

people matters

VOL VI / ISSUE 9 / SEPTEMBER 2015

₹150

A QUESTION OF SCALE

Scaling often targets only capital & funds. But the right people & integrated culture are also critical. A look at how successful scaling can be achieved.

+ **BIG INTERVIEW**
JERRY NINE

+ **SPECIAL STORY**
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Think People, then Think Big

Every entrepreneur starts a business with an aim to expand and 'make it big'. And growth can be challenging in a number of ways, whether for a team of 5 or 50,000. Organizations expand as they seek resources, markets, build efficiency and also aim at building assets.

But when attempting to scale, whether an early age starter or an established company, all organizations, big or small, need to scrutinize elements that are crucial for a successful scale-up — from capital to infrastructure, from readiness to the right teams, or from idea to execution. For any business to succeed, three components are extremely essential: an idea, a team to execute that idea, and the capital required to make it a reality. When one talks to entrepreneurs, CEOs, consultants, investors and CHROs, all agree that it is the idea and the team that makes or breaks a business. But the biggest challenge that organizations face during scaling is related to 'people' — from how to hire the right people, building the right capabilities and skills, eliminating the behaviors that derail

the organization from growth, to even consider if the teams are equipped for the next stage of growth.

In our cover story, *A Question of Scale*, we deep dive into what it takes to scale a business from the perspectives of talent, culture, leadership and learning. Scaling up a business requires a fundamental re-think of the strategies revolving around all these four elements. A good starting point would be assessing the ability of the organization's leaders to create a culture that encourages and appreciates the right behaviors needed for growth, and building a pipeline of leaders for today and tomorrow. At times, it is easy to lose the value of people in the midst of working on business plans and valuations. The organizations that create sustainable scale are those that secure best talent. Thus, there would be a need to look at whether people have the requisite skills to compete and also how to upscale and integrate existing employees. As Ben Horowitz says in his book 'The Hard Thing About Hard Things', "take care of the people, products and profits in that order," — our interactions for the cover story show that such an order has actually become all the more important to follow in a scale-up. However, business leaders cannot do this all alone. The organization needs a dynamic and innovative HR function that is able to manage the overwhelming challenges that scaling up presents — from hiring, to inducting, to building scale in learning, to aligning culture, the old and the new and more so in situations of acquisitions.

In the rest of the issue, we have interviewed Jerry Nine, Co-founder of SkillSoft, for our Big Interview section. In the interview, he talks about how forward-looking organizations focus on culture to deal with talent management and how today's successful business leaders are building their culture around core workplace values such as transparency, collaboration and leadership development.

We have two special stories this issue. One is on 'Creating a Culture of Great Work' and the other on 'Decoding Hiring Trends in India — An Aon Hewitt Study'. While the former talks about how recognition and appreciation creates a culture of great work with insights from O.C. Tanner research, the latter shows that leaders in most organizations feel that they are not doing enough to address the talent

gap though hiring volumes are going to increase this year.

As part of our coverage for TechHR'15, we feature all the nominees for this year's Spotlight Awards and the USP that makes them stand out in the crowd. In our upcoming issues, we will be covering the winners of the Spotlight Awards 2015.

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

Happy reading!

Esther Martinez Hernandez EDITOR-IN-CHIEF

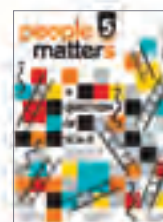
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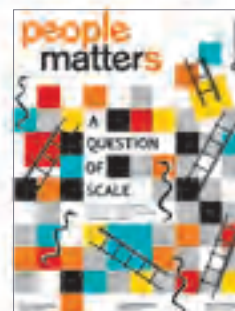
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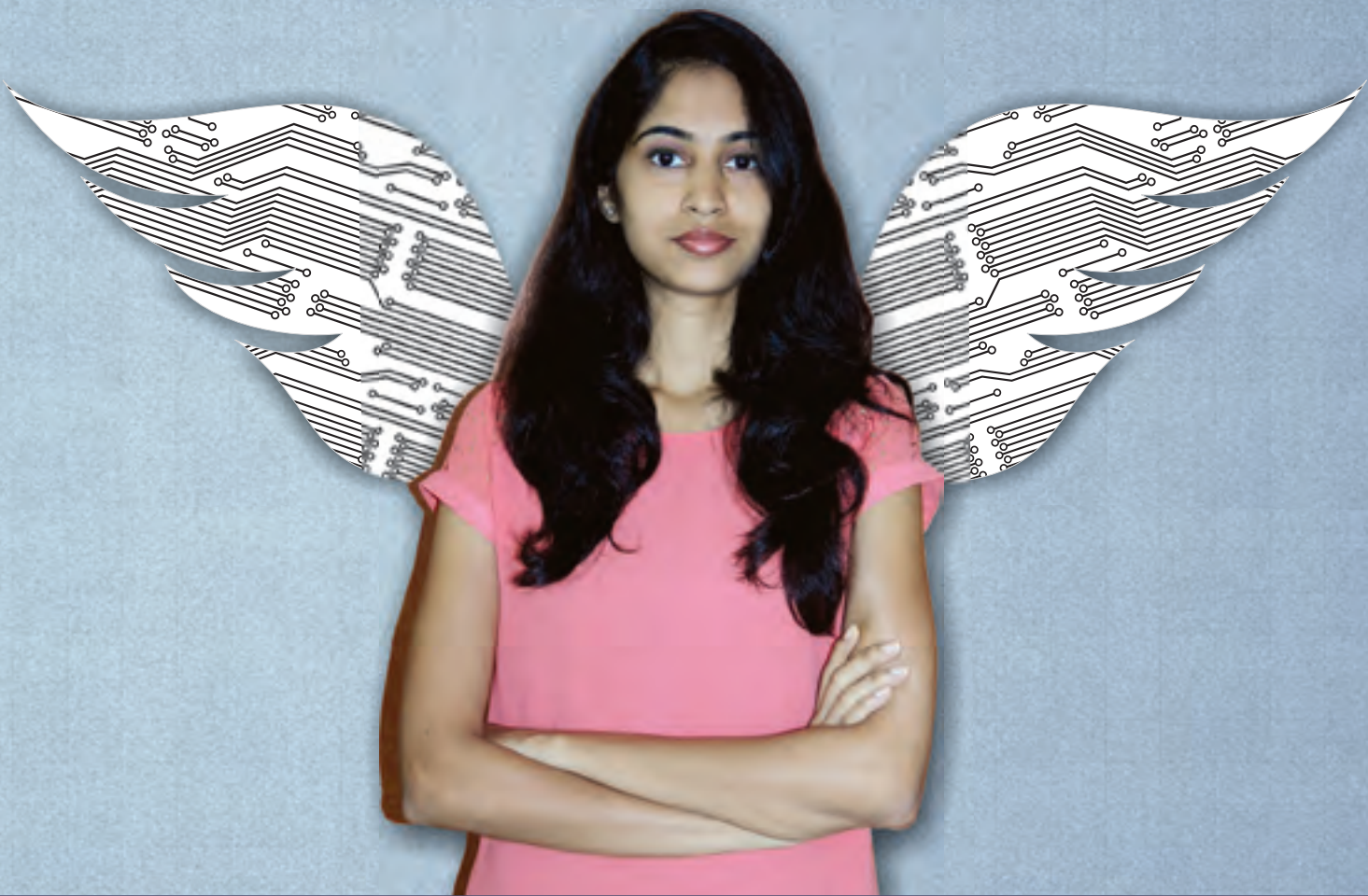
THE COVER STORY (BEHIND THE SCENE)



1 you got it right the first time! you've created history

yippie!





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.

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A QUESTION OF SCALE

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PRINTED AND PUBLISHED BY
Tejasvi Mohanram on behalf of
People Matters Media Pvt. Ltd.

OWNED BY
People Matters Media Pvt. Ltd.

PUBLISHED AT **People Matters Media Pvt. Ltd.** 1203, 12th Floor Millennium Plaza, Tower B Sector 27, Gurgaon-122009
Tel: +91 (0) 124-414 8101
ask@peplematters.in
www.peplematters.in

PRINTED AT **Rakesh Press**, A-22 Sector - 68, Noida - 201301
Tel: +91 (0) 120-2484668

NOTE TO THE READERS
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PRINTED AND PUBLISHED BY
Tejasvi Mohanram on behalf of
People Matters Media Pvt. Ltd.
Printed at Rakesh Press, A-22 Sector - 68, Noida - 201301.
Published at 1203, 12th Floor Millennium Plaza, Tower B Sector 27, Gurgaon-122009.

THIS ISSUE OF **PEOPLE MATTERS** CONTAINS 92 PAGES INCLUDING COVER

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Letters of the month



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AUGUST 2015 ISSUE

Cover Story: Products to solutions

It was strange to read that out of the 91 per cent companies who have some kind of HR technology in place, only 19 per cent said their tech adoption has been “very successful.” Even with investments happening (and more expected) in Strategic HR functions, if organizations do not devise a ROI measurement strategy, they will always be in the dark with respect to the performance of that technology. While the general consensus is that technology is an enabler, it is very important for companies to assess if the technology that has been put in place is assisting them or not. This is where measuring ROI comes in, and if the results aren’t satisfactory, they may want to go back to the drawing board and identify the problems again, and then pick technology solutions.

- DILPREET

Big Interview: Adam Miller

Big Data can transform decision-making in HR, as pointed by Adam Miller in the article. It can enable predictive analytics and can ease both talent acquisition and

talent management. There are two things that need to be kept in mind though – first is that companies need to start utilizing Big Data so as to start building the data which machine learning and artificial intelligence can leverage and make smart decisions; the second is that the longer they will utilize Big Data technology, the better the predictive analytics and decision-making will be. Big Data can help decision-making but only if it is used across the enterprise and for a longer duration. But it will be diminutive if not adopted by companies and remains a mere buzzword.

- ANU



The age of ‘Infidel’ talent
Well written, Gurpreet!
From this article, I have learned that the developmental needs and aspirations of Gen Y HiPos are aggressive, dynamic and they clearly are not loyalty obsessed at the cost of self-development.

- SETHU

Corrigendum

1. In the cover story, “Products to solutions” and “Innovating ways to measure performance”, we mentioned the designation of Deepa Chadha as Head HR, Bharti Airtel. The correct designation is Head HR - Global COE, Bharti Airtel Services.
2. In the article “Innovating ways to measure performance”, we stated that Bharti Airtel started using technology for talent management in the mid-2000s for close to 40,000 employees. The correct figure is 14000. We regret the errors.

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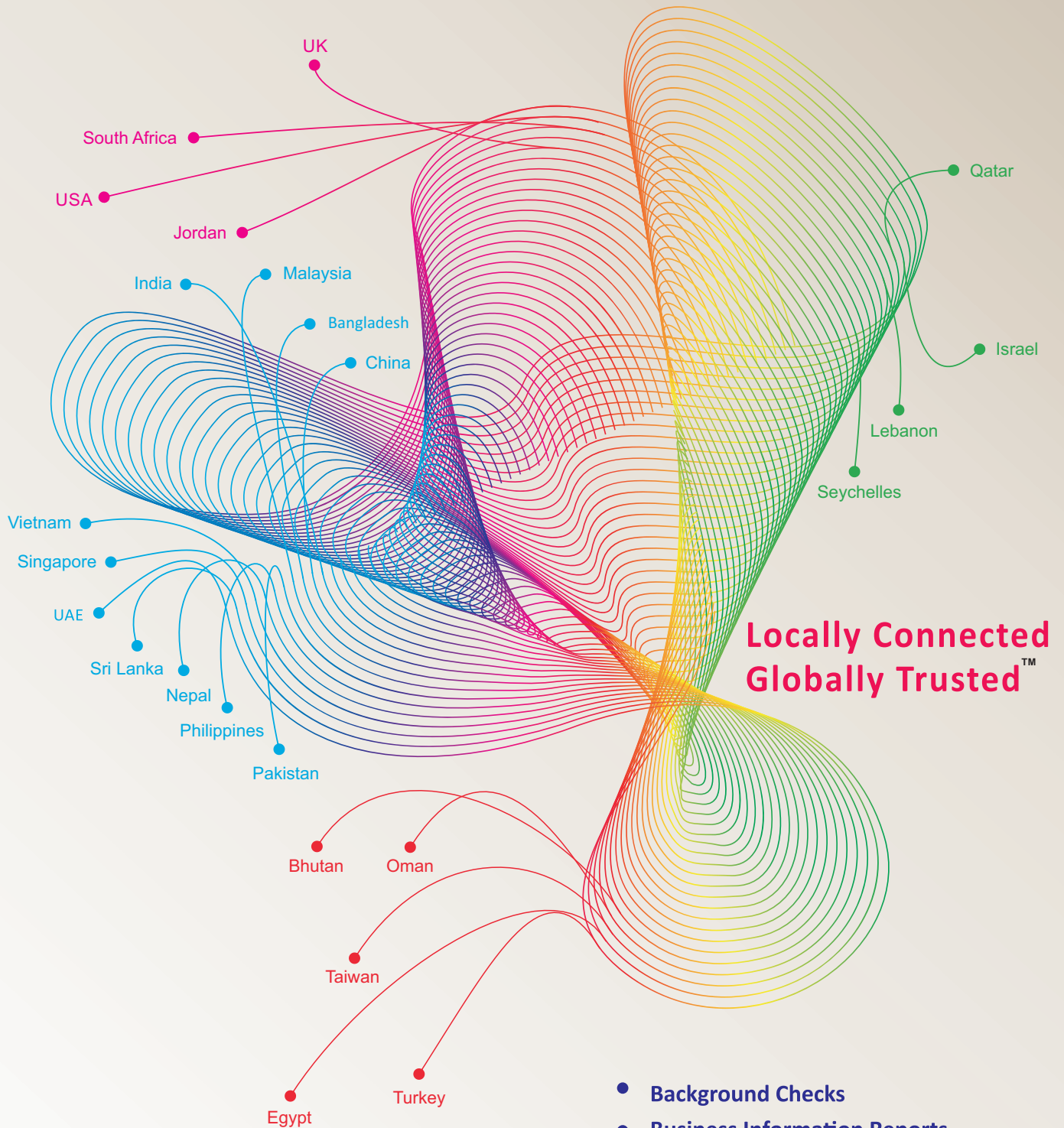
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NEW LAUNCH

Sony to manufacture Bravia in India



Sony Corp is back to manufacturing in India after more than a decade. The Japanese consumer electronics major has entered into an agreement to manufacture its Bravia line of televisions at Taiwanese contract manufacturer major Foxconn's plant near Chennai. "The government's 'Make in India' policy and the growing importance of India for Sony worldwide has accelerated our decision to manufacture in India once again," Sony India Managing Director Kenichiro Hibi said. It is also evaluating the possibility of making smartphones in the country and may eventually set up its own plant in India.

India is the fourth-largest market for Sony, after the US, China and Japan. The company aims to perfect its TV business

operations in India and streamline its marketing and distribution channel with local manufacturing. As demand for LCD TV is continually increasing in the country, Hibi told, "Keeping in mind this buoyant demand from customers in this market, it is likely that a big chunk of TVs sold in India may originate from this unit in the future."

Prime Minister Modi's vision of 'Make in India' now appears to be showing tangible outcome. Apart from Sony, many industry giants have shown promise to 'Make in India'. Ford opened Rs 6000 crore plant in Gujarat. LG has made Rs 1000 crore investment for domestic manufacturing. Microsoft and Motorola also plan on starting local manufacturing in India.



RAISING FUNDS

PSU banks to raise \$17 bn to meet funding needs

India's state-run banks are looking to raise \$17.26 billion from market in the next few years to meet their funding requirements. Finance Minister Arun Jaitley laid out an estimate of about \$28 billion that the currently debt-laden banks will need as capital infusion in the next four years.

RECOGNITION

Lifetime achievement award conferred on Prof Sriram



Former Chairman of the Tata Group, Ratan Tata, conferred a lifetime achievement award on Professor S. Sriram, Founding Executive Director (Emeritus)

of Great Lakes Institute of Management and Founder Director of Cloudcherry, an online customer sentiment mapping tool. The award recognizes Prof Sriram's contribution to management education over the last 25 years. Prof Sriram has played a major role in making the institute reach greater heights and also feature among the top 10 business schools in the country.

Amazon's talent development program for ex-servicemen

Global e-commerce major Amazon has launched a talent development program for ex-service personnel in the country. Amazon Military Talent Partnership (AMTP) will offer ex-service personnel and their spouses employment and career development opportunities at Amazon's operations in India. Amazon is working with Directorate General of Resettlement,

Ministry of Defence, to reach out to the community of ex-service personnel and those who are in the process of being relieved from their duties in the next 2-3 months. "Our leadership principles resonate with those who have served the country. Their missionary zeal on completing a mission and delivering on their commitments within a given deadline resonate

with our customer-obsession," Amazon India Director-Human Resources Raj Raghavan said. The company has also set up an affinity group, titled 'Amazon Warriors'. The group consists of a vast network of ex-service personnel within the company who will offer mentoring, learning and support to new hires as well as provide networking opportunities within Amazon.

Performance appraisal to benefit self-promoting employees: CEB



A recent CEB report on Performance Appraisal suggests that performance appraisals favor self-promoting employees and unfairly underrate modest workers. The report states, "In today's more collaborative, fast-paced, and interconnected world two-thirds of employees that get the highest performance score are not the highest performers in the average company." As per the report, only one-third of the highest performers in companies actually get the highest performance score. This is traced to the fact that today a significant number of managers have more direct reports than they did in 2008, as per CEB. "If an employee spends more time telling their manager that they are great, and the manager doesn't have any insight into if they are right or not, they are more likely to give them a higher score," says Brian Kropp, Managing Director, CEB.

Accenture does away with annual performance review

Accenture has decided to get rid of annual performance review for all their 330,000 employees, and has joined the league of companies like Microsoft, Adobe and Deloitte who have eliminated annual performance reviews. "All this terminology of rankings — forcing rankings along some distribution curve or whatever — we're done with that. We're going to evaluate you in your role, not vis à vis someone else who might work in Washington, who might work in Bangalore. It's irrelevant. It should be about you," said CEO Pierre Nanterme, Accenture. As per Research firm CEB, 6 per cent of all Fortune 500 companies have stopped using annual performance review to judge their employees.



Trimester reviews and appraisals at Snapdeal



Snapdeal is replacing annual employee appraisals with trimester reviews, as one year becomes too long a period to evaluate staff performance in an industry which is on a fast growth path with quickly changing priorities and challenges. The new system means the 5,000-odd employees at the Delhi-based ecommerce company will go through performance appraisals and goal-setting every three months, in line with Snapdeal's own way of fixing its business targets. The new system is based on employee feedback. It is aimed at frequent engagement with staff and retention of high-potential employees in a market where managing expectation of a young staff is key to keep attrition under check.

'Hire and fire' clause to be carefully examined by govt

The government recently stated that it will carefully examine the "hire and fire" clause under the draft Labour Code on Industrial Relations Bill, 2015, that seeks to make retrenchment easier for employers. The draft bill proposes to make retrenchment easier for companies employing up to 300 workers as well as make it tougher to form trade unions. For this, the bill proposes to combine Industrial Disputes Act, 1947, Trade Unions Act, 1926, and Industrial Employment (Standing Orders) Act, 1946 into a

single code. Currently, firms employing 100 or more workers are required to seek government's permission for retrenchment under the Industrial Dispute Act.

Women respond to Skill India Mission

About 12.6 lakh women have availed skill development training through 10,000 training providers across the country under the Skill Development Initiative Schemes, as informed by Lok Sabha. In pursuance of the 12th Five Year Plan directives on economic empowerment, the government has implemented a number of skill development schemes for enhancing the employability of women.





The State of Mobile Learning in Asia Pacific

A Study by SkillSoft

Organizational training has rapidly evolved over recent years with the proliferation of technology and is now migrating with the needs of the mobile workforce to encompass mobile learning. While many companies have already adopted the wide variety of mobile devices including smartphones and tablets, a growing number of organizations are also starting to adapt their organizational learning onto these platforms and reaping tangible benefits that help to drive efficiency and improve the bottom line.

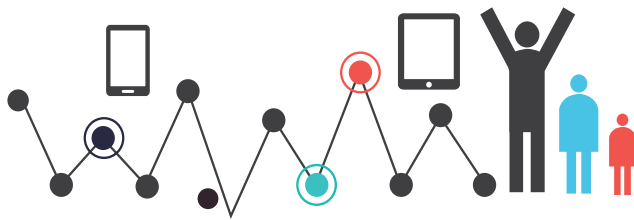
With the growing focus on mobile learning, SkillSoft has conducted a research on the state of mobile learning in Asia Pacific. The research aims to understand how mobile learning is affecting organizational learning across Asia Pacific, and what these changes mean for decision makers and learners.



METHODOLOGY

The study was conducted among:

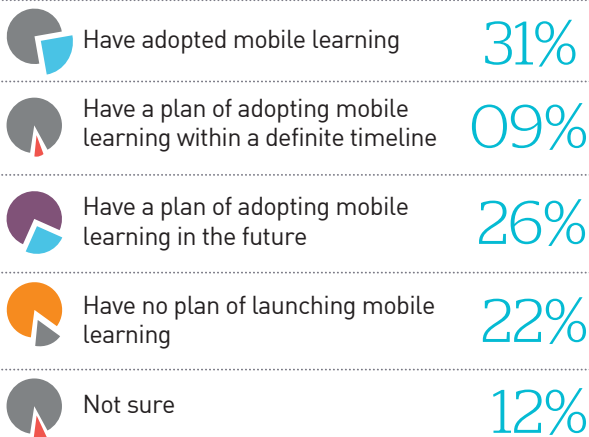
242 decision makers i.e. HR/learning & development
303 learners



Region ripe for mobile learning

There is a strong market growth potential and its continued adoption is a growing trend

Adoption of mobile learning



Mobile learning

Adopters & Users: **31%** Potential Users: **35%**
Non-Users: **22%**

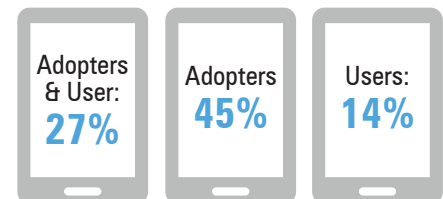
Is mobile learning likely to increase engagement with a learning program?



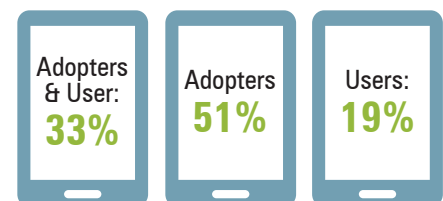
INVOLVEMENT IN DESIGNING & PLANNING

There is a high degree of management and learner involvement in the development and implementation of mobile learning programs in organizations

Who have participated in the development of mobile learning



Who have participated in the planning for mobile learning



The findings from the study show that organizations that have successfully adopted mobile learning have benefited with greater employee and organizational effectiveness and business impact.

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- Management Development Program
- Adventure Based Learning
- Coaching Certification (ACTP – ICF)
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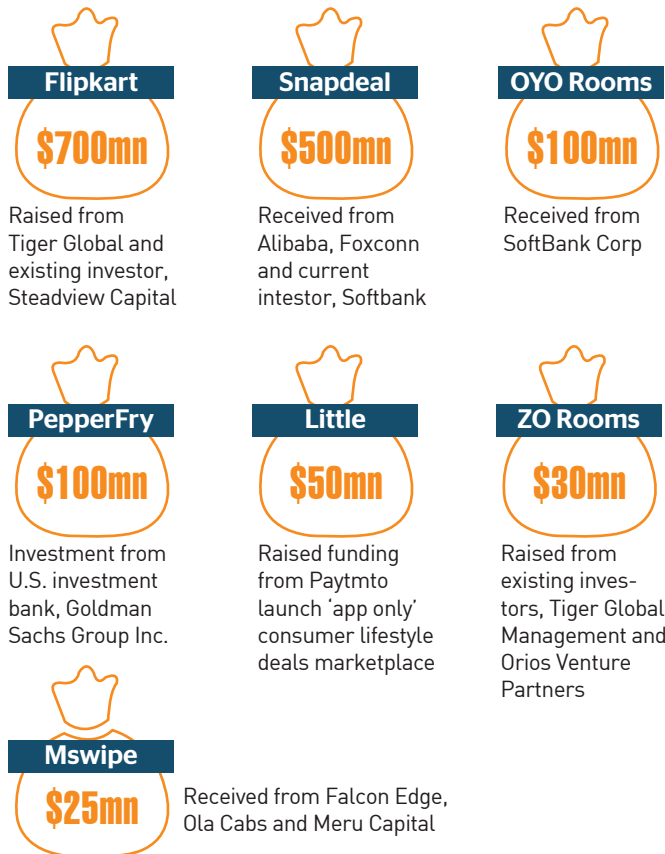


START-UPS

Entrepreneurial boom with hundreds of start-ups

India is in the throes of an entrepreneurial boom with hundreds of start-ups mushrooming across sectors, many of them, especially web-based ones, chased by a flood of risk capital. Risk capital investments in India during the first half of this year have surpassed the money inflow in all of 2014, setting the stage for another record funding year. Venture capital investors funneled in \$2.46 billion into Indian start-ups this year till June 26, compared to \$2.34 billion in the whole of 2014.

Some of the start-ups that have recently raised significant amount of funding are:



A poll conducted by Economic Times reveals that six out of 10 CXO-level executives have invested a portion of their wealth in Start-ups. The poll saw a participation of 100 randomly selected CXO-level executives across companies in a range of industries. The investment amount is said to range from a few lakhs to several crores. Further, out of the 40 participants who had not invested in any start-up, 25 of them said they plan to invest in the near future.



NEW LAUNCH

Flock, a new start-up to battle giants like Zenefits

Raj Singh, who's worked with large companies such as National Semiconductor and small start-ups such as Ayasdi (a Data Analytics project), along with Chirag Bhatt, a software developer have come together to create a new HR platform, Flock.

Flock is a unique technology platform that enables small to mid-sized businesses (SMBs) and their employees to quickly simplify and modernize HR processes. Flock addresses SMBs' need for easy-to-use solutions to hire and onboard employees and manage HR compliance. It also provides businesses and employees the tools to manage benefits online without disrupting the personalized and highly specialized services in place from existing insurance brokers. The start-up hopes to battle far-bigger rivals like Zenefits in the small and mid-sized business market. As of now, Flock has raised \$2 million in seed funding from insurance brokers and unnamed angel investors.

CLOSED DOWN

Recruitment Company TalentPad Shuts Operations



Online recruitment company TalentPad, run by Zobtree Ventures Pvt. Ltd, backed by Helion Venture Partners has shut operations. Nearly 18 months into the business, the founders decided that the market opportunity in the sector they were operating in was not large enough. "We struggled to scale our business as the market size of the space we were playing in was relatively small," said co-founder Nikhil Vij, adding that technology-focused recruitment companies are struggling in India and it is just not the right time. The online recruitment market, currently pegged at \$1 billion, is growing 20 per cent year on year and is largely dominated by incumbents like Naukri, Monster, and Shine.

NEWSMAKER OF THE MONTH

Sundar Pichai, CEO, Google – A rising star



In one of the fastest corporate rises ever - IIT-Kharagpur graduate Sundar Pichai has taken over Larry Page as the CEO of Google. The news came when Google announced that the company was being subsumed into a new parent company, Alphabet, which Larry Page will be heading. Pichai will now be heading the 'slimmed down' Google.

Prior to the appointment, Pichai was the head of Products and Engineering at Google. He started with the reputation of a 'low-key manager' when he joined the company in 2004 while working on the Google toolbar. In 2008, it was Pichai who led the launch of market-beating browser, Google Chrome. From vice president to senior vice president, with the responsibility to supervise all Google apps including Gmail and Google Drive and ultimately being given control of Android, Pichai's journey at Google seems to have seen ever-rising highs.

"[He] really stepped up since October of last year, when he took on product and engineering responsibility for our Internet businesses," Google Chief Larry Page said in a blog post, adding that he and Sergey Brin were "super excited about his progress and dedication to the company." Pichai's promotion to Product Chief in October 2014 had turned him into Page's second-in-command with oversight of day-to-day operations for all of Google's major products including maps, search, and advertising.

Sundar Pichai is admired in and out of Google as a warm and friendly person. His colleague, Caesar Sengupta, was quoted in Bloomberg BusinessWeek saying, "I would challenge you to find anyone at Google who doesn't like Sundar or who thinks Sundar is a jerk." Pichai is known to combine a deep passion for engineering excellence with a rare managerial quality of attracting the best talent into the teams he works with.

Sundar Pichai has served as a Director of Jive Software, Inc. He also served as a Member of Board of Advisors at Ruba, Inc. Pichai received a B.Tech. from the Indian Institute of Technology – Kharagpur. He holds an M.S. in Engineering and Materials Science from Stanford University and an MBA from the Wharton School, where he was named a Siebel Scholar and a Palmer Scholar.

MOVING ON

Reliance CHRO Prabir Jha Quits



Reliance Industries Chief Human Resource Officer, Prabir Jha called his quits from the company he served for almost two years.

He had a reputation for shaking up existing practices and work culture, which is what RIL was looking for when Jha was hired. Jha was instrumental in bringing in some drastic changes in his short term at RIL including establishment of five-day week, and increased leave entitlements. He also sought to modernize performance management and appraisal processes. Prior to Reliance, Jha worked with Tata Motors and headed the human resources, industrial resources, administration, corporate social responsibility, safety, health and environment portfolios.

BEING PROMOTED

Ashok Vemuri elevated to Capgemini's group management board



iGate chief executive Ashok Vemuri has been elevated to Capgemini's highest executive decision making body, months after the Paris-based

IT services giant bought the Fremont, California-based outsourcing firm for \$4 billion. It was in April this year that Capgemini announced its acquisition of iGate, which has most of its operations and employees in India. The company's aim was to create an entity with combined revenue of about \$14 billion to gain access to the world's largest technology market, North America, and some of iGate's customers like General Electric and Royal Bank of Canada.


REKHA MENON APPOINTED AS ACCENTURE INDIA CHAIRMAN

Rekha Menon, the lady behind Accenture's human capital strategy for growth markets, has been appointed as the new India Chairman for the company. Menon has replaced Avinash Vashistha.


ANUPAM DATTA JOINS ABD AS MD & CEO

Allied Blenders & Distillers Private. Ltd (ABD) has roped in Anupam Datta, a veteran marketer and the man behind the successful launch of the Reliance Industries as the new Managing Director and Chief Executive Officer.


ROHIT OHRI, NEW GROUP CHAIRMAN AND CEO AT FCB ULKA

Advertising firm FCB Ulka has appointed Rohit Ohri as group chairman and chief executive officer. This leadership change is to come into effect starting January 2016. Ohri succeeds Nagesh Alai, who will become the global vice-chairman at FCB.


AMIT MAHESHWARI TO LEAD EXCLUSIVELY.COM AS CEO

Amit Maheshwari stepped down from Snapdeal as the vice-president of the company's fashion business to lead Exclusively.com as the CEO. The new luxury fashion portal was recently acquired by Snapdeal.


MYNTRA APPOINTS NEW CEO

Myntra named McKinsey India director Ananth Narayanan as its new chief executive officer (CEO), replacing Mukesh Bansal, who will now become chairman of the mobile app-based clothes retailer. Bansal will continue to be actively involved in contributing to Myntra's vision, strategy and overall direction in his role as chairman.


ROLAND S FOLGER APPOINTED MD & CEO OF MERCEDES-BENZ INDIA

Mercedes-Benz has appointed Roland S Folger as the Managing Director and Chief Executive Officer of its India operations, replacing Eberhard Kern who will assume a new role for the European market.


AJAY MATHUR APPOINTED DG OF TERI

Ajay Mathur was appointed as the Director-General of The Energy and Resources Institute (TERI). Prior to this role, Mathur was working as the Director General of Bureau of Energy efficiency (BEE) of the Union Government.


SHEKHAR RAMAMURTHY THE NEW MD AT UNITED BREWERIES

United Breweries Ltd has appointed Shekhar Ramamurthy as its managing director, replacing Kalyan Ganguly, a company veteran who retired earlier this year. Prior to this role, Ramamurthy was serving the company as the chief operating officer.


SUNIL LALVANI HEADS INDIA OPERATIONS OF QUALCOMM

Sunil Lalvani, former MD of BlackBerry for India and SAARC has been appointed as the president of the mobile chip maker, Qualcomm's India operations. He succeeds Avneesh Agrawal, senior vice-president and president of Qualcomm India and South Asia.


NEERAJ AGGARWAL APPOINTED MD INDIA FOR BCG

The Boston Consulting Group (BCG) has appointed Neeraj Aggarwal as its new managing director for India. He joins in place of Arindham Bhattacharya who has taken over as director of its research wing, The Bruce Henderson Institute (BHI).


VINEET NAYYAR NOW THE VICE CHAIRMAN OF TECH MAHINDRA

Country's fifth-largest software services firm Tech Mahindra has made Vineet Nayyar the vice chairman. Before taking on this new role, Nayyar was serving as the executive vice chairman in the company.


SAMIRAN CHAKRABORTY JOINS CITIBANK

Samiran Chakraborty has joined Citibank as the chief India economist. Chakraborty was with Standard Chartered where he served six years as head of South Asia macro research before she quit to join its rival.


YASHWANT MAHADIK TO HEAD HR AT SUN PHARMACEUTICAL

Yashwant Mahadik has been appointed to lead the HR initiative for India's largest drug maker Sun Pharmaceutical. Prior to this, Mahadik was senior Vice President - Global Head of human resources business, transformation, IT and operations at Philips.


RICHARD LOBO TO HEAD HR FOR INFOSYS IT SERVICES ARM

Infosys Ltd has appointed Richard Lobo as the Head of Human Resources of its IT services unit. Lobo was formerly the Head of HR for a few industry practices of Infosys.


SRIKANTH BALACHANDRAN APPOINTED AS GLOBAL CHRO AT AIRTEL

Srikanth Balachandran has been appointed as Global CHRO at Airtel. Prior to this, Srikanth served as the Global CFO at Airtel.


MANIKA AWASTHI NAMED DIRECTOR - HR AT INDIGO

Manika Awasthi has been named Director - HR at Indigo. Manika was serving as Director - People Strategy at Sapient prior to her appointment at Indigo.

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The Era of Automation

Businesses are hugely investing in technology. But is technology a threat to the human capital or does it complement the skills of the employees?

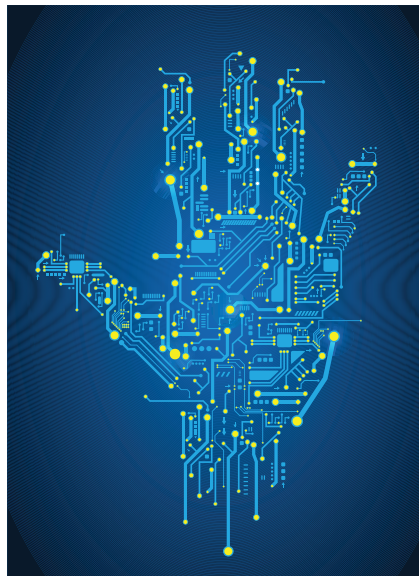
By Suparna Chawla Bhasin

You can't live with it or without it. It's a boom for businesses. But it's a threat to us. It's our Nemesis. Automation.

Answering the 'why' part is really a formality here. We all know it. The recent report that came across stating Wipro, Infosys & TCS have lost about 100,000 people in the last four quarters is actually the real picture, irrespective of how much scaling or expansion the industry giants are undertaking. IT, manufacturing and financial services sector are the three major areas to have seen this trend recently.

Today, businesses are hugely investing in technology. The 2015 Investment News Adviser Technology Study reveals that "most financially successful firms stay well ahead of the curve when it comes to their technology, allocating more of their resources to technology (11.3% of their overhead versus 9.4% for all others), with no plans to slow down in the future. Fifty-six percent of top performing firms say they will increase their tech spending in 2015, with just 2% planning to decrease it, versus 55% and 7%, respectively, for all others." According to PwC's 2015 Digital IQ Survey, main technologies that companies are investing in this year are cybersecurity (69%), private cloud (61%), and data mining and analysis (54%); along with customer mobile applications (24%), public cloud applications (18%), and public cloud infrastructure (16%). IT companies specifically are investing in automation, digital technologies and artificial intelligence. Nasscom report states that "Indian IT industry hired 14350 engineers for each billion dollars in revenues during the year ended March 2015. In 2003, the figures were nearly thrice as much at close to 3800." The latest addition to the trend is investment in HR technology. The People Matters HR Technology Study 2015 reveals that 6 out of 10 companies have proposed to increase their tech budgets on strategic HR.

Automation is fast moving in and businesses today want to ensure a distinct place in the market. Although technology is instrumental in enabling productivity, amplifying capabilities and makes a competitive difference, it is also a catalyst



Businesses see technology as cheap investment when compared to the average \$60 per day labor cost of human capital

for attrition. Companies are adopting new technologies for automating work processes, as a result of which employees are laid off or employees leave due to the nature of tech skills required. Today, an attrition rate of 19% to 20% is considered normal. According to an Economic Times report, Infosys' attrition rate was 22.3% on a consolidated basis and it lost 8,553 employees, with a net addition of only 3,336 employees. N Chandrasekaran, CEO at TCS, stated that "In FY10, we had revenue of \$6.3 billion with a headcount of 160,000. In FY15, we doubled the headcount to 320,000. But the revenue did not just double. We generated revenues of \$15.5 billion, representing a productivity gain of nearly \$3 billion." Earlier this year, when Wipro planned a \$300 million cost cut, CEO TK Kurien stated that "what we are doing is taking the artificial intelli-

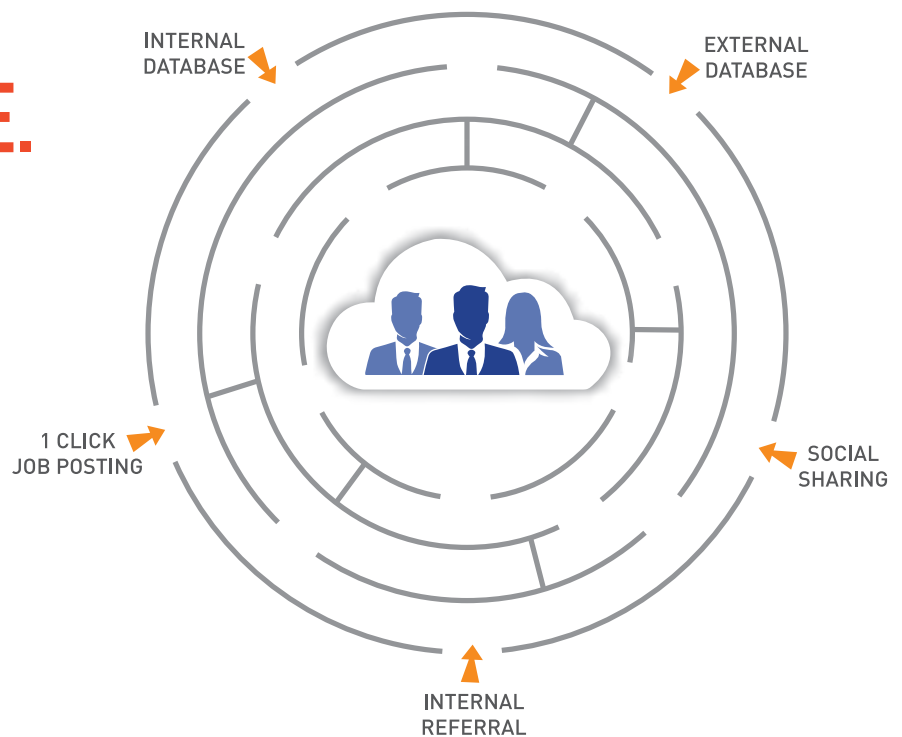
gence platforms, putting them together and actually reducing the amount of labour that is supplied for a job. In three years, people deployment will come down by 35% for the same scope of work." Wipro refers to this as "the factory model of delivery." TK Kurien also stated that "Wipro is moving its automation focus from service desk to application services, which would lead to a reduction of 30% of its headcount in the next three years, adding that this would not mean more employees will get fired, but that attrition would be balanced with redeployment to new, high growth revenue streams." But does this really happen in comparison with the number of attrition cases?

It is seen that the number of employment opportunities is also on a decline. With lower-end jobs getting automated, the entire focus has changed to domain knowledge expertise, soft skills and then technical knowledge – in order of priority. Long term investment in technology for lower end jobs has higher ROI compared to the average \$60 per day labor cost companies have to bear towards its human capital. And it is not just the IT companies which are going to be affected by this – the manufacturing automation will soon eliminate human workers. According to a source, it is estimated that in 1900, 41 percent of Americans worked in agriculture; by 2000, it was only 2 percent. Similarly, the proportion of Americans employed in manufacturing dropped from 30 percent in the post-World War II years to around 10 percent today—partly because of increasing automation, especially during the 1980s.

But the impact of technology is different on different sectors and varies from job to job. Business dependence on costs is also a factor which determines whether jobs will be replaced by technology or not. Technology can pair with capital and labor to product great output, can complement the skills of the worker and also aid in innovation. According to the Economist, "Firms are constantly experimenting with new technologies and production processes. Experimentation with different techniques and business models requires flexibility, which is one critical advantage of a human worker." 📱

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Next-gen recruitment: A case of potential disruption in the market

New recruitment technology companies are leveraging Big Data and Analytics and increasing effectiveness of talent acquisition. Will they replace the existing models of recruitment? We find out

By Vikas Arora

Recruitment start-ups have been making a lot of buzz in the recruitment industry. For instance, three more recruitment companies – HackerRank, ZenRadius and Bevy were in the news last month as they attracted significant investments. The interesting bit about these companies is that such technology recruitment companies are all data-driven platforms. They all utilize Big Data, Machine Learning and Analytics, in their own ways, to cater to the talent acquisition problem of organizations. The intriguing bit is that they are a part of a bigger pool of data-driven tech recruitment companies dawning a new generation of recruitment technology.

This next generation of recruitment technology is bringing a fresh plate of innovation to the HR table; this is especially relevant in the context of HR transitioning (or rather expected to transition) into a data-centric function.

Innovation in recruitment

Broadly, Big Data is being leveraged in the recruitment technology market in three ways, and innovation has followed in every one of them. The following are the ways by which this is happening:

1. Recruitment companies creating their own talent pool and sourcing and screening using Big Data and Analytics. Some recruitment companies like HackerRank are building their own talent pool, which in this case comprises developers who regularly solve code-related problems and are analyzed alongside. Recruiters, when in search of tech talent, can pick candidates based on their merit. “Recruiters can come and post challenges on HackerRank in order to identify top talent, and their performances are analyzed automatically and results are instantly made available to the recruiter,” said Alfred Alexander, Head – Marketing,



By integrating Analytics into the recruitment process and maintaining data of hires, companies can analyze their recruiting patterns, and their hires' performance and traits

India and APAC, HackerRank. Recruitment based on meritocracy is one big step forward according to Alexander, and it could redefine tech talent acquisition.

Big Data also enables recruitment teams to have specific talent pools built for their organization which are complementary to their company culture. “The talent pool is a data-driven pool of candidates who are in sync with the company culture and are similar to its existing employee base. This pool keeps on enriching with

every new hire and also with time,” claims Sumit Gupta, Founder and CEO, Grow-n-Out. This puts the recruiter in the driving seat and the need to work reactively the next time a job opens up is eliminated.

2. Organizations integrating Big Data and Analytics within their HR processes. Ensuring consistency in the kind of talent hired is something where companies have gone amiss. By integrating Analytics into the recruitment process and maintaining data of hires, companies can analyze their

recruiting patterns, and their hires' performance and traits. As the data of employees is amassed, data intelligence analyzes patterns and makes decisions. "Big Data allows companies to know if the candidate is a cultural fit and/or matches the diversity aspect of the team and company," says Vijay Sharma, Co-founder, Belong.

3. Job boards and social and professional networks utilizing Big Data and Analytics to make use of the available talent pool. Job boards are also using Big Data to increase their efficiency and effectiveness. Big Data and Analytics are enhancing the search quality of online job boards and consequently enabling the recruiter to find the best people who suit a particular requirement faster. "It uses analytics and linkages with different yet relevant keywords to help recruiters expand their reach while narrowing their target at the same time," said Ajay Kolla, CEO and Founder, Wisdom Jobs, a "4th gen recruitment portal".

Job boards and professional networks might not really be a part of 'the next generation recruitment technology' and even might be on the verge of becoming a thing of the past, but they are trying to stay in the game by leveraging Big Data and reshaping the way they function. Big Data, independent of how it is being leveraged, enables better talent targeting, detailed candidate profiling, and interconnectivity. These give just a glimpse of how Big Data can revolutionize the whole process of talent acquisition.

A possible answer to the talent problem

Organizations have been grappling with the challenge of sourcing talent, and speed of hiring. As a matter of fact, they have been identified as the top two recruitment challenges according to research.¹ 'Talent Technology State of Recruiting' survey states that an average recruiter spends 37 percent of his/her time in sourcing; also, filling skilled jobs and C-suite jobs has been identified as the hardest.

Data-driven technology, in principle, helps reduce the time spent in sourcing, and screening candidates based on the skill (both functional and soft) requirement of a company. Not only does it overcome the time constraint, it also improves the quality of hire. According to PiQube's Founder and CEO, Jayadev Mahalingam, this product is eight times faster as compared to a human being. HackerRank, a tech talent pool and recruiting platform, also has success stories owing to its data-driven model. For instance, "VMware, a product company, screens 75 per cent faster after adopting HackerRank. Another company named CodeNation, has trimmed its cam-



Big Data is going to add a new dimension to the way talent acquisition is done and be an innovation to the existent process

pus hiring time per candidate from 12-14 hours to 3-4 hours by using HackerRank as a technical skill assessment tool and utilizing Analytics to measure results," explained HackerRank's Alexander.

The magnitude of innovation brought forth by this new wave of recruitment technology can be both observed and measured. Reality remains that this 'next generation recruitment technology' is much more than just a fad and it might as well be the long term solution of what organizations are looking for to address their talent problem.

A case of disruption in the market?

If there were any doubts surrounding the ability of data-driven technology, the results are available in public domain to clear the dilemma. According to Deloitte's Talent Analytics research, companies that go through the process of "datafying" their HR organization are witnessing 2-3 times better results in quality of hire, leadership pipelines, and employee turnover.²

According to the People Matters' HR Technology Study, hiring is the topmost function where organizations are looking to increase technology investment. As many as 63 per cent organizations are looking to invest in hiring technology. The objective is to hire quality talent fast, and these next generation technology compa-

nies might have just the right solution for organizations looking to improve recruitment. There is every reason to believe that companies would resort to the next generation technology of Big Data and Analytics to fulfill their talent needs. All these developments point to one direction – Big Data can bring a paradigm shift in the way talent acquisition is done in organizations. But to say that this next generation technology is disrupting the market would be going a step too far. This technology, in some cases, is an extension to the system that is already in place, and it cannot function in the absence of the already-existent talent pools on online job boards, and social and professional networks. "Internet job boards or professional networks are essentially sources of applicant information. And Big Data recruiting cannot replace these sources," argues Wisdom Jobs' Kolla. Also, there has been a steep rise in the adoption of social professional networks as a source of quality hires – 44 per cent in 2014 from 36 per cent in 2013, according to LinkedIn's "India Recruiting Trends" survey. In a nutshell, social and professional networks, and online job boards aren't being displaced, not by current trends.

In reality, Big Data is going to add a new dimension to the way talent acquisition is done and be an innovation to the existent process. Henceforth, data-driven technology recruitment solutions are making a huge case of altering the functionality of the recruitment market for good, but not good enough to displace it in its entirety.

For companies looking to integrate datafication to their HR processes and extract the full potential of Big Data, they will have to be patient. The results aren't instant. "They mimic a hockey stick growth curve. As the product learns and picks up patterns, it scales quickly and dramatically to give results with greater relevance and accuracy," claims Belong's Sharma. If organizations are aiming to permanently deal with their recruitment problem, they might need to take the giant leap forward now. In the process, we might even witness a potential case of disruption in the market caused by this next generation of recruitment technology. It is too early to preempt, but it would also be a big mistake to rule it out. ☺

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Disrupting HR – The Zenefits Way

Zenefits, a cloud-based HR software, is shaking up the HR industry. Find out how

By Jerry Moses

If Uber took the taxi industry by storm and Airbnb the hotels, what is shaking up the HR industry? The answer it seems is Zenefits, a cloud-based HR software that integrates all HR related compliance work into its free interface. A recent round of funding gave the company a valuation of \$4.5 billion.

For small firms that cannot afford a full-time human resource person, HR related compliance work can be too much to handle. The founder, Parker Conrad's eureka moment happened at his earlier start-up SigFig. Zenefits was envisioned as an automated system which reduced the pressure of mass paperwork, filling out forms and adding or removing a person from 20 different places every time an employee was hired or terminated.

In the two years of its existence, Zenefits has seen phenomenal growth. With more than 1,000 employees, Zenefits is onboarding people at a rate of 150 per month. This San Francisco based start-up has already raised about \$84 Million from Andreessen Horowitz, Institutional Venture Partners and even Hollywood actor Jared Leto. The company booked \$20 Million in revenue last year and is estimated to quintuple the figure in the upcoming year.

Spat with ADP

In early June this year, a public brawl of sorts emerged between Zenefits and payroll giant ADP. The latter started blocking thousands of their joint customers from accessing ADP payrolls through Zenefits Software. While Zenefits accused ADP of blocking its service for competitive reasons and not security reasons as alleged, it asked its customers to sign a Change.org petition asking ADP to stop blocking accounts. ADP noted that Zenefits was drawing a disproportionate amount of traffic and pulling sensitive information. The start-up further escalated the squabble by offering their mutual clients \$1,000 to switch to a different payroll. ADP has charged Conrad and Zenefits for defamation, false advertising, intentionally interfering with customers, and unfair competition.



What makes Zenefits a HR disruptor?

By leveraging technology, the company has brought about a paradigm shift. Its software is a singular system that replaces half a dozen systems of record including payroll, health care, retirement, time-tracking, commuter benefits and so on. When a manager decides to give a raise, they could simply type in the new salary into the software and it would handle the changes in information with every other service provider online. Not only does this save time but it also makes small businesses an attractive place for fresh talent.

Pankaj Bansal, CEO, PeopleStrong, notes that “the system of automation that Zenefits has come up with could be replicated in other areas of HR including recruitment. That is what is called Cloud 2.0 or new generation technology that aims to remove the intermediate in the service.” Bansal also points out that it is only a matter of time when a hiring manager would be directly interacting with the candidate using technology based applications on their phone.

Zenefits charges no money on the interface and only earns revenue on the value added services that are run on top of the software. It invited scrutiny from regulators and players in the brokerage


The system of automation that Zenefits has come up with could be replicated in other areas of HR including recruitment. That is what is called Cloud 2.0 or new generation technology

industry, who argued that Zenefits is providing free software which could be considered a rebate.

Competition and the future

The brokers affected by the success of Zenefits it seems have found a way to strike back. Flock, a broker backed online HR platform is pitted to take on Zenefits in the small and mid-sized business market. The service is co-founded by Raj Singh and Chirag Bhatt, who have been in consultation with small and large brokers for the last eight months. The venture was supported by Heffernan and Beere & Purves, a general insurance agent that works with 400 brokers. Flock does not disrupt existing relationships from a broker's perspective. While basics are free, when customers want to integrate insurance enrollments into their package, a fee is charged. As technology based products and solutions gain traction in driving business innovation, companies like Zenefits and Flock are challenging conventional HR Software Industry and the role of the HR function itself. 

(Sources: Business Insider, Fortune, Inc, Zenefits, Biz Journals, WSJ)



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Culture is key for companies

Jerry Nine, Co-founder and the Chief Operating Officer of Skillsoft, on how forward looking organizations today focus on culture to deal with talent management

By Anu Babu Kurian

Jerry Nine has more than three decades of senior level executive management experience. Prior to Skillsoft, he was the Vice President, sales and marketing at NETg and in a similar role before that at Sytron Corp. Earlier in his career, Jerry held positions in engineering, marketing and sales with venture-capital-funded technology companies.

Q You were a Co-founder of Skillsoft in 1998. What have been your key learnings over the last 17 years? Any interesting anecdotes you want to share?

A I've learned that success is achieved with the help of strong teams. I was fortunate to be a part of the founding executive team, which had all the key functional disciplines covered when we started the company. I've seen a lot of early-stage companies and when companies get started, many tend to focus primarily on one or two areas of expertise such as technology and finance, but have no expertise in distribution, or vice-versa. This leaves the crucial management areas unsupported and can cause instability from the start if the business plan is not fully thought through.

When Chuck Moran (CEO of Skillsoft) founded Skillsoft, along with Tom McDonald, who is our Chief Financial Officer, Mark Townsend who was our Chief Product Officer for Technology, and me, we were fortunate to have the key functional areas from sales and marketing, engineering and finance covered from day one. While we all brought experience and expertise to the table, our strategy was to expand aggressively and build a large team of talented individuals who could execute and provide the necessary knowledge to help the company grow. Over the years, I have learned that we need to continually invest in talent development. This is essential to increase the overall engagement and productivity at large, which in turn drives the company culture.

Q What, in your opinion, are the leading disruptors in the field of talent management globally?

A Forward-looking organizations are focusing more on organizational culture and talent development, which includes engaging and retaining top talent. Business leaders are building their culture around

core workplace values such as transparency, collaboration and leadership development. In the past, learning content lived on the periphery of the HR ecosystem and that disconnect is a lost opportunity. In many organizations, employees haven't been able to access valuable learning content when it matters most. Today, learning needs to be delivered in a contextual, personalized format and as a part of an employee's daily work.

Q As a leading provider of HR solutions, what are companies doing differently now than they were earlier?

A Many organizations are recognizing that every employee needs to have access to in-the-moment learning interventions. Today, big data and analytics can help us identify and correlate patterns to anticipate the learning an employee needs, when they need it, and deliver that learning seamlessly as a part of their work. Learners want shorter and more concise learning experiences, like video and social capabilities, that keep them engaged. Propagating learning throughout the entire workflow and weaving it into the everyday fabric of the workplace will help employees perform better and this will also provide them with the support they need from the start.

Q Who are the biggest influencers and mentors in your life? What is your leadership mantra?

A I don't have any formal mentors in my life, but I do read a lot, which helps influence my thinking. Whether it is books by Peter Drucker, Ram Charan, or Jack & Suzy Welch, I always

There is significant value in leveraging the diverse experiences, opinions and expertise of people across an organization



take something actionable as my take-away. My working relationship with our CEO, Chuck Moran, provides opportunities to dialogue on areas, including strategies on running the company, understanding the drivers of the industry and anticipating change early, which again helps to influence my thinking. Both of us come from a technology background and you have to operate with a strong sense of urgency as technology shifts can happen instantaneously. Also, being able to look at things through a multi-disciplinary lens is absolutely critical, as is making sure you have the right analytical approach to the decision-making process. Finally, the quality of the working relationship with the broader team will help maintain the balance of the company, and will eventually be the key to success. My leadership style is participative in nature. I believe there is significant value in leveraging the diverse experiences, opinions and expertise of people across the organization.

Today's successful business leaders are building their culture around core workplace values such as transparency, collaboration and leadership development

Q You were an entrepreneur when you started out. What would your advice be for the upcoming entrepreneurs?

A I think having a strong business foundation is valuable. Exposure to different functional areas like engineering, operations, marketing & sales allowed me to develop a strong balance of competencies, whether it is internal, around processes, program management, product management, and engineering; and complement those with external competencies such as communication and working with customers. This experience grounded me and I would encourage entrepreneurs and business leaders to diversify their functional expertise to gain a more holistic understanding of their businesses to help drive growth.

Q Skillsoft has been through many strategic mergers and acquisitions over the past 10-15 years, most recently having acquired Talent Management solution provider, SumTotal Systems, and digital skills provider Vodeclic. Is the service provider eco-system ripe for more M&As? What are the key highlights that a company needs to keep in mind to ensure

that M&As are not bumpy from the people perspective?

A The service provider ecosystem is absolutely ready for more M&As. If you were to look at the industry today, it is very fragmented and ripe for more consolidation because of the large amounts of investment taking place. From my perspective, whether a company is acquiring or is being acquired, the best organizational cultures are going to promote change as a positive opportunity. And that change could entail being acquired at some point in the future. To ensure an M&A event goes over successfully with the employees, it is critical to help them through the cycle of change from where they are today to where they need to be.

I think there are two points to keep in mind: First, it is important to communicate and address their "me" issues which requires being open and candid about any change that is coming, without misleading people.


Second, you have to address people issues early before you can fully move forward with integration. I read an article that indicated that 85 per cent of M&A problems happen within one or two years of being acquired because of culture differences. The key is to address cultural differences first and mitigate any negative impact that those differences may have on business operations, or it could really impact the value of the acquired company.

Q As a learning company, what are the key trends and developments that you foresee in the space of L&D in the near future?

A Just as Apple changed the mobile phone market by combining content, the HR technology space is also undergoing transformation. Technology platforms are enablers and will help enhance the effectiveness of employees and organizations, but technology does not change behavior. Learning Interventions is what changes behaviour. Changing behaviour within a company or across individuals requires a blend of learning experiences that span both the classroom as well as the many digital resources from both formal and informal learning modalities.

We are going to begin seeing a much deeper convergence of learning content and HR platforms. By bringing content and platform together and leveraging Big Data Analytics, Skillsoft will help organizations deliver continuous access to the learning interactions that employees need, when they need them, to improve their performance and advance in their careers.

Q Is HR moving to the Cloud?

A There is a strong trend in that direction. The Cloud is becoming a strong, strategic option for businesses of all kinds, be it small, medium, large or multinational companies. I would say that the merits of the Cloud should not be the sole reason to adopt it. Companies really need to understand if Cloud is right for them and question whether it will blend with the company's overall strategy. 

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PETER HUGHES

Say hello to the Chief Digital Officer

Digital strategy is fast becoming the corporate strategy and thus, companies need a new kind of leader - The Chief Digital Officer



As you read this, our world is being transformed by digital. In the next decade, we expect 100 billion digital devices to be connected in the Internet of Things.¹ This kind of overload created nine times more data in the last two years than we've seen in all of human history.² For many companies, a compelling convergence is happening where digital strategy is fast becoming the corporate strategy. In the midst of this disruption, your organization needs a new kind of leader: the Chief Digital Officer (CDO).

The CDO is the newest addition to the C-suite, and the number of CDO positions has grown exponentially over the past few years, surpassing 1,000 in 2014.³ The Korn Ferry Institute now considers it to be the third most sought after position in the C-suite and the Economic Times believes it will be one of the six highest paid job titles this year.⁴ The CDO's role and scope is still evolving and there is no "one size fits all" model, but any CDO will have to orient to the needs of the organization. That said, we can identify, broadly, three types:

- **Ex-agency** - Traditional interactive marketing leaders that view digital as "digital marketing" and engagement with the customer.
- **Digital transformation strategists** - Change agents chartered with the reinvention of their organizations (e.g., in media and entertainment).
- **Technologists** - Those who view digital primarily from an enterprise perspective - most often reporting to the CIO.

Which type is most appropriate for your organization depends on what industry you're in and the objectives you want your digital strategy to achieve.

The CDO is a power player

As an enabler, an effective CDO can help enhance the rest of the C-suite. CDOs can be innovation catalysts for the CEO, enable operational efficiencies for the COO, support the CSO by developing new business



The Chief Digital Officer is considered to be the third most sought after position in the C-suite

opportunities, and support the CMO in the shift from transactional marketing to engagement with mobile and social media.

Gateway to the CDO


Once your organization determines its need for a CDO, it needs a roadmap to get there. Here are three potential routes:

1. **Elevate** the current non-executive Head of Digital to the C-suite. This path takes advantage of existing talent and recognizes digital as a prominent part of the organization.
2. **Centralize** digital resources to operate in a more coordinated and singularly minded way, also known as "lift and shift." Where resources are fragmented, converge into one team with a single leader.
3. **Create** something new. Even today, digital is treated by most organizations

solely as a channel — mainly because legacy businesses already deliver products and services through conventional channels. But you could, say, form a new entity that delivers business outcomes exclusively through digital channels or even develop a challenger brand to compete with the legacy business.

Be "proactively reactive"

As the digital habits and behaviors of end users continue to evolve, the "new normal" will continue to be redefined. Being proactive will become increasingly difficult as trends are increasingly dictated to companies, not by them. But nor is being reactive necessarily bad — especially if the company has invested in a foundation that permits it to act nimbly and quickly. Being "proactively reactive" requires that you have the right leadership, operating model, governance, people and technology.


All organizations should prepare for a time — now or soon — when digital is not merely part of your business, but is your business. Those who start early and transition aggressively will be well positioned to drive powerful digital growth, create value, and play an exciting and increasingly significant role in shaping their digital future — a future that should be led by a Chief Digital Officer. 

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Thank you!

CREATING A CULTURE OF GREAT WORK

'Great work' fuels organizations to go the extra mile. But recognition and appreciation ultimately creates a culture of great work. Let's find out how this is done

By **Vikas Arora**

Organizations are a larger collective of their employees. And it is the work of the employees, which resonates in the organizational performance. The relationship between 'great work' and organization's performance is directly proportional and both these elements are interdependent.

People Matters in partnership with O.C. Tanner, conducted a series of roundtable conferences in the month of July on "Great recognition leading to great workplaces" with an aim to define what constitutes great work, what differentiates it from good work, and how consistent recognition of great work can trigger a ripple effect on the performance of employees and the organization as a whole.

This article aims to decode how a culture of great work can be created in organizations by using recognition and appreciation.

What is 'Great work'?

"Great work is making a difference that people love," defines David Sturt, EVP, O.C. Tanner Company. Elaborating on this further, he states that two elements define great work — the

THE GREAT WORK STUDY

O.C. Tanner's The Great Work Study is the largest-ever study of award-winning work comprising

- 302 Fortune 100 senior executives
- 10,000 cases of award-winning work
- 250 interviews with difference makers
- 1,013 leaders, employees, recipients

value that it creates, and the love and acceptance it garners from people. Great work is achieved when a person ventures outside the boundaries of 'good work', and delivers what is unexpected of the person — something outside the job description! It is an inch ahead of good work, and takes the outcomes miles ahead. Great work results in high impact, creates value, and the differentiator between good and great organizations.

Leaders understand that great work is followed by an upsurge in performance, and an increased level of engagement. However, the questions that revolve in their minds are 'How to enable employees to do great work?' and 'What causes employees to do great work?' The essence of the answers lies in the 'Great Work Study' by O.C. Tanner. According to the research, as many as 37 per cent people said that the most important thing a company could do to inspire them to do great work is "recognize them". This percentage was the highest, and more than "promotion" and "increased salary" which only received 4 per cent and 7 per cent respectively.

Companies with higher recognition cultures have as much as 30 per cent lower voluntary attrition rates

Evidently, it is 'recognition' that drives great work; and recognition occurs when great work is done. Sir Isaac Newton would explain this as— every act of recognition has great work as a reaction, and the process is replicated when the variables reverse position. But when was decoding Newton simple! In simpler terms, it is a sequential pattern, where both elements are interdependent and one triggers another. The longer it is operational, the greater momentum it picks; and the greater the momentum, superior is the performance.

A culture of (recognition of) great work

According to a study by Bersin & Associates,

"companies with higher recognition cultures have as much as 30 per cent lower voluntary attrition rates." So a culture of recognition in an organization not only gets the best from its employees, it is also instrumental in retaining talent.

The inability of organizations to recognize great work is much more than an opportunity lost. "Being silent is the loudest message you send when you don't recognize great work. It implies that the organization doesn't care," articulated Sturt in the roundtable conference. It is not about having a formal recognition program, engraining it with the organizational culture is crucial if it is to be made a magic multiplier of great work and organizational performance. A study by Bersin & Associates also reveals that 3 in 4 companies have a recognition program, but only 58 percent of employees believe and know that their organizations have these programs. That is a big discrepancy and this can only be corrected by integrating recognition programs with organizational culture.

During the conference, there was unanimity among the participants on the importance of creating a great work recognition culture; however the most concerted question was "how."

Here is how organizations can create a culture of great work.

Architecting a culture of great work

To create a culture of great work, the recognition practice has to be fine-tuned with the rhythm of the organization. The decisive components in the process include, 'the timing', 'the manner', and 'the stakeholders'.

The timing (when it is done). Great work should be identified and recognized as and when it happens. Recognizing great work is not about periodic formalities; this must come naturally, consistently and without delay when great work is done and value is created. Companies may have a monthly session of identification and recognition of great work, and another yearly practice of rewarding great workers. Identification and appreciation must happen regularly, but rewarding needs to be intertwined with the organizational practices. Another research by Bersin & Associates shows that 70 percent of the surveyed employees stated that they are either recognized annually or not at all. In such cases, it is tough to keep a count of the missed opportunities of recognizing great work, and appreciating the effort in doing great work.

The manner (how it is done). The RoI of recognition programs reaches an optimum level when every act of great work is recognized. The defining aspect is doing it publicly. It should be integrated with team meetings by sharing the great work stories of the employee(s) being recognized. It has a ripple effect on the fellow team members (leaders and peers alike) who get motivated to be the protagonist of such great work stories. According to the Great Work Study by O.C. Tanner, 35 percent of respondents cited that they themselves would use recognition to motivate their peers.

It loses value when it is made into a one-off formal program. Formal projects are either shrugged

off as soft HR activities or struggle in engaging employees. The non-motivated employees await programs to fizzle out, and practices triggered by formal programs turn into mere formalities in some time.

The stakeholders (who is involved). The answer to this question is straight-forward. It is 'Everybody'. A higher recognition culture is where everybody in the organization is a stakeholder. So every employee, starting from top management to the bottom of the organization's pyramid must recognize and appreciate great work. Best cultures are created from the top. Recognition from the CEO to someone lower down the hierarchy initiates a chain reaction, and it trickles further down in the organization. Constant identification and recognition of great work by (all) employees reinforces the culture of great work.

David Sturt of O.C. Tanner highlights a four-step approach that can be followed to create a culture of recognition of great work—educate, encourage effort, reward results, and celebrate careers.

Educate. Leaders must teach employees what great work entails, how it aligns with the company objectives, and adds value in coherence with the organization goals. The next step is to educate and train managers to recognize great work of employees in their teams, share their stories in team meetings, and encourage them to replicate the practice.

Encourage effort. Once people switch to 'practice mode' from 'knowledge mode', the onus is on leaders as well as peers to encourage the effort. It is the encouragement from leadership that has a greater impact though. Employees who are embarking on the journey of risk-taking must be encouraged to do it, and managers and leaders must be the ever-present support system. If a cost benefit analysis of this step was to be done, it would all point towards the 'benefits' direction. There is absolutely no cost involved in encouraging, but the gains are immense in the long-term. It also motivates employees to continue exceeding the boundaries and strive to do great work.

Reward results. If efforts lead to results, they should be rewarded. Recognition must be done in proportion to the value created. So, there should be different rewards for different instances of great work. Creating categories of recognition, and tying them to the scale of great work is the key. The top rewards can translate into recognitions during bigger occasions or events, where a collective of great work is recognized, and individual recognition can be done every month, and incorporated into the culture. The objective is not to miss out on any act which created a value for your organization. Rewarding great work may not always call for a literal ceremony, but it must be done ceremoniously so that it becomes a ritual in the organization. Multiple researches indicate that people desire non-monetary awards.

Celebrate careers. Continue recognizing great work and integrate the practice while celebrating career milestones. Involve top management in the

BEHAVIORS THAT ENABLE GREAT WORK

- Ask the right question
- See for yourself
 - You are 17x more likely to create passion for the work
- Talk to your outer circle
 - Employees who talked to their outer circle were 3.4x more likely to impact finances
- Improve the mix
- Deliver the difference

A higher recognition culture is where everybody in the organization is a stakeholder

act, along with all the stakeholders and grab that opportunity to share a bucket of specific great work stories of the individual. This has a motivation impact at three levels — it significantly multiplies the impact for the employee being recognized, the CEO is encouraged with the prospect of the great work being done in the organization, and the fellow compatriots feel motivated to stay at the company and do great work.

Conclusion

In theory, recognizing great work is crucial; in practice, it is decisive too; in reality, it doesn't entirely materialize. A disproportionate amount of effort is put in conceptualizing and executing a recognition program but more often than not, it is shrugged off as a soft HR activity. But if the definition of great work is comprehended accurately and the recognition programs are aligned with the organization's goals, there is no reason for recognition programs to not have a return on investment. The roadmap to make it successful is to measure it at the program level, cultural level, and most importantly business level. That is the intersection of the Venn diagram of business and HR. If the HR leader can integrate it in the culture and show measurable outcomes to the CEO, the recognition of great work is bound to bolster organization's performance. 🍌

ABOUT O.C. TANNER

O.C. TANNER features in the 2015 FORTUNE 100 Best Companies to Work For® list, and helps organizations create great work environments by inspiring and appreciating great work. Globally, organizations use the company's cloud-based technology, strategy & design services, mobile application, awards, employee communication and education services to engage talent, increase performance, drive goals, and create experiences that fuel the human spirit.



Stick with the journey of cultural change

David Sturt, EVP, OC, Tanner Company and author of 'Great Work', talks about challenges faced while adopting a culture of recognition and the decisive ingredient to champion the change

Q What are the obstacles that companies face while adopting a great work program and how can they overcome such obstacles?

A A major obstacle faced by companies is resistant leaders. There are some leaders at every stage in the hierarchy who are averse to the recognition program. It is maybe because they have never been exposed to one or because they do not understand its influence on performance. Their recourse is to be a naysayer or a silent non-participant. In order to engage them, the focus should first be on the people who are willing to adopt a recognition program. Assess their performance and the results are available for the naysayers to see. The best way to overcome the objection of people who don't believe in it is to show them the data. You can turn around the leaders who choose to withdraw from the program by showing them some comparisons and helping them understand its value.


While HR leaders try to stimulate everybody to do recognition, they often miss out on cultivating that culture in their CEO. That is another hurdle faced by companies. Smart HR leaders help the CEO. They create great recognition experiences for them to witness their impact first hand. Sometimes, a CHRO has to work behind the scenes with the CEO, providing some coaching and mentoring to deliver a wonderful recognition experience. It has a huge effect on the individual being recognized. Not only does (s)he feel greatly valued, but it also has a cascading effect across the hierarchy. It starts a chain reaction of recognition and appreciation which trickles down along ranks.

Another roadblock for smooth cultural transition is disengaged managers. Build recognition into leadership meetings to engage them. Share

the stories of people who have been recognized for doing great work. Sharing educates leaders about the great things happening in the enterprise, which will enable them to think about replicating these successes within their teams. A chance to share and reflect on their own team's great work will give them the encouragement to inspire their team members.

Also, people, who wish to be recognized but aren't, start to lose interest and faith in the program. To overcome that, give them the power to recognize others, so that it becomes a multi-directional experience and people become actively involved in noticing and recognizing people both within and outside their team.

Q What is the one message you would like to give to somebody who is aspiring to champion this culture change?

A For someone starting on this journey, the biggest thing is to muster encouragement to stay with the journey. Results might not show early and the gains may be small, but be patient. Take each new gain as the next step along the journey and as you stick with it, you will start building momentum, and then you will start to witness success stories. The turnout might be 5 per cent, but that would mean some individuals are getting influenced by it, and if you stay on course, you will see a ripple effect. Akin to any big initiative, it takes its due course of time; and if you are seasoned as an HR leader, you are aware of that fact. Champion recognition yourself; don't wait for others to do it. Recognize people in your team consistently and be an example for others to follow. That will pay dividends in ways that will surprise you. 

RECOGNIZE
PEOPLE IN
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AND BE AN
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FOR OTHERS
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THAT WILL PAY
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WAYS THAT WILL
SURPRISE YOU

Happy Memories create long term **Bonds**

Gift Happiness to your
Employees, **Gift Sodexo**

**Accepted
across
11,000+ outlets
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It's the Festive time of the year to thank and motivate your Employees, Customers and Partners. Gifting is a great experience to enhance performance and build long term relationships. Gift the Most Accepted, Multi-brand and Hassle Free Vouchers - **Sodexo Gift Pass**.

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your valued Employees

Easy and Fast delivery
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Q & A

Concept of social recognition will pick up

Swaminathan Santhanam, Chief Executive Officer at Adrenalin, talks about how social recognition will result in more positivity in the organization

By Anu Babu Kurian

Recognition is one of the most understated tools in the arsenal of HR. Swaminathan Santhanam, Chief Executive Officer at Adrenalin, sheds light on the importance of social recognition, why recognition programs are not having the desired effect, and about Adrenalin's Social Recognition Tool

Q Recognition is one of the most understated tools. Why do you think so?

A Employee recognition programs typically revolve around service longevity, retirement, achievement and outstanding performance and they are mostly rewarded either in the form of gifts, money, gift cards, merchandise or certificates. Organizations budget at least

2 per cent of their payroll on recognition programs. But, these programs are infrequent with limited visibility beyond the employee's manager, department or a business unit. Secondly, longevity rewards can have a negative effect if the performance of the long-term employee is not up to the mark. This can send the message that longevity is valued over creativity. Thirdly, monetary rewards are just functional in nature and are forgotten easily. While gift cards give the flexibility in award choices, it dissolves in value. What employees need is spontaneous appreciation and value this a lot. The focus should also be on intrinsic motivation and not extrinsically motivated behavior. So, when the organization's reward program is not

While organizations have recognition programs, they don't have the desired effect as there are a lot of issues in implementation

focused on intrinsic motivation, then there is a challenge in rolling out such programs. That is when these programs become understated.

While most of the organizations talk about having a recognition system in place, the failure actually lies in its implementation. One of the most common flaws that I have come across in rewards and recognition programs is that they mirror job requirements. In other words, the way people are being recognized today is largely aligned to what people are paid to do anyways. While the employees may love it, the effort is not going to be incremental or innovative. Hence, it is not valued much and eventually the program loses steam and dies a natural death. This is one of the reasons why such programs don't have a great impact on the organizations.

Q How important is it to socially recognize employees?

A When you take a social approach to reward and recognition programs, there are advantages in terms of increased program participation, improved intrinsic motivation and sustained workforce engagement. The Gallup Survey Report of February 2013, surveyed 1.3 million employees and found that organizations with social recognition systems have enjoyed the following benefits: 21 per cent higher productivity, 22 per cent higher profitability, 41 per cent higher quality, 48 per cent fewer safety incidents and 35 per cent reduced taxes.

When an employee exhibits organizational value in front of the customer, he/she don't have to wait for the manager to recognize that. Such recognition can come from anyone. Once such behaviors are recognized publicly, it increases the visibility of the person in the organization, and addresses the psychological need of the person (in terms of recognition) along with giving the emotional connect that the employee looks for. Through the Social Recognition Tool, we try to address the psychological need of the employees that will bring in a culture of appreciation.

Q Please give some more insights on how the Social Recognition Tool or Adrenalin SMILE works.

A What we have built here at Adrenalin as a Social Recognition Tool is what we refer to as Adrenalin SMILE. Basically, the idea is to evoke intrinsic motivation to fuel commitment and passion among the employees. This platform uses the approach of a gamification concept. The system uses gamification in the form

of rewarding points to build a unique identifier called Adrenalin Quotient (AQ). The employees are encouraged to reward their colleagues with points whenever they spot good behavior, team work or work excellence pertaining to organizational values or other behaviors that the organization wants to encourage. While building the AQ for an employee, the system also provides the option of giving virtual gifts or emoticons to employees. All the recognitions are then compiled in the Smile Corner, which is a profile page where the employee can see his/her rewards and recognition. Employees can earn badges or be part of a unique club by earning more points. Other employees can also post their feedback in the Smile Corner, which again creates visibility. Eventually, the visibility in the Intranet is taken to the next level when such updates are posted on the company's Facebook or LinkedIn pages. Employees can redeem the points whenever they want to. Such

is a level of empowerment within the employee force and hence that eliminates subjectivity. Also, another benefit is employee retention as the environment around the employee is positive allows them the freedom and empowerment in the organization. It also builds trust within the employees and enhances team work. Customer satisfaction scores improve and negative effects like absenteeism are also decreased.

Q Do you think a tool like SMILE will help in changing the mindsets within organizations?

A If you look at the current model of recognition, a lot of the programs are time-bound and hence have an effect only for a particular period. With the tool, recognition will become a yearlong phenomenon and hence there will be a change in mindset among employees to exhibit positive behavior within the organization and with the customers.


Social recognition tools will impact employee engagement and promote a culture of recognition within the organization

employee recognition program gives a lot of edge for the employees and also promotes the employer brand. In the employee context, it makes the employees feel validated, encouraged and most importantly valued when they know that their hard work is respected. The end result of what we are trying to achieve is a more actively engaged workforce.

Q Apart from employee engagement and employer branding, what other benefits can organizations leverage from such recognition tools?


A The Social Recognition Tools will impact employee engagement, the manager-employee relationship within the organization and promote a culture of recognition. It results in a positive momentum or vibe that is always present in the organization. It makes the employee conscious of exhibiting positivity and good behavior across the organization so that they become role models. In Adrenalin, a good aspect of SMILE is that anyone can recognize anyone as there is no hierarchy, which means that there

Q With regards to a company's overall rewards and recognition programs, where do you think social recognition stands currently?

A Recognition has a lot of priority within organizations, but the issue lies in implementation. It is in this context that the paradigm shift of social recognition becomes a boon for organizations. Today, HR finds it difficult to implement recognition programs as it has subjectivity issues related to it. When you have a simple tool like SMILE, it makes the life of HR much easier and the operations become much more transparent. I believe that the concept of social recognition will pick up from now on. While globally organizations have already tried it out, in India it is still in the nascent stage. But the response from Indian companies has been encouraging. 

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THE SPOTLIGHT IS BACK WITH A BANG!

Technologies are transforming the way HR functions. In this article, we feature 12 of the best HR tech companies that are vying for the ultimate honour - the Spotlight Awards 2015, A People Matters initiative in association with The HR Fund

By **Anu Babu Kurian & Ishita Sharma**

HR technology is transforming the way recruitment, talent management and HR decision-making takes place today. In order to identify, applaud and recognize such companies who are at the forefront of changing the way HR works through technology, People Matters launched the Spotlight Awards 2015 in association with the HR Fund.

This is the second edition of the Spotlight Awards; the first one was conducted last year at TechHR Conference & Exhibition in Gurgaon. This year, the TechHR Conference is bigger and better. More than 90 participants sent in their applications for the awards, the competition for which has been fierce. These companies were slugging it out in two major categories: Start-ups and Seed.

In the Start-up category, there were three main sub-categories: Futurism in recruitment, Futurism in talent management and Futurism in HR Analytics. In the Seed category, we were looking at the best business ideas in the conceptualization stage that are innovative technology solutions.

The eligibility for the seed stage are: The company should not be more than 3 years old and the business idea should be unique.

The eligibility criteria for the start-up stage are:

- The company should not be more than 8 years old
- The company's revenue should not be more than Rs 25 crore
- The company should nominate a HR technology product and not a service
- The company should have property rights over the product

There were two stages in the application stage: Stage 1A and Stage 1B. In Stage 1A, participants were asked to send in their applications. In Stage 1B, the shortlisted applicants were asked to undergo an online application test.

A jury comprising of a combination of Business Leaders, HR Heads and Venture Capitalists then evaluated the applications twice and then shortlisted them. The jury members were Rajesh Ranjan, Partner, Everest Group; Sanjeev Prasad, CIO, Genpact; Rahul Khanna, Co-Founder and Managing Partner at Trifecta Capital; Maninder Gulati, Principal, Lightspeed Ventures; Shalini Pillay, Head-People, Performance & Culture; Manish Sabharwal, Co-founder, TeamLease; and Vipul Singh, Head of HR, ADP.

The jury members shortlisted companies on the basis of the following evaluation criteria:

- What is the business problem that will be addressed by the new technology?
- What is the business impact this technology brings?
- How is this technology scalable?
- Why is this technology futuristic?

FINALISTS

- | | |
|-----------------------------------|------------------------------|
| 1. Bookmytrainings.com | 7. Talentwoot |
| 2. KNOLSKAPE Solutions | 8. SecureNow Technologies |
| 3. Tydy | 9. Worchha Intellilabs |
| 4. Ripplehire | 10. Tharakan Web Innovations |
| 5. nFactorial Analytical Sciences | 11. Internshala |
| 6. Yoma Multinational Solutions | 12. MeraJob India |

Bookmytrainings.com Pvt. Ltd.

Headquarters: Bengaluru
No. of Employees: 12
Industry Type: Training & Development
Founded in: 2011
Category: Best in Talent Management

Bookmytrainings.com has been in the market for more than four years now and has established itself as a leader in corporate training solutions and is acknowledged as India's number 1 training marketplace. It has over 100 clients across IT, pharmaceutical, manufacturing and services sectors such as Accenture, Aditya Birla group, Vodafone, General Motors, E&Y and Tata Group. In 2012,

the company received an angel funding of Rs 1.5 crore and is now looking for more funding to expand its reach outside India. The company clocked a turnover of Rs 2 crore in 2014-15 and their business model is based on subscription revenue from training companies and transaction-wise revenue sharing on B2B and B2C deals.

The key differentiator: HR managers are finding it difficult to choose the right training programs for their employees. If they wish to change existing vendors, they are unable to find the right options. The situation gets worse when they have to nominate employees to attend public workshops as there is no universal training calendar of public training programs available. Bookmytrainings.com is a one-stop stop for all training needs. By using Bookmytrainings.com, L&D managers can easily plan and execute their training programs by working with a single vendor and save both cost and time.

Hurdles & challenges: The biggest challenge was bringing the hugely un-organized training vendors under one umbrella. The second major challenge was proving the ability to handle and meet the training needs of corporates.

The road ahead: Upskilling and talent development are key whether for an entry level employee or a CXO level employee. The training needs are unique for every individual and needs different approaches and interventions. The Bookmytrainings.com platform is a unique marketplace where HR managers can discover, evaluate and take up training programs for upskilling and certifications. The platform boasts of an India-wide training calendar of 2000+ public programs. Over 400 branded training companies are part of the network, providing a reach to 1000+ subject matter experts across domains. 

Baalamurugan L.A

KNOLSKAPE Solutions Pvt Ltd

Headquarters: Bengaluru
No. of Employees: 50
Industry Type: All industries
Founded in: 2008
Category: Best in Talent Management

KNOLSKAPE is an award-winning immersive gamification and simulation software company, which focuses on talent transformation. It helps organizations attract, grow and retain talent through experiential learning products. This bootstrapped company's business model is based on learning products, platforms, programs and journeys.

The key differentiator: A whopping 65 per cent of India's population is less than 35 years old. By 2020, the average age for an Indian is likely to be 29. By then, millennials will take over the workforce. There are two specific characteristics of millennials:

Low attention span and exposure to gaming. Current learning solutions and LMS platforms do not adhere to this upcoming generation of learners. While MOOCs have solved the problem to a large extent, on an average only 15 per cent of the participants complete such courses. So, KNOLSKAPE developed a new-gen platform called AktivLearn that focused on anytime-anywhere learning, social interactions and game-like elements to engage the user throughout the learning journey. The product was launched in August 2014 and clients such as Cognizant, Accenture MindTree and Bajaj Allianz have used the platform with great success and excellent feedback.

Hurdles & challenges: KNOLSKAPE began work on this product to create a futuristic Learning platform that focuses on bringing experience back to learning. This will ensure that participants not only learn, but also participate enthusiastically and also have fun. One of the key requirements was to improve the retention rate

and make learning stick. The team worked with hundreds of users to identify the core aspects of making learn fun while ensuring that the content is relevant and useful. Hence KNOLSKAPE incorporated social elements into AktivLearn where participants can chat, socialize and learn together with other peers on the platform without having to switch to another application.

The road ahead: While AktivLearn works on tablets, KNOLSKAPE is working swiftly to ensure the experience on mobile devices is seamless. Other milestones include enabling rich analytics to get deep insights and making the platform more immersive. 

Rajiv Jayaraman

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tydy

For further queries, reach out to us at:
People Matters Media Pvt. Ltd. | techhr@peplematters.in | 0124-4412306

Tydy

Headquarters: Bengaluru
No. of Employees: 5
Industry Type: Employee Engagement
Founded in: 2013
Category: Best In Talent Management

Being a mobile-first product, Tydy is on a mission to make it really easy for HR managers to engage their employees anytime, anywhere. The Tydy Studio gives them the ability to create engaging content in minutes and share it with any device instantly. With an estimated turnover of

Rs 25 lakh, the two-year-old company uses a per-user/per-month model. They raised \$138,000 in angel funding last August. The product was soft-launched in December 2013 and is currently out of beta mode. Clients include Puma, Davita (F250 company), Stepathlon, AttaGalatta etc.

The key differentiator: Employees and stakeholders have moved to mobile devices. The mobility wave has left HR professionals puzzled on how to engage them on these devices! And to add to it, the traditional document publishing and delivery methods were never meant for mobile content. All the existing software was made for the desktop world. Tydy addresses this disconnect by providing a platform that makes mobile content creation a breeze. HR executives do not need to depend on designers or developer resources to engage their employees on mobile devices and more importantly they can be rest assured that the platform will have good-looking interactive

content providing a uniform experience across all devices.

Hurdles & challenges: Mobility is a fairly new “concept” in most organizations. The speed with which adoption has increased has meant a limited set of tools available to address the growing number of mobile devices in an organization. The biggest challenge has been educating the HR executives on how to tap the growing base of mobile users in their organizations.

The road ahead: It is estimated that there will be over one billion mobile workers connected to enterprises by 2018 and digital content creation is one of the fastest growing segments. Tydy addresses this growing mobile user base and how HR can stay connected to these devices by addressing the pain points related to mobile devices. It is a one-of-a-kind product competing with the traditional players like Microsoft and Adobe. 



Nikhil Gurjer

Kiran Menon

RippleHire

Headquarters: Mumbai
No. of Employees: 15
Industry Type: All types
Founded in: 2012
Category: Best in HR Analytics

RippleHire is a technology product that combines psychology, gamification, and crowd sourcing with proprietary tech algorithms to help companies find top talent automatically. For a technology product, they understand the importance of user adoption and are able to provide that using a combination of product and support. RippleHire's core focus is on building a product for the recruiter, for the employee, for the hiring manager, for the candidate and for the interviewer. It is a web 2.0 cloud based product that integrates with your existing HRMS systems to enable a seamless and convenient business experience.

The key differentiator: Their USP is the gamified employee referral module. They use psychology, motivation, social mechanics, and engagement through gamification and marry that with intelligent technology. They are able to engage and motivate around 30 per cent of the workforce at every customer. This means that they are able to automate sourcing of candidates for their customers. There are tons of products on the recruiting space each trying to solve one portion of the puzzle. They automate sourcing and enable automatic hiring through crowd sourcing.

Hurdles & challenges: Finding great talent is hard. Harder than finding a needle in a haystack. It is not just an information asymmetry but a talent asymmetry. In such an environment, companies have a team of recruiters constantly trying to solve the talent asymmetry by mining job boards and social media (both of which attempt to solve the information asymmetry but don't

do justice to it). This was one big hurdle in the HR Analytic space.

The road ahead: RippleHire was picked as one of the top 50 enterprise software companies emerging out of India by a jury of global CIO's at Intech50 (iSpirit event by Nasscom). They are empowering the best way companies hire and reduce your hiring cost and effort to unlock the multiplier effect in their employee social networks. Game mechanics make the process fun, engaging and drives great results. 



Sudarsan Ravi

nFactorial Analytical Sciences

Headquarters: Bengaluru
No. of Employees: 5
Industry Type: Cross industry
Founded in: 2014
Category: Best in HR Analytics

nFactorial Analytical Sciences, founded in December 2014 by bootstrapping, is a product-based company in the data analytics space focusing on HR/Talent Analytics.

Their goal is to become the primary HR Analytics organization in India.




Arun Krishnan

The key differentiator: nFactorial's product n!Core consists of six different modules targeted at hiring, engagement and retention. One of the modules, n!Gage, uses network analysis, overlaid with information about pay, performance, awards, and other people metrics, to help leaders to identify local leaders, key influencers, network leaders, flight risks, role mismatches, dilemma candidates, underperformers, value performers and future leaders. This analysis can also help in identifying cliques that are developing in the organization (both positive and negative cliques). This, in turn, can help leaders to be proactive in identifying "hotspots" and take appropriate actions. n!Gage, uncovers organizational networks through a short survey that identifies different types of interactions between employees in an organization. This, along with employee data and a proprietary Rules Engine, enables users to identify key positions, roles and players within the organization. In addition, n!Gage provides

recommendations on appropriate actions for managers to take.

Hurdles & challenges: The biggest challenge was in identifying the means of uncovering the underlying network: The company discussed various ways of doing this including looking at email headers to understand the connections that people made at work, ultimately settling on a survey-based mechanism. The second key challenge was in understanding the types of algorithms to use to uncover specific influencers and other key roles/positions as well as clique detection in these networks.

The road ahead: The product is futuristic because there really are no products of this nature in India and probably only a couple of them in the world. With social networks becoming all pervasive, HR needs to be able to take advantage of network analysis tools to understand the undercurrents in the organization. 

Yoma Multinational Solutions LLP

Headquarters: Gurgaon
No. of Employees: 70
Industry Type: All types
Founded in: 2011
Category: Best in HR Analytics

YOMA Multinational Solutions is an end to end provider of people productivity solutions. YOMA has pan-India presence and has offices in all major metros. Their mission is to assist organizations realize their full people potential by helping them find the right talent, train and develop people and manage their productivity in various aspects of an employee lifecycle.

The key differentiator: One of their product in platform solutions is TRACK-SMART. It is a go to market productivity management and automation tool for outdoor teams. The tool uses mobile app and web application on the front end

and predictive algorithms and artificial intelligence on the backend. Its use case application is across profiles like sales, customer service, marketing, merchandising and delivery logistics team. It works on location based services to track and update real time activities which are beneficial in leave and time attendance (through its geo tagging and geo fencing features), performance tracking and performance management on set market KPI's used picture and video analytics using artificial intelligence. It can also help in route planning, calculation and optimization of routes and travel expense re-imbursements. Its SOS alert feature also helps in employee safety and wellness. In the last 1 year, Track Smart has been able to make inroads in big FMCG companies like Pepsi, RB, Mahindra etc.

Hurdles & challenges: Apart from marking time and attendance for field teams, the company had a real problem separating skill from will through real-

time visibility and ensuring compliance of go-to market activities and linking it directly to business outcomes. Another major hurdle was linking it to compensation and benefits strategy of field teams.

The road ahead: The HR industry is constantly evolving and YOMA with its innovative solutions like TRACK-SMART aims to be at the helm of that change. YOMA Multinational has a team of HR specialists, researchers and software developers who are constantly working to build highly automated, intelligent and predictive solutions. 



Nishit Sood

Talentwoot

Headquarters: Gurgaon
No. Of People: 2
Industry Type: HRTech
Founded in: 2015
Category: Seed


TalentWoot.com (still to get patented) is the world's first tech enabled acquihire marketplace and a talent recommendation platform. We see thousands of start-ups coming up every year. However, not all of them achieve as they desire, not every start-up becomes Google or Facebook. They build teams, get Proof of Concept done, test markets, hire the best talent - all

feasible steps to make sure they achieve business KPIs, but only few fortunate ones survive and excel. The idea to establish the company stemmed from the fact that the recruitment industry size is expected to be \$450 billion this year. The pain in hiring a great talent is known to everyone. Talentwoot helps you acquire an organization/start-up to fast track your growth in terms of talent, product knowledge, IP rights, tech competency, user base, business acumen and added value proposition. TW got featured in international platforms like Beta list & Tech In Asia.

The key differentiator: Talentwoot offers benefits such as anonymously exploring opportunities, instantly reaching global markets, controlling your own privacy and confidentiality, one can start building relationships early, leveraging technology to efficiently identify companies that fit your ideal target match, staying on top of evolving product,

innovation and technology demands and broadening the exposure to potential strategic opportunities.

Hurdles & challenges: The biggest challenge was to put thoughts into practice. Talentwoot.com will support all those passionate start-up founders and employees who deserve meaningful direction, team up and access to resources by the mean of "Acquihire". It is a two-fold process of mutual value propositions. Moving on, it's important to see hurdles as opportunities. For example, Acquihire can be linked to performance of any company, financial strength, people, product, business stage and finally valuation and proposition.

The road ahead: Talentwoot.com will address to existing challenges like access to stealth mode/small team start-ups, great need of a dedicated platform, multiple bi-directional options and fair market benchmarks. 



Vibhor Sharma

SecureNow Technologies

Headquarters: Delhi
No. of Employees: 5
Industry Type: Diversified, typically SMEs
Founded in: 2015
Category: Seed

SecureNow Technologies was set up in March this year as a subsidiary of SecureNow Insurance Broker. The objective was to develop mobile and desktop based technological solutions that HR at small companies value. The company believes that a roll out of these products will increase the SME's stickiness and create significant long term value.

Notify is an app that significantly improves delivery of benefit insurances to employees by reducing the delivery time of mediclaim cards from 4 weeks to 4 days. These cards are now distributed electronically and can be used at hospitals instead of a physical card. Notify also provides an e-enrollment option to collate employee and their family data in a very efficient manner.

This app has considerable functionality over and above insurance applications. For example, it allows HR managers to send messages to employees using the app. These messages show up in their phone notifications, calendars and email. Emails can also be sent to a select set of employees. From the employee perspective, the app puts all their insurances in one place in a user friendly manner. If they lose contracts or papers or cards these are immediately available on the app. More importantly, they can set reminders for insurances, bills, medical items and renewals on this app.

The key differentiator: Their core business is insurance broking. This has become a commodity like business with single-minded focus on price reduction. They are changing that outlook by bringing attention to technological products that address fundamental HR issues that companies face.

Hurdles & challenges: The biggest hurdle faced was the lack of good user

interface and product designers. They addressed the issue by getting into the detail of product design. All the wireframes and UI have been done by the founders. This was time consuming, but has resulted in a better mobile app, far superior to what other providers have on offer.

The road ahead: The company is developing an iOS version of the app. Other HR tools such as a mobile-based attendance and leave management system are also on the anvil. Their view is that deployment of this app will have a material impact on new business acquisition and retention of corporate business for SecureNow. 



Kapil Mehta



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WorCha Intellilabs (jobxr.com)

Headquarters: Bengaluru
No. of Employees: 9
Industry Type: Recruitment
Founded in: 2015
Category: Seed


WorCha was founded by two ex-McKinsey consultants who have had significant exposure to the recruitment space and experience in running large-scale business operations. WorCha is building a full-service intelligent recruitment portal, which will disrupt the currently moribund recruitment technologies in India. It will be intelligent, engaging and effective in both sourcing and screening. In its second avatar, the WorCha portal will use gamification to rank the best candidates in each functional and industrial area, creating a high-value market for the best candidates matched to the best careers.

The key differentiator: An important imperative of the product is to engage candidates and fit them into the most appropriate

careers for them. It is built around big data and machine learning algorithms, which are future ready and easy to scale even across geographies. The algorithms are nuanced and can fit across industry and function and will be updated and refined automatically by machine learning systems to stay current.

Hurdles & challenges: There were three main hurdles faced by them. The first was to develop the right intelligence to be able to tell a best-fit candidate from an average one. The second was to ensure that there was a good mutual fit between the candidate and the recruiting organization. The third was to create a credible panel of experts who could screen candidates using a structured and standardized format for normalization across multiple experts. The Intelligence Engine is built to look beyond the job and candidate skill match alone; it looks at the can-

didate's experience profile, education, achievements and awards and other parameters to identify the right fit.

The road ahead: The co-founders have begun preliminary conversations with venture capital funds to raise a seed round which they hope to lock by the end of the year. 



Rishi Thussu

Shreshth Tanwani

Tharakan Web Innovations

Headquarters: Chennai
No. of Employees: 35
Industry Type: Corporates, governments, banks
Founded in: 2010
Category: Futurism in Recruitment


Though paper-based confirmations have been around for a long time, it has increasingly become outdated, less efficient and less secure with each passing year. Directverify is a leading online "Digitally Certified Document Repository" that brings efficiency and security to the document submission

and sharing process and counts few diplomatic missions as clients. With a turnover of Rs 1.4 crore in FY15, the company collects fees for each verification request raised by the user using its payment gateway. In May 2010, the company raised \$110,000 in angel funding. The second round saw Rs 1.5 crore from HNIs and Series A funding of \$1 million.

The key differentiator: Document falsification and cumbersome attestation processes adversely affect everyone. Hence, the company decided to create an online platform where universities, colleges, banks and other institutions who issue critical documents to their alumnus, customers etc. can verify the documents through the Directverify. Individuals or institutions e.g. consulates, visa processing agencies, employers etc. who want to check the genuineness of the document can upload the document and raise a verification request.

The enlisted verifier shall complete the verification by checking uploaded document with their database. In short, the user will have a certified copy in a digital format for him to share with his employers, visa offices, banks etc.

Hurdles & challenges: Getting the first client was the biggest hurdle because even though services were provided free of cost, verifiers who authenticate documents online were reluctant as the company was just a start-up.

The road ahead: The company has a vision of an efficient, fraud-free Electronic Document Verification System and believes it can be achieved when the system becomes a truly universal platform where various government agencies, public and private educational institutions, consulates and other document issuing agencies can be brought together onto a common platform. Directverify was rolled-out in May 2012. Since then, the company has added 175 educational institutions across India, which caters to 8 million students, for verifying degree certificates online. Students going abroad use the application to e-share transcripts for higher education to more than 100 universities in the US such as Stanford Law University, Drexel University and John Hopkins University. The company is seeking to raise \$5 million in equity funding for myeasydocs's commercialization and overseas plans. 



Thomas Tharakan

Internshala

Headquarters: Gurgaon
No. of Employees: 20
Industry Type: All Industries
Founded in: 2011
Category: Futurism in Recruitment

When Internshala was first formed, only interns were managing its core functions for the first two years of the operations. Even today, 50 per cent of the team is made up of interns. Internshala has helped more than 10,000 organizations find talent and hopes to touch lives of 5 million students from 300,000



Sarvesh Agrawal

today and facilitate more than 1 million internship matches every year by March 2018. The company offers its internship platform and services free of cost to students and companies and generates revenue from advertising as well as online trainings. Internshala's clients include IBM, Reliance, LIC, Zomato, Greenpeace, BookMyShow etc. Initially, the founders raised Rs 15 lakh from friends and family. Now, they are looking for funding to expand product, marketing and team.

The key differentiator: Internshala was the first and only portal to not allow unpaid internships to be posted on the platform (except by NGOs) as well as to verify every listing. It also built strong presence in Tier-I campuses to help companies find premium talent in a really short time. The company has also brought the college training & placement cells in the loop when a student gets hired for an internship. The platform is free of cost for both students and companies.

Hurdles & challenges: The company's mission is to create a culture

of meaningful internships in India, which was absent when it started. This required a change in the cultural mindset and that was the biggest challenge. The second major challenge was in product evolution. As the product evolved from a Wordpress blog to a fully mobile friendly platform in 2015, the team had difficulty in finding the right technical team to implement the vision.

The road ahead: These days, students are willing to experiment with their careers till they discover their passion. Secondly, graduates as well as people with one to two years of experience are now thinking of an internship (rather than an MBA) to change their career tracks. Internshala's own Business Apprentice Program (6 month business internship) has seen a 3X increase in number of applications from this segment in last two years.

Similarly, companies are realizing the benefits of having a structured internship program in place. Thanks to Internshala, students now make better informed and more passionate career choices.

MeraJob India

Headquarters: Gurgaon
No. of Employees: 72
Industry Type: Services Sector
Founded in: 2013
Category: Futurism in Recruitment

MeraJob is an open-architecture employment-marketplace that provides value-added service of pre-screening and job matching. While MeraJob is a new-age digital business, it combines human judgment with technology, process innovation and data analytics to achieve true impact. MeraJob solutions have been piloted across industries from HDFC Bank, Britannia, Indiamart, Quikr to Logicash and grown its pre-screening client base close to 100. The two-year-old company, which clocked a turnover of Rs 109 lakh in FY15, received \$3 million in angel funding from individual HNI investors in December 2013.

The key differentiator: With close to one million people reaching working

age every month, the biggest pressing challenge in the country is employment. The job market in the income range of Rs 7,500-50,000 per month is opaque and highly inefficient. Job seekers are unable to signal presence effectively and distrust recruitment agents. On the other hand, employers are unaware or unable to reach the right talent, particularly those in remote and non-metro locations. Employers are unable to hire high fit candidates from diverse talent pools as the current options provide them with "more of the same". Using technology, new age thinking and data analytics and digital marketing, MeraJob aspires to change mass-recruitment in India (and globally) through SmartProfiles, and is in effect trying to create a "credit bureau" of candidates to enable better matching.

Hurdles & challenges: Challenging conventional beliefs and practices in recruitment was the biggest challenge the company faced. The second major challenge they encountered was that employers who were used to pay per hire model were

reluctant to try new offerings despite the potential savings and quality it offered.

The road ahead: The open-architecture platform allows integrating of third-party products offerings, and next generation tools that ultimately give a jobseeker much more beyond jobs. The integrative business model allows MeraJob to collaborate with all players in the recruitment, skill development and employment eco-system. Existing competitors can also use MeraJob's 'Job Matching Portal' to partner and grow.



Raman Thiagarajan

Pallav Sinha

Q & A

Leveraging Big Data for hiring is the new norm

Richard Castellini, SVP Corporate and Business Development at CareerBuilder on the nuts and bolts of recruitment technology, India's position in employer brand market & more

By Pallavi Sharma

Stressing on the fact that companies need to first identify the areas and then strategically adopt technology, Castellini emphasized the need for a proper management system in place. People Matters caught up with him to talk about the innovations in the recruitment technology space and how big data can be leveraged for recruitment.

Q What is driving innovation in recruitment technology?

A We are in a larger innovation cycle, our technology has developed in a sophisticated manner and we are able to use that more efficiently. We have moved to Semantic search from Boolean search. People now understand the employment brand aspect and employment experience aspect. From a marketer's point of view, one really has to understand, manage and brand the touch points that will reach the candidates. Candidate lifecycle is also expanding today and it has become necessary to see the talent network and engage them.

Q How will you define the different segments of recruitment technology? What are the products that are emerging and which category do they fall in?

A CareerBuilder has had great success with Talent Network Product in the US market. Big Data analytics enables us to use the available data in a lot more effective manner in multiple and different systems, for instance, Job Board Data and Applicant Tracking Data. We are trying to approach the recruitment business by looking at it holistically and are trying to bring Big Data for specific roles, different divisions and target recruitment areas.

Q What is the product readiness from the seller's side and how prepared are buyers in terms of adoption and adaptation of these products?

A Progressive companies are continuously looking for ways to invest in technology that goes beyond identification

HR is reactive when it comes to recruitment. They need to take charge and go to the management proactively and that's the big challenge HR is facing today

of candidates on job boards. Today, it is a lot about being strategic and getting deeply embedded into the customers and becoming a valued partner. In markets like Europe and the US, where the labor pool is acute, they are well aware about the implications of things such as employer brand and it is therefore fairly high in terms of readiness. In other markets where labor is easily available at a cheap cost, the concept of employer brand is yet to be understood. So readiness from the seller's point of view really depends on the kind of market we are looking at.

Q What makes successful implementation of recruitment technology possible?

A There has to be an appropriate leadership or it will be extremely difficult to successfully transition to technology implementation. Next, it's important to have a clear vision of your objectives – does it really matter to your business and does it connect with your client base? Once you have a clear understanding of your objective, you need to find the most effective way. So, it's really about identifying an area and then strategically adopting technology rather than first buying a tool and then creating a strategy around it. Finally, you need to have a proper measurement of



whether you are effectively sourcing across channels, engaging talent or promoting your brand.

Q How can HR be more effective in creating a business case and lead change?

A HR is integral to the recruitment process and therefore they need to be more progressive in terms of how they approach that. More often than not, HR is observed to be reactive when it comes to recruitment. But it's important for them to take charge and go to the management proactively and that's the big challenge I see HR facing today.

Q What is the buzz in the recruitment technology space?

A The first major buzzword in the recruitment technology space is analytics. The second one is engagement through mobile devices, especially in a market like India where people largely use mobile to connect. The next step would be to develop candidate experience in that area. 

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A QUESTION OF SCALE

COVER STORY

A QUESTION OF SCALE

Scaling often targets only capital & funds. But the right people & integrated culture are also critical. A look at how successful scaling can be achieved

By **People Matters Editorial**



It is estimated that more than 70 per cent of the mergers and acquisitions fail, and nine out of 10 start-ups fail to scale. These startling statistics paint a rather alarming picture of the organizations' ability to scale. While these data points are not new, companies have still not found the answer to grow in a stable manner. One would assume that this is because of fragile economic conditions prevalent in the country. However, to the contrary, the economic climate in the country is conducive for business as India is poised to grow to 7.8 per cent this financial year. Along with this, the Prime Minister's flagship programs such as Make in India, Digital India and Skill India are also gaining momentum and are observed to be prominently involving the corporate sector to provide an impetus to overall economic growth. The overall improved business environment is also prompting companies to go to the market. In 2015 alone, 10 firms mobilized about Rs 4,600 crore through IPOs in comparison to 2014 (which saw the debut of only six IPOs worth Rs 1,261 crore), which is a healthy sign.

In addition, the market for mergers & acquisitions is ripe. A recent survey by the *Economic Times* of the top 30 CEOs in India notes that 76 per cent are implementing expansion plans of significant scale and size. According to global advisory firm Mergermarket, the first half of 2015 saw M&A deals worth Rs.1.23 lakh crore (\$19.2 billion), which has increased by 11.4 per cent since

the last year. Investors focused on Indian start-ups have closed 380 deals between January and June 2015, compared to 304 deals last year.

However, why does the data show that the percentage of M&As and start-ups are failing? What is preventing organizations from scaling up their operations? Although the economic condition suggests that companies are not shying away from growing either organically or inorganically, the one critical element that organizations overlook is the 'people' aspect of scaling, as for most of the investments priorities and concerns center on capital, funds and monetary appropriation.

However, when organizations are engaged in scaling-up, the focus should be ideally on key components like innovation, capital and the right team, in the priority list. A scalable recruitment strategy should not only concentrate on the present, but on future organizational needs. Through our interactions with eminent industry leaders, we have found that the organizations need to channel their focus on aspects like building the right culture and integrating it with organizational values, continuous learning and training, building the right team, along with aspects like agility and autonomy while strategizing processes to scale. Through our cover story, we want to provide you with a multi-dimensional perspective on successful scaling of organizations. Read on the expert views by thought leaders to find out on how to beat the odds. 

Leading the charge: The top-team's role in scale-up

Support from the senior leadership team is critical to the success of an organization during a scale-up. Here's how.
By Faridun Dotiwala, Master Expert, Partner, Lead Human Capital Practice, Asia. McKinsey & Co

There is never a pilot project that does not succeed. The challenge always lies in scaling-up. Organizations are normally quite good at testing 'proof of concepts'. With the full weight of senior leadership and resources, these normally succeed. However, scaling up new ideas across the organization or new businesses is a different ball game altogether. Research shows that organizations succeed only 30 per cent of the time when taking up scaling goals.

There are four tenets that can help the C-suite or top team play a powerful role in leading an organization through scale-up:

ONLY do the work that no one else can do

Few top teams consistently spend time where they should. At times, members of the top teams don't delegate many tasks. More importantly, only a few top teams make an effort to define their mandate or joint purpose. It is often not clear whether the team is an information-sharing forum or a decision-making forum, and what topics are appropriate for discussions. High-performing teams, on the other hand, leverage their unique view across the organization and their authority to take decisions that affect the whole business. Top teams are also the guardians of an organization's health, responsible for securing the ability of




that people who have been on the team continue to remain there, or that all direct reports have a place. Allowing more people on the top team than needed, leads to a 'team within a team' scenario where the 'real team' ends up being a small group of people.

Manage the energy: Live, breathe and embody where and how to lead the organization

Energy is crucial to the success of a scale-up. Successful efforts are 'exothermic' – the initiatives and aspirations generate energy, create excitement in the organization and a virtuous cycle of commitment and action. Unsuccessful ones are 'endothermic' – they drain energy and people get tired and uninspired by the aspirations, and find the initiatives interfering and overbearing. Such efforts lose steam and don't deliver. If more than 35 per cent of the entire organization does not 'actively support' the change within 12 months, the effort will lose energy and fizzle out. A shared view, clarity and commitment are essential.

Productive dialogue: Challenge, debate, decide

In the context of rapid scale-up, high-performing teams have some productive habits like the ability to make the most of individual members' skills and perspectives (aided by effective listening), the willingness to challenge each other and have tough conversations, and the ability to drive an efficient decision-making process. The team through an effective learning cycle of reflection (taking stock of dynamics to uncover issues), skill building (learning and practicing new skills) and action (using the new skills on real business problems) can drive change rapidly across the organization.

In conclusion, the need for top teams to act like 'working groups' – collections of individuals who are accountable for their own unit and get together occasionally to share their contributions is imperative. 

In successful organizations, top teams spend an equal amount of time driving performance and health simultaneously

the organization to align behind a common goal, to collaborate and execute seamlessly and drive for renewal. In successful organizations, top teams spend an equal amount of time driving performance and health simultaneously.

Be exclusive: No one should automatically have a seat at the table

Getting the right people on the team and the wrong people off it is the CEO's responsibility. Common mistakes are that 'title is membership',



Retaining the retainers: Keeping the Old Guard engaged and motivated

Organizations effectively need to blend the old and new to power the engine of rapid growth and sustainability while scaling-up.

By Kavil Ramachandran, Executive Director, Thomas Schmidheiny Centre for Family Enterprise, Indian School of Business

Managing organizational transformation is always a challenge particularly when the human resource basket of organizations has to undergo major changes to develop and maintain competitiveness. One big question then is regarding the productive role of the old guards in the new scheme of things. The question is 'how can organizations effectively blend the old and new to power the engine of rapid growth and sustainability?'

Challenges of building a blended team

Organizations face several interconnected transitional challenges while making major changes in their teams to grow fast or respond to market opportunities. The existing team may be found inadequate in many ways, leading to recruitment of new team members. The result could be a vertical division of the senior management team. While the new team would find faults with the existing systems and processes, the old team would lament erosion in the organizational values and growing bureaucracy with the arrival of the new members. Seldom there is discussion and acceptance by both camps on the fact that excellent organizations need both systems and shared values for effective strategy implementation, and they need to work together to determine their best mix. Inadequate communication and a lack of preparation by the existing teams for any change also leaves the old guards feel threatened. And management often wakes up late to the realities of having a disjointed team. Similar scenarios crop up when new strategic investors enter.

How to address the challenges


Highly successful organizations support the need to have a conscious strategy to actively involve the old guards in strengthening the destiny of the organization. More than anything else, trustworthiness of people is a critical resource for any business. Trust is multi-dimensional: trust in keeping confidentiality, in personal integrity, in capa-

bilities, and in commitment to continue to work for the organization. Such organizations invest in developing the capabilities of trusted people with potential. Lasting businesses across the world are aware that organizations are built by people and, structure, systems and processes are only facilitators. They believe in retaining talented old guards who remain as the pillars of the organization and identify and nurture talents of capable and trustworthy people through a number of structured and unstructured mechanisms including competency mapping and capacity enhancement.

Successful companies identify and nurture talents of capable and trustworthy people through a number of structured and unstructured mechanisms

Some of best practices followed by organizations are:

- Effective communication.
- Respecting old guards (sometimes publicly) who are true stewards and tap their wisdom to determine implications of specific decisions on the organization.
- Facilitating new learning opportunities; encouraging those interested to upgrade their skills.
- Rehabilitating those who cannot cope up in respectable ways.

Successful organizations recognize the need to retain committed and capable people who understand their DNAs and build on their existing strengths. For such organizations, trust-worthy old guards with potential are a critical resource to ensure continuity in most situations. Leaders of such organizations prepare the ground to minimize turbulence by recognizing the contribution of high quality old guards. Old or new, good is good to retain, is the mantra there! 


LEADERSHIP CHALLENGES IN SCALING A START UP

In a growing organization, the leader always encounters various conflicts in terms of managing the team.

By Harsh Chopra, Founding Partner, Partners 4 Growth

The first success of a struggling founder in a start-up is when cash flow turns positive and customers start placing repeat orders. The next stage is one of heady growth, hiring and expansion. The organization grows but without systems, processes or controls. There are several conflicts a growing organization encounters in its adolescence phase when the founder can no longer individually manage it and there is a need to hire experienced managers. This leads to a conflict with the original team who resents this induction of experienced managers. The founder is usually unable to manage this conflict & looks for managers who culturally fit in.

The biggest challenge at this stage is the inability of the founder to change his/her leadership style. The companies where the founders can change their leadership styles to manage a more mature organization, prosper. But those who fail this leadership test don't make it past this stage and the company gets acquired or goes into a decline.

Founders who can successfully navigate such treacherous currents create an institution that outlives them. 



SCALING-UP THE ROLE OF THE CEO


A CEO must be able to bring about innovation despite operating in an environment which is fast and volatile, says **Smita Anand**, Head, Board & CEO Services, Asia Pacific; Managing Director, Leadership & Talent Consulting, India, Korn Ferry International

The role of the CEO changes with a change in circumstances. Scale is just one part of the context. It can be a change in strategy, short, medium and long term. For example, in acquisitions, a CEO needs M&A experience, financial acumen, strategy development ability and dealing with the investor community. In long term, when acquisitions are accomplished and when one is at a consolidation phase, the focus shifts to earnings through operational excellence and high standards. The role of the CEO changes in this stage, and the ability to drive results, accountability, building a pipeline of leaders becomes critical.

In a start-up, direction setting is vital. A CEO needs to create vision, have a strategic mindset, ensure accountability, attract and build the core team, instilling trust in internal and external stakeholders, dealing with the investor community, business sector experience. In case scaling is in terms of acquisitions rather than organic growth, then the central concern becomes raising funds, identifying companies and having conversations. In a start-up phase, the environmental, political and security concerns may be of

A CEO NEEDS TO CREATE VISION, ENSURE ACCOUNTABILITY AND BUILD THE CORE TEAM

greater focus. In the long term, past the start-up phase, the focus should be on preparing for increased competition, building earnings through operational efficiency, creating customer focus, better financial acumen, driving results rather than planning for result, driving engagement with talent rather than just attracting talent and accountability across multiple operating units. The CEO needs to build the core team for the next generation of talent. Usually, scaling fails because of the unavailability of right pipeline of leaders, operational efficiencies, wrong network of service providers, and lack of technology enabling infrastructure.

Given the complex environment that businesses have to operate in and technology that will continue to be a disruptor, it is important for a CEO to learn, unlearn and re-learn. A CEO must be able to bring about innovation despite operating in an environment which is fast and volatile. 



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HR needs to paint a picture of tomorrow

Rajesh Padmanabhan, President, Group CHRO, Member Group EXCO, Vedanta, on building an effective HR structure during a scale-up



Q For a company scaling up from its start-up phase, when is the right time to build an HR structure?

A A start-up would not worry about a classical structure to start with. Instead it will have a working structure that would help deal with the spikes and start-up hiccups. It may even revolve around people to start with and there will be double hatting and triple hatting before classical role's gets crystalized and role holders are appointed. What is important in a start-up is the ability to deal with ambiguity, incompleteness and deal with unforeseen factors. The structure will slowly evolve as dust settles and the organizations starts moving more into the formal nature. It is also essential that the first start-up team has excellent camaraderie and working relationships.

Q A number of start-up technology companies work without an HR structure for a while. What are the pros and cons of such a set-up?

A If you look at some of the best companies and ask them if they have world-class HR structures, the response would be 'they do not'. There is nothing right or wrong about structures; it is a question of what works for them and what does

which lead to an informal organization, open to office politics and lobbying. The pros of having a structured organization include informed decision making, use of analytics to pick and choose and the ability to handle unprecedented situations. A simple hybrid system works the best. It is a classical balance of relationships and structure that keeps the relationship DNA of the company alive.

Q For a large company, what is the role that the HR plays in the scaling process?

A For a growing company, talent readiness becomes the most important thing. It is not just about people, roles and position or succession; it is about the overall capabilities—of knowing if the company has the right set of people for the emerging roles, what is the cumulative aggregate of the competencies that the company has, how the advent of technology is coming into play, whether we are upskilling to suit the changing environment and finally will this all hold out. This role makes HR a hugely enabling function and not just a support function.

Q What is your advice for the HR professionals and leaders who are part of this change?

A The first thing that HR professionals need to do is to be able to paint a picture of tomorrow and have a vision. If they are unable to see it, they should force themselves to be more disruptive, but it should be very clear in their minds. They need to work to cultivate their own internal talent, ready their own people, hire to increase efficiencies and build diversified skills. They need to stay committed to the purpose.

When thinking about business heads and CEOs, they should trust in their people and work towards empowering them. They should ensure that they have the right person for the right role and support them through all situations, critical or otherwise. It is about continuously investing in people.

A number of great technology companies have thrived very well on the model of relationships, where they know their employees closely and work with them

not. Having said this, at a philosophical level, it really is a question of what the promoters/ CEO and the heads want their HR to do. As companies grow, the need for processes becomes important. It is when these challenges come into play that a company starts looking at structure, compartmentalization and best practices.

The pros of having no structure are very quick decision making and close relationship



Managing a scalable recruitment agenda

A holistic, multi-dimensional approach with long-term focus is key to delivering on a scalable recruitment agenda.

By Rituparna Chakraborty, SVP, TeamLease, President, Indian Staffing Federation

We are the children of the upturn, that is, the 21st century. Yet we were moulded by the downturn created by the Lehman Brothers' crisis worldwide. We have witnessed on one hand, the misplaced optimism when clients just wanted a pair of hands and didn't care if brains came attached; and on the other, seeing thirty thousand kids unemployed as the sunshine sectors of BFSI, Retail and Telecom got shaken up by the rude realities of economics. All in good stead as the learnings have been invaluable and taught us a thing or two in managing scale while recruiting.

The challenges in India around recruitments are three-fold: (a) The challenge of matching – how does one connect demand with supply; (b) Mismatch – How does one repair supply for demand; and (c) Prepare – How does one prepare supply for demand. The government needs to end the dysfunctional era of employment exchanges and evolve them into career centers, make 'Skill India' a reality beyond rhetoric, create a virtual job marketplace connecting employers, youth and intermediaries under one roof. But the question is, how employers can gear up to hire for scale. This can be addressed through seven practices:

Recruitment should be a Board room priority: To hire the best talent and fast should be a strategic priority for any organization. Recruitment strategy needs to be integrated with the business strategy and a collaborative approach is required for it.

Broaden the pool for better results: A scalable recruitment strategy is one that focuses on not just the present but also focuses on meeting future human capital needs. Hence it is essential to aim at a wider network of sources, wider geographies, broader spectrum of traits and diversity.

Hire for core values than for roles: Organizations mostly obsess around just-in-time hires, which result in hiring for roles rather than for cultural fitment. Broad-basing on core values helps in building

consistency in culture and creates a stronger foundation than hiring for the occasion which comes with its own set of baggage.


Leverage technology: Maximizing technology to reduce costs, improve matching, and enhance efficiencies across processes is important. Applicant tracking systems are helping tackle process leakages, pin-point accurately around ROI across sources, better scheduling and overall cost of hire.

Adopt Apprenticeship: Recruiters today look to hire the right person at the right time for the right role. This is possible by adopting 'Apprenticeship' as a long term pipeline building strategy for any organization hiring for scale. Learning is enabled within the workplace with very little disruption yet maximum impact and it helps in meeting skill shortages and lowering identification costs.

A scalable recruitment strategy is one that focuses on not just the present but also on meeting future human capital needs

Recruitment Process Audit: Most organizations carry inefficiencies in the recruitment function which increases the cost to hire, time to hire and compromise on speed in a highly competitive marketplace. A core audit committee needs to be formed to carry out frequent audits end-to-end to identify leakages and weed out unwanted steps or those which can be substituted by technology.


Recruitment Process Outsourcing: One of the by-products of carrying out frequent audits within internal recruitment process in many organizations has been the adoption of Recruitment Process Outsourcing (RPO). The key benefits of RPO are in having access to a scalable recruiting capacity without creating unnecessary internal overheads. This also reduces costs, creates predictive capabilities, increases quality of candidates and helps in building an aspired employment brand.

A recent Harvard research suggested that 80 per cent of employee turnover could be linked to faults in the hiring process. Therefore, a holistic, multi-dimensional approach with long term focus is key to delivering on a scalable recruitment agenda people. 



SYNCHRONIZING IS THE KEY TO SCALE-UP

Companies need to synchronize with the operational dimensions like business models, product, team, customers and financials before scaling-up, says **Anshoo Sharma**, Principal, Lightspeed Advisory Services India

For companies that are scaling, raising capital and growing, there are three key factors that enable success — an idea that is ready for execution; the right team that outperforms everyone else looking to build something similar; and capital to drive the first two. The balance of all these three things is important. Along with this, the promoter CEO needs to make sure that the company performs and does well. The CEO needs to find and back the right person who can lead the company. The point to note is that the CEO needs to be able to delegate and not get in the way of good quality people from doing their work. Capturing the market is also important. The market is not forgiving and most companies fail to scale. And one of the main causes for this is premature scaling — when the business is not synchronized with the operational dimensions like business models, product, team, customers and financials. 

STRATEGIZING COMPENSATION POLICIES DURING A SCALE-UP

Shanthi Naresh, India Business Leader, Talent Consulting and Information Solutions at Mercer Consulting India Private Ltd, on deciding the compensation strategy during a scale-up

Q As companies scale, how does the compensation strategy change?

A Start-ups usually tend to pay for the competencies and skills of the person, which may not have a direct linkage to market pay levels. This 'pay for person' philosophy changes as companies scale and the number of employees increases. Larger companies look at paying industry-competitive pay levels based on a role/person. Such a pay for position approach provides the foundation for internal equity and a structured & transparent approach to compensation. Transition from an ad-hoc to the more rational pay for position philosophy, often requires significant pay corrections and usually happens over multiple years.

WHETHER IT IS A START-UP OR AN ESTABLISHED ORGANIZATION, IT IS IMPORTANT FOR THE ORGANIZATION TO HAVE CLARITY AROUND ITS REWARDS PHILOSOPHY


Q What steps should CEOs and CHROs take when establishing a new rewards and recognition system?

A Whether it is a start-up or an established organization, it is important for the organization to have clarity around its Rewards Philosophy. In determining this philosophy, there are four considerations:

Culture and values: The "what", "why", "how much" and "when" questions around rewards need to be grounded in the organization's belief systems, culture, and the behaviour and outcomes the organization expects from its employees.

The demographic mix: Company demographics influence the kind of rewards that will make the company's value proposition compelling to its employees.

Looking at the market: Companies need to understand the market, analyze its competitors, and also be aware of the government and legislative changes that may impact the compensation structure or plan.

Cost of rewards: A very important aspect of the reward program is how much it will cost the company. A judicious mix of tangible and intangible rewards may be required to balance cost versus value. 



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An involved, hard-working cultural set-up is the need

Ankur Warikoo, CEO, Groupon India on preparing companies for growth, managing people during scale-ups and importance of culture in scaling



Q As a business leader yourself, how are you preparing your business for growth?

A Our industry suffers the most from dearth of talent and that is the single biggest criteria when planning growth. Whether we have the right strategy of sourcing and retaining people; or defining the next set of opportunities and challenges, and keeping them engaged. With the amount of capital flowing in into the e-commerce sector and the younger workforce opting for start-ups, hiring and retaining talent is critical. The second key point is the business model. In the chase for business, it is shocking how many times the economics of the business is ignored. However, it is not about being profitable from day one, but at the unit transactional level, a company cannot be losing money. The third is the capital. An important criterion for managing growth is managing the capital, be it in your own business or capital funding.

Scaling is all about creating a playbook of success, and building an involved culture set-up is important

Q What are the things that go wrong when companies scale?

A In my experience, culture is the first thing that comes to my mind. You may lose the culture of a start-up, which could mean that the company becomes slow to react or loses innovation as a pillar. A company may forget the cultural ethos of bootstrapping and being frugal or may lose the cultural value of being respectful to the customers or partners.

Culture that works is based on three pillars:

Respect for everyone: Culture should be very cognizant of people's calibre and inclusive irrespective of where they come from, what they earn, or what title they have.

High level of ownership: Companies need to create a buzz around working together, which should be reflected in the leadership as well.

Having a performance driven organization:

It An organization needs to be a performance driven organization. Performance should be the only metrics to judge anyone's success. Building an involved, hard-working cultural set-up is important. It has to begin from hiring the right talent who feels for the cause and has the same cultural worldview, and then continuously reemphasizing what the company stands for with everyone.

Q How do you manage people when companies scale?

A People are very critical for any scaling and companies need to really make an effort to retain them. As companies scale, it is very easy to start dictating what everyone should do. However, the smartest people do not want to be managed and hence it is necessary to have a high degree of autonomy in the company. Another very big cause of failure is the inability of a leader to delegate. If a leader does not delegate, it can be discouraging for other people in the team who are looking for the next set of opportunities and challenges. And finally, it is about creating and attracting the best talent. If the people believe that they are working with the best professionals in that field, it creates an inspiring atmosphere in the company.

Q You have worked with companies which have scaled across different levels. How has it been different?

A At the end of it all, it is about creating a playbook of success. Be it at a geographical or a functional level and then replicating it through talent and capital. Think of it like a factory set up. Once you know how to make the first car, making the next 10,000 is a matter of process and not something that has to be discovered. The only difference is in managing people because handling 20-100 people is very different from managing 2,000-5,000 people. **Pm**



Growth for scale: The talent imperative

Organizations need to look beyond the traditional paradigms to engage and retain talent so as to scale the businesses to the aspired heights.

By Shakun Khanna, Country Head - Right Management India

Big fish eat small fish.' In this era of mergers and acquisitions, this age old adage has a profound relevance. Growth for scale is a survival imperative for the enterprise in the globalized economy. It is no more a choice.

In today's world of online market places, 81 per cent of the Indian CEO's cite the lack of 'Talent Availability' as their biggest roadblock to growth. According to the latest Talent Shortage Survey conducted by the ManpowerGroup™, the skilled workers are the most difficult to find. Individual contributors like sales representatives, engineers, technicians and drivers are the next on the list of jobs hardest to fill globally, and over 35 per cent are unable to even get the adequate applications.

Today, 'Talentism' is the new capitalism. The dynamics of the talent pool itself are evolving into greater complexity as attracting, engaging and retaining employees, specifically 'High Potential Employees', has been challenging. Also, the socio-emotional make-up of the newer generation workforce is significantly different. The talent of today is looking for a 'meaningful career' and the tangent has shifted to 'living a life' and in the process make some money. The top talent today is not looking at a company to provide a "job for life" but rather a "career for me." This translates into how an individual's interests aligns with the organizations goals and how they can work together to meet the shared objectives while deepening and broadening the individual's skills and capability.

So what is it that a contemporary organization can do to be able to get the required talent for scale?

A compelling 'Career Value Proposition': Organizations today need to move away from the traditional paradigm of 'Employee Value Proposition.' Organizations today need to create an eco-system that provides opportunity for growth by experimentation and exposure.

Organizational agility: Organizational systems, processes and policies have to be very agile. We have entered into the age of 'one size fits one'. In order to ensure that an organization is able to

bring in the required talent for scale, it will need to look beyond the current idea of flexi-working. We, at Right Management, have worked with organizations to win the talent war by bringing enhanced agility by the way of:

- Task-based role definitions
- Appreciation and leveraging of unique competencies in individuals
- Outcome-based, technology-enabled work delivery models
- Customized compensation plans
- Dynamic organizational structures and career paths
- Individual specific learning and development paths

HCM technology enablement: The state-of-the-art HCM technology is clearly evolving as the most critical lever for talent attraction, engagement and retention. Collective intelligence through collaborating and interacting is the new norm. 'Social' has fast become the central tenet for this shift. Organizations will need to rethink their approach toward technology to ensure 'social' forms that very framework that underpins all existing HR processes.

Organizations will need to customize technology to ensure that 'social' forms the framework that underpins all existing HR processes

Culture of engagement: Today, employee engagement is becoming increasingly complex. Organizational leaders need to reorient themselves toward the contemporary ways of engagement and connect with individuals at their place and their language.

Talent is the fundamental basis of organizational growth and an unforeseen challenge. Organizations need to look beyond the traditional paradigms to solve this very non-traditional problem to scale the businesses to the aspired heights. 🍌



SCALING UP SALES

How can an organization calibrate the sales team during change? **Lavleen Raheja**, Chairman & CEO, FranklinCovey India & South Asia, shares his insights

For any organization, its sales team is considered to be one of the most critical pillars and, in many cases, a great differentiator. A sales team is the face of the company and delivers the value proposition of the organization to the clients. This team is also the channel for feedback as they provide first-hand direct market observations and insights back to the supporting teams, for them to align their systems; and help in innovating new products and services according to the changing needs of the consumer.

The starting point of calibrating a sales organization is defining the business model, goals, objectives, and the right structure of sales organization, like marketing plan, pre-sales & post-sales structure, social media etc. Such aspects are critical in defining the competencies required by the sales team. At Franklin Covey, DR-GRAC model is used. The model is defined as:

- **Desired Results** (What is expected from the sales individually and as a team & how to handle any or complex situation)
 - **Guidelines** (how will that be measured and what are the rules and systems supporting)
 - **Resources** (what human, technology, infrastructure resources the team will need to achieve the desired results)
 - **Accountability** (what & when will they be responsible for)
 - **Consequences** (what will the rewards be in success and in failure).
- In the change management process,

executing an internal assessment of the teams, identifying and filling the gaps so that new goals can be achieved is important. Such gaps can be bridged by hiring new sales resources, training or upskilling the internal sales organization. Any sales team training has to focus on the role, knowledge and skills of the sales teams along with the tools required for them to excel. Such efforts make the sales teams less vulnerable and also enable performance predictability. However, today, the transformational change for sales requires coaching on the job and hand-holding along with training interventions. Especially in B2B models, there has been a need for a paradigm

FOR ANY SALES CHANGE INTERVENTION, IT IS IMPORTANT TO DEFINE THE BUSINESS MODEL, GOALS, OBJECTIVES, AND THE RIGHT STRUCTURE

shift — from transactional sales to transformational sales. A transformational sales representative relies on data, 'moves' towards a solution along with the potential client, learns how to slow down when required rather than speed, and always looks for a win-win situation. Such a change of paradigm emanates from qualifying needs through understanding and Helping the Client to Succeed.

ACQUIRING TO SCALE

Programs like 'Higher purpose' aim at binding employees, re-establishing the values and putting the culture syndrome in place, says **Richard Rekhy**, Chief Executive Officer, KPMG India

India's growth is about 7.3 to 7.5 per cent and there has been a lot of activity on mergers and acquisitions front. Most acquisitions are happening at the global level led by the member firms; and what is driving them are the white spaces we find in our delivery. We get into alliance partnerships and deliver jointly to clients when the opportunity is big enough. Niche boutique consulting and accounting firms have been acquired to fill white spaces. However, the challenge is in integrating teams. At KPMG, the best way to integrate teams is to make them sit and work together, attend to clients together and this is how culture rubs off over a period of time. Leaders are moved across functions so that integration can move at a faster pace. There are specific integration programs and culture fit programs like 'Higher purpose' where a lot of effort is put into re-establishing our values and putting the culture syndrome. It is aimed at creating the glue that binds people; it has been a great energy booster for the employees.



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Making acquisitions really count

Any acquisition requires a focus on multiple variables, of which 'people' is the most pervasive and one of the most challenging one.

By **Ambrish Rastogi**, Director - Consulting, PwC

Several rounds of due diligence, multiple variations on excel, alternative operating models, countless rounds of negotiation and a lot of gut-feel goes into making an acquisition. Many times, attempts to ink a deal progresses a fair bit but are then called off.

Acquisitions aim to boost growth by multiples (reach, portfolio, customer base, profitability) and reduce the timespan set for the goals. Unfortunately reaping benefits from this inorganic strategy requires focus on multiple variables, each one needing substantial investment of time and resources. One amongst these and probably the most commonly encountered variable is People. The 'People Variable' manifests itself in multiple forms—exit of key personnel, loss of focus, internal matters taking precedence over market/customer, lack of motivation in the times immediately following the acquisition, rumors and a general air of vulnerability about ones role and importance.

Its common knowledge that most attempts to integrate are largely focused on aligning the leadership team. This is done with the help of steps like creating unified operating model, single organization structure, integrated teams, matrix reporting, and constituting committees to oversee yet to be integrated parts. However, a bulk of the population remains un-prepared. In such situa-

The efforts to integrate need to be centered somewhere deep in the organizational pyramid

tions, people look for reassurance from their managers or the mid-management. Mid-management has the maximum reach in an organization, and in times like these, its impact is also greatly pronounced. Hence Reach * Impact of this population is greatest in such situations. Building their comfort with the new strategy, operating model and plan is imperative and hence a mid-management buy-in is key.

Many a times, old leaders of the organization being acquired are replaced. This creates a 'trust void.' Assuming that new people can bridge this in a short span is hazardous at worst and with diminished probabilities of success at best. It spreads a negative sentiment not only at the peer level but




also across the organization. Familiarity is critical. People need time with people.

Even simple changes in most steady times like adopting new softwares, adhering to a newly laid out control evoke a lot of concerns and complaints from the user base. Each organization is comfortable with a certain speed of change based on its own evolution. When these changes are brought about as a result of acquisition, the reactions are seldom measured. Internal capacity of coping with multiple changes is almost always higher than their comfort threshold. The pace of change is almost as critical as the timing of the change.

One needs to consider the following measures to reap benefits from this inorganic strategy.

- Plan for a longer horizon to manage the integration.
- Sequence the changes and ease the pace to enable its acceptance.
- Focus on building comfort amongst the middle management. Seek their views on the proposed changes; planned integration of teams, new controls, systems and reporting requirements.
- Empower select members of the middle management sourced from different functions to drive some of the changes.
- Allow the old leaders to function alongside for a reasonable period so as to ensure time for the new to settle in. Meet all stakeholders, teams, suppliers, customers in their presence.
- Influence informal channels of communication through a select team. Educating them to manage questions posed will help spread a sense of positivity.
- Ensure consistency of messages being received from different parts of the organization.

The idea is to be cognizant that people across the organization do not see the changes in the same way. Efforts to integrate hence need to be centered somewhere deep in the organizational pyramid. Above all, the success of the initiative will depend heavily upon the expectations set with all the stakeholders. The right promises backed by the right effort will yield the desired results. 



Scaling up learning

What is the importance of training and learning initiatives for businesses to maintain consistency?

By **Abhijit Bhaduri**, Chief Learning Officer, Wipro Group

Motorola. According to BCG, there are estimated to be more than 4,000 companies with formal corporate universities. A few of the most known are General Motors Institute, Unilever, Novartis, Deloitte, Petronas and many more.

Training & Learning

The need to constantly upgrade business knowledge has become critical. The need to bring people to a common minimum level of knowledge and also upgrading the skills of people in terms of technique, domain knowledge or personal competencies — all require training and learning. Formal, structured training delivered in a standardized module with certified trainers has been the mainstay of knowledge transfer. Businesses today have the responsibility to ensure knowledge transfer to their employees through process trainings and instructions.

When businesses scale, organizations are faced with a huge task of maintaining consistency in their business throughout their geographic spread, along with maintaining consistency in their product and service delivery. Every organization needs to deliver its products or services in a uniform manner. With expanding geographic base and increasing management layers, the need to bind employees with uniform practices becomes imperative.

Therefore, the task of percolating the vision of the company, business targets and processes to the employees need a formal mode of delivery and training. Whether in customer service, in performing complex tasks, dealing with reporting relationships, finances, facilities, compliance and risk management or through collaborating teams—speed and efficiency comes through training in standard processes and procedures. Investments in terms of training, standardizing processes and procedures to ensure quality and standards are not compromised is important for businesses today. Juxtaposing this with professional development is all the more imperative. Any organization needs to plan its 'learning needs' as it plans for scale.

In the mid-fifties when GE was expanding its operations across the globe, it set up a corporate university which offered its first course that spread over 13 weeks. Today, no executive can imagine spending a full quarter of the year sitting in a classroom. While the courses offered at the university have become shorter, the efficacy of the investment remains unquestionable. The headhunters refer to GE as a leadership factory.

GE is not alone. McDonalds set up its Hamburger University in 1961. When Steve Jobs hired Joe Podolny, the then dean of Yale to start Apple University in 2008, it made a big splash. Apple University drew faculty members from universities like Yale, Harvard, Berkeley, Stanford and MIT.

The trend of corporate universities is on the rise. In 1993, corporate universities existed in only 400 companies. By 2001, this number had increased to 2,000, including Walt Disney, Boeing, and

Percolating the vision of the company, business targets and processes to the employees needs a formal mode of delivery and training



The need for crafting a learning strategy that changes to reflect the business needs is required to be built into the challenge of scale and speed. Every company does not need to build a corporate university with a sprawling campus, especially if the employee base is not in the same city. It can be a virtual university which caters to employees anywhere and everywhere. 🍌



Taking Flight: The journey into the next ORBIT

(The Secret recipe for scaling up)

In an environment where multi-dimensional growth continues, organizations can adopt the ORBIT framework to equip themselves for scaling

By K Srinivas Rao and Monty Bharali

A flight without direction almost always results in disaster. As one runs through the maturity journeys of great organizations, one is always struck by the one common characteristic — their ability to visualize and as preparation, scale up to their vision. Conversely, many growth journeys have been held up, in certain cases even stunted, because of an organizational inability to scale with simplicity, thoughtfulness & a lack of alignment

of behavior and vision. Added to this is the perspective that we live in very uncertain times. Maturity today doesn't just mean conventional growth in terms of size, but has broadened itself to include growth in terms of scale, demographics, complexity of offerings and many more. So, in an environment, where this kind of multi-dimensional growth continues to be the guiding principle, how does an organization be prepared for what is about to come? How do leaders equip themselves to move to the next ORBIT in a flexible, realistic and planned manner?

The **O.R.B.I.T.** framework presents a five-fold future readiness approach, to scale-up to the future challenges of size, complexity, depth, access and approach.

O (Organizational Design)

Organizational Design is a continuously evolving organism, a structure that enables the organization to keep pace with its growth and consolidation. But organizational design is an impetus instead of an enabler. Organizations must start evolving themselves as they start looking at a world, which is an integrated network that depends on thought, ideas and passion. In the Integrated Networked Environment which is the world of tomorrow, would structure be a limitation or an enabler? Organizations start looking at hierarchy as the primary enabler for successful strategy. However, hierarchy can't exist as organizations cannot become unilaterally flat. Each organization needs its layers to reflect its own evolution and sanitize these layers as they mature. Hierarchy must enable the **RIDE** principles:

Responsible Flexibility - With time, growth, scale and demographic complexity, flexibility, organizational structure must enable adding a layer when needed or breaking one when needed.

Integrity - An important indicator towards the ability of an organization to show sustainable and long term growth.

Decision Making - The right mix of analysis, precedent and intuition - relevant when the challenges of scaling in terms of the size, complexity of offerings, geography and a virtual world are taken as contexts.

Efficiency - Cooperation and collaboration as the cornerstone.

R (Rigor of Process)

Growth has many bedfellows; one of the more negative ones, being the inability to have the time to look back, evaluate and assess if the path taken so far would continue to work in the future. In growing organizations, rigor is either marked as inflexibility or taken to extremes, which causes rigidity. As organizations evolve and talk about scaling up, rigor of process will be the layout on which the design's true value would be visible. Solving this is just one side of the story, the other side is implementation.

Making a system or a process by listening and keeping the view point of all stakeholders

in mind is the accountability of the organization but, implementation — efficiency of any system is decided by every employee, leader, manager. To ensure this, the leadership has to promise itself and to the organization that it will walk the talk (follow the rigor). It is critical to understand & appreciate that rigor of process is where true empowerment is established, as scale increases, an important component would be Distributed Decision Making Systems.

B (Bonding and Connect)

Leadership and employee connect almost invariably suffers as organizations scale and evolve. One clearly observes that every generation is more virtual than the previous one, but at the same time every generation demands more attention and is receptive to attention within its reality. We actually address this challenge at two levels—the Human Touch and the Hi-tech Touch.

The Human Touch: The most common complaint that managers and associates have as organizations grow and evolve is that they no longer feel the human touch. The concern is that their concerns and issues don't find the redressal and priority that existed when the organization was small. The design of evolving processes must address this concern.

Hi-tech Touch: Group interaction, open-house like events need to be replaced with virtual video conferences, group chats and if possible, conversations in the Twitter verse. Scaling-up doesn't just mean size or complexity; it also means scaling-up to the next generation or the new realities. Flexibility and efficiency drive the ability to both grow and mature by design. In short, the roadmap towards evolution lies in distributed growth. If organizations have to evolve, then the accountability of inspiration must be taken by, if not all, then many of its leaders. It is critical to understand and appreciate that leaders must be facilitators.

I (Institutionalize Culture)

A common casualty of growth is the inherited inability to reflect and assess. Culture, in its very definition, signifies the behaviors that an organization values and the actions that the organization would like to reinforce. More This behavior is centered on business, business value and values that enable business directly like “delivering customer value” or “maximizing growth”, etc. The challenge with such values is that they're almost always outcomes and do not focus on the foundation that must result in these outcomes. They are only lag indicators and can be assimilated only “after” the event is done.

The secret recipe while scaling is to center around ‘What makes you successful’ and not ‘what success means to you.’ It can be stated that excellence, quality, caring for associates, customer centric approach will almost always result in an exceptional stakeholder experience. But going the other way round, without these core beliefs would almost always be ad-hoc, subjective and in



It is critical to understand & appreciate that an evolving organization structure is the cornerstone for success

certain, extreme cases, questionable. It is critical to understand & appreciate that institutionalizing culture requires values to be based on belief systems. It is the values that create business value and not vice-versa.

T (Talent)

Finally, it is essential for all great organizations to enable its people to grow simultaneously with the evolution of the organization. The ability to attract talent and manage talent is one of the more complex issues that the organizations face in its road to maturity. A very common misnomer that one encounters is the belief that one should replicate the initial team of talent during the growth, and secondly, to then address the challenges of talent, while at an essential level, the focus should be on ‘while we growing up and not when we grow up’.

As organizations grow and scale-up, there is a need for good managers who can execute, sustain & consolidate growth, and STEP up to become future leaders (*STEP - S (Subject expert), T (Topper; excellence), E (Entrepreneurial spirit), P (People champion)*). This way there are two sets of talents, the creators & catalyst (initial); and the sustainers & consolidators (later).

It is critical to understand that organizations need to be heterogeneous in structure while driving the nature of the work (mix of creators & consolidators), and homogeneous in spirit while driving towards the goal (one passion one dream).

So, as we explore the guiding principles of ORBIT and believe it will guide us in our journey to enable successful scaling up of organizations and that the secret recipe is to remain nimble and evolve along these guiding principles. 🍌

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Q & A

Engineering the Indian mindset

G. Raj Narayan, Chief Mentor of Drona and Founder & MD of Radel Group on his journey as an entrepreneur, the Drona initiative and more

By Ankita Sharma Sukhwani

G. Raj Narayan grew up with two very diverse passions, music and aircraft designing. After a few years, he moved away from a successful career at a DPSU and turned his passions into a company. In 1979, he established the Radel Group as an indigenous design and manufacturing company for aerospace and defence sectors and digital music instruments. In this interview, he talks about his journey as an entrepreneur, his take on the 'Make in India' campaign and his various other ideas that are now moving him on his path to excellence.

Q You moved from a promising career at Hindustan Aeronautics Limited (HAL) to setting up Radel. What inspired you to do that and how did you go about building structures and processes there?

A I cultivated innovation and design traits right from my childhood thanks to a wonderful environment at home that integrated arts and engineering and this was particularly useful at the workplace. The ability to identify a need and devise a gadget to fill that need, however small or insignificant, was what fuelled my imagination to find innovative solutions.

At HAL, I was exposed to really excellent training and my stint there provided me with a sound appreciation of the value of good systems and procedures. However, I cut short my career there for the lack of challenges and appreciation. I knew that I possessed a large variety of skills that would enable me to succeed in any endeavor and this formed the basis for my dive into entrepreneurship. Thanks to my learning at HAL, I put in place the

Our fascination for not just possessing, but also brandishing anything imported, actually demotivates and discourages Indian entrepreneurship

organizational structure of Radel right from day one. This sound structure paid very rich dividends as the company grew. For me, achieving customer satisfaction was more important than profits. I believed in fairness both to the customer and to self. Hence, I never undervalued my products. Soon, Radel emerged at the forefront and established a reputation for itself as a highly innovative and quality conscious brand. Our products very rarely failed and even in those cases, customer satisfaction was strengthened by quick and efficient after-sales support. Many of the dealers of Radel musical instruments were heard telling their customers “Radel products never fail. Where is the need for after-sales support?”

Q What is your leadership style? How did you choose and hire people? What kind of culture do you promote in your company?

A Being organized, disciplined and methodical are the cornerstones of my work. I lead by example and simplicity, quality of output, attention to detail and punctuality are my hallmarks. I believe that the most important quality of an employee is his/her desire as well as the ability to learn and pick up new skills. So, I try to look for some evidence of the candidate having acquired practical knowledge or analytical skills by himself/herself. Marks do not mean anything to me and I have never evaluated a person on that basis. In keeping with this philosophy, I have tried to encourage a continuous process of learning within the organization. In spite of being an MSME, I have exposed almost all employees to external as well as in-house training sessions.

Q You started out as an MSME way before the government launched fruitful campaigns. What are your thoughts on the 'Make in India' campaign?

A The Make in India program is a very important and significant move by the central government, both in the industrial as well as the aerospace & defence (A&D) sector. It is bound to open up huge opportunities for MSMEs with strong design and development capabilities. As far as the A&D sector is concerned, there are clear signals that the new government prefers indigenously designed and manufactured products instead of products procured from foreign companies. This will, therefore, create a ripple effect for indigenous development of all accessories, support equipment and other services, thus creating a quantum jump. However, how this will translate into real business will depend to a large extent

on how well the MSMEs get integrated into the A&D ecosystem. The Centre will need to ensure that the PSUs as well as the large private sector companies take an active interest in this process of inducting MSMEs into the supply chain, since this will ultimately lead to a win-win situation for everyone concerned.

Q What do you think are the challenges faced by the industrial and A&D sectors?

A The first challenge would be the Indian consumer mindset. Most Indians lack trust and confidence in Indian products and industry compared to imported products. Our fascination for not just possessing, but also brandishing anything imported, actually demotivates and discourages Indian entrepreneurship. This also applies to the attitude of Indian armed services or a defence public sector undertaking who prefer to buy imported equipment instead of encouraging indigenously produced ones. The second challenge is to improve the efficiency of government processes (licences, customs clearances, decision-making,

The government's preference for indigenously designed and manufactured products will create a ripple effect for such services


judicial proceedings, complex taxation laws, etc.) that impede productivity of the indigenous industry, thus making Indian businesses uncompetitive even within our own country. A far better environment needs to be in place to inspire and encourage not only the existing industries, but also attract new entrepreneurs. The third challenge is the lack of discipline, desire and aspiration among Indian employees to enhance their skills and capabilities leading to higher productivity comparable to global standards. If the term ‘employees’ is seen as extending across all levels and strata of Indian society, it would include government as well as private corporate sector, which means that the Indian society as a whole needs to orient itself to ‘Make in India’. Everything will then fall into place.

Q Radel Group did its bit for the Make in Program by setting up the Drona Centre for Excellence and launching the Drona Apprentership Program. Tell us how you came up with the idea and what makes it different from other skilling initiatives?

A While there are several skilling initiatives in the country for technicians, workmen, software and hardware professionals, there are hardly any training initiatives for fresh engineers in core engineering skills and none that provide training in robust processes and documentation. The Drona initiative will address all such issues. It is a finishing school for engineers, where the trainees are provided practical experience of the theory that they learn in engineering colleges through short lectures, hands-on experience on live projects and close mentoring by veterans of industry. The Drona ‘Apprentership’ program provides the manufacturing industry with a trained engineer who is job ready so that he is productive from day one. Drona offers customized programs tailored to each corporate’s needs and courses ranging from the flagship six-month program Campus2Career ‘Apprentership’ to three-day orientation programs.

An engineering graduate with good grades, who joins the Drona training program at Radel, acquires skills in

product design and manufacturing and is mentored by industry veterans and well-known guest faculty. The trainees undergo a transformation of their thought processes and develop critical, analytical, communicative and innovative skills.

Additionally, they receive complete exposure to a systematic quality and documentation process. The Drona program attempts to compensate the deficiencies of engineering institutions, which churn out graduates every year with little or no hands-on engineering skills, by exposing fresh graduates to live projects in A&D as well as consumer electronics sectors, thus providing an insight into the complete design and manufacturing process, whether of specialized defence equipment or of consumer electronics. 

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Nitin Sethi



Arpita Chakraborty

DECODING HIRING TRENDS IN INDIA

AN AON HEWITT STUDY

The Aon Hewitt Study showcases that while the hiring volume will increase this year, leaders in most organizations feel that they are not doing enough to address the talent gap

By Nitin Sethi and Arpita Chakraborty

Burgeoning presence of social media, digital marketing and Big Data has redefined recruiting norms across industries. Hence, organizations are deploying multiple methods to attract and engage with active and passive candidates. Over 70 per cent of organizations indicate that there will be a rise in hiring volume. Given the dynamic talent supply, it's important to identify prevalent hiring practices and understand emerging imperatives for talent acquisition leaders. More than 60 per cent of the CEOs consider people issues as their top business challenge, impacting the organizations' ability to succeed. So, it was no surprise that attracting the right talent at the right speed emerged as amongst

the Top 5 challenges that Indian organizations face. However, 93 per cent of leaders believe they are not doing enough to address the gap. In the coming year, organizations may need to refine their hiring practices to best answer scalability, predictability and talent screening challenges.

These are some of the insights from the Aon Hewitt Study on 'Decoding Hiring Trends in India 2015', which captures some of the latest recruitment trends. The aim of the research was to capture some of the key themes that are driving changes in the talent acquisition landscape in India and uncover prevalent hiring practices. Aon Hewitt surveyed 95 organizations across 14 industries to identify emerging hiring trends for 2015. The survey respondents are talent

acquisition leaders who work in the Corporate HR department are part of the recruiting team and spend more than 50 per cent of their time recruiting talent for the respective organizations. Leadership interviews were also conducted with talent acquisition and HR leaders of some best-in-class organizations.

While India has the second largest and youngest workforce in the world with a median age of 25, only 0.01 per cent of the population is skilled and qualifies as employable. While businesses battle the challenge of attracting and retaining key talent, recruitment teams battle the dynamic imperative of building robust talent pipeline to optimize efficiency. Further, increasingly identifying the right talent and ensuring business outcomes are also being considered as effective measures for recruitment teams. In its study, Aon Hewitt identified three pillars of recruitment: Hiring Outlook, Hiring Practices & Hiring Metrics. Let us look at each of them in detail.

The ground situation

There is an upward swing in hiring. More than 70 per cent organizations propose to increase

hiring across levels, thanks to a stable political environment and macro-economic conditions. However, half the companies are cautious about hiring as majority of them are currently filling up entry-level positions. About 66 per cent will be filled for growth hiring. The lowest backfilling is reported at mid and senior levels at 40 per cent. At Biocon, planning starts mid-year to identify open requisitions. Backfilling is tracked on the basis of approval from business for the next year and subsequently hiring volumes are defined.

Today, most of the organizations structure talent acquisition teams to address end-to-end hiring. More than half the companies surveyed have dedicated campus recruitment teams and IT companies are increasingly looking at RPO. Cognizant has a dedicated sourcing team, which helps in hiring across horizontals & verticals and addresses different levels of hiring needs and manage scalability issues. There are separate teams for hiring niche skills, leadership and critical talent hiring.

The increased use of social media has prompted more than 60 per cent of companies to upscale the employer branding budget to stand out as an employer of choice. Cognizant has two parameters for deciding the budget allocation—Source and Attract Strategy. Increased budget allocation is done on components that optimize quality and quantity of active and passive talent.

Nearly half the organizations report learning opportunities besides compensation as key value propositions to attract key talent. According to Biocon, brand pull has a good impact on hiring, maintaining talent supply and increasing direct applications.

Organizations generally use a mix of four to five sourcing channels in order to access a diverse and varied talent pool. For entry-level and junior-level hiring, online job portals do the job, while

More than 60 per cent of the CEOs consider people issues as their top business challenge, impacting the organizations' ability to succeed



recruitment firms are the best source for senior level hiring. However, organizations are yet to leverage the full extent of social media for hiring as the Study shows that less than 15 per cent of companies source more than 50 per cent of talent through social media. Companies like Hindustan Unilever Limited have found referrals to be the most optimal hiring channel as they provide optimal quantity and quality. Many companies don't look at quality of hire as a ROI metric and this needs to change.

Companies measure quality of hire through perception-based measures (manager feedback or 180-day performance) to track effectiveness of selection process. Functional interviews and background checks are predominant across levels in various companies. While aptitude and skill-based assessments are used to hire for entry-level positions, for senior positions, it is culture and competency fitment. For example, SAP has multiple selection rounds that assess candidates on key functional skills and leadership behaviors. While technical assessments are conducted for junior levels, psychometric assessments are conducted to identify culture and competency fitment.

The Study shows that holistic assessment of candidate performance across stages is missing and there is a need to look at job fit and assessment fit across levels. There is also scope to redefine the talent acquisition cost as there is a predominant focus on efficiency metrics rather than effectiveness metrics. The Cost per Hire definition is fragmented across organizations and it is tracked by activities and not by opportunity cost.

However, there is still a mismatch in the critical skills identified by the recruitment and talent development teams. Talent development and retention are top priorities for business leaders in India Inc, but significantly there is limited importance on talent development. There is limited alignment in key skills that recruitment teams look forward to in leaders and key skills that talent development teams demand in leaders.

In the next section, we discuss the key insights across specific industries through aspects like outlook, practices and metrics.

Automotive and Auto Components

The sector is likely to witness a rise in hiring numbers, with maximum hiring at the junior level positions. Auto companies don't have a dedicated team for campus hiring and at least 70 per cent of the organizations structure their TA teams by business units. Majority of the organizations (60 per cent) cite learning opportunity as the key value proposition to attract niche skills. Internal career growth has become a key focus area as growing talent internally is a key trend at senior levels. Companies in the auto sector use a mix of campus hiring (85 per cent), online job portals (53 per cent) and recruitment firms (53 per

cent). This is followed by functional interviews, competency-based interviews and background checks. Time to hire, time to offer and offer to join percentage is the most important hiring metrics. Only 17 per cent of organizations track 'Quality of Hire' by lag indicators such as 'early attrition' and 'manager feedback' at the end of 180 days. Lead indicators like performance on selection assessments as well as feedback from interviewers is tracked to identify candidate quality. While companies report ROI back to business, more than 70 per cent organizations lack objective and standard measures to track effectiveness.

Some of the imperatives that have emerged through the Study are the following:

- Structuring talent acquisition teams across businesses and by levels will break silos and increase effectiveness
- Tracking ROI on sourcing channels and by levels is a missing data point on hiring effectiveness
- Including diversity as a hiring metric will enable diversification in the talent
- Adapting talent sourcing methods (online assessments, applicant tracking systems) to cater to diverse talent pool will improve hiring effectiveness

The increased use of social media has prompted more than 60 per cent of companies to upscale the employer branding budget to stand out as an employer of choice

Manufacturing

Nearly 64 per cent of the manufacturing organizations are planning to increase hiring this year. In contrast to the auto sector, majority of the hiring (47 per cent) will be reported at the mid-level. Around a quarter of the organizations (27 per cent) also report structuring their talent acquisition teams by hiring stages. Companies have a formal manpower planning process, where they track filled positions on a monthly basis for growth hiring and backfilling. Such companies outsource background screening and sourcing. Besides learning opportunities, compensation packages are the predominant value propositions to attract niche skills in the industry. Online job portals and direct sourcing are the most preferred sourcing channels. Highest selection ratio is reported for employee referrals across levels (90 per cent). While functional interviews and background checks are used, nearly 67 per cent



Talent development and retention are top priorities for business leaders in India Inc, but significantly there is limited importance on talent development

of the organizations use competency assessments and culture fitment as important selection filters for hiring at senior and mid-levels. The most important hiring metrics that are tracked are Time to Offer, Performance rating and Time to hire. Tracking ROI on sourcing channels by levels, including diversity as a hiring metric, and integrating data from multiple sources and using data-driven approach to track performance will lead to demonstrated business outcomes.

FMCG/FMCD

Only 36 per cent of organizations are planning to increase hiring in 2015, whereas majority is reporting the hiring to remain the same. In the FMCG sector, less than 10 per cent of the senior positions are open for recruitment as majority of them are filled internally. Functional skills and domain knowledge for specialist roles are reported to be the most difficult skills to attract across levels. Nearly 83 per cent of organizations have dedicated TA teams for each business. While FMCG companies use a mix of online job portals and employee referrals as the most preferred sourcing channel across levels; only 11 per cent organizations report more than 90 per cent


selection ratio for both these channels. Just like manufacturing companies, organizations in this sector will fill up senior positions internally. Time to hire, cost per hire and time to offer is ranked as the most important hiring metrics. Increase in social media spend emerges as a priority for budget allocation in 2015 as more than half the organizations in the sector are leveraging the same for sourcing and attracting active and passive talent.

Hi-Tech & IT

Nearly half the organizations in the sector (45 per cent) are planning to increase hiring in 2015, while almost one-third of organizations are not planning to increase their hiring targets. The companies are targeting the junior-level positions the most, with close to 45 per cent to be filled through campus hiring by visiting an average of 20 institutes. Interestingly, however, more than 70 per cent of organizations do not have a dedicated team for campus hiring. While sourcing and screening are in-house activities, background checks are outsourced. Organizations in the IT sector are looking at RPO for budget allocation next year across all levels. Employee referrals (71 per cent) and online job portals (53 per cent) are the most preferred sourcing channels. However, only 7 per cent of organizations report more than 90 per cent selection ratio for both these channels. About 65 per cent report their hiring methods to be predictive of performance on the job.

Pharmaceutical

A massive 83 per cent of organizations report that they will increase hiring in 2015, with companies looking to fill in at least 82 per cent of the junior positions. Less than 15 per cent of the position will be filled at the mid-level, while less than 10 per cent will be looked at for senior positions. Majority of the senior positions will be filled internally. Organizations in the pharma sector are looking to increase budget allocation on assessments, social media and technology in the coming year. Online job portals and employee referrals are the most preferred sourcing channels. However, only 25 per cent of the organizations report more than 90 per cent selection ratio for both these channels. The selection tools that these organizations employ are functional interviews, psychometric assessments, competency-based assessments and background checks. Time to hire, cost per hire and time to offer is the most important hiring metrics.

In conclusion, in the coming year, organizations may need to refine their hiring practices to answer scalability predictability and talent screening challenges. 

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The future of leadership in India

According to data from a Nelson and Cohen study, India will witness a sea change in leadership development as Millennials take on ever increasing roles in leadership

By Ed Cohen and Pris Nelson



How do you see the role of leadership changing in the next 10 years, especially in India? If the results of the Most Admired Leaders Survey are any indication, then we need to prepare for a sea change across industries. According to a majority of respondents in the survey, there will be major changes in how leaders lead across India and how technology will play a major role in it. Only a few, less than 4 per cent, indicated there would be no change.

The Most Admired Leaders Survey was conducted in the period between the months of January 2015 and April 2015. It received 2,800 responses from business professionals across all four generations in the workforce, who were born in 122 countries. The results were analysed and compiled in a global report called 'Leadership Traits Insights for Today, Pathway to the Future'. About 710 business professionals took the survey in India, which is about 25 per cent of the total number of global participants. Currently, 74.8 per cent live in India, followed by the US, UAE, Singapore and Australia. (See Figure 1: Distribution of respondents by country)

The results were then further divided into generations (Figure 2: Where do they live now?), including Millennials who were born between 1980 and 2000, Gen-X'ers born from 1965 to 1979, Baby Boomers born between 1946 and 1964, and Industrialists born between 1924 and 1945. The highest response came from Gen X'ers followed by Millennials.

Industrialists (who were born between 1925 and 1945) have travelled the most, followed by each of the younger generations. The average across India is eight countries (same as the average for the whole of Asia). By comparison, Europeans have travelled the

Figure 1: Distribution of respondents by country

COUNTRY	RESPONSE	PERCENT
▶ INDIA	* 531	📍 74.8%
▶ UNITED STATES	* 104	📍 14.6%
▶ UNITED ARAB EMIRATES	* 13	📍 1.8%
▶ SINGAPORE	* 10	📍 1.4%
▶ AUSTRALIA	* 9	📍 1.3%
▶ UNITED KINGDOM	* 8	📍 1.1%
▶ CANADA	* 7	📍 1.0%
▶ MALAYSIA	* 4	📍 0.6%
▶ QATAR	* 3	📍 0.4%
▶ SOUTH AFRICA	* 3	📍 0.4%
▶ NEW ZEALAND	* 2	📍 0.3%
▶ SAUDI ARABIA	* 2	📍 0.3%
▶ FRANCE	* 1	📍 0.1%
▶ CHINA	* 1	📍 0.1%
▶ GERMANY	* 1	📍 0.1%
▶ JAPAN	* 1	📍 0.1%
▶ KENYA	* 1	📍 0.1%
▶ KOREA, SOUTH	* 1	📍 0.1%
▶ KUWAIT	* 1	📍 0.1%
▶ MAURITIUS	* 1	📍 0.1%
▶ NETHERLANDS	* 1	📍 0.1%
▶ OMAN	* 1	📍 0.1%
▶ SPAIN	* 1	📍 0.1%
▶ SWEDEN	* 1	📍 0.1%
▶ SWITZERLAND	* 1	📍 0.1%
▶ TOGO	* 1	📍 0.1%
TOTAL	* 710	📍 100%

Figure 2:
Where do they
live now?



Leaders will need to be more facilitative and concentrate on collaboration, as well as be innovative and transformative

COUNTRY	MILLENNIAL	GEN-X	BABY BOOMER	INDUSTRIAL	RESPONSE	PERCENT
	BETWEEN 1980 & 2000	BETWEEN 1965 & 1979	BETWEEN 1946 & 1964	BETWEEN 1925 & 1945		
▶ INDIA	153	282	91	5	531	74.8%
▶ UNITED STATES	29	61	11	3	104	14.6%
▶ UNITED ARAB EMIRATES	3	9	1		13	1.8%
▶ SINGAPORE	4	6			10	1.4%
▶ AUSTRALIA	4	4	1		9	1.3%
▶ UNITED KINGDOM	2	5	1		8	1.1%
▶ CANADA	2	4	1		7	1.0%
▶ MALAYSIA	2	2			4	0.6%
▶ QATAR	3				3	0.4%
▶ SOUTH AFRICA	1	2			3	0.3%
▶ NEW ZEALAND	1	1			2	0.3%
▶ SAUDI ARABIA		2			2	0.1%
▶ FRANCE	1				1	0.1%
▶ CHINA			1		1	0.1%
▶ GERMANY		1			1	0.1%
▶ JAPAN	1				1	0.1%
▶ KENYA		1			1	0.1%
▶ KOREA, SOUTH		1			1	0.1%
▶ KUWAIT	1				1	0.1%
▶ MAURITIUS		1			1	0.1%
▶ NETHERLANDS	1				1	0.1%
▶ OMAN		1			1	0.1%
▶ SPAIN		1			1	0.1%
▶ SWEDEN	1				1	0.1%
▶ SWITZERLAND		1			1	0.1%
▶ TOGO			1		1	0.1%
TOTAL	209	385	108	8	710	1

most to an average of 17 countries, and North Americans have travelled to an average of 12. Let's take a look at the thoughts from each generation:

Industrialists will no longer be in the workforce

The youngest being close to 70, most have left the workforce. The six industrialists who responded indicated leaders will need to be more tech savvy and agile. They will need to shift from being personality-focused to character-focused. One sage member of the group wrote, "Leadership will transform from what it is today to spiritually awakened, globally oriented, and environmentally conscious" in the next 10 years.

Baby Boomers, most would have exited

A response representing the essence of the Baby Boomer's message was, "With accelerated changes in technology leading to socio-cultural transformations, leaders must be bold and imaginative to perceive changing aspirations of people to channelize energies in the right direction." A frequency word cloud of Baby Boomer responses illustrates clearly that diversity innovation, global, leading changes, being tech-driven, and collaborative are the top of mind focus for the future. According to Baby Boomers, born between 1946 and 1964, who will be between the ages of 61 and 79 in 10 years (in other words most of them will have exited the

Indian workforce), being successful globally means embracing cultural diversity not just within India where many called out generational diversity and gender as important, it also means embracing the diversity that is coming to India to do business.

Boomers also believe leaders will need to concentrate on being innovative in order to keep up with the competition that will come about, some of which is only emerging today such as the impact of robotics on the IT services industry. They see significant changes coming about and from this perspective mentioned changes in government controls, changing generations, technology driven work and enhanced communication that will require outstanding change leaders.

Gen X will be the most tenured generation in the workforce

We asked Gautam Bhushan, Managing Partner with LearnTalent, an integrated learning and talent development solutions company, to review the results for India and share his opinion. Gautam told us, "With the proliferation of information and avenues for access to knowledge, the time has come to prepare the next generation of our leaders and encapsulate years of wisdom into ways in which learning is imparted being carefully cognizant of declining attention spans. This is an opportunity to build an inspiring vision for the future of our teams."



Millennials believe leaders will need to be futuristic and strategic, while at the same time paying attention to both profits and contributions to society

Generation X was never given a fancy name like the other generations. That said, there is nothing bland about their forecast for leadership in the future. Born between 1965 and 1979, X'ers will range in age from 46 to 60 years old in ten years. While the Industrialists will be completely out of the workforce as well as most of the Baby Boomers, this generation will be the top of their careers. Their focus on leadership is similar in some areas to earlier generations and dramatically different in others. They view leadership as becoming far more people-oriented and culturally diverse and predict that leaders will need to be more facilitative and concentrate on collaboration, managing teams, being global as well as innovative and transformative.

As digital immigrants who were introduced to technology in schools, they expect all leaders will be tech-savvy, and see leaders being more authentic and valuing interdependence over being independent. They highlighted the need to be futuristic and visionary, leading from the front rather than sitting in the ivory tower. This generation also expects leaders to be entrepreneurial and competent while maintaining high levels of transparency and ethical behaviour. This will result in a sea change across India from the command and control, primarily patriarchal leadership model in place today to a more collaborative, shared leadership model

that is certain to take many outside their comfort zones.

Millennials will be the game changers

Born between 1980 and 1999, Millennials are the true digital natives. While it's true that the internet did not come about until 1994 and, in fact, did not reach most homes in India until the turn of the century, these professionals are the most tech-savvy generation in the workforce. They were introduced to Facebook and other social forms of communication from a very young age. By 2025, the Millennials will be fully in the workforce and the next generation will already be joining them. However, they will no longer be the youngest generation; in ten years, they will range in age from 25 to 45 years old.


They view themselves as being much more global than previous generations even though they have travelled the least. This is primarily because today there are more people conducting businesses in India than ever before. Without ever leaving India, young professionals are exposed to people from around the world in their day to day jobs and on the Internet. The Millennials who will enter the workforce over the next ten years will not only be tech-savvy, they will be social media savvy. This is made clearer by some visible shifts in their terminology. Rather than indicating lea-

ders will need to be tech-savvy, Millennials across India coalesce around the term, digitally-savvy.

Millennials also believe being people-oriented will be critical and that relationships will be a determinant of success more than performance. According to one Millennial, "the role will become much more dynamic as we continue to shift in our VUCA (volatile, uncertain, complex, and ambiguous) world. Leaders will have to balance managing cultural diversity, leading virtual teams, being digitally confident and innovative as well as agile, innovative, flexible and able to work with diverse people. Forward looking leaders will also mentor and coach others to inspire the younger generations."

Undoubtedly, they expect the workforce to be diverse, virtual and influenced by social media. They believe leaders will need to be futuristic and strategic while at the same time paying attention to both profits and contribution to society. Similar to the previous generations, they also believe leaders will need to be innovative. Many cited significantly more competition for talent and customers. When you look at the word "Cloud", you can see a shift in focus from being business-savvy to being people-oriented. This is demonstrated by their use of terms like team-building, flexible diversity, supportive, connected, open, motivational, and inclusive. Many Millennials also indicated they believe leaders will recognize the true value of the people who work for them and treat them much better than leaders do today.

Information to Action

The data, from the Nelson and Cohen study, reveals that India will witness a sea change as the Millennials take on ever increasing roles in leadership. As baby boomers exit and Gen X takes over, leadership will shift towards being more people-oriented with far greater value being placed on diversity, inclusivity, transparency and people skills than in previous generations. Most, if not all of Indian organizations as one survey participant told us, "will emerge from centuries of male-dominated, patriarchal leadership to a much more collaborative and shared leadership." Only time will tell if these predicted shifts will take hold to form a new style of leadership. 

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Encouraging, Enabling and Engaging HiPos

Talent shortage has put the focus on HiPos, but are organizations doing enough to create diverse, customized and transparent HiPo culture?

By Anu Babu Kurian

Globally, 38 per cent of employers are having difficulty filling jobs this year. India is among the top six countries along with Japan, Hong Kong, Romania, Brazil and Peru that is experiencing this difficulty. Only 18 per cent of Indian organizations feel they have ample leadership pipeline to cover their needs, according to a Right Management study.

With the shortage of talent, the demand for high potential employees has also risen. High Potential (HiPo) leaders are those individuals who demonstrate the ability and willingness to lead the ownership of responsibilities that are above and beyond their current positions. However, data suggests that less than 30 per cent of current high performing managers are also high potentials leaders.

This alarming data shows that a serious rethinking is required to understand and see what needs to be done to tweak the HiPo programs. For the third year running, People Matters partnered with Right Management to launch the HiPo Week 2015. While the 1st year covered the initial stages of HiPo programs — from identification and nomination to development and measurement, the 2nd year analyzed the opinions and perspectives of the stakeholders — the CEOs, CHROs, program leaders and HiPos themselves.

This year, the HiPo week aimed at understanding how organizations are designing and customizing their HiPo programs to define career opportunities for today's demographically diverse high potential talent; and preparing them today to become the leaders of tomorrow.

But first, let's look at in detail on what makes a HiPo stand out among employees.

Differentiated performance: A HiPo provides value to the organization beyond the specified domain. The perception about HiPos is very high among other employees. The difference between a HiPo and a high performer is that a HiPo constitutes the future talent pipeline.

Career-driven: HiPos are more focused and driven by business growth, and less focused on what's the value system or the leadership style. HiPos are engaged with work only if it directly relates to the organization's growth story.

Result oriented: HiPos are result-oriented and outcome-oriented and not reason-oriented. A HiPo should also be able to align with the organization's strategy & goals, and demonstrate the prescribed goals & behaviors. The prescribed formula for a HiPo is RVCA—Result, Values, Competency, Attitude; and in order to

manage VUCA, organizations will need HiPos with RVCA.

Aspiration & Agility: It is important for HiPos to have the aspiration along with the ability and engagement to stand out among their peers. HiPos need to be agile in terms of learning, accepting changes and bringing in results.

New-age workplaces

The key to creating a new-age workplace for HiPos is diversity. The DNA of a HiPo talent pool must have three basic ingredients — career drive and aspiration, agility and organizational confidence, and work performance. Once an employee is identified as a HiPo, then diversity in the talent pool must be sought after; diversity not just in terms of gender, race, culture, age or tenure of employees, but also through varied HiPo careers. Cross-functional experiences, global exposures, coaching and mentoring mark diversity in HiPo careers. The richness of these experiences underlines whether the employee will continue to be a HiPo employee or not.

the above as challenges when identifying a diverse HiPo talent pool.

Need for development: HiPos want and seek diverse careers. Hence, there is a need for organizations to expose them to new initiatives. Krish Shankar, HR Head, Indian sub-continent, Philips, said that organizations falter in giving HiPos a differentiated experience. Stretching them by giving them different projects and job responsibilities and pushing them translates their potential into results. They may not always be a part of their defined career paths, but this is where their real development lies, which eventually results in the organization's success. This is where the role of HR becomes important in aligning career paths and diverse responsibilities. HiPos need to be coached and mentored by senior and external partners as part of the development process. Organizations need to be patient as it takes about two-three years to develop a diverse HiPo talent pool.

It is important to certify what competencies you look for in a HiPo as it is far more expensive to retain your HiPos.

Failure to select varied HiPos leads to homogenous talent pools. A similarity in thinking and personality is a roadblock for creativity, innovation and leadership

Diversity brings traits such as employee engagement, community engagement and innovation to the table. Its significance increases when identifying and selecting HiPos. "Failure to select varied HiPos leads to homogenous talent pools. A similarity in thinking and personality is a roadblock for creativity, innovation and leadership and it eventually hampers organization's growth," says Divya Jain, Associate Vice President, Right Management. Homogeneity in HiPo talent pool is not ideal for organizations in the long run, she added.

The main challenges that are encountered while identifying diverse set of HiPos are:

Mistaken identity: According to a Right Management Study, 32 per cent of the respondents cited outdated success profiles as the reason for not identifying HiPos. About 12 per cent said high performers are mistaken for high potential employees, while 8 per cent said the single criteria used for identifying HiPos from diverse background is a challenge. However, a whopping 48 per cent cited one or more of

How millennials think and act is very different and hence organizations need to be cognizant of this when they draft their HiPo programs. For HiPos today, their careers define them and they take pride in the work they do.

Customizing the career map: Like Prashant Pandey, Vice President, Right Management says, "The journey of a HiPo does not end after being identified; it has just started," organizations need to clearly establish an open line of communication between the stakeholders and the HiPos at every stage of the development. While breaking the news to nominated HiPos, it is important to inform them about what the program entails and also ensuring all the stakeholders are aligned. Dialogue with the manager becomes key in balancing current and future roles and ensuring clarity in career aspirations. In today's dynamic environment, HiPos need to be flexible and adaptable, especially where career aspirations and development goals are involved. Kulbir Ahuja, Executive Coach, Right Management, says, "A HiPo program doesn't come with an



The elements of building a high potential culture are effective and transparent processes, conducive organizational climate, leadership capability, and sustained communication

assurance of success. It can only enhance opportunities that come in a HiPo's way. But it is the HiPo's prerogative to grab them and make success out of these." The patience to seize these opportunities can ameliorate the retention rate of HiPos as well.

Organizations also need to stop adopting the one-size-fits-all approach when it comes to the career development of HiPos. Methodologies that worked for Baby Boomers or Gen X or Gen Y won't work for the current generation comprising mainly of millennials. In fact, in most organizations, managers are ill equipped to handle career development discussions in performance management processes. Career management has to be a tripartite talk between the organization, employee and the leaders. Another problem that HiPos encounter are that career paths are not defined properly and not aligned to the organization's strategy. It needs to take into account the organization's perspective, talent priorities and strategic business goals and vision. For HiPos, the career paths have to be systematic, dynamic and sustainable.

According to SV Nathan, Senior Director and CTO, Deloitte India, "HiPos career aspirations are tied to their causes, not their companies; and companies

will have to understand their causes. A high potential employee is one who demonstrates superior performance in his domain to shift the baselines for others to follow. Organizations don't remain hostage to such high potentials as they set the standards and then move on. But a huge gap exists as organizations invest in outside talent rather than believing in their own talent." HiPos are interested in career conversations and not performance conversations. Hence, organizations that have a career development based culture versus a role-focused culture are six times more likely to succeed.

Leading the leader

It is essential for organizations to build a favorable HiPo culture. Only 1 in 7 high performers is a high potential employee. The elements of building a high potential culture are effective and transparent processes, conducive organizational climate, leadership capability, and sustained communication. However, only 40 per cent of the senior managers see a connection between investing in talent management and business impact. Deloitte's Nathan puts it rather succinctly in one of his tweets, "HiPos typically expect their bosses to be compasses and not the GPS." If organizations have to

engage and retain HiPos, they need to change the lens from "tenure to potential, from induction to invigoration, and from prescription to evocation."

HiPos expect a lot from their leaders. Explaining this, Gurpreet Bajaj, Executive Manager - Human Resources at American College of Middle East, says that there is an urgent need for transparency in career projection and it has to be done realistically. HiPos expect their leaders to provide "trust to deliver, freedom to experiment, sponsor advancement and not feel threatened".

Nearly 81 per cent of HiPos expect accelerated career progression, and if not provided by their organizations, at least 1 in 3 has an alternative career plan. Companies with a greater career management focus were found to be 50 per cent more productive. Shakun Khanna, Country Head India, Right Management, sums it up perfectly. "HiPos want an opportunity to unleash their potential by learning through experiences, success and mistakes."

Today, the organizational paradigm is changing from finding the right talent to critical positions. Once organizations have identified these critical positions, they then identify the critical talent for present and then the future leaders. This is because when it comes to HiPos, all things move into an unrealistic paradigm where the expectations are huge. Hence, succession mapping is also done in mapping those critical positions.

It has been well established that a high potential is a highly aspirational person. It is the duty of the organization to ensure that the HiPo programs are able to utilize the individual excellence of the HiPos rather than being person-centric. Otherwise, the program will become high maintenance beyond a point. HiPos should eventually benefit the organization and not just the person. 🧠



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PARTNERS: Aon Hewitt, Talview, Mancor Consulting and Great Lakes Institute of Management

Talent Acquisition, which was earlier a sub-function of HR fraternity is evolving and creating a niche segment. Leading HR experts and leaders got together to share thoughts and discuss this evolving function and the future it holds at the TA Leadership League half day conclave which was held in Bangalore recently. The event focused on getting the best HR leaders from across industries together such as those from IT Pharmaceutical or the ITES industry. Among the various speakers, Praveen Kamath, Global Head for Talent Transformation with Wipro BPS,

had some great success stories to share on Talent Acquisition marketing. He stressed on the fact that the quality of hires, communication, data, IJP & social recruiting are the five anchors that are crucial for Talent Acquisition to move ahead. There was also a session with the team from Talview on how mobiles can change the way one recruits. Is Mobile going to bring in the evolution in recruitment? Basis the survey done by this team, 90 per cent of people believed that mobile will improve hiring. Apparently there are 382 million smart phone users and 48 per cent among them are below the age of 25 years. Also, 70 per cent of the internet traffic is generated through a smart phone. The session concluded with interesting insights on job portals, HR technology and the like.

(By Karthik Raghunath - Talent Acquisition Specialist - Nike India/Srilanka)



Saptarshi Bhattacharya, Head-Talent Acquisition & HR Analytics at Bajaj Allianz General Insurance Co. Ltd delivering a session

Redefining the quality of hire

EVENT: Talent Acquisition Conclave
ORGANIZED BY: People Matters
EVENT THEME: Helping recruiters redefine the quality of hire
PARTNER: Career Builder, Pearson TalentLens, Jaipuria Institute of Management, HackerRank and AuthBridge

Careerbuilder and People Matters recently held the Talent Acquisition Conclave (TAC), 2015 in Mumbai. The day-long event touched upon important issues of HR such as the future of recruitment technology, empowering big data the big way, recruitment ecosphere, employer branding and employee value proposition, understanding the recruitment jargons, engaging campus talent the social way and so on. Few of the speakers included Judhajit Das, Chief-Human Resource, ICICI Prudential Life Insurance, Dr Raju Mistry, Group Head Talent Staffing, Aditya Birla Management Corporation, Sandhya Chaudhary, Senior Vice President - Human Capital Reporting & Analytics, Citigroup, Sanjeev Dixit, Chief People Officer, Allied Blenders & Distillers, Sudeep K, Head



Left to Right - Sanjeev Dixit, Chief People Officer, Allied Blenders & Distillers, Dr. Raju Mistry, Group Head Talent Staffing, Aditya Birla Management Corporation, Ester Martinez, Editor-in-Chief & CEO, People Matters Media (Moderator), Sandhya Chaudhary, Senior Vice President - Human Capital Reporting & Analytics, Citigroup, Sudeep K, Head Talent Acquisition - India, Tata Consultancy Services

Talent Acquisition - India, Tata Consultancy Services, Ajay Trehan, Founder and CEO, AuthBridge, Harishankaran K, Co-founder, HackerRank, Shashir Shetty, National Sales Manager, Pearson TalentLens India, Sanchayan Paul, AVP & Head of Talent Acquisition, Vodafone India, Dr. M. Ashraf Rizvi, Professor and Director, Jaipuria Institute of Management and Premlesh Machama, Managing Director - India, CareerBuilder. Some of the other topics that were addressed were how social hiring can be leveraged beyond LinkedIn, Twitter and Facebook and how can predictive analysis help you improve your odds of great quality hires.

Coaching differently- The Gen XYZ or the digitally born

EVENT: L&D Leadership League Masterclass

ORGANIZED BY: People Matters

EVENT THEME: Generational cohorts

PARTNERS: Center for Creative Leadership, Pearson TalentLens, SumTotal Systems, a Skillsoft company, Great Lakes Institute of Management

One of the factors that influences an employee's perception of work is the generation in which they were born. The workforce today is made up of distinct generational cohorts. The term generational cohort refers to people born in the same general time span who share key life experiences, which include demographic trends, historical events, public heroes, entertainment pastimes, and early work experiences. Gautam

Srivastava, Head Learning & Talent Development, Max Life Insurance, recently conducted an L&D Leadership League 30 Mins Masterclass, which focused on the following topics:

- As a Manager do I need to adopt different styles for coaching my subordinates from different age groups?
- How can we understand different values, motivators and drivers of my people?
- How can we meet this challenge and prepare myself for developing a leadership pipeline?

Gautam who has more than 18 years of experience in Talent Management, Succession Planning and Leadership Development brought to the table some interesting pointers on coaching millennials the right way.

Upcoming Events

15th September

EVENT NAME: TA Leadership League Half Day Conclave, Gurgaon Chapter

ORGANIZER: People Matters

VENUE: Gurgaon

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

PARTNERS: Aon Hewitt, Talview, Mancor Consulting and Great Lakes Institute of Management

23rd September

EVENT NAME: TA Leadership League Masterclass

ORGANIZER: People Matters

VENUE: Online

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

PARTNERS: Aon Hewitt, Talview, Mancor Consulting and Great Lakes Institute of Management



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Jobs of the week



Williams Lea India Private Limited
Associate HRSS
Location: Cochin / Kochi / Ernakulam
Job ID: 17268661
Description: Handling the employee data management – like new hire, job data changes – includes promotion, salary changes, sickness and absence management, personal data changes etc.



Synergy HRD Consultant Private Limited
(GM/VP) Plant HR/ IR Head-MP
Location: Sagar
Job ID: 17204181
Description: Head complete IR, ER & Administration activities for the company. Develop and Drive strategies related to IR and ER for the concerned plant.



Adroit Learning and Manpower Private Limited
Corporate HR - Head
Location: Mumbai
Job ID: 17193690
Description: To provide Human Resource support To corporate internal customers, with an emphasis upon Compensation & Benefits.



Talent Corner Hr Services Pvt. Ltd.
VP - HR
Location: Mumbai
Job ID: 17140803
Description: Develops organization strategies by identifying & researching human resources issues; contributing information, analysis, & recommendations to organization strategic etc.



Pathfinder Management Consulting (India) Ltd
Talent AND Resource Manager
Location: Bengaluru / Bangalore
Job ID: 17256102
Description: The candidates must have experience both in Talent Management as well as Resource Management.



Acculogix Software Solutions Private Limited
Team Lead-Recruitment
Location: Bengaluru / Bangalore
Job ID: 17225573
Description: Looking for Team Lead-(IT Recruitment) for fulfilling our IT talent needs, Must have experience in client relationship.



Panzer Technologies
Asst.HR Manager
Location: Hyderabad / Secunderabad
Job ID: 17230264
Description: Exposure to HR Generalist activities, including a demonstrated ability to provide HR consultation to managers and employees on HR issues regarding employee relations, etc.



Quotient Consultancy
HR Manager
Location: Mumbai
Job ID: 17131582
Description: Minimum 8 to 10 years experience in HR management in hospitality sector. (Star rated hotels, reputed chain of restaurants or Corporate catering enterprises.)



*Winner in Online Job Category,
Survey of 18,000 people by Nielsen

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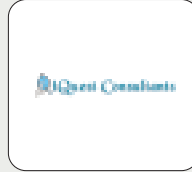
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Jobs of the week



Mindtree Limited
Human Resource Manager
Location: Bengaluru / Bangalore
Job ID: 17137463
Description: Advise leadership / trainers on a variety of matters including employee performance, disciplinary and grievance matters, flexible working arrangements, new initiatives etc.



iQuest Management Consultants Pvt. Ltd.
Senior Recruiter
Location: Pune
Job ID: 17273108
Description: Recruitment exp. preferred in Automobiles &/or Manufacturing sectors (min 2 years), Excellent exposure to sourcing & screening the profiles.



HR House
HR Generalist / HR Admin
Location: Bhopal, Bhubaneswar
Job ID: 16667282
Description: Candidate with Good Communication skills required.



Sukhvarsha Management Services Pvt Ltd.
Manager - HR
Location: Daman
Job ID: 15989651
Description: Implement HR strategies, adapting them as needed to meet the Daman plants needs & comply with Indian legislation & in accordance with Company procedures & controls.



TIBCO Software India Private Limited
HR Generalist -- Employee Engagement & Training
Location: Pune
Job ID: 17253720
Description: Planning & Implementation of all HR engagement activities at all locations across India.



Persistent Systems Limited
Talent Acquisition Manager
Location: Bengaluru / Bangalore
Job ID: 17179428
Description: You will be accountable for delivery on QTC Model - QUALITY hire in TIME at minimum COST.

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Q & A

Can I have it all?

Anuranjita Kumar, Managing Director, Chief Human Resources Officer at Citi South Asia talks about her life experiences and her book 'Can I have it all' & what effects she hopes it will have on the corporate landscape | **By Anu Babu Kurian**



C'an I Have it All?' captures Anuranjita Kumar's experiences of traversing the global corporate leadership journey through the eyes of an Indian woman from a small town. It is a narrative of her personal experiences and observations as a woman leader in a complex, global corporate environment. It encompasses the variety of dilemmas and challenges that women face through various stages of their lives such as education, marriage, maternity and mobility as they aim to strike it big in the corporate world! Using real-life anecdotes of her experiences across the globe in the corporate world, it aims to provide women the courage to move forward and challenge paradigms that create a hindrance in furthering their careers. The book will be published by Bloomsbury Publishers and will be out in the bookstores soon.

Q What led you to pen down the book 'Can I have it all?' Tell me about your experience of working on the same.

A Sometimes women are not able to fully realize their potential as they get bogged down with day-to-day challenges or issues. A lot of women tend to get caught up in the crossroads of caregiving, marriage, and mobility. As a result, women leave the corporate workforce much faster, especially at the mid- or senior-levels. I started writing the book first as a journal sometime in December. The idea was to share similar challenges that we women face and pen down the different experiences that we have had and how we navigated those challenges irrespective of whether they made us successful or not. In the early days, I attended a lot of forums and did some work around the whole

The idea was to share similar challenges that women face and pen down the different experiences, challenges, and how we navigated through those, irrespective of whether they made us successful or not

gender diversity field by reaching out to the larger audience.

When I started writing, it was a 50-60 page document which eventually increased to a 200-page document. That is when I started talking to colleagues to get it published so that it reached a larger audience. The whole narrative is not very prescriptive and can be applied across culture, gender or age. It talks about how women can manage senior stakeholders while handling the workplace politics successfully. My story is a reference book for anyone who wishes to learn what constitutes the leadership journey and obviously there are more observations about what women encounter in their careers and personal lives; along with how they can probably leverage learning out of other women's journey. There are a lot of stories in the market about how some senior women made it to the top. My idea was to reach out to some very simple and ordinary women, who are just starting out, and write about how they go about it. These women don't have any mentor backing them and don't come from privileged backgrounds. They also do not have any kind of support system in the corporate world. Writing the raw material wasn't a big issue, but editing work on the book took three-and-a-half months.

Q You've used real-life anecdotes in your book. What's the inspiration behind that? Can you cite one or two anecdotes?

A We learn more effectively through stories as we can relate to them. I wanted to send out the right message through the book and I felt that sharing anecdotes was the best way to illustrate that. A lot of real-life incidents have been cited in the book and the people who were part of those experiences will probably understand it when they read it. The book celebrates not just successes, but also failures because failures – it is here that your learning comes from. Coming to your second question on what kind of anecdotes I have used in the book, let me illustrate with one instance: Often, people asked me how I travelled Delhi-London and Delhi-Mumbai for a long period of time. It required both the mindset and the discipline. But, there was a moment in time when everything started to crumble. One evening, when I started to pack my bags to go back to London, my seven-year-old son looked at me with teary eyes and said, "Mama, I'm getting a really bad feeling in my heart" and it was one of those moments when you started to question what you are doing. When I talked about it to my husband, he said, "Guess what? He does the same thing to me. So, don't feel bad about it. He will be fine tomorrow." The next day, my son was fine. What I learned was that there is a separation anxiety when you leave a loved one for a short period of time, but this could have happened even if I was in India or overseas with him. I think as mothers, we tend to take it more personally and feel guilty about it. Today, my son says that he's glad I've not left my job.



The book celebrates not just successes, but also celebrates failures because failure is where your learning comes from

Q Through your experiences, how difficult or easy is it for a woman to traverse the global corporate leadership journey?

A I would divide the journey into three parts: Junior, mid-level and senior level. The junior phase is relatively easier. The female campus recruits are talented and are raring to go. Then, at the middle-level comes marriage, maternity and mobility. It is these three crossroads that hit the women slightly harder than they hit men. When women get married, they willingly give up work. Maternity is also a key feature that drives attrition across companies. While I think taking a short break is fine, I think women don't explore the concept of support systems enough. Hence, many women struggle to come back. There are women who like to travel the world or those who want to work but can't, and then there are women who don't want to work but have to because of financial reasons. There are also stay-at-home moms who are happy with their choices. It is the middle category, which is the largest category, where we struggle to retain these women or bring them back to work. The landscape is changing but not as fast as it should change. It is the combination of how you manage internal and external variables, and being at the top of the game will help you get where you are. Women can manage work and family if they wish to manage it.

Q What kind of effect do you think the book will have on the corporate world?

A I hope that it gives women the right level of courage and confidence that if someone like me could make it, maybe a lot of them can. The women I am looking to target are from junior to mid-level. By the time you reach senior level, if you haven't fixed some of the drivers at the beginning, it only gets tougher. For men, it is all about a partnership but they can really help in the leadership journey. 🙌

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Here is a four-step guide on how to implement an interviewing system in your organization

How good are we at interviewing people?

When it comes to buying a phone or getting a maid, we look out for references, do background checks and document checks.

However, the same rule is not applied when it comes to interviews. In many organizations, people tend to perceive interviewing as a chore. It is surprising to see recruiters and hiring managers using their own approach to interviewing without validating whether or not their interview process is effective. Interviews are the most commonly used selection tool, yet many organizations don't give it the much-needed attention. If the only hiring tool being used is an interview, and one isn't trained or the process being used is random at best, how can one be sure of making the right hiring decision every single time?

In my experience, I have seen organizations struggle with the following:

- The interview questions are not related to the job in question
- Some interviewers are structured while others just rely on their gut-feel
- While interviewers may be trained in structured interviewing, they go back to their old ways
- The job itself is vaguely defined and there is no consistent interview process

While at the organizational level the interview process itself remains ambiguous, at an individual level we each face a huge responsibility of making the right hiring decision. This task of making the right hiring decision can be daunting to many of us. However, interviewing can be a learning journey rather than an event. Here is a four-step journey to implement an interviewing system:

Formal Training: Formal training sets up your recruiters and hiring managers to collect job-relevant data about candidates by developing the skills required to evaluate and integrate the data gathered by teams of interviewers to arrive at the best decisions in a structured format.



Interviewers need opportunities to apply their new skills by participating in real-life interviews soon after training


Formal training will give the recruiters a holistic picture of how to gather candidate data ensuring we have their knowledge, experience, competencies, and personal motivators captured.

Skills Application: Interviewers need opportunities to apply their new skills by participating in real-life interviews soon after training. A study conducted by Brookdale Senior Living Solutions in 2013 of 237 hiring managers examined the impact of interviewer experience on interviewing process outcomes. In this study, interviewers who had conducted 11 or more Targeted Selection® behavioral interviews reported significantly better accuracy, efficiency, and overall comfort with the process than interviewers with less experience. Eleven interviews may

seem like a lot, but remember that this is a journey, not a race.

Feedback: Feedback opportunities, above and beyond those normally included in formal training events, are available in well-designed interviewer learning journeys. One of these is the data integration discussion that allows interviewers the chance to share, evaluate, and reach consensus on data collected. An often overlooked value of this process component is that it provides critical feedback to participants about their interview techniques. When participating interviewers share their respective data on candidates, they quickly learn what good data looks like and sounds like, and they can use peers' data to benchmark their own collection skills.

Skills Refreshment: As time passes after training and between interviews, skills deteriorate and the process gets distorted. According to the Science of Training, in just one year's time, trainees lost over 90 per cent of what they have learned. Interviewers need to brush up on the process, get some pointers, and practice before conducting subsequent interviews.

Ideally, interviewers will have multiple options from which to choose to refresh their skills: In-person practice, expert coaches, virtual practice labs, and online interactive tips. Well-designed online tools can make supporting interviewers easier. Interviewers can focus on specific areas or they can review the whole process. And with an interactive system, interviewers will receive immediate responses to verify their understanding and further strengthen their skills. A little refresher can go a long way toward getting interviewers back on course. 

ABOUT THE AUTHOR

GAVIN D'SOUZA is a Consultant with DDI India

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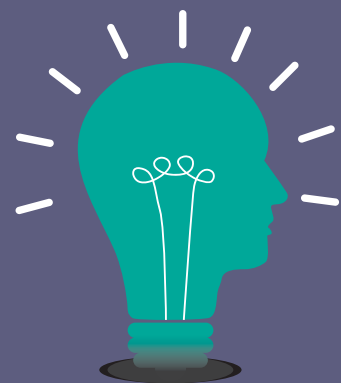
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