fund. However, a few issues like restrictive practices / laws will have to be looked at for areas relating to wage levels, working conditions, safety, welfare and social security. The Rajasthan government has started off on the right foot by making

is much beyond the stray incidents of violence reported in the Press and strikes and lockouts should not be seen as a normal practice.

All in all, I see very good career opportunities for emerging professionals in the field of IR which will allow them to bring in innovative practices in working with people.

### Grievance Redressal

While employers, unions and workers alike have been waiting for labour reforms for quite some time, it is necessary for the government to ensure that employers are looking at the well-being of the workers. While workers want to be assured of job security, companies need to comply with

## THE FIELD OF IR IS MUCH BEYOND THE STRAY INCIDENTS OF VIOLENCE REPORTED IN THE PRESS AND STRIKES AND LOCKOUTS SHOULD NOT BE SEEN AS A NORMAL PRACTICE

state-level amendments to three critical and archaic Central government labour legislations – the Industrial Disputes Act, Contract Labour Act and the Factories Act – thus paving the way for corporates to unshackle themselves from the stringent requirements of the laws. The other states can also follow this model.


### HR managers and IR

While HR managers have been rising to the occasion, over the past 15 years, functional areas of HR other than Industrial Relations have been more in demand. It is a matter of fact that today there is a dearth of 'ready' managers to handle challenging IR situations. This has been well understood all across and various initiatives are underway.

The CEO's and Industry Forums recognize the gap of HR Professionals with regards to skills and expertise in handling IR. I have been observing increasing number of workshops for knowledge sharing and skill building in IR over the last 2 years. The Management schools are also providing emphasis to IR in their HR Curriculum. The value added by professionals in IR is measurable and hence the increase in demand for the expertise. We should also understand that the field of IR

the laws of the land and ensure that all employees will be looked after be it welfare facilities, handling of grievances etc. It is also useful to have awareness programmes for workers so that they know their rights and duties.

At Hindalco, we take employee grievances very seriously and have discussions with employees and Unions on a regular basis. We also have joint teams of managers and workmen who discuss shop floor issues periodically. In all our units, monthly / quarterly open houses are held to share performance highlights. In addition, the house magazines provide coverage and recognition to achievements of workmen and their family members too. In many companies, the annual day/sports day is a good event to connect.

In many companies, there are several joint or participative forums where workers can address their grievances. Additionally, factory workmen participate in quality circles, suggestion schemes and safety programmes. 

ABOUT THE AUTHOR

**VINEET KAUL**, Chief People Officer, Hindalco Industries Limited



I'm quite excited about the Make In India campaign and I think the timing is perfect. The campaign, which is aimed at making India a global manufacturing hub, will help the sector to grow, contribute at least 25 per cent to the GDP and be at par with other advanced Asian countries. It currently contributes just over 15 per cent. This will also help in creating a bridge that will connect village clusters to global markets to promote export.

Manufacturing is a labour intensive industry. Countries like Japan, South Korea and China got richer by redeploying unskilled farmers in factories. However, today these countries are plagued by rising labour costs (China) and military tensions (Japanese firms are shifting production from China). India has help from its currency as well—the rupee has fallen making Indian workers more competitive. That directs a future of rising demand for labour in India. However, our industry relies heavily on high-tech manufacturing and employs only a few million people in the organized industry.

So, although we ought to keep our ears on the ground and need to plan ahead, we are not headed for a labour shortage and we believe that the Make in India campaign will not only accelerate the national growth index, it will surely fuel our engines too. There is a need to make critical amendments to labour laws to

Employment Index growth. With at least 33 per cent of the population below poverty line, Make In India is the right pitch rather than Made In India.

### Changing IR landscape

With changing industrial landscape, employers and employer organizations need to influence the industrial relations system (including the labour law) in the context of competitiveness. It is also a fact that not all employer organizations in India are adequately equipped to do so; they need to acquire the requisite knowledge base needed to influence the policy environment.

This also implies that employers' organizations will have to develop a strategic perspective of IR in the same way that employers are seeking to develop HRM policies and practices, which foster competitiveness. I think the HR fraternity as such needs to have deeper IR experience and to that extent it has been the realization of senior HR fraternity to build this capability among the young HR professional. The organizations like EFI and NHRD have been working extensively in this direction through different models.

At Lupin, every manufacturing location is headed by the HR professional who is fully competent and mature in IR. Apart from this, the factory/ site heads are also fully trained and seasoned professionals in ER. There are skip level meetings, Town



## THE TIMING IS PERFECT FOR MAKE IN INDIA


By Divakar Kaza

Conditions are ripe for making India a global manufacturing hub. It needs to be supplemented by priority on labour reforms, policy transparency and infrastructure & skill development

## EMPLOYERS AND EMPLOYER ORGANIZATIONS NEED TO INFLUENCE THE IR SYSTEM WITH THE CHANGING INDUSTRIAL LANDSCAPE IN THE CONTEXT OF COMPETITIVENESS

facilitate this growth. The “content” of the changes is very important, while the amendments on procedural aspects like “simplified return” etc. have begun. I think there also needs to be increased emphasis on policy transparency, infrastructure and skill development.

Today, India has more than 50 per cent of its population below the age of 25 and more than 65 per cent below the age of 35. It is expected that in 2020 the average age of an Indian will be 29 years. We have high unemployment/ disguised employment and ‘Make in India’ is the right move for

Halls, Open Houses etc. creating different touch points to anticipate, understand and address IR issues. They also bring about “Inclusive Work Practices” to decimate any divide between management and workers. Several structured and focused training programs are also conducted to keep the key stakeholders abreast of the changing laws and industrial environment. 

#### ABOUT THE AUTHOR

**DIVAKAR KAZA**, President-Human Resources, Lupin Limited

## COST OF INVESTMENT FOR MANUFACTURING IS HIGH

By Dr. R. Krishna Murthy

Prohibitively high cost of land coupled with major infrastructure issues are problems facing Indian manufacturers

**M**anufacturing, which was a major part of the Indian economy at the time of Independence, is languishing and the Government of India is making serious efforts for the Make in India campaign. India has a competitive advantage in terms of labour costs, for when you convert the cost of labour from rupees to dollars, it becomes very attractive to manufacture in India.

But there are two major problems that confront every manufacturer here. One is the poor productivity and performance that needs to be scaled up to global levels and this is a major challenge because of the knowledge, skill and competency gap. Many of the workers are first generation or at best second generation and they are not used to the pressures and rigours of coordinated, team-based rhythmic work activity. It is a major challenge for the managements also to keep the activity levels high because it means good resources planning, scheduling, manufacturing disciplines, quality adherence and commitment to delivery schedules.

China. Any country that ignores this will ignore it at their own peril.

While the government's efforts to scale up manufacturing and liberalize the environment are laudable, they will not get the support of the organized unions for this as it will be a serious threat to them. The Rajasthan government has already amended the labour laws and this will soon compel other states to follow as no state can afford to be complacent and expect that investments will start pouring in. States like Andhra Pradesh, with the wily Chandrababu Naidu, Version 2.0, will be more than a match for Modi Version 2.0. Tamil Nadu has already started screaming hoarse that all the investments will be attracted to Andhra Pradesh and has motioned the Centre to ensure that they rein in Naidu. Gujarat has already been a good destination for the manufacturing industry where entire businesses are run with contract labour. Other states like Goa and Maharashtra have also been compelled to liberalize the engagement of contract labour in their

## WHILE THE GOVERNMENT'S EFFORTS TO SCALE UP MANUFACTURING ARE LAUDABLE, THEY WILL NOT GET THE SUPPORT OF THE ORGANIZED UNIONS

Apart from labour, the real problem for manufacturing is the cost of investment. While the objective of paying people fairly high compensation for acquiring their land is indeed laudable, the very high cost of land will drive up the capital costs and the break-even points for the manufacturing business. Further Indian companies have to struggle with infrastructure like roads, connectivity, power, etc. and the further you go into the country, the more nightmarish the operations become.

On all these fronts, we are notorious for slippages and it is often a nightmare to get everything right for the full eight hours in a shift. At best, it will happen only for three or four hours. A few companies are getting this right, but when they get this right, suddenly they find that there is no market and there is a major crisis again. But this will change, once the global economy picks up and two countries in the world will reap the benefits: India and

states because of the rush of investment into Gujarat.

### Overkill for Indian competition?

Progress cannot take place without pain. Make In India will not eliminate Indian competition. By expecting that to happen, one is ignoring the resilience and innate competence and capability of Indian ingenuity and innovation. India has given several Nobel Laureates to the world. We have the talent and the capability. Yes, when the market is opened up, there are bound to be some casualties. But, the campaign will bring the best out of Indian businesses, for if they have to survive and grow, they must master this environment. 🇮🇳

#### ABOUT THE AUTHOR

**DR. R. KRISHNA MURTHY**, Director, Industrial Relations Institute of India & CEO of S.R. Mohan Das & Associates



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## WE ARE STILL FIGHTING FOR MINIMUM WAGES

By Virjesh Upadhyay

Contract labourers form a major chunk of the manufacturing workforce, but no one is responsible for their wages, health & safety

**C**ompanies need to deal with workmen first as humans. With the kind of scenario that is prevalent in the industry today, unless the companies understand that there are some basic requirements that any human being will need for life and work, there will be no movement.

There is a change in the pattern of work in most industries. A majority of them are employing contract labour and the number of employees on the roll has reduced to almost 17 per cent. Since they are employing a disproportionately large contract labour workforce, employers feel that they are not obligated to ensure worker wages after payment to the contractor. Companies pay contractors a certain sum of money for certain number of products. This is where we tend to differ from them. It is the responsibility of the principal employers whose products we manufacture, to ensure that the workmen are at least paid minimum wages.

Most of the workforces in the manufacturing sector comprise contract labourers, but there is no data available for them. According to a recent Times of India publication, only 17 per cent of the popula-

and a contract worker delivered the same kind of work. But, when revised salaries were announced, the regular worker got hikes as high as Rs 20,000, whereas the contract worker got only about Rs 4,000-5,000.


The wage scenario has not changed in the last two decades. There are three levels of concepts when it comes to wages: Minimum wage, living wage and fair wage. We are still fighting at the primary level trying to ensure minimum wages for a majority of the labour community. This problem is imminent across almost all sectors. As a union, we are requesting all industries to ensure minimum wages for the labour community. This will help raise the standard of living across all sectors. It is the responsibility of the companies to ensure that the next generation of these workers is at least a step ahead in terms of social standing.

A large population of the community is being paid less than the minimum wage and this is promoting a vicious cycle of inflation in the industry. Anyone earning fair money at their job goes back to the market to spend the same and that money percolates down the chain. However, if capital is limited to a few hands and a majority of

**THERE IS NO RECORD FOR 89 PER CENT OF THE WORKFORCE—NO NAMES, NO DETAILS ON WAGES AND AS THEY WORK WITHIN THE UNORGANIZED SECTOR NO ONE IS RESPONSIBLE FOR THEIR SAFETY OR HEALTH EITHER.**

tion is part of the regular workforce. We at BMS think the number is much lower and touches just 11 per cent. There is no record for the rest 89 per cent of the workforce—no names, no details on wages and as they work within the unorganized sector, no one is responsible for their safety or health either. All the news on wage hikes that you hear is based on the 11 per cent, which is a much skewed representation of facts. While a very limited number of people have seen hike in their wages, the wage hike for the majority of the population is not even comparable to inflation.

Take for example the Maruti incident where an HR manager was burned to death. The whole issue had been on the pay divide between the regular workforce and the contract labourers. A regular worker

the community is earning close to nothing, it promotes inflation across all industries. When a contract labourer is paid as low as Rs 3,000 per month, there is a great divide in the society. If this living standard improves, it will not just empower individuals but the economy of the country as a whole. The strength of a country's economic progress is not measured by four malls, but by the small businessmen in the streets of the nation. 

ABOUT THE AUTHOR

**VIRJESH UPADHYAY**, General Secretary, Bharatiya Mazdoor Sangh

**W**hen I started working in the 70s, there was no HR but Personnel & IR and there was lot of engagement with factory workers. Today, that breed has vanished and IR is now left to individual production supervisor on the shop floor who is ill equipped to handle it because he is not trained for this role. There is a skill standard in the IR space also. Several organizations have echoed this view and soon we shall be taking up this development with the help of industry.

Manufacturing output is poised to increase three times in the next 10-12 years with initiatives like the Make In India campaign. This will mean very large number of youth entering shop floors for the first time. We need to prepare for that unfolding scenario. Among other things there is a need to address the IR gap. If we don't do so, we could have a problem on our hands.

India continues to be a low cost economy and there is pressure to maintain

Government's renewed focus on manufacturing through Make in India and National Manufacturing Policy will throw open need for millions of more skilled workmen.

Workmen currently in the non-formal or contractual employment would find ASDC certification of help. This is industry's own certification and therefore this will provide an avenue for mobility towards better and permanent employment as demand for qualified workmen increases in the formal sector. Deserving workmen in the non-formal cadres would find this an opportunity to prove their employable skills. Employers would also find this a reliable measurement of employability. Through ASDC Certification, organizations can assess the level of skill and competence of these workmen. This can be used to take hiring decisions based on National Skill Standards for specific job roles. Of course, there would be need for fresh labour entering the manufacturing sector. There again Training and ASDC



## BREED OF IR MANAGERS HAVE VANISHED

By Sunil K Chaturvedi

IR is now left to the individual supervisor on the shop floor who is badly equipped to deal with it as he/she is not trained to do so

## INDIA CONTINUES TO BE A LOW-COST ECONOMY AND THERE IS PRESSURE TO MAINTAIN LOW COSTS AND QUALITY DELIVERY EVEN AS WE DEAL WITH INADEQUATE INFRASTRUCTURE AND UNTRAINED LABOUR

the low costs and quality delivery even as we deal with inadequate infrastructure and untrained labour. So, while we strive to have world-class aspirations, the resources are inadequate and that puts additional pressure on the shop floors. Supervisory cadres play a crucial role here. If we look at the automotive sector, another aspect is the wide gap in working conditions across the value chain. OEMs and large Tier-I manufacturing companies are tending towards world-class, but Tier-II and Tier-III shop floors need much improvement. This also adds to the pressure on the small manufacturing shops.

### Labour mobility and Industry Certification

The temporary versus permanent labour has been a big bone of contention in the manufacturing sector. While contract labour has been a solution to cyclical demand, it does lead to issues that sometime snowball and assume ugly proportions.

Certification would offer a reliable data for hiring decisions.

One aspect of labour legislation also deals with apprenticeship schemes. There is a need for reform there. Major manufacturing nations like Germany and Japan have found that these apprenticeship programs are a great way to attract, train and retain people. Our understanding is that the government is working on this issue and we expect more practical approach that would actually help labour in improving their prospects in the market.

Contractual work could provide opportunities for on the job apprenticeship for fresh talent. Even the unions should promote this certification everywhere. 🇮🇳

#### ABOUT THE AUTHOR

**SUNIL K CHATURVEDI**, CEO, Automotive Skills Development Council



## CAN INDIA BECOME THE GERMANY OF THE EAST?

By Poornima Gupta

A boost to manufacturing will create 70 million incremental jobs, according to latest industrial projections

India was primarily an agricultural driven economy, which evolved into a manufacturing and services economy. Even industrial places are no longer the same as newer industries have replaced traditional mass-employment hot spots to more technology intensive skilled workforce employers. The pace of change that has happened in India in the last 30 years has been tremendous. It took off at a slow pace and then gradually gained momentum as policies unshackled large parts of the economy. But IR has not kept up.

I do not think HR managers have the adequate resources to handle the current IR situations. Because of the changing workforce patterns, globalization and the accelerated change in technology, HR tends to be more reactive than proactive. It is always playing catch-up. Strikes are a total fallout of IR and the latest is the Bosch strike in Bangalore. Whenever an extreme situation happens, like in the case of the CEO being beaten in 2010 or Maruti HR Manager being burnt to death, they start thinking of making new policies.

The social profile of industrial workers is changing rapidly. Unlike the early years of Independence, not many come from a background of hardship and deprivation. Workers in the organized sector earn well and like to live well. Their aspirations for their children are no different from those of the middle class. Their eyes are set on upward mobility.

As the policies concerning labour laws were more favourable to the employee, most of the manufacturing organizations started using contract labourers instead of permanent labourers to mitigate their risk.

India is now emerging as a service industry and this would require more changes in the policies, which were primarily formulated keeping the manufacturing sector in mind.

### Make In India - its importance


The Make In India campaign is very much needed at the moment when manufacturing needs to be driven with innovation. We are a country where innovation at the grassroots level is paramount. Why can't we invest in making in India the parts that we are importing from China and other countries? I am sure if we put our minds to it, we can come out with much cheaper products. The push to manufacturing will not only increase our GDP, but also create jobs. It is projected that a boost to manufacturing will create 70 million incremental jobs. If we are able to manufacture some of the products, which are currently imported, our trade deficit will go down as well. The demographic dividend, which India has at the moment, will benefit us greatly as it is a country of a billion engineers.

### Make In India Vs Made In India

While Made in India is surely better in terms of branding of Indian products, but till we are able to establish the trust of the customers, make in India should be good enough. But yes, India has the capability to be the "Germany of the East" and not the "Factory of the West" as per the report from CII-BCG 2012. Competition is always better as it keeps you on your toes and prevents you from becoming stale. India is capable of taking on the competition provided it gets enough support from the government. At the moment one of the

## INDIA IS NOW EMERGING AS A SERVICE INDUSTRY AND THIS REQUIRES MORE CHANGES IN INDUSTRIAL AND LABOUR POLICIES

This led to insecurities among the workforce causing a spate of strikes and lock-outs, changing the IR scenario drastically. The Labour Act of 1926 had to be amended to include contract labours. Although the number of strikes have come down in the last decade, we see some evidence of severe hostility amongst the labourers and their employers, which causes extreme reactions resulting in casualties.

biggest challenges faced by the manufacturing sector is the restrictive regulations. If these change, I am sure Indian companies are more than ready to take on their foreign counterparts. 

ABOUT THE AUTHOR

**POORNIMA GUPTA**, Assistant Professor, Organizational Behaviour and HRM, Great Lakes Institute of Management, Gurgaon



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ABHIJIT BHADURI



# Industrial Relations Skills – The next shortage

A dangerous vacuum is brewing as a whole generation of HR leaders have emerged from B-Schools lately with no stints in IR



**T**hose initial years were formative in many ways. In the early years of my career, I lived inside the factory premises. That meant I was at work almost all the time. On the first day, my colleague told me that the vacancy had come about because my predecessor had quit after he had been stabbed during an altercation! It was not unheard of for the IR manager to be manhandled or hurt. This was a factory in the outskirts of Kolkata and the workers had returned to work after a long strike. The atmosphere was still tense. I had a degree in Law that I thought would come in handy.

Earning the trust of the factory workers and the union representatives was the hardest part of the job. The workers would not even acknowledge my existence when I went to the shop floor. My manager told me that I had no choice in the matter. I would have to figure out how to connect with the employees.

I thought of visiting the workers colony, which was just outside the factory one evening. As I stepped out of the factory gate, I saw some teenagers playing football in the open field nearby. I could not

**In the pre-liberalization era, people who planned to pursue HR would start their career on the shop floor. In the job interviews, students would be tested on their knowledge of labour laws**

help admiring the skills of the players as they weaved and dodged their way through the field. This became a daily ritual. One day, I got invited to play with them. I told them I was no good at any sport. They said they would coach me. Thus began my first lesson. It was only Human Relations and not IR that mattered. The kids invited me home after

the game and introduced me to their parents who were employees of the factory. When I met them at work the next day, it was different.

I worked in that factory for a couple of years after that. It is not that I never had problems with the workers. The negotiations were always hard. I could not see them purely as workers doing collective bargaining. They were people first. The union leaders also expressed their discomfort in making unreasonable demands because they were not dealing with an IR manager, but a human being sitting across the table.

That stint taught me some of the most powerful lessons that have shaped my views about the world of work. I learned important lessons in building trust with my co-workers. Later in my career as the head of HR, once again I had the opportunity to manage industrial relations across multiple factories. This time I had the support of a very competent team. But the lessons I had learned in my early years shaped my world view. I learned once again that whether it was with blue collar employees or white collar, and whether it is called Industrial Relations or Employee Relations and whether the factory was in India or in another country, it was always about learning how to work with people. It was always about Human Relations.

It is funny how our view of what it takes to succeed changes over time – especially if you are at a B-School. In the pre-liberalization era, people who planned to pursue Human Resources would start their career on the shop floor. The job interviews would inevitably focus on testing the students on their depth of knowledge in labour laws. Trade Union leaders like Datta Samant would hit magazine covers as often as the movie stars – even if it was for the wrong reasons.

The first job for most of the HR professionals in those days would be at the factory. The manufacturing location would inevitably be far from the city since the government tried to incentivize the industries to generate employment in “backward areas”. The newly minted HR professional would go off into the boondocks to serve his or her time at least for the first few years until they got a chance to get to a role in the Corporate Office.

Today the vast majority of the students do not voluntarily choose to start their careers with a stint in Employee Relations. That I believe is an opportunity lost. There is a whole generation of HR leaders that have emerged from B-Schools in the nineties and beyond who have not had stints in IR. There is then a dangerous vacuum brewing.


With the Make in India campaign, we will once again see the rise of the manufacturing sector in India. The ease of doing business is “essential” to ensure that the Make in India campaign is successful. The government has already talked about using a computerized system to decide which inspector would get to inspect which factory. There is a new workforce that views the workplace differently and is motivated in ways very different from the way the previous generations did. This is an opportunity to rethink Industrial Relations. But



## The Make In India campaign is an opportunity to rethink Industrial Relations. But where is the next generation of IR professionals?

where is the next generation of IR professionals going to come from?

Maybe some non-unionized group of employees will decide to start collective bargaining. Some of these may be white collared employees. Maybe the virtual employees or the temporary workers will one day come together to seek some change in policy. It need not only be a negative incident. Maybe the team at work comes together to make some choices collectively. All these are opportunities, but they are also disruptors. New industries have come up. Temporary employees are a rising percentage of the workforce in many sectors. Governance and regulatory frameworks are getting tighter. All this needs a new breed of IR professionals.

There are industries that are already experiencing what it means to have a talent shortage as the baby boomers retire and not enough students are enrolling in the colleges that teach these courses. Global oil and gas companies forecast a shortage of petroleum engineers. Employee Relations could well be on its way for such a scenario. If talent is the new oil, we are certainly going to see a shortage of people who have the skills to get the best out of them in the new world. 

### ABOUT THE AUTHOR

**ABHIJIT BHADURI** is Chief Learning Officer at Wipro Group

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**Stand out from the crowd:** For hiring managers who are inundated by applications for coveted jobs, a professional certification on a resume can help them select the cream of the crop for a particular role. In fact, according to the ManpowerGroup's '2013 Talent Shortage Survey', 34 per cent of hiring managers globally have cited a lack of technical competencies (or hard skills) required for a particular role as the chief factor contributing to talent shortage. A globally-recognized certification attests to your knowledge and skills in the practice area and can give you an advantage over uncertified candidates for the job.

**Compete in a global economy:** Certification training and skill upgradation bring you up-to-speed with the latest knowledge in your practice area from a global perspective. With this education, you can benchmark yourself as someone who can apply

A globally-recognized certification attests to your knowledge and skills in the practice area and can give you an advantage over uncertified candidates for the job


best practice methodologies to any work scenario and drive mission-critical projects to a successful conclusion anywhere in the world.

**Improve productivity and enhance business performance:** By updating you on best practices in your domain and introducing you to a common terminology and methodology for effective teamwork and collaboration, certification training can enable you to enhance your performance at the workplace.

**Step up the corporate ladder:** At senior level roles within organizations, holistic understanding of the practice area and domain expertise are expected. As you achieve higher-level certifications and apply that knowledge and skills in your practice area to deliver results to your organization, you will be recognized for your specialization in the stream and will be able to move into leadership roles.

**Keep one step ahead of technologies:** For professionals in the IT sector, the demand for skills evolves on a continual basis. For instance, the public cloud market is expected to become a \$191 billion

industry by 2020 and cloud computing certified professionals have a huge potential for career growth. With the advancement of this practice, along with others such as e-commerce, m-commerce, business intelligence, Big Data and analytics, the requirement for qualified specialists in these domains and their associated technologies will also increase. Accredited certifications in the technologies of tomorrow will boost the scope of your career in a dynamic job market.

In conclusion, training and skill upgradation offers immense benefits to professionals across job roles, industries and geographies. Selecting the right governing body and authorized training organization for certification training is an important decision to be taken in this process. 

#### ABOUT THE AUTHOR

**VARA PRASAD RONGALA** is Founder and Managing Director of Invensis Technologies, an IT-BPO service provider. From a five-member team when it launched operations in 2000, he has built the company in size and reach to make it a leading solutions provider of choice.







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- Build new capabilities in strategic-level change management
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- Develop Emotional Intelligence and competencies needed for coaching leadership skills
- Explore ways of building Sustainable Enterprises

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The program will be taught by highly distinguished thought leaders, authors, researchers, and practitioners who have had a pioneering impact in the areas of Appreciative Inquiry, Emotional Intelligence, Resonant Leadership, Strategic Thinking, Change Management, Human Resource Development, and Sustainable Enterprises. Drawn from both XLRI and Case Western, they will include David Cooperrider, Richard Boyatzis, Melvin Smith, Diana Bilimoria, Harlow Cohen, Tony Lingham, Ronald Fry, and J. Singh

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# Is predictive hiring the next big thing?



Owing to its ability to increase the odds of success at all levels, predictive analysis will likely become an integral recruitment activity for organizations

- People Matters and Aon Hewitt roundtable  
By Vikram Choudhury

The common sentiment among recruiters in India is that they grapple with basic hiring challenges and hence, predictive hiring is not among their list of priorities. At the same time, recruiters are looking for low-cost and efficient processes for hiring. While in the West, application of predictive techniques have been mainstream since long, it is only picking up now in India. Detractors of predictive techniques argue that their talent acquisition team has much more pressing problems such as sourcing pressures, costs, and talent market unpredictability. An October 2014 roundtable organized by People Matters and global consulting organization Aon Hewitt reveals that opinions about the value and need for predictive techniques

among Indian talent acquisition leaders is divided. While some intend to make it an integral part of their hiring processes in the coming months, several others are on the fence about whether the investments will yield the desired value or not.

New tools and techniques are coming up in the Indian market to assess if candidates will stay and what will be their impact in the company. These tools and techniques are either aided by technology or exist in the form of intensive offline psychometric assessments. Besides that, social media is playing a central role in enabling recruitment teams predict the future of their new recruits. Companies are also using social media heavily in post-hiring processes as well, including background and reference checks. In the face of these developments, one cannot help but wonder if predictive

hiring is really a buzzword, or if it will ultimately be able to connect hiring with long-term business impact. It is essential to deconstruct the predictive hiring puzzle that talent acquisition leaders in India look to address – value of predictive hiring, the right predictive model, and tools that enable valuable predictive insights.

## Efficiency versus effectiveness

If we look at the trade-off between efficiency and effectiveness, it may not always be desirable to maximize both. High efficiency can be attributed to a highly mature process where the technology and subsequent activities are well-defined and standardized. On the other hand, a highly effective process could be attributed to higher level of customization for ensuring the right fit. While hiring for bulk, a process that maximizes effectiveness could escalate costs beyond prohibitive levels. Bulk hiring processes, therefore, rely more on efficiency rather than effectiveness. Hiring for senior levels in the organization, on the other hand, does not rely so much on the efficiency of the process as it does on the effectiveness of selection.

While talking of efficiency, companies talk about cost per hire most of the time. In effect, efficient talent acquisition processes answer concerns about whether the process is lean and just-in-time. Effective hiring processes rely on whether they improve retention numbers and lead to better customer service. Effectiveness tries to answer if the hiring is for the right competency and culture fit. The real value of predictive hiring lies in the zone of trade-off between efficiency and effectiveness. Before investigating tools and techniques, it is first important to understand which factors can predict the future of talent more accurately.

## The predictors of talent

While in other geographies, predictive analytics is an established practice, it is yet to become mainstream in India. The tide is changing and an increasing number of companies are looking to apply some

The real value of predictive hiring lies in the zone of trade-off between efficiency and effectiveness



form of predictive modelling to augment their hiring process. While many tools exist, it cannot be denied that identifying prediction parameters is a highly company-specific process. It is still interesting to note what leaders in India think about which factors predict talent outcomes more accurately than others.

Many talent acquisition leaders tend to believe that there is a very large overlap between competencies and values. Competencies, on many occasions, lead to measurable behaviours. Talent acquisition leaders can greatly benefit from tools available in the market to measure culture fit by assessing behaviours. Behaviours can be assessed through models either in the form of written tests or even through targeted assessment questions during interviews.

Many companies have assessment centres to assess behaviours. Companies administer these assessment centres during the induction phases of newly hired candidates and they have proved as excellent predictors of “fit” indicators such as culture fit, capability fit and team fit.

Social media behaviours are also widely used as tools to predict behaviours and attitudes of candidates. While some companies do employ external consultants, many conduct such analyses in-house. Recruiters predict behaviours by assessing the overlaps between a candidate’s professional and personal lives, occurrences of mismatch between projected and perceived personalities and sentiment analyses. Social media behaviour is widely-used predictor of candidate behaviour among recruiters.

Many companies approximate future value of talent based on past performance. In fact, past performance is used as the basis of predicting future success of employees and candidates. At the same time, leaders do recognize that it is more important to assess potential rather than view past performance. This is especially true for talent prediction in senior-level roles and nine-box assessments and assessment centres are considered useful investments during recruitment for leadership roles. For junior and entry-level roles, there are several steps that an organization could do upstream even before actual screening processes. Several companies across industries consider their campus-based initiatives as part of their recruitment activities for the year. These campus initiatives besides identifying talent can also be used to predict what type of talent from institutes fit better into which part of the business. Some progressive companies, especially in the hotel industry in India, involve not just students as part of their campus program

but also the faculty. These companies even invite faculty to visit their premises and conduct some operational activities and assessment of their knowledge and aptitudes provide a sense of how students from these campuses could add value to the organization.

Technology can play a pivotal role during prediction initiatives for an organization. It is, however, important to note that while most parts of a technology process are outsourced, the design should inarguably be retained in-house. Companies visit social profiles of candidates to conduct individual elements of their assessment. For instance, some companies

views over the telephone. This is low cost, but better than shortlisting based on CVs. Another key tool which companies could use is a ‘virtual assessment centre’ where technology could be used to do psychometric, aptitude, and online case assessments. While individually, these assessments can turn out to be expensive, technology presents a great opportunity of combining and administering them at a much lower cost. A company, therefore, increases effectiveness of these process while at the same time, keep costs low.

Adoption of predictive techniques is likely to pick up in the coming months, both while hiring external candidates and



## Adoption of predictive techniques is likely to pick up in the coming months, both while hiring external candidates and recruiting internal candidates

visit social profiles of candidates to assess culture fit through various indicators such as the individual’s social and personal preferences, her/his views and opinions about personal and macro events and the type of communities and groups the candidate is part of.

Companies can effectively use various tools and techniques to make their hiring process strike the right balance between effectiveness and efficiency. For example, companies can use structured interviews which have moderate predictability but lead to high costs. Structured interviews are more appropriate while hiring for middle management candidates. Other tools include ‘telephonic role plays’ which are essentially 15 minute role play inter-

recruiting internal candidates. Given the number of both online and offline tools available in the market, it definitely looks like predictive analysis has become more than just a buzzword. There are several types of predictive models available to hire candidates at all levels and for all positions, beginning from campus hiring to senior leadership hiring. It will be useful for organizations to start thinking about how they can use predictive techniques at every stage and type of the recruitment process. 

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AQUIL BUSRAI



# Transforming a manager into a coach

The key to delivering effective coaching feedback is that it is observational and non-judgmental

**M**anaging people today is becoming less about command and control and more about development and empowerment. Managers need to give up the position of power and become cheerleaders and coaches to their employees. Flatter organizations and frequent down-sizing means that employees need to cope with changed requirements in skills, responsibilities and performance. Individuals are called upon to take ownership of their own development and even training. That is where a manager's role changes to that of a coach. Guiding, encouraging and suggesting rather than directing are the new expectations from a Manager-Coach.

Coaching is a purposeful ongoing one-to-one dialogue between a Manager-Coach and an employee for developing skills, improving performance and enhancing potential. It is distinctively different from performance assessment because it focuses on encouraging, motivating and guiding the protégé to achieve higher goals.

Coaching consists of constructive and consistent feedback aimed at increasing awareness

and results in improved performance. The key to delivering effective coaching feedback is that it is observational and non-judgmental. However, it does not shy away from giving feedback on what could have been done better. The focus, therefore, is on the future than the past though it may be helpful to analyse the past and determine what went wrong. Apart from providing feedback, the Manager-Coach also provides suggestions for the future that might help achieve positive change in behaviour. This feed-forward helps employees envision and focus on a positive future while critically reviewing past performance.

**Coaching is a purposeful ongoing one-to-one dialogue between a Manager-Coach and the employee**





The traditional formal classroom training is fast losing its effectiveness unless supported by subsequent reinforcement. According to a study by Xerox Corporation, 87 per cent of the newly taught skills were lost in a controlled group without follow-up coaching. The message is clear: No matter how good the classroom training is, the effectiveness is sustainable only through on-the-job reinforcement.

Marcus Buckingham in his book "First Break all the Rules" describes the factors that lead to an effective workplace and concludes that an employee's manager, not the company, is the critical link to employee engagement. Of the 12 questions used in Buckingham's study, three questions directly correlate to the importance of coaching as an effective employee development tool. Questions like 'Is there someone at work who encourages my development?' or 'Have I had opportunities at work to learn and grow?' Or 'Does my manager, or someone at work, seem to care about me as a person?' are clearly indicative of the importance of the role that the immediate manager plays in developing an employee. It is no wonder that employee's expectations are high from this one single source. Attrition analysis of any organization will demonstrate that highest reason for leaving an organization is an employee's dissatisfaction with his or her immediate supervisor, though in exit interviews this reason is most often camouflaged.

In adopting coaching as a management style, managers help their employee unlock their potential. This has direct correlation to improving current performance of the employee. The crux of this approach is encouraging employees to learn on their own steam instead of providing solutions straightaway. The manager-coach creates an environment that fosters learning, independent thinking and opportunities to contribute. They facilitate team members to achieve their results without making them dependent. Most often such manager-coach are role models themselves and are excellent listeners and communicators, providing perspective and encouragement whilst setting high standards and expectations.

Managers with strong coaching skills are good at deploying questions to draw solutions to problems out of their employees. They use every opportunity to ask employees questions like "What do you think? How would you deal with this situation? What options do you see for addressing this issue and what are the pros and cons of your preferred option?" Thus they cease to be prescriptive and instead provoke a thinking process in the minds of employees to seek solutions



## The manager-coach creates an environment that fosters learning, independent thinking and opportunities to contribute


themselves. A little bit of prodding and nudging helps the employee remain in the right direction while seeking a solution. The end result is a remarkable belief that develops in the mind of the employee that they themselves found a right solution. A good Manager-Coach thus prefers to stay in the background but privately feels proud of having groomed yet another protégé to be self-reliant.

The benefits of this approach are obvious. First, an environment of self-respect is infused into the team. This invariably increases the innovation level for resolving issues and thereby improving the team productivity. Second, every interaction with Manager-Coach becomes an opportunity to learn and grow. This stimulates broader and deeper thinking. Individual development is thus enhanced due to the encouraging environment where one can speak up one's mind or feel comfortable in suggesting out-of-the-box solutions without fear. Also, age and experience level cease to be the sole qualification. Effective Manager-Coaches thus evolve into becoming a catalyst that helps employees think for themselves. In contrast, managers who like to be solution generators themselves are effectively disempowering their employees by continually offering their suggestions

and thereby stunting growth of individual employees.

Graham Alexander's G.R.O.W model, later championed by Sir John Whitmore, is a well-established treatise on coaching. It is an acronym for Goal-defining what is to be achieved; Reality-exploring the current situation, relevant history and future trends; Options-coming up with new ideas for reaching the goal; and Will-deciding on a concrete plan of action. This simple yet powerful approach has been the foundation stone for many a successful coaching endeavors.

In today's economy, it is critically important to get optimal productivity from every employee. Organizations need to ensure that every employee performs to the best of their ability and deliver significant value. Research has shown that employees who receive coaching from their managers are more productive, more engaged in their work, contribute better and in a significant way, advance in their career rapidly and thus stay with the organization longer.

Coaching is thus a business imperative more than a feel-good concept. Manager-Coach will be leading the charge in the new world of employee empowerment and higher productivity. The faster the current sets of control-centric managers evolve into Manager-Coaches, the better for any organization. 

### ABOUT THE AUTHOR

**DR AQUIL BUSRAI** has had over four decades of HR experience with blue chip organizations like Unilever in Kenya and India, Motorola in Asia Pacific, Shell in Malaysia and IBM in India. He is currently CEO of Aquil Busrai Consulting offering Executive Coaching and Leadership Development. He is the past National President of National HRD Network and Fellow of All India Management Association.



Q &amp; A

# Connecting with the hearts & the minds of people

**Gautam Kumra**, Founder of McKinsey Leadership Institute, Director at McKinsey & Company and Head of its Asia Organisation Practice, talks about challenges that leaders face today, managing personal energy and more

By Anu Babu Kurian

**Q What are the challenges CEOs in India face today and how have those evolved?**

**A** One of the ways I'd like to think about leading as a CEO is how you lead in business, how you lead change, and how you lead yourself. I think there are multiple challenges along all those dimensions. In leading business, a major challenge is dealing with the high degree of volatility and uncertainty in the market. In the past two years, while India has been insulated to some extent, it is pretty clear

that we live in a very globally connected world and cannot be immune to what happens around us. The second challenge, I'd say, is that even if your business is local, you are dealing with MNCs and competing in a global environment. Earlier, cement used to be considered a local business, but today the biggest companies in the space are MNCs. So the challenge is to understand global expectations and learn to compete with the best. The third business challenge has everything to do with people. While Indian business aspirations remain high, there is a gap between aspirations and the ability to execute. And people make the difference. The reason I'm pointing that out is because it's not easy to find talent in business areas that are unfamiliar in the country. How do you attract people and how do you equip them with the skills, knowledge and the mindset required in many of those businesses?

Part of leading a business well is to find the right people with the right skills.

Change is a constant challenge. CEOs have to know what to preserve and what to change. Many companies have become successful by applying what they have learnt from the outside. Externally orienting is the first challenge. The second challenge is managing the balance between performance and health – on the one hand, you have to counter the relentless pressure from investors, analysts and shareholders to perform, and on the other, you have to safeguard long-term health by leading and adapting to change. The third challenge in managing change is dealing with conflicting expectations of different stakeholders. Today's CEOs have to deal with Boards, investors, JV partners, regulators and not all of those expectations are aligned. That creates stress.

Finally, on leading self, in this complicated 24x7 globally interconnected world, it is a challenge for CEOs to find the right balance and lead their lives holistically. It is getting increasingly difficult to separate business from personal life. How do you define this integrated life? How do you have a sense of purpose and mission that gives energy to continue? How do you learn to be more self-aware about things that make you distinctive and how do you compensate for what you are not good at? Those would be my top challenges in leading business, leading change and leading self.

**Q In the work that you have done with McKinsey Leadership Institute and the Bower Forum, how has the training to become a CEO changed to address these challenges?**

**A** Firstly, it is still a journey. I wouldn't say we have fundamentally changed it. Let me give you a glimpse of what we have accomplished so far. One of the insights we have from our leadership development work is that you learn through your own experience. People are not taught to do something if they never had the need to do it. One of the tenets in our training is to learn from each of those experiences. Secondly, CEOs are extremely lonely and don't know who to reach out to, to have a confidential discussion with about things on their minds. We have a very intimate confidential forum where we make people engage with each other in an informal, comfortable setting. People open up to talk about issues that concern them. Thirdly, we talk about stuff that really matters, like what is the hold-back for the CEO to break through to the next performance frontier. We don't restrict ourselves to the technical domain. It is very individual and depends on who you are, what business you run, etc. Finally, what makes it effective is that you have access to highly experienced global CEOs in the room who have the experience of having been there, done that. So, it is really a combination of these three things that make it kind of a unique experience that CEOs don't get elsewhere.

**Q How do we get business leaders to managing much more complexity in their roles than what they are managing today? Is it possible to acceler-**

**ate capacity building following these three tenets you've mentioned?**


**A** I don't think just one intervention is enough. We are also thinking about what follow-on interventions would be required in the program, not just through the forums, but the work we do with companies on expanding leadership capacity. We are convinced there are inherent leadership qualities in everyone and people can develop them no matter what stage of life they are in. I think it is a function of certain critical things: You have to create the need and the desire to own the change. You have to help people identify the mindset and beliefs that they need to work on. Once that happens, it is important to create an enabling environment by providing support, feedback and encouragement. There should be some degree of handholding and structure to help people stay the course. When we have done this with clients, we have managed to make an incredible contribution to their progression along desired leadership trajectories.

## There are inherent leadership qualities in everyone and people can develop them no matter what stage of life they are in

**Q How do you make an intervention that doesn't just impact the CEO level but becomes a way of life within the organisation?**

**A** The work we do as a leadership institute is not just focused on the individual CEO. What is unique about the intervention is that it brings CEOs from diverse industries and companies together. Shared experiences and insights help not just the CEOs but their organisations as well. A CEO alone cannot do very much. The work we do helps CEOs understand the needs of their companies and can impact hundreds, if not thousands of people in their organisations.

**Q What is required for organisations to undergo transformation successfully?**

I think it is hard to imagine a transformation, which did not start somewhere. There is a core that starts it all. One person alone can't achieve the transformation, but it is surprising to see how much of a difference a person can make. I've seen some legendary CEOs who alone have caused a disproportionate amount of outcomes not because they did it themselves, but because of who they are, and how they got others to do it. These CEOs tend to be humble and self-effacing people. The ability to rally a group of people together to pursue a certain mission is critical. At the end of the day, you have to connect with the hearts and minds of the people. How you make those connections influences how successful the eventual transformation will be. 



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OSCAR DE MELLO



# The Gift of Undivided Attention!

The courtesy of listening, participating and excusing one's self is rare, if not dead. So if someone's talking, while another is busy texting, and the third is answering emails... who's listening?

**T**he meeting was in full swing. Anita was leading a serious discussion with her team. Great thoughts and ideas flew about freely. Creative juices flowed smoothly. Then a phone beeped softly. Through the corner of her eye, Anita noticed a hand groping the tabletop and pulling a mobile phone into a lap below. A pair of eyelids fluttered quickly in short, sharp downward glances. Salil began to first read then start to answer his message. Within seconds, Salil's mind, engrossed in his communication, had shut down on the discussion.

Anita paused mid-sentence and waited. Salil was oblivious to everyone else in the room.

"Salil...Salil!"

Salil jerked up to 10 pairs of eyes staring at him.

"Sorry, sorry..."

Salil was embarrassed. He had lost the train of the discussion. Anita, who had spent a considerable amount of time preparing for the meeting, was annoyed. Precious time was wasted before the discussion could retain its original momentum.

It seems to be an acceptable social habit these days. People deliberately reaching out for their devices – and fiddling with them – just as you've reached mid-sentence! And without so much as a by-your-leave.

At a café I frequent, I have seen groups where one person is talking animatedly, while the others are furiously working their phones. What a conversation! What amazing communication skills! The ability – or rather the disability – to part-listen, and part-participate, in one conversation, while seemingly part-engrossed in another one altogether!

Oh okay, this is less about communication – and more about etiquette and basic respect! May I revisit a few forgotten facts around communications:

**Multi-tasking is different from distraction:** So don't even go down that path.



Multi-tasking is doing several important things responsibly, at the same time. Distraction is the exact opposite. Answering a business email or reading/writing a message hogs up brain-space – there's no way anyone can do anything else, responsibly, at the same time!

**Hearing is different from listening:**

Listening enables participation and sharing of opinions – the fundamentals of good communication, remember? Hearing actually means nothing in a professional or even a personal communication. When people say 'I hear you', it means they are not interested in listening to you. It's not the same as disagreeing – it's infinitely worse!

**You are there because you are valued:**

No one invites freeloaders to meetings. If you have been invited it's because you – i.e. your opinion, your decisions, your perspectives, your expertise, your wisdom – are all valued. The obvious expectation, therefore, is that you live up to this image.

Nothing is that important: If it is critical or an emergency, people will call – repeatedly. Look at it this way: If business goes on perfectly well when you are on vacation, surely a few messages can wait until your meeting ends.

By fiddling with your phone when in company, you are ignoring people and puncturing their ego. Ignoring someone is akin to scorning them openly

**Everyone has an ego:** It's subtle, but there. By fiddling with your phone when in company, you are ignoring people and puncturing their ego. Ignoring someone is akin to scorning them openly! And, hell hath no fury like anyone scorned. Chastisement may happen post-facto, but it will happen!

**If the speaker doesn't care, you lose!** Sometimes people just continue speaking pretending not to notice. Be aware, nothing goes unnoticed! However, you, the distracted, will lose. There's the possibility of missing out on something important today, only to look foolish tomorrow.

**Ultimately, it's about respect:** Cultural fluctuations may vary the concepts and principles of etiquette. But by according undivided attention, one is according respect. You value the other person enough to put your life on hold – for the duration of that communication. The thing about respect is that we have the right to expect it only if we give it ourselves. 🙏

ABOUT THE AUTHOR

**OSCAR DEMELLO** is a Director with Just Hull. Prior to setting up Just Hull, Oscar was Country Head-Reward Information Services, India, at Hay Group – a global HR Consulting firm

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GAURAV SAINI

# A Generational Change in Wellness

Wellness programs need to be flexible, have variety, incentivize GenY employees and engage them in a gamified manner

**Scene 1:** Yash, a college graduate, is offered three job opportunities during placements. All three jobs offer tempting work experience, but Yash decides to join a lesser known brand. This is because the company's work culture was closest to complimenting his personal and professional needs. Also, the organization's benefits package encouraged him to experiment and explore his potential.

**Scene 2:** Pooja, an enthusiastic HR executive, manages talent for the same organization that Yash now works at. She prides herself in creating an empathetic healthcare program that includes a multitude of offerings for the organization's employees. However, she is beginning to get concerned as the employee reaction is below lukewarm and she is unsure about how to bridge the expectation gap and engage the GenY employees with her wellness program.



**Y**ash and Pooja showcase two sides of the same HR coin. On the one hand, there is a demand for wellness programs from potential hires, while on the other there is a dearth of participation by employees. This can be attributed to the paradigm shift taking place in the HR landscape, where the complacency of senior colleagues is being replaced by the aggression of GenY, while the wellness frameworks play catch up.

GenY see the overall benefit plans in their current avatars as only "nice to have" compared to their senior colleagues. This stems from the younger generation's belief that they are healthy and indestructible. However, research suggests that they are more stressed and less healthy than their older counterparts. The increased levels of stress stems from the younger generation's

desire to have everything right here and right now, rather than delaying gratification. GenY wants responsibility at work, a well-balanced family life at home and a thriving social life as well.

GenY see benefit plans that help them attain better overall health and remain disease free as more valuable than those that are heavily dependent on insurance products. Therefore, the challenge for any HR executive like Pooja is to provide wellness programs that not only give the new working crop what is the most healthy or beneficial for them, but also what they would find engaging and interesting.

Some constituents of the wellness programs that HR managers are considering while designing wellness programs include:

**Holistic Wellness and not just a weight loss program:** In order to keep GenY

**Flexible wellness programs have a significant impact on meeting the diverse needs of employees, improving employer branding and building a robust total rewards strategy**

engaged, the wellness program needs to cover opportunities to learn and practice, improved eating, physical fitness and spiritual wellness, environmental wellness, social wellness, emotional wellness and professional/ intellectual wellness aspects. These objectives can be approached through a variety of ways including monthly newsletters offering latest information on healthcare, blogs and seminars on holistic wellness.

**A flexible program:** Flexible wellness programs have a significant impact on meeting the diverse needs of employees, improving employer branding and building a robust total rewards strategy. Such programs address the needs of GenY employees who are more focused on and interested in benefits such as gym membership, health and fitness programs, vacations and personal development. Above all, they give them more control over their own health.

**Variety is the spice of life:** Even within the group of GenY employees, different wellness offerings are appreciated. Some like to do yoga, taichi or even Zumba, while others prefer just a simple walking program. Organizations situated inside campus complexes are developing jogging and cycling tracks for their employees.

**Gamify:** Nothing gets the millennials going like a good competition. One Indian MNC gave all their employees pedometers at subsidized rates and engaged the group in a virtual walkathon. Marathon training programs that offer self-monitoring technology and weight loss challenges, where employees enter as teams of two or three and gain reward points based on how many kilos the team loses over a specified period of time, are gaining popularity.

**Incentivize:** No competition is complete without rewards. The winners of wellness competitions are rewarded by cash and non-cash rewards such as iTunes cards, T-shirts and parking space. As the wellness program and its acceptance matures, wellness program incentives can tie into the overall benefit program such as an increased subsidy on health cover costs, for those that meet certain pre-defined health criteria.


**Innovate by blending work, social lives and recreation:** Wellness programs are no longer limited to dental and medical insurance plans. Since the Millennials are interested in blending work, social lives and entertainment, organizations are introducing programs that offer the option to pay for gym membership, travel insurance, extended paternity and bereavement leave, adoption assistance etc.

**Leverage technology to simplify and make it interactive:** GenY want an accessible and easy-to-use interface, a fun and enjoyable wellness experience and a convenient 24/7 mobile-accessible solution. To this end, organizations need to integrate online resources. These resources offer

the latest information on healthy living, blogs about their experiences, the ability to track their reward points, assess their performance on improved fitness against their peers, learn about the EAP services available from their company and sign up for email communications about the wellness program.

**Wellness role model:** GenY needs to believe that the organization they work for supports wellness as a strategic priority and not as another benefit. It helps if they can look up to a member of the senior leadership, who not only espouses the cause of wellness but also lives and breathes in his or her everyday life. CEOs are increasingly participating in yoga and TAICHI sessions, alongside their employees and showing to their younger professionals that they think these are important enough to make time for in their busy schedules.

**An environment that supports the wellness initiative:** Wellness programs are not limited to a 60 minute daily exercise or Zumba session. Employees spend an average of 10 hours in the office and therefore each interaction with the facility should speak wellness. Staircases should be well lit and easy to access, birthday cakes can be replaced by fruit salads, vending machines should offer health snacks and the cafeteria should offer fresh fruits and avoid heavily processed foods.

Wellness programs in organizations help create sustainability and build towards succession management. In an on-the-go world where people hold the capability to work like machines, initiatives that help bring out the workforce' individualism and appreciate their interests and able to better connect and retain them. 

Employees spend an average of 10 hours in the office and therefore each interaction with the facility should speak wellness



#### ABOUT THE AUTHOR

**GAURAV SAINI** is Associate Director of People Practice at Happiest Minds Technologies. He also heads L&D and Wellness initiatives at Happiest Minds. He has been associated with the different industries for last 15 years in HR, Talent Management, Performance Management, Shared Services, L&D, Compensation/Benefits and Employee Engagement. He has worked with IMI mobile, Blackstone Group portfolio company, TATA Group, Hewitt Associates and AVIVA.



ELANGO R

# Invented-But Let's Reinvent Anyway!

Find ideas and blend them in new ways. Become aware of what options are already available. This will help you in making decisions when it counts



When brainstorming as a team, ensure that the problem is not just being solved by someone in the room, but encourage the team to look for options from outside as well

**A**s Humans, most of us naturally find it more enjoyable to speak than to listen. I hear people talk at team meetings, external forums where I am invited as a speaker or part of a panel discussion- the list is endless!

Here are common mindsets I see come across:  
“We are the best and we can do it better than you”.  
“If you want it done right- do it yourself”.

There are many who will go to great lengths to stop anyone else's plan from being approved for the simple reason that he/she couldn't think of one himself.

Most of us find it hard to admit that the other guy had a better idea than we did, or did a better job implementing the idea than we could have ever done.

We are reluctant to accept ideas.

We believe, work done by a previous person is sub-par and hence must be re-created from scratch and it cannot be reused.

Overall, there is a 'herd instinct' that comes across at times lead by those individuals who are petty.

They refuse to do what's in the best interest of the overall organization because they can't find a way to take credit themselves!

*This is a disease and it is plaguing our organizations.* The scariest part is not many are even consciously aware of it staring at them in the face.

**This Disease goes by the Name:** *Not- Invented-Here (NIH)/ Invented-But-Let's-Reinvent-It-Anyway'* syndrome that stifles innovation.

**Disease Description:** A social phenomenon that describes the unwillingness of adopting an idea or a product because of its origin.

**Primary symptom:** A rash of reinventing the wheel and celebrating how new and different it is. (Recall actors in interviews saying “This film is very different, nothing like this has been done before” when the only difference is the same old rom-com has been packaged with a different cast and director thrown in maybe.)

**Secondary symptoms:** Waste of time, effort, energy, money and opportunity lost

**Common Victims:** Individuals, who have inferiority complexes, are stubborn, argumentative and have absence of creative thought

The silver lining on the cloud is that this ailment much like many others has a cure.

**Treatments for the Disease:** Here are a few ways of tackling the NIH syndrome:

**First admit there is a problem:** This is the hardest part. Admitting that we as individuals or



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as an organization have this herd mentality that we need to collectively overcome. Admitting it is a positive step in the right direction.

**Cure thyself:** If senior management/senior leaders are infected by the disease, it can be very infectious. So veterans out there, lead by example and make a conscious effort to get over this syndrome (once you admit to having it). For starters, encourage a more entrepreneurial culture to emerge where people feel more comfortable about sharing knowledge in order to improve the overall productivity of the team/ organization. At Mphasis for instance, we have a Re-use portal that encourages individuals to share code, best

survey with a NPS (Net Promoter Score) approach based on a review I was part of and got to witness how brilliantly it worked for a smaller project team in one of our business units. We presented the findings to the leaders who saw value in doing this across the organization and it has been implemented effectively this year.

**Shed the Perfectionist attitude:** Do not look at existing solutions and reject them for minor reasons/gaps. There may be faults alright but ask yourself/have the team ask themselves- are the gaps significantly large to start from scratch???

**Reward Behavior:** If a team member has used an old idea in new way, share it with others. Celebrate the individual. At


## Senior leaders need to encourage a more entrepreneurial culture where people feel more comfortable about sharing knowledge to improve productivity of the team/ organization

smart you will realize the benefits of leveraging the discoveries of the smart so that the team/company can produce spectacular results.

This can mean leveraging teams across the organization itself or also building partnerships externally. Word of caution though, do not overdo re-use. I am not saying one has to completely switch to the 'Proudly found elsewhere' (PFE) syndrome.

As always in life, strike a balance, use a patchwork combination of both internal sources and external options with the ultimate aim being what is in the best interest of the organization.

I am hoping you are able to re-use some of the pointers shared in this article elsewhere.

Look forward to hearing from all of you. 



{SCAN NOW TO READ  
ELANGO'S BLOG}


#### ABOUT THE AUTHOR

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

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practices etc. that will benefit teams across the organization. Similarly, we have a knowledge sharing portal on the company intranet and many communication forums for key employee groups to come together and share knowledge collectively.

**Continuous Learning:** Take time to invest in learning, training, reading for yourself so that you continually expand your learning to different areas and apply innovative ideas from those areas to benefit your work. Find ideas and blend them in new ways. Become aware of what options are already available. This will go a long way in helping you/your team take a decision on the way forward for a problem. Break the walls of arrogance within the team members. When brainstorming as a team, ensure that the problem is not just being solved by someone in the room, but encourage the team to look for options from outside as well. For instance, we replaced the annual employee engagement

our HR team Quarterly Town hall, we have an award category that rewards the individual who does more with less.

**Encourage Change:** Most individuals reject the norm due to fear of change. Use positive reinforcement. Some of the best positive reinforcements are free such as genuine and positive feedback when something is done right and encourage re-use in this manner.

These pointers do not apply just for in-house collaborations across teams alone, but also when we are evaluating use of external versus internal options. To start off with use a simple solution—if it is core HR function, do it in house. For instance, build your own competency framework basis research around what is already out there and what works best for the DNA of your organization. Outsource what is not core and invest more time in core.

Remember, not all the people working for you are smart, but if you are truly

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## Talking Matters: Radio Program with Rajeev Dubey



ORGANIZED BY: People Matters

EVENT THEME: Journey as an HR leader

The much awaited Talking Matters of October was aired on the 10th of October with Rajeev Dubey, President (Group HR, Corp. Serv. & After-Mkt) & Member of the GEB, Mahindra & Mahindra as the speaker.

He shared that it was his dream of bringing about a positive difference in people's lives that always kept motivating him to achieve more. Sincerity of purpose, courage of conviction, an ability to collaborate, listening to other people's views and creating a win-win situation is what brought him up to where he is now. The most inspiring thought by Mr. Dubey was his strong belief in 'Satya, Prem, Seva' and this is what he always keeps in mind while doing anything. He said, "While hard work, persistence, optimism and walking the talk is important for a leader or a potential



leader but most of all it is also very crucial to learn from one's failures."

"Leaders should frequently question self on whether their thinking, saying and doing is aligned? How well do they listen and communicate with people? The success of a leader depends on his/her ability to balance logic and emotions," he continued. He also shared that success lies in encouraging risk and leveraging failure. Talking of the things he wants to

stop and start doing, he said he wants to let go of a tendency to give up or the feeling that one can't make a difference and wants to start learning about the new technologies through reverse mentoring from his younger colleagues. Advising budding professionals, Dubey said, "Dare to dream big but be careful in defining success. Go for it but keep reviewing along the way and take corrective actions wherever required. Discover new possibilities and follow them. Go beyond your own self and explore the power of giving. Give more than you take!"

### KEY TAKEAWAYS

- Dream big and always think of creating a positive difference in people whose lives you impact
- Never give up learning and exploring new possibilities
- Believe in and practice an attitude of 'satya, prem, seva' (truth, love and service)

## L&D Twangout with Dr Tanvi Gautam



ORGANIZED BY: People Matters

EVENT THEME: Corporate storytelling - An essential leadership capability

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

As children, we have all indulged in listening to legends, folklore and bedtime stories. We have even told numerous tales sharing our day-to-day experiences and excitement with friends and families. Remember how much fun it

used to be back then when we could relate to each of those stories? The L&D Leadership Twangout by Dr Tanvi Gautam, Managing Partner, Global People Tree, focused on 'Corporate storytelling' – why it is an essential leadership capability and what differentiation does it bring to a leader.

Dr Gautam said it is very important for leaders to embrace storytelling for leading the shifts in our workplaces with multi-cultural and multi-generational workforces and inspire actions in the midst of all these shifts. Storytelling helps instantly connect with people and can therefore be an effective tool for leaders in various functions like recruitment, coaching, change management etc. Sharing an example of how storytelling can be leveraged in recruitment, Tanvi said, "When in a recruitment drive, telling a few strategic stories to a candidate as compared to handing over a 500 page manual about what the organization does, will be more impactful and memorable".

The key to good storytelling is generating curiosity while keeping an

element of mystery, which basically is also a pull strategy. Storytelling is the careful release of information. A good story always connects with the listeners and has a set purpose attached as it has to be a goal-oriented activity. She also explained that the length of a story matters a lot in terms of keeping the audience engaged as a good storyteller is always aware if the audience is engaged. Tanvi said, "You cannot measure the ROI in storytelling but it is more about ROE (return on engagement) of people".

### KEY TAKEAWAYS

- A good story generates curiosity, evokes emotion and connects with the audience
- Look at ROE (return on engagement) not ROI for measuring the effectiveness of storytelling
- Good storytellers are good listeners and are high on emotional intelligence





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# Learning from the Learned

The second edition of the L&D Leadership League Annual Conference 2014 was held in Gurgaon on November 5, 2014

By Lipi Agrawal-Khandelwal

**T**he second edition of the L&D League Annual Conference, which took place on the 5th of November, 2014, in Gurgaon, brought together the best minds from the L&D community along with 29 acclaimed speakers who shared their insights with the over 250 delegates.

Keynote speaker Roland Smith, Vice President – Asia Pacific, Managing Director, CCL Asia, kicked off the conference with the theme ‘Moving From The Virtual To A Cerebral Plane’ with an interesting session on the difference in learning needs and abilities as people grow in age and experience. He shared that 70 per cent of the learning occurs on job, while 20 per cent from the people one trusts and the remaining 10 per cent in classrooms. He said, “Learning is the ability to unlearn and learn again while storytelling is the ability of a leader to engage the learner.”

This was followed by a power-packed bistro session where the audience were divided into groups to discuss challenges in learning, solutions that worked and other innovative ideas that could be leveraged. Through the sessions, it emerged that one of the biggest challenges that most

organizations face is making learning an organizational phenomenon rather than an L&D mandate and creating learner acceptability for learning. Some of the best learning practices that worked for organizations include bite-sized or short trainings on a weekly or a fortnightly basis and allowing people to choose their trainings based on their requirements. The groups then shared very innovative ideas such as nominating business managers as trainers; cross-border peer to peer learning; TNI for various learning styles; creating LVP (Learner Value Proposition) for business managers and learners; people should also have a LCV (Learning Curriculum Vitae) like a Curriculum Vitae; and introduce LGC (Learner Generated Content) trainings.

The second main keynote for the day was by Rajender Sud, Director & Head-New Initiatives, Max Life Insurance Company on the topic ‘Beating the Budget’. He said, “It is very important for us to first gauge where L&D fits in the overall company strategy.” Most organizations still do not consider learning as a part of business planning. L&D should also partner with recruitment to ensure learning capabi-

lities for the people right from the start. Just before lunch, the delegates indulged in an online simulation exercise that got delegates in groups of 5-6 to compete on a business challenge. It was an electrifying finish to the first half of the conference.

The second half of the conference saw three experienced speakers—Anand Pillai, Senior Executive Vice President & CLO, Reliance Industries Ltd; Balaji Kumar, GM - HR (Head-Learning and Training), Cairn Energy India and Anu Oza, Principal, Innobridge—take the stage one by one to discuss new and disruptive innovations in learning. Pillai shared that organizations need to look at position centric succession planning vs. person centric planning. He explained the parameters that impact an employee’s development life cycle, how career engagement of people changes over time and how learning interventions can be customized to these stages.

Then there was yet another engaging talk show on the topic ‘The rise of the MOOCs - The Evolution’ which was moderated by Prashant Bhatnagar, Director, Sapient, and the discussion panel included Amit Aggrawal, Chief Learning Officer and Senior Vice President, Genpact; Namrata Gill, Senior General Manager - OD & Talent, Mahindra & Mahindra - Automotive Division; Naveen Narayanan, Global Head, TA, Mobility and L&D, HCL Technologies; and V. Krishnan, Executive Director- HR, Dabur.

The last set for the Annual Conference had the elevator’s pitch for the L&D Leadership League Awards where the 18 finalists presented to the jury and the delegates, followed by the winner announcements and the awards ceremony. We congratulate the winners of the 2014 L&D Leadership League Awards! 🏆



*All the L&D Leadership League Award Winners for 2014 with the People Matters team*

# And The Winners Are...



**HCL TECHNOLOGIES** WON THE AWARD FOR BEST IN CAREER MOBILITY

**TATA CONSULTANCY SERVICES** WON THE AWARD FOR BEST IN ONBOARDING SOLUTIONS



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**NIELSEN INDIA** WON THE AWARD FOR MOST POPULAR BEST PRACTICE

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# PlayDay - Solving the engagement crisis in enterprise learning

PlayDay is an online interactive learning tool that uses gamification to solve the engagement gap in e-learning and enhance learning effectiveness

By Anu Babu Kurian



*Starting December 2014 issue, we will begin featuring the winners of the TechHR Spotlight Awards 2014 in these pages. This will be a four-part series that will run until March 2015, with each issue featuring one winner. PlayDay won in Futurism in Talent Management category at the TechHR Conference.*

In the summer of 2010, Raj Dam left his cushy job at Dell to pursue a living out of a hobby – quizzing. “Social media and mobile gaming had changed how a quiz was conducted and consumed, this was no longer a realm of ‘celebrity quizmasters’ in live or TV shows, I thought there was a space to build a quizzing company that would solve the content engagement issues for HR and Marketing teams at large enterprises.” And he was right. Within three years, QuizWorks became one of the top two companies in its space clocking a 100 per cent growth year on year. At one end, it was helping IBM and Microsoft quizzify their product features and take it to the CIO community, while on the other it was helping companies like Mahindra and UltraTech create a preferred employer brand among college students. QuizWorks went on to create projects that would help a company connect with stake-

holders – employees, customers, society etc. It worked with International Justice Mission to create awareness on Bonded labour, with CII on environment, with WWF on wildlife, New Zealand High Commission on the destination and with marquee brands like Daimler Benz, ACC Cements, EXL Service, Genpact, Birla Sun Life, Wipro, Adobe, in using quizzing as an employee engagement and learning technique.

“We were solving learning challenges in organizations through quizzification and were using game mechanics, long before the term ‘gamification’ was trending” Dam says. “And the learning we had doing such projects, paved the way for Playday to be born.”

PlayDay was born in April this year when they realized there was a need to have a singular platform where many issues could be addressed at one: Geographically spread workforce, odd working hours, accessing content through multiple devices, millennials with low attention span, training dependency, learning not being captured analytically etc. So, the challenge was not just how to engage people with content, but how to maximize and track learning.

“We felt that there was an opportunity for us to develop a product, which has a content management system that uses

game mechanics and both structural and content gamification. It will publish rich media content through its in built content management system, provide an assessment layer on the given content and have an analytics engine measuring the learning effectiveness. All this in a gameful environment,” Dam added.

PlayDay thus is an interactive learning tool that uses gamification as a way to enhance learning effectiveness. It is used for new hire onboarding and HR policies by the HR team while the sales department uses this for building product knowledge and sales skills among new and existing enterprise sales representatives. In its philosophy, Playday is built on Edward Deci and Richard Ryan's work on Self Determination Theory (SDT), which if applied in a learning environment says that learning could be successful if it has three elements a) Autonomy (or Self-paced, not forced) b) Relatedness (or Social, i-can-connect-with-co-learners) and c) Competence (path to mastery or 'level-up' in game parlance)

It uses structural gamification tool such as badges, medals, certificates, quests, community and leaderboards to enhance intrinsic employee motivation and engages the user to propel through the given content and also content gamification techniques like narrative driven immersive game experience depending on the learning objective and the desired learning outcome. Detailed assessment and reporting makes it easy to track real-time results and make strategic decisions to help produce better ROI for your future trainings and campaigns. The product's competitive advantage lies in its ability to engage and motivate users to achieve training completion by capitalizing on behaviour psychology using gamification. This helps it to stand out in the \$13 billion training market among leaders such as Skillssoft, SABA, SumTotal, SAP etc.

So, in a billion dollar industry, what are the aspirations of PlayDay? “We at Playday are very clear that we want to become a global company. Our evolution will be in two parts: a) Geographical evolution – We are looking to enter North America next year and then Singapore, Malaysia and Australia b) Product expansion – We are constantly developing the product and adding new technical as well as gamification features. But as of now, we are disrupting the enterprise learning area and are really enjoying this journey,” he said.



(SCAN THE CODE TO KNOW MORE ABOUT PLAYDAY)

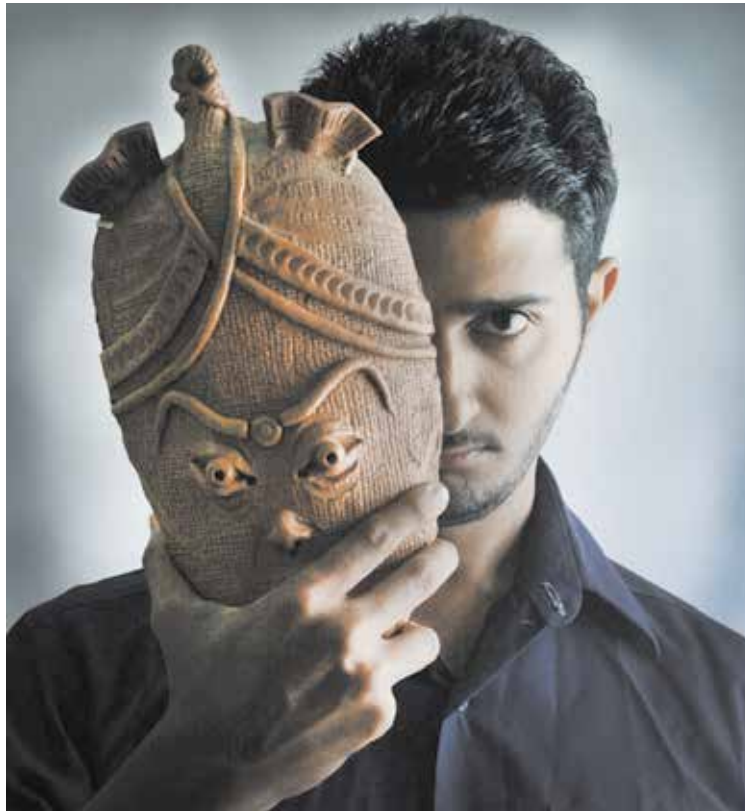
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## upcoming trainings

- 01 Leadership Excellence Workshop  
11 06 - 07 Dec' 2014  
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- 02 LSS Green Belt Training & Certification (4-days)  
11 13 - 21 Dec' 2014  
📍 Chennai
- 03 Talent Management Certificate Program  
11 29 - 31 Jan' 2015  
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- 05 Leadership Excellence Workshop  
11 13 - 14 Dec' 2014  
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11 08 - 12 Dec' 2014  
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## upcoming events

### 5th December

**HR CONCLAVE**

**ORGANIZER:** CII

**VENUE:** Hotel Lalit, New Delhi

**WHO SHOULD ATTEND:** CHROs, HR leaders, business leaders, HR professionals

**EVENT THEME:** HR Transformation

### 11th December 2014

**TA LEADERSHIP LEAGUE ANNUAL CONFERENCE & AWARDS**

**ORGANIZER:** People Matters

**VENUE:** Mumbai

**WHO SHOULD ATTEND:** CHROs, HR Heads, Recruitment Heads and Senior & Mid-level HR Managers

**EVENT THEME:** Aims to promote knowledge enhancement & development of Talent Acquisition professionals & encourage peer-level best practices sharing

**SPONSORS:** Aon Hewitt, Cornerstone OnDemand, CoCubes.com, Great Lakes Institute of Management

### 9th January 2015

**THE PEOPLE AGENDA 2015 CONFERENCE**

**ORGANIZER:** HR Sangam

**VENUE:** The Hilton, Chennai

**WHO SHOULD ATTEND:** CHROs, HR leaders, business leaders, HR professionals, OD specialists & L&D Heads

**EVENT THEME:** Building Dynamic Organizations

### 22nd January 2015

**ARE YOU IN THE LIST AWARDS NIGHT**

**ORGANIZER:** People Matters

**VENUE:** Crowne Plaza, Gurgaon

**WHO SHOULD ATTEND:** CHROs, HR Heads & Business Heads

**EVENT THEME:** An award evening to recognize the winners of People Matters's flagship initiative, Are you in the List 2014

**SPONSORS:** DDI, Cornerstone OnDemand, Jaipuria Institute of Management, Video Recruit

### February 2015

**TOTAL REWARDS CONCLAVE**

**ORGANIZER:** People Matters

**VENUE:** Gurgaon

**WHO SHOULD ATTEND:** CHROs, HR leaders, business leaders, C&B Specialists

**EVENT THEME:** The Changing Spectrum of Rewards



# Harnessing the *power* of data

Analytics is the key to unlocking the meaningful insights from the huge treasure of data available, provided organizations know the right way to use it

by **Anu Babu Kurian & Lipi Agrawal-Khandelwal**

**A**dequate data helps you make decisions. Or so one would presume. Traditionally, most HR decisions have been based on gut feel or past experience. In the information age, where we are talking about wearing technology on the sleeve (literally!), this needs to change fast. While HR clamours to be part of the Board room, the only thing that would work in their favour is a four letter word: Data. Data that is easily consumable, that helps to make business decisions and provide an in-depth analysis of what's wrong and what's right.

**Transforming raw data into actionable business intelligence requires hours of going through manual data and formatting. This is where analytics would help play a key role in leveraging the power of data**

HR metrics have always looked at data from a uni-dimensional manner and there was no thought of assessing the "why". For example, it is impossible for a company to take a business decision on employee turnover if one does not do an in-depth analysis as to why the numbers are rising. Which are the departments affected, which level of professionals are quitting, what is the age group, the tenure in the company, what kind of positions are affected and lastly the why. But, how do you align this HR data with strategic business decisions? Transforming raw data into actionable business intelligence requires hours of going through manual data and formatting. This is where analytics would help play a key role in leveraging the power of data to solve business problems.

Companies today are not just using workforce analytics to track employee hours or salaries any more. Today, analytics can help enterprise leaders develop and improve recruiting methods, workforce planning, retention analytics. Talent is the no. 1 resource and that companies are looking to get more out of them and workforce management solutions are the way forward. Technology and analytics have made decision making more accurate, reliable and sustainable.

Arjun Pratap, CEO, EdGE Networks says, "Predictive analytics helps draw meaningful inferences about a candidate's implicit soft skills, competencies and capabilities for a future role based on his/her past experiences mentioned explicitly in the resume." Service providers claim that predictive analytics offers the capability to help organizations foresee the business impact of recruitment and training, helping them chart a future growth path for individual and organizational success.

Of course, it also helps to map the right talent to the right job. Raghav Jain, COO and Co-Founder, TalentPad says, "There are several online skill assessment tools that enable organizations to map a candidate's skills with the job requirement and also provide compatibility scores mapping the job description with the candidate profile, helping organizations take the right decision."

A Bersin by Deloitte research on 'High-Impact Talent Analytics'<sup>1</sup> revealed that the companies who were using advanced analytics are twice as likely to improve their recruiting efforts and leadership pipelines and thrice more likely to achieve efficiency and cost reductions as compared to those who don't. On the other hand, 67 per cent of the larger chunk of the global organizations that lack predictive or advanced analytics agree that they are 'weak' in this capability and 48 per cent are actively developing or planning to move ahead with talent and HR analytics capabilities.



## Only 14% of organizations use analytics

While technology and analytics help to drive businesses by making operations faster and more transparent, organizations are still reluctant to jump into the market. The Deloitte research paper revealed that only 14 per cent of the 435 US and Canadian companies surveyed are using data to help business leaders to solve talent challenges and forecast talent outcomes. The rest (86 per cent) are still focused primarily on measurement and reporting.

Arun Dhaka, Country Sales Director - Cornerstone OnDemand - India & South Asia, says, "Organizations have begun to look at analytics but are doing it in silos, restricting its use majorly to recruitment and a few other functions. There is a strong need for a formal and integrated industry perspective on the same."

The investment required both in terms of money and the time and effort from the senior management is quite huge. Most service providers we interviewed for this story shared that although organizations are now keen to explore the power of analytics, there is a lack of awareness around the same. Moreover, it makes it difficult for the service providers to reach to the real decision maker in an organization. Be it the COO, the business heads, the HR Head or the CTO, the decision maker varies depending on the organization's scale, size or industry. This later impacts the integration level of analytics amongst various departments.

Using such data and metrics HR can predict individuals with a high potential for growth and even their attrition levels. This information could be very helpful in charting the best possible ways to prevent attrition, letting organizations be proactive in retaining people with high potential.

Organizations are now increasingly implementing various solutions delivered through cloud models such as hosted data warehouses, SaaS, Business intelligence (BI) and social media analytics powered by cloud. Such solutions are mostly SaaS based as Dhaka says, "Multi-tenant SaaS solutions allow for data to be easily managed, structured and shared with open APIs." Through multiple access points and accurate analytics, these solutions result in huge cost efficiency reducing the manual data handling procedures that were costly, complicated and prone to errors in inferences.

Be it developing them in-house or



## Organizations are now increasingly implementing various solutions delivered through cloud models such as hosted data warehouses, SaaS, Business intelligence (BI) and social media analytics powered by cloud

roping in new people, organizations are looking at bringing in data scientists, analysts, econometricians, demographers, computer/applied scientists and business intelligence specialists depending on the requirement and complexity of organizational issues. They are the people with strong business, HR and consulting skills and can help draw the right inferences from data establishing linkages with business and its people.

### Slow & Steady: Market is growing

IDC has projected that the Advanced and Predictive Analytics market will grow from \$2.2B in 2013 to \$3.4B in 2018, attaining a 9.9% CAGR in the forecast period. An earlier research by MarketsandMarkets is a global market research and consulting company based in the U.S, showed that the predictive analytics market is estimated to grow from \$1.70 billion in 2013 to \$5.24 billion in 2018 at a CAGR of 25.2% from 2013 to 2018.

Whatever the projected growth is, the power of technology and analytics has been established well and organizations are now actively preparing to take the

plunge. But 'with great power comes great responsibilities' and that is why the HR and analytics experts will have to be the conscious harbingers of organizational trust and integrity, while harnessing the power of data and analytics only for accomplishing organizational sustainability and success. As Mohit Gundecha, CEO & Co-Founder, Jombay says, "Talent Analytics is not just about taking the existing data and trying to infer trends about your people. Human beings are complex. You need to use tools to capture the emotive side of your people to draw meaningful insights."

HR need not be seen as a function hesitant about numbers but one with strong analytical capabilities and an ability to solve various people and business problems, more importantly with a humane approach. So, if you're looking at building a strong talent analytics function, begin with establishing a culture where people are encouraged to trust data more than intuition! ☺

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### Acknowledgements:

• *High-Impact Talent Analytics: Building a World-Class HR Measurement and Analytics Function* <http://marketing.berstein.com/rs/berstein/images/hita100113sg.pdf>



ARJUN PRATAP

# From transactional to predictive

Companies need to take the leap from using technology for transactional purposes to predictive data analytics

**T**he analytics and Big Data market is expected to grow into a \$27 billion market by 2017 and this is a validation of the rapidly increasing ability of businesses and HR to consume data for strategic decision making. Organizations have started looking at utilizing data analytics to predict talent requirements, assess skill gaps and identify the best training and development methods.

At the same time, most organizations are still using technology solutions and data analytics for transactional purposes, whereas there is a strong need to leverage data analytics for prediction. For example, today most companies analyse data by mapping profiles with job descriptions. However, that is an elementary stage in analytics. Organizations need to use analytics to evaluate and predict the cost or the revenue at risk associated with the future talent acquisition and talent movement requirements.

**The leading trend in the analytics space is going to be around the ability of organizations to be predictable in nature, looking at data to foresee future trends and working backwards to create a better tomorrow**

## The advantages of analytics

The talk of data analytics being the next big thing has been doing the rounds for a long time. Organizations, which had benefitted from technology and data solutions even at a transactional level, are now looking for change as these old technologies are not providing the value they used to get until a few years back.

As the internal talent requirements and external customer expectations have evolved tremendously in the recent past, organizations strive to provide more value to internal and external stakeholders. They are now looking at strengthening their talent supply chain and enhance existing workforce optimization processes, which is why the technology and analytics service providers need to provide more predictive data solutions. They need to scale up to be strategic partners to the organizations, helping them take cost-effective, sustainable and intelligent data-backed decisions.


Analytics can answer certain crucial people-related questions that impact overall businesses and in turn can help save effort and money. It helps foresee the business impact of recruitment cycle-time reduction and in predicting training needs early to provide intelligent learning paths for people who have the fundamental skills required for present and future projects.

In order to further illustrate how data analytics can help a recruiter, I'm using the same example of mapping profiles with job descriptions. While simple technology can read, score and map thousands of resumes in seconds, data analytics can provide you information beyond what's mentioned in the resume. Predictive analytics helps draw meaningful inferences about a candidate's implicit soft skills, competencies and capabilities for a future role based on his/her past experiences mentioned explicitly in the resume.

This is the periphery of predictions that can be derived from efficient transactions/operations. But what about big data in itself? Historical data allows you to track patterns of hiring, skill set availability by locations, age groups and years of experience. This data allows companies to understand how to map demand by available supply. Using this information large enterprises can gear up talent transformation internally, for medium and small businesses it helps them understand how to invest in the right training based on their business pipeline. It allows organisations to leverage the predictive nature of analytics to determine strategy taking into account cost at risk and revenue at risk!

## Picking the right partner

Since the market for HR technology and analytics is growing, the number of services available is also on the rise. In such a scenario, organizations need to be meticulous of certain criteria while choosing a service partner for technology and analytics. The first and foremost is the relevance of the technology of the service partner as it impacts both the present and the future of the organization. The capability of the service partner to constantly innovate is also essential for the long-term benefit of the organization. The focus areas of the service provider could align or misalign with the organization's requirements depending on its scale, size and culture.

The organization also plays an important role in ensuring effectiveness of a technology or analytics solution, for which the internal stakeholders such as the workforce management or the talent acquisition groups, the IT teams and even the COO or the business heads need to be supportive of its implementation. Last but not the least, the leading trend in the analytics space is going to be around the ability of organizations to be predictable in nature, looking at data to foresee future trends and working backwards to create a better tomorrow! 

### ABOUT THE AUTHOR

**ARJUN PRATAP** is the CEO of EdGE Networks

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**PRADEEP  
MOCHERLA**

# People, Process and Information

Technology enabled meaningful information is the scientific basis for process management and employee engagement

**M**any professionals accept that they can do a lot of meaningful work provided they have insights on future trends and the possible causes of problems. The last decade has seen a transformation with many organizations moving towards different forms of analytics and quantitative decision making. Most decisions are taken with historical data as the basis for future trends and they seem right at the time of their occurrence.

However, the reality of implementation and oversight that follows based on this analysis are often left to the means of unstructured review processes lacking real-time data. This does not necessarily help in ensuring that the long-term objectives and goals of an organization are being systematically and scientifically met.

## Using technology effectively, we can today deploy solutions that enable continuous and transparent work allocation and review processes

From an HR professional's point of view, with the current evolving changes in employee relations and the increased needs of employee engagement, managements within many organizations are looking to HR to provide the necessary strategic leadership to evolve and enforce the required policies that enable employee engagement.

Organizations generate a lot of data on a daily basis and most of this data is left in the realms of the unstructured data world (paper and excel files), adding little or no meaningful value to an organization's strategy and evolving business dynamics. It leaves HR with a huge administration task of processing data and progressing decision making in the organization.

The advent of cloud computing has enabled greater mobility of workforce and hence the demands for data management have increased exponentially in organizations. Cloud also brings with it the advantage of reaching out to the employee's fingertips. This transforms the way data is created and progressed through an organization's decision making processes. Cloud computing makes it

easier and more flexible to allow greater processing of real-time data in an organization. Some examples of such real time benefits are:

### Recruitment

Large parts of candidate assessments and evaluations are done subjectively in organizations without rigorous benchmarking of candidates. Even in those organizations that adopt good practices of scientific assessment, the challenge of the never ending flow of paperwork and unstructured data means many metrics that they wish to analyze and act on, go unreported.


Cloud solutions today can help organizations create more structured yet flexible methods of evaluation that ensure that all candidates are evaluated and graded in real time according to the defined company standards. The onus for HR to do the data entry and number crunching before decision making, also disappears with online candidate portals and integrated assessment dashboards for evaluators. This real-time information allows decision makers in an organization to take better informed decisions and ensure a fair and consistent policy of administration.

### Performance Management

In traditional industries, assessments have been an annual affair with mostly the management deciding a universal pay revision as an indicative measure of one size fits all review. Until a decade ago, maybe this would not have affected the employee's opinion on recognition and reward.

The last decade has transformed the workforce into a highly networked one. Its outreach within the organization and outside has increased beyond the direct control of an organization. Hence, identifying and managing the workforce on an independent and regular basis becomes essential to managing employee opinions and the culture of the organization.

Using technology effectively, we can today deploy solutions that enable continuous and transparent work allocation and review processes that are owned by the employee. Bringing good HR practices such as professional development plans online provides employees with the necessary tools to be the owners of their own performance reviews. Technology helps us in repeating the same cycle regularly (monthly, quarterly and so on) to generate real-time performance measurements consistently and effortlessly over a long duration and provides a sense of security and reliability in measuring the company's goals and objectives.

There are many intangible benefits that technology provides an organization. The most significant amongst these is that it enables HR to see the wood from the trees by giving them the required space and insight to guide the management in taking the best and the most effective decisions for the future growth of their organization. 

#### ABOUT THE AUTHOR

**PRADEEP MOCHERLA** is the Director- Technology Solutions at BizBites Technologies Pvt. Limited



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# Assessing intercultural competence

Global talent movements require organizations to assess and develop intercultural competence of employees



MELANIE  
MARTINELLI &  
GUILLAUME GEVREY

**G**lobal organizations employ people from multifarious backgrounds and require them to be inter-culturally competent. Now, that is a developmental process as no one is born interculturally competent and it can't simply be acquired by living in a multicultural environment. In this regard, the Developmental Model of Intercultural Sensitivity (DMIS) which was first defined by Dr. Milton Bennet in the 1980s encouraged one of his colleagues Dr. Mitch Hammer to create a psychometric assessment, the Intercultural Development Inventory (IDI), to enable people to assess their own level of intercultural sensitivity. As for most psychometrics, there is no ideal profile. It all depends where you want to be. According to the IDI® the natural development of an individual begins from an ethnocentric (also called Monocultural) mindset – where one perceives the world through one's own cultural lens – moving to a more ethnorelative (also called intercultural) mindset as one gets more exposure and creates new strategies to deal with the cultural differences. The 5 stages of intercultural development are:

**Denial:** Denial is usually characterized by a lack of awareness or a lack of interest in other cultures. “My culture is my reality and I don't really care/believe that there could be another way to experience the world”. Even though we live in the ‘global village’, everyone doesn't yet feel like they belong to it and, more importantly, they don't really need to care.

**For strategic talent movement decisions and identifying and developing the right people to be sent overseas, intercultural competence remains a crucial criteria**


**Polarization:** Polarization is divided into two stages – Defence and Reversal – which are both characterized by an ‘us’ and ‘them’ vision of cultural differences. When people start interacting with other cultures, they often can judge other mental models as less valuable than theirs. That is Defence. Reversal is the opposite of Defence. This is when people perceive their own culture as inferior to others.

**Minimization:** Minimization is when we level differences between different cultures. “We're all human after all and things like respect and hard work mean the same thing for everybody, wherever they come from”. Minimization shows the desire to move beyond judgement and is a very comfortable place to be for people working in a global environment and trying to create and/or implement global processes. However, it still negates the value of diversity.

**Acceptance:** In Acceptance, people are aware of their own cultural identity and also accept that there are other valuable ways of perceiving the world. People see value in different mental models but don't yet know how to adapt their behaviour when confronted with these differences. Acceptance is a very critical step of developmental process as without acceptance there can be no adaptation.

**Adaptation:** Adaptation is when one understands and sees value in other mental models and can adapt his/her behaviour according to the situation. With exposure and mindfulness, this becomes unconscious for a lot of people. People who still have an ethnocentric mindset, very often define adaptation as cultural schizophrenia as they don't understand how others can genuinely adapt their behaviour without losing their identity.

No stage among the five is good or bad. It all depends where one wants to be. However, for professionals working in global companies or NGOs, intercultural competence is the key to becoming an effective leader and/or global employee. On the other hand, for strategic talent movement decisions and identifying and developing the right people to be sent overseas for international assignments, intercultural competence remains a crucial criteria. This is where organizations can leverage online tools like the Intercultural Development Inventory that provide meaningful insights helping global organizations streamline talent movements and coaching & training interventions to make those movements efficient and convenient.

Organizations need to be very careful of the outcome they are trying to achieve through an assessment before selecting one. Sometimes organizations are lured into choosing an assessment over another just because it provides a company-wide licence or is comparatively cheap. However, what's most important for an assessment to be meaningful and effective is understanding its need and link it to the desired outcome. It is also crucial for individuals to understand the purpose of the assessment while HR needs to facilitate the execution along with the line managers. Last but not the least, being proactive in leveraging a successful assessment and intervention before sending people abroad can save organizations a huge unforeseen cost. 

#### ABOUT THE AUTHOR

**MELANIE MARTINELLI** is the Director and Principal Training Consultant at C2C Pvt. Ltd.

**GUILLAUME GEVREY** is the Director and Principal Training Consultant at C2C Pvt. Ltd.



Are you looking for a reliable way to assess your workforce's intercultural competence?



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ARUN DHAKA

# Stepping up towards predictive analytics

Predictive analytics requires a fundamental step-by-step approach with unified and integrated technology as its base

**B**ack in 2001, workforce planning and analytics was considered to be the next big thing in HR and now more than a decade later, only a few organizations have the capability and maturity to leverage analytics in full swing. The reason: Organizations, which still lack the ability to measure past data, cannot be equipped to look into predictive analysis.

In India, organizations have begun to look at analytics but are doing it in silos, restricting its use majorly to recruitment and a few other functions. There is a strong need for a formal and integrated industry perspective on the same. However, it takes a step-by-step approach to reaching the stage where predictive analytics can be utilized for deriving reliable and actionable conclusions and effective strategic decision making.

## Big data and analytics is no more the next big thing but it is 'The Big Thing' and organizations are still in the initial stages of using technology and analytics

### Reaching the predictive analytics stage

Evolution of technology in any market follows a capability maturity model involving the four stages – Automation, Integration, Platform-based approach and then Big Data & Analytics. The first step is to bring in the right technology to automate processes. Once automation has been achieved, the second stage is integration of processes like learning, performance, rewards and compensation, which are all interrelated. This brings about the most basic form of reporting – reactive or operational reporting. A majority of Indian organizations are still in this stage. The next step is a platform-based approach where the real source of truth – data exists at a platform where analytics can happen. It enables all the talent processes to be interwoven, connected and available as a single UI to the employees engaging them through their entire employee life cycle. The final stage is big

data and analytics, which can ideally be achieved post the first three stages.

There is no doubt that organizations have tremendous potential to leverage employee data for improving organizational performance. However, it takes the right kind of approach and a few fundamental steps to build capabilities for predictive analysis. The four levels of analysis are:

- Reactive reporting
- Proactive advanced reporting
- Strategic analytics or a cause and action analytics
- Predictive analytics

Apart from these levels, the three significant developments over the past few years that now enable workforce planning and predictive analytics are:

**The rise of SaaS as the primary delivery model:** Multi-tenant SaaS solutions allow for data to be easily managed, structured and shared with open APIs.

**Consumization of the enterprise:** New user experiences and the pervasiveness of mobile devices make it easier to generate useful data and visualize that data in new ways.

**The emergence of big data:** Big data is now changing the game. New technologies such as Hadoop and the rapid development of new tools like Hive, Spark, and HBase combined with machine learning, have now become tremendously powerful in consuming and managing vast amount of data efficiently and cost-effectively.

### Upskilling HR for analytics

It has been observed that organizations that have deployed predictive analytics have a higher stock price compared to those that haven't. Even the talent and leadership pipeline of such organizations is two to three times larger. However, surprisingly analytics is not applied as much in HR as it is in marketing or finance verticals. This calls for the Human Resources to bring about a change in their outlook, developing an appreciation and understanding of the importance and benefits of unified technology and predictive analytics. An appreciation of the basic skills in terms of an understanding of business, statistics and validating data is essential for HR to be able to look at predictive analytics as an effective tool for people management.

When it comes to choosing a service partner for analytics, organizations need to ensure if the partner has the requisite skillsets, well-experienced data scientists, an understanding of the business and the ability to scale up and weave in various business functions within the company. On a closing note, big data and analytics is no more the next big thing but it is 'The Big Thing' and organizations that are still in the initial stages of using technology and analytics need to take a quicker leap now to remain sustainable for the coming times. ☞

#### ABOUT THE AUTHOR

**ARUN DHAKA** is the Country Sales Director - Cornerstone OnDemand - India & South Asia



## UNIFIED TALENT MANAGEMENT





RAGHAV JAIN

# Data is the key to making good hiring decisions

Data is the key to making the right choice, breaking the cluster of a large talent pool available through various channels

**T**he awareness and attraction for technology-enabled solutions has grown tremendously and is a proof that the market is ripe for disruption. The early adopters of technology are showing significant benefits, encouraging other organizations to adopt the same. Recruiting is one function where technology and analytics have brought significant changes in the way it functions. From sourcing to screening, data plays a very crucial role in helping organizations hire the right candidates.

Here is how technology has made the three stages of recruitment more convenient and efficient for organizations:

**Sourcing:** There has been a remarkable change in the way organizations devise their sourcing strategies, especially when it comes to sourcing candidates on a recurring basis. Companies which

**Technology has significantly reduced the time taken in the recruitment process by enabling efficient communication between various stakeholders involved in an interviewing process**

are smartly leveraging social media channels like Facebook, Twitter and LinkedIn have been able to build a strong presence within their target audience. Social channels are largely used by organizations as a way to depict their culture, values and vision.

Mobile is another innovative channel to build a strong employer brand. Given the growing mobile penetration, most of an employer's target audience is there and working towards having a strong mobile presence speaks a lot about the company and their openness to adopting technology. A few mobile initiatives that companies have taken to catch the eyeball of potential talent are having a user-friendly mobile site, app presence and so on. Initiatives like these and many others have led employers to build an aspired brand attracting the best talent.

**Screening:** The next step is to weed out irrelevant candidates for which technology providers are offering screening solutions. There are several online skill assessment tools that enable organizations to map a candidate's skills with the job requirement. Some matching tools also provide compatibility scores mapping the job description with the candidate profile, helping organizations take the right decision.

It is also very important to understand the culture, likes and dislikes of the candidates and then mapping that with the organizational culture to find the right fit. Organizations are also benefiting from video resume applications, providing deeper insights into the candidate profile.


**Interviewing:** Technology and data insights have made interviewing a much more informed and a speedy process. Some of the technologies that have enabled more insightful interviewing are remote/video interviewing tools. Technology has significantly reduced the time taken in the recruitment process by enabling efficient communication between various stakeholders involved in an interviewing process through more advanced internal tools.

## Data-oriented approach for a focused search

Data is the key to making the right choice, breaking the cluster of a large talent pool available through social media and other technology enabled modes. A strong recruitment technology service provider always has a data-centric approach where he first looks at the existing data to study the past successful recruits of the organization and then does a targeted search and a focused marketing activity across various platforms to reach out to the right set of people.

Moreover, a good recruitment technology service provider not only lays huge emphasis on the culture of the organization ensuring that the candidates are not attracted towards an opportunity rather an organization, but also provides equal value to the candidate experience in the recruitment process.

Organizations of different scale and size face different challenges, be it in sourcing or screening candidates. However, one thing that is crucial to all is building a strong employer brand. Irrespective of the size, organizations should at all times be conscious of their reputation as an employer brand as that is what can attract or repel talent.

Organizations also need to be cautious of the level of data-orientation of the recruitment technology service provider before choosing one. Lastly, technology is only a facilitator. The real differentiator is the value that a service provider imparts to the organization and the candidates. 

### ABOUT THE AUTHOR

**RAGHAV JAIN** is the COO and Co-Founder of TalentPad, which was earlier known as TalentAuction



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MOHIT GUNDECHA

# Are we over-romanticizing Talent Analytics?

There are certain myths and on-ground realities when it comes to how organizations perceive data analytics. Here is a clear picture on both

**O**f late, my Talent Analytics sessions with the HR teams commence with the 'Emperor's Clothes Story' that one of our clients had told his team at the kick-off meeting on Analytics. It was the story of two fraudulent artists imposing as 'Royal Tailors' who trick an Emperor into thinking that they own a superior breed of fabric, which is visible only to clever people. The ministers, common people and even the Emperor play along for the fear of being seen as 'not clever'. The emperor realizes the truth only when a child innocently screams, "The Emperor is wearing nothing at all!" The moral of the story that the client wanted to put across was – do analytics because you want to decode specific people problems and address some business challenges, and not just because everyone is talking about Analytics! In my personal experi-

**Manpower planning is about historic trends and future planning for salary, headcount, diversity, skillsets etc, while Predictive Analytics is about identifying the causes of good performance and failures, predicting attrition among others**

ence, successful implementation of Analytics projects have only taken place at those places where the Emperor's Clothes syndrome doesn't exist.

There are many myths that people have about talent analytics. I refer to four of the most talked about ones:

**It is a new age thing:** No! It's not. There is a 90 per cent chance that you are doing or have done some analysis on your people in the past. Just the complexity has increased in the form of the number of people and the parameters that you can track. The computing power has also increased allowing you to crunch data in an effective fashion.

**It is just about Technology:** It is actually less about technology and more about logic. It starts with your business objectives, knowing what data

you need, listing the parameters you can track, aligning all your primary and secondary data in one place and figuring out which parameters correlate more to the business outcomes. Technology is a means to make this logic faster, efficient and easy.

**It is just a BI problem:** Talent Analytics is not just about taking the existing data and trying to infer trends about your people. Human beings are complex. Data from HRMS or Resumes is not enough to derive meaningful insights. You need to use tools to capture the emotive side of your people to draw meaningful insights.

**It is fancy:** It is much more than the fancy-looking charts or graphs that you can present to your boss. It is a lot about cleaning, sorting and aligning the data to the business outcomes.

So what does one need to do to make Talent Analytics successful? Based on our client case studies on what goes into the successful implementation of Talent Analytics projects, here are three conclusions that I have drawn:

## Data Visualization vs Analytics


This was what the GM-HR at a manufacturing company initially thought about Analytics– we would take the existing data that the company has and display that as charts and graphs. Once he realized that data visualization was just one small part of the entire Data Analytics project, his perspective towards Analytics changed. Analytics is inferring patterns from data and figuring out which parameters correlate more to business outcomes.

## Emotive plus Resume/HRMS Data

In a large BPO set-up, we were trying to find the 'attrition profile' or causes of 90-day attrition. We tried plotting all possible parameters of the employees - from the number of dependents, to college and education background, to distance from office, to leave patterns but we were unable to see any meaningful correlations. We then measured the scores of the candidates on a personality assessment, a moodometer and a passion survey. One of the insights derived after the analysis was people who stayed within 10 kms from the office, who had two social media profiles, who scored low on stress tolerance and monotony tolerance, and had frequent swings on the moodometer tend to quit in the first 90 days.

## Workforce Planning vs. Predictive Analytics

In successful projects, the HR teams don't confuse between manpower planning and predictive analytics. Manpower planning is about historic trends and future planning for salary, headcount, diversity, skillsets etc. Predictive Analytics is about identifying the causes of good performance, failures, attrition among others.

Hope these findings help your Analytics project. Happy Analyzing! 

### ABOUT THE AUTHOR

**MOHIT GUNDECHA** is the CEO & Co-Founder of Jombay, a Talent Analytics company





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**Location:** Mumbai  
**Job ID:** 15664151  
**Description:** This is a Corporate HR role and will support the Sr VP HR on critical areas of HR and Admin. (For this position Our Client is looking at someone who can grow to the DGM level.



**Anthroplace Consulting Pvt. Ltd.**  
DGM HR  
**Location:** Kolkata  
**Job ID:** 16008846  
**Description:** The job in simple words is that of an HR business Partner with complete charge of a 4000+ people location.



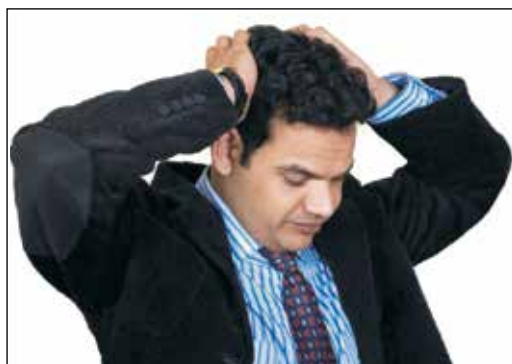
**Sampoorna Computer People**  
Group HR Manager  
**Location:** Bengaluru / Bangalore  
**Job ID:** 16019763  
**Description:** Definition of Job descriptions, Roles and responsibilities, KPIs, Performance Management processes.



**Financial Software & Systems Pvt. Ltd.**  
Associate Vice President - HR  
**Location:** Chennai  
**Job ID:** 15616474  
**Description:** Contribute to the business strategy by helping business leaders to identify, prioritize and build organizational capabilities, behaviors, structures and processes.



**inVentiv Health Clinical**  
Manager - Compensation & Benefits  
**Location:** Gurgaon  
**Job ID:** 16018138  
**Description:** 5 - 8 years of relevant Compensation and Benefits experience in a global organization.



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## Jobs of the week



**UnitedHealth Group**  
Compensation Consultant  
**Location:** Gurgaon  
**Job ID:** 16005370  
**Description:** Proven expert knowledge in compensation and benefits functions; initiates and leads design and implementation of a competitive compensation and benefits policy for India in accordance with Company objectives.



**iQuest Management Consultants Pvt. Ltd.**  
Senior Recruiter  
**Location:** Pune  
**Job ID:** 15922068  
**Description:** Person should have more than (min 1.5 years of extensive experience in Recruitment and expertise in head hunting.



**FrontAhead HR Solutions**  
HR Generalist  
**Location:** Mumbai  
**Job ID:** 15990316  
**Description:** Will need to handle a team of semi-skilled personnel across India, Hiring / Talent Acquisition, Performance Management, Employee grievances, etc.



**Strivevector**  
US IT Recruitment - Operations Manager  
**Location:** Hyderabad / Secunderabad  
**Job ID:** 15623040  
**Description:** Have 4 - 7+ years of US Staffing and Recruitment experience and at least 3 years' experience managing a team of recruiters.



**Careerist Management Consultants Private Limited**  
Chief Executive Officer  
**Location:** Gurgaon  
**Job ID:** 15988779  
**Description:** Carry out research and feasibility for the setting up a School for Social Entrepreneurs India.



**Futures Ahead**  
HR Manager  
**Location:** Rudrapur  
**Job ID:** 16010004  
**Description:** Maintain healthy Employee Relations for smooth functioning of the Plant to achieve organizational goals.

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# Meet the jury of Are You In The List 2014

There are some new faces in the jury of the most prestigious award for young HR professionals

By Anu Babu Kurian & Ankita Sharma Sukhwani

ARE YOU IN THE LIST 2014?

**T**he race for the Emerging Future HR Leader has just hotter! More than 400 professionals have been shortlisted for the final 25 winners. The selection process of the most prestigious award in the field of HR for emerging HR professionals kicked off on 13th June, 2014 with online applications. It was just the first stage of the five-stage process. Through October 2014, candidates were required to take DDI's Cognitive Ability

Test, which is an online tool that assesses one's cognitive ability as it relates to the success on the job and the Leadership Insight Inventory, which is a tool to identify leadership potential.

The tests for Stage II were conducted between October 1 and October 10. In Stage III, the shortlisted candidates undergo DDI's Leadership Assessment test, which is an online tool to identify the candidate's readiness to take managerial roles. Currently, the candidates are

recording their video interviews and in parallel their backgrounds are also being fact-checked.

The selection process will be overseen by a jury of some of the most experienced HR professionals in the HR and business landscape of India. They will assess the candidates not just on their objective assessments but also judge their behavioural and personality traits. There are new faces and old faces in the jury panel. They are:

<b>P. Dwarakanath</b>	Advisor	Max Group
<b>Elango R.</b>	Executive Vice President, Emerging Geography SBU & Global CHRO	Mphasis
<b>Dr. Aquil Busrai</b>	Chief Executive Officer	Aquil Busrai Consulting
<b>Anuranjita Kumar</b>	Managing Director and CHRO	Citi South Asia
<b>S. Varadarajan (Raja)</b>	CHRO & Head of Corporate Affairs	Tata SIA Airlines
<b>Jyoti Rai</b>	Vice President & Chief of Staff, Human Resources	American Express
<b>Jacob Jacob</b>	Chief People Officer	Apollo Hospitals Enterprises Ltd.
<b>Gajendra Chandel</b>	Chief Human Resource Officer (CHRO)	Tata Motors
<b>Rajesh Padmanabhan</b>	Chief Human Resource Officer (CHRO)	Vedanta Group
<b>Rajesh Rai</b>	Chief People Officer	Eicher Motors
<b>L. Prabhakar</b>	Vice President - Human Resources	ITC Limited
<b>Meenal Jadhav</b>	Director - Talent Management & Organizational Development	Schneider Electric India
<b>D.P. Singh</b>	Vice President & Head HR	IBM India / South Asia
<b>Kamlesh Dangi</b>	Group Chief People Officer	Religare
<b>Yuvaraj Srivastava</b>	Senior Vice President - Human Resources	MakeMyTrip.com



# Looking back at Are You In The List

Here is Part III of the past Are You In The List Winners:



**ANU ANAND**

**Before Are You In The List Award:** HR Head, Central Projects Organization, ITC Limited

**After Are You In The List Award:** Head-Talent Acquisition, RB (Reckitt Benckiser) India

I am passionate about Human Resource Development in organizations as well as

society. I believe that to help people realize and attain their potential, one needs to align their 3 Hs: Head-through logic; Heart-through emotions and Hands-through the right actions.

After completing Chemistry Honors from Hindu College, Delhi University, and MBA from SCMHRD in 2007, I joined ITC as a Management Trainee and within a short span of five years was heading the HR function for their Central Projects Business. In January this year, I joined RB (Reckitt Benckiser) as the Talent Acquisition Head for the India Region. I love to sketch, swim and am passionate about bikes.

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

For me, winning the 'Are You In The List Award' was not just an achievement but a reviviscence of faith in my abilities and potential. Participating in this contest was indeed a great experience! 🙌



**REJU MATHEW**

**Before Are You In The List Award:** Manager, Talent Management, ITC Infotech

**After Are You In The List Award:** Consultant, Broad Based Compensation, AON Hewitt

I am a graduate from the 2010 batch of XLRI Jamshedpur and am currently working as a Compensation Consultant at AON Hewitt. I work closely with the IT and ITeS sectors and provide consulting in the areas of Cash Compensation, Incentive Design and Benefits. Prior to AON, I was working with ITC Infotech where I handled expatriate compensation. I also handled campus hiring for one cycle. Prior to my MBA, I worked with TCS as a software engineer for two years. I love to read, take quizzes, travel and play sports.

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

Personally, it has provided me a lot of confidence and reaffirmed the fact that if one does good work, recognition is not too far away. The recognition that I got after winning the award has proved to be a catalyst for a lot of opportunities!

**DHRUV DESAI**

**Before Are You In The List Award:** Sr. Vice President & Head, Angel Broking Pvt. Ltd.

**After Are You In The List Award:** Sr. Vice President & Head, Angel Broking Pvt. Ltd.

When I saw the application mailer for Are You In The List Award in mid-2012, the question for me was whether 'to participate or not'. At 33, I was already the Head of HR for a leading financial service company and with an employee strength of 6,500 and an 80-member HR team. Over the past couple of years, I had been recognized by the media and the HR fraternity through various awards and recognitions as an individual. All along this, there still lingered an urge to know where I stood in relative comparison to my peers in the same age group. At the same time, the question which kept bothering me was what if I don't make it to the top 25 or if I am out of the race within the first couple of rounds of selection. How this would affect me and my confidence and raise the ugly head of self-doubt? Unfortunately, being the Head of HR is quite lonely. Everyone comes to you for advice, coaching and guidance, but whom do you go to? To ensure that I didn't procrastinate, I announced my participation in Are You



In The List Award to my team and ensured that I did my best in the selection process.

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

Today, I could satisfy my need for self-affirmation and gratification about my self-worth. The 'Are You In The List' journey was meticulous and the selection process was robust. Personally, it was about putting myself out there and taking a risk. Whatever your reason for embarking on this journey, participate and go with the flow with no regrets. At the same time, put your best foot forward. This is one of the few opportunities in your professional life where you get to Learn, Win and Grow all at the same time.



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



It is the most misunderstood and abused concept across all known management concepts

## How to bell the bell curve!

**O**ne topic that never ceases to excite all, be it the HR professionals, the line managers, the finance team or the senior management, is the bell curve. Some of them see it as an unnecessary evil, which cannot be avoided. Others see it as an evil that is thrust upon all to act as a great equalizer, while a few see it as a mechanism to settle scores. Whatever the interpretations are, one thing is for sure – it is the most misunderstood and abused concept, probably not just in HR circles, but across all known management concepts.

The top 3 reasons why the bell curve is inevitable are:

**Limited budgets & unlimited aspirations:** Businesses have limited budgets for employees and at the same time employees have unlimited aspirations resulting from peer pressure or consumerism rather than from performance. To balance these diverse compulsive needs, we need a mechanism in the form of a bell curve.

**The need for a high performance work culture:** To build a culture of success or high performance, it is imperative that organizations identify the right role models and protect them. Absolute ranking fails to distinguish between the different classes of performance and encourages building a culture of mediocrity. The inability to identify high performers and create role models does not encourage fence sitters to strive for more.

**High Performers don't appreciate depreciation:** We would all agree that the contributions of the top 20 per cent drives the organizations to the Next Orbit, while the other 80 per cent can sustain the organization where it is 'as is' but cannot propel it. The high performers want to be recognized for their contributions in some form, if not monetary always. Non recognition of higher contributions results in greater disappointments.

**Ideally, managers should be shown the bell curve for their teams in advance before they start their performance appraisals**



Some secrets that will help in easing the discomfort around the bell curve are:

### **Bell the bell curve before the appraisals roll out**

Many a time the bell curve is drawn and shown to the managers after their appraisal sessions and ratings are done, which in turn forces the manager to rework their ratings and feedback thereby leading to an embarrassing situation of going back on their word leading to a loss of face.

It would be ideal if the managers are shown the bell curve for their teams in advance before they start their sessions. By doing so, we are empowering the managers with relevant information and help them to set the right expectations.

### **Who says the bell curve can't be flexible?**

Based on how the organization has done vis-a-vis what it has promised to its investors or vis-a-vis their competitors, the organization may choose to have a liberal or non-liberal bell curve to appreciate/not appreciate the contributions of its employees. In the same fashion within the organization, each of the functions / geographies / domains can have a flexible bell curve based on their contributions,

without jeopardizing the organizational level bell curve.

### **Be open for a conversation**

Post normalizations when employees have doubts or grievances as to why the ratings have changed, HR should be open for a dialogue unhesitatingly and be prepared to broach the proceedings of the normalization meetings transparently.

In short, there is no guide which makes the bell curve fool proof. It is critical for us to understand that we cannot kill the messenger because the message isn't comforting to the majority (80%) of employees. We need to accept that it is an uncomfortable truth, till the time we have limited budgets and unlimited aspirations. ☹

#### **ABOUT THE AUTHOR**

**K. SRINIVAS RAO** is Partner at The Strategist. He is a human capital strategist with an experience of over 20 years.

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