

people matters

BIG INTERVIEW
Stefan Ries,
Global CHRO, SAP

CareerBuilder and
People Matters
Human Capital
Trends 2015 Study

SPECIAL FEATURE
TechHR Start-ups
Driving Innovation

ROOTED IN LEARNING

*Organizations are leveraging the power of learning to drive business outcomes, engagement & cultural transformation.
Featured in this issue are progressive learning practices of the 15 L&D League Award finalists 2015*



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The Power of Learning

The digital revolution is changing everything and our business landscape is transforming rapidly: 52 per cent of Fortune companies are gone since the year 2000 and the average age of the S&P 500 company has gone down from 60 years to 12 years since 1960 – that is 500 per cent compression. It is people, and only people, who can take such disruptions and turn them into opportunities, connect the dots, innovate and make the difference between success and failure in such a dynamic and unpredictable business environment. And only the best people, the most equipped, will be able to make that level of difference. This is where the power of learning comes in. If people lever is at the center-stage of organizational success, so is learning.

The learning industry is the second largest service segment of the HR industry in India and People Matters estimates it to be Rs 9,000 crores of a total of a more-than Rs 40,000 crores HR Industry (excluding skilling). Within learning, technology investments are increasing. As per the People Matters HR Technology Study 2015, L&D technology investments are the 2nd largest growing spent in tech (59 per cent of companies are increasing their budget on tech spend in L&D, just 4 percentage points lesser than hiring – with 63 per cent of companies increasing their spent in TA technology). Organizations are realizing that the only way to scale learning, making it contextually relevant, consumable by the

adult learner when it is needed and where it is needed, can only happen via technology.

Our cover story, 'Rooted in Learning' highlights how organizations are using the power of learning to not only keep pace with the changing needs of the business but also to nurture employee engagement and building a cohesive culture. And in doing so, the CHROs and CLOs in their role of 'architects of culture' building, have an important task at hand for the learning function itself. In this year's State of the CHRO Study, published in our June issue, HR Leaders rated 'architecting the right culture' as their #1 struggle, with 68 per cent of respondents rating it in the first position. The opportunity for organizations is to have a more holistic view of learning and actually leverage its power not only for capability building, but also for change, transformation and people alignment.

As part of the cover story, we have compiled some examples of progressive companies that are breaking the rulebook when it comes to strategy and execution of learning initiatives. Some large, some small, they represent innovative approaches to solving critical business problems. The 15 best practices captured represent the finalists of the People Matters L&D League Awards, selected from a whopping 131 applications received this year from companies across India. This is the 3rd year of the L&D League Awards and we believe this community keeps raising its bar in terms of using learning as strategic means for business partnership. The winners of the Awards will be announced at the L&D League Annual Conference in Bangalore next month, on the 9th of October.

For the Big Interview this time, we have Stephen Ries, the Global CHRO and Global Board Member, SAP who shares his insights on organizational transformation and reimagining HR. The issue also has two special stories – one on TechHR Startups that are providing solutions to some major roadblocks to HR functioning & are bringing innovative approaches alongside; and a CareerBuilder & People Matters Study on Career Sites and their relevance for businesses.

We want to dedicate this issue to our mentor, friend and guide, Oscar De Mello, who passed away on the 11th of September – a man of substance who understood the essence & power of generous learning in the true sense. You will always be in our thoughts.

As always, we would be happy to hear your views, comments and suggestions regarding our stories.

Happy reading!

Esther Martinez Hernandez EDITOR-IN-CHIEF

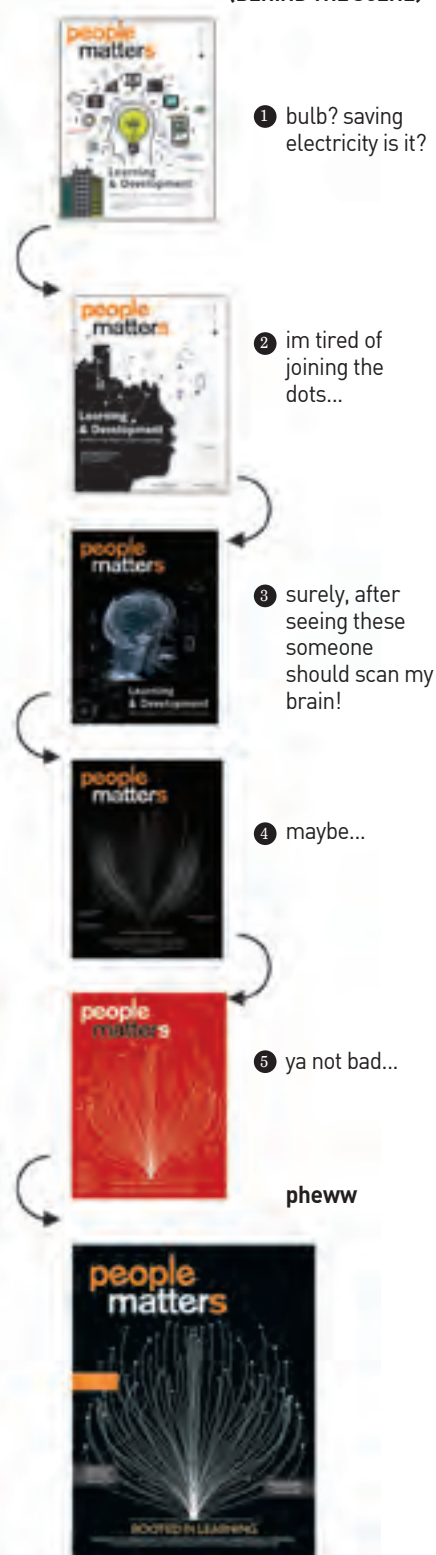
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THE COVER STORY (BEHIND THE SCENE)



THE BEST COACHES HAVE A SECRET, THEY TREAT EACH TEAM MEMBER **UNIQUELY.**



In today's fast-track DNA-age managers are constantly fire fighting to achieve more with less and more importantly answering their team member's questions on career growth, performance and development.

BlessingWhite's extensively researched programme Helping Others Succeed believes that 'off-the-shelf', 'one-size-fits-all' coaching formulas won't deliver. Coaching relationships that work reflect individualized formulas, tailored by each manager for each team member in response to the unique needs and personal motivators of each team member.

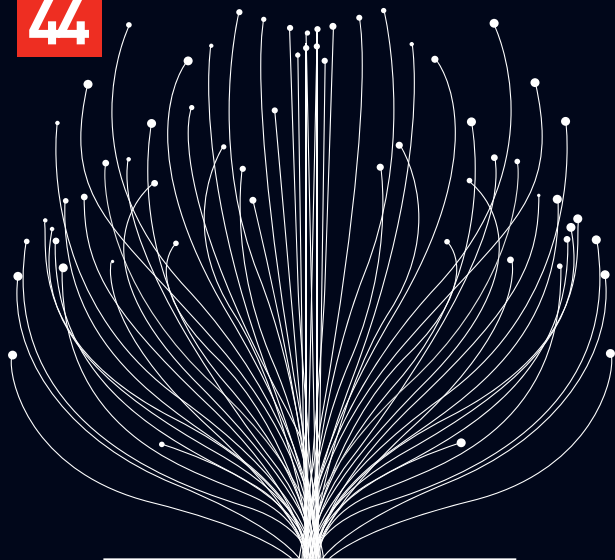
Helping Others Succeed is a systematic, ongoing process of feedback, analysis, planning and action that enables managers to establish and strengthen their coaching relationships. It takes the guesswork out of determining individual coaching preferences by engaging employees in the coaching relationship. As a result, managers are more confident and competent in doing what they know they should be doing more of - coaching, not directing their people. This ensures speedy execution of organizational strategy that managers are primarily tasked with.

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ROOTED IN LEARNING

Organizations are leveraging the power of learning to drive business outcomes, engagement & cultural transformation. Featured in this issue are progressive learning practices of the 15 L&D League Award finalists 2015.

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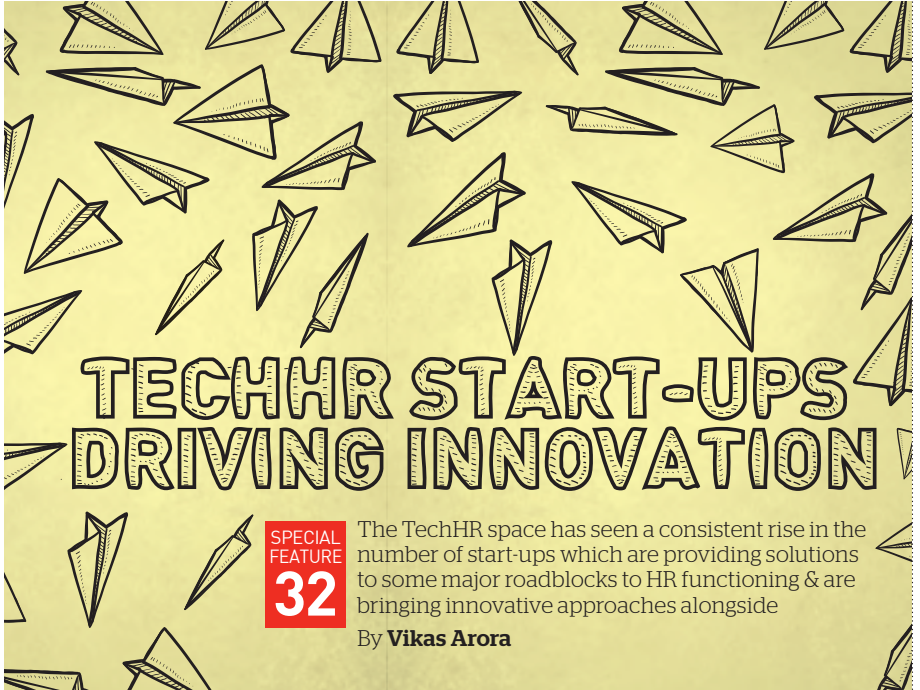
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Letters of the month



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SEPTEMBER 2015 ISSUE

Cover Story: A question of scale

It was amazing to read expert opinions on how to successfully scale organizations. There are multiple elements involved while scaling up enterprises and it was good to learn specifically about all of them – including leadership, engagement, retention, learning, talent acquisition, cultural transformation, compensation policies, learning, etc.

-ANIL PRASAD

Big Interview: Culture is key for companies

Jerry Nine's views on the role of organization culture in talent management were insightful. Besides engaging and retaining top talent, company culture is also said to be a driver of innovation. Innovation and cultural elements, in tandem, help to sustain the set of capabilities that enable companies to succeed.

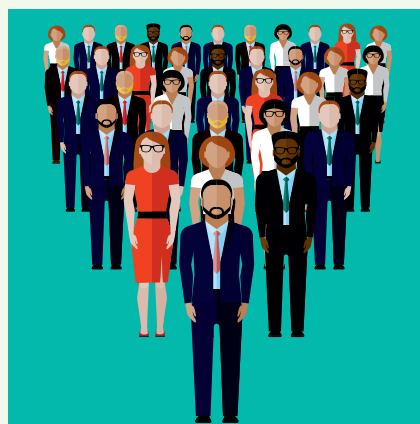
-NEHA CHAWLA

Scaling up learning

I agree that corporate universities have played a great role; but they stand before a tectonic shift. eLearning content is inconsistent across geographies especially for companies with HQ in non-English country. World is moving towards customization "to one" but corporate universities are unable to deliver on that and are still pushing for uniformity. There is backlash between global university and local business entities.

It is time corporate universities re-define their role, adopt technology trends, and work closely with local business entities while preserving the very reason for their creation. Interesting space to watch!

-BADRI RAVI



The future of leadership in India

It is a good sign that Millennials will take on "ever-increasing" leadership roles in the future in India; because organizations need to become more transparent, inclusive, and diverse, and that requires a change in the persistent leadership style. The expectation from Millennials is for them to be agents of change, and transform organizations in accordance with the upcoming needs.

-SAURABH GUPTA

Corrigendum

In "The spotlight is back with a bang" sub-section on "Tharakan Web Innovations" the correct attribution of the photograph is Avira Tharakan.

twitter

Ajay @ranoat

One key challenge to accept as a leader that scaling up would require diff set of processes compare 2 garage setup. RT @PeopleMatters2: Scaling a #startup - what are challenges encountered at #leadership stage? <http://bit.ly/1QzjXqn> #startupchallenges #scaleup

Sneha Khasgiwale @snehadas

The most authentic barometer for a young HR leader! Apply! RT @PeopleMatters2 #AreYouInTheList awards 2015 awaits a new league of aspiring #HRLeaders. Apply here if you are 26-35 yrs of age! <http://bit.ly/1UirmUJ>

Nidhi Sand @nidhisand

Interesting concept of #talent exchange networks - The age of 'Infidel' talent <http://bit.ly/1L1akkV> via @PeopleMatters2

SINGH.I.AM @rahulsingh5385

Blog: A makeover for the Head of HR <http://bit.ly/1FGYNjD> via @PeopleMatters2 would be welcome move for creating #NewWorldOfWork

Beyond Bytes @beyondbytes

#HR#startup RT @PeopleMatters2 Scaling up a #startup? It's time to consider building an #HR structure. Read on <http://bit.ly/109Vt8l> @rajeshpadm

Abhijit Bhaduri@AbhijitBhaduri

4000 Corporate Univs exist. Is that the answer? My take for @PeopleMatters2 <http://bit.ly/1J6OANC>

HRCurator @HRCurator

A question of scale <http://bit.ly/1F8a1ms> via @PeopleMatters2 #orgdev #mergers #HR

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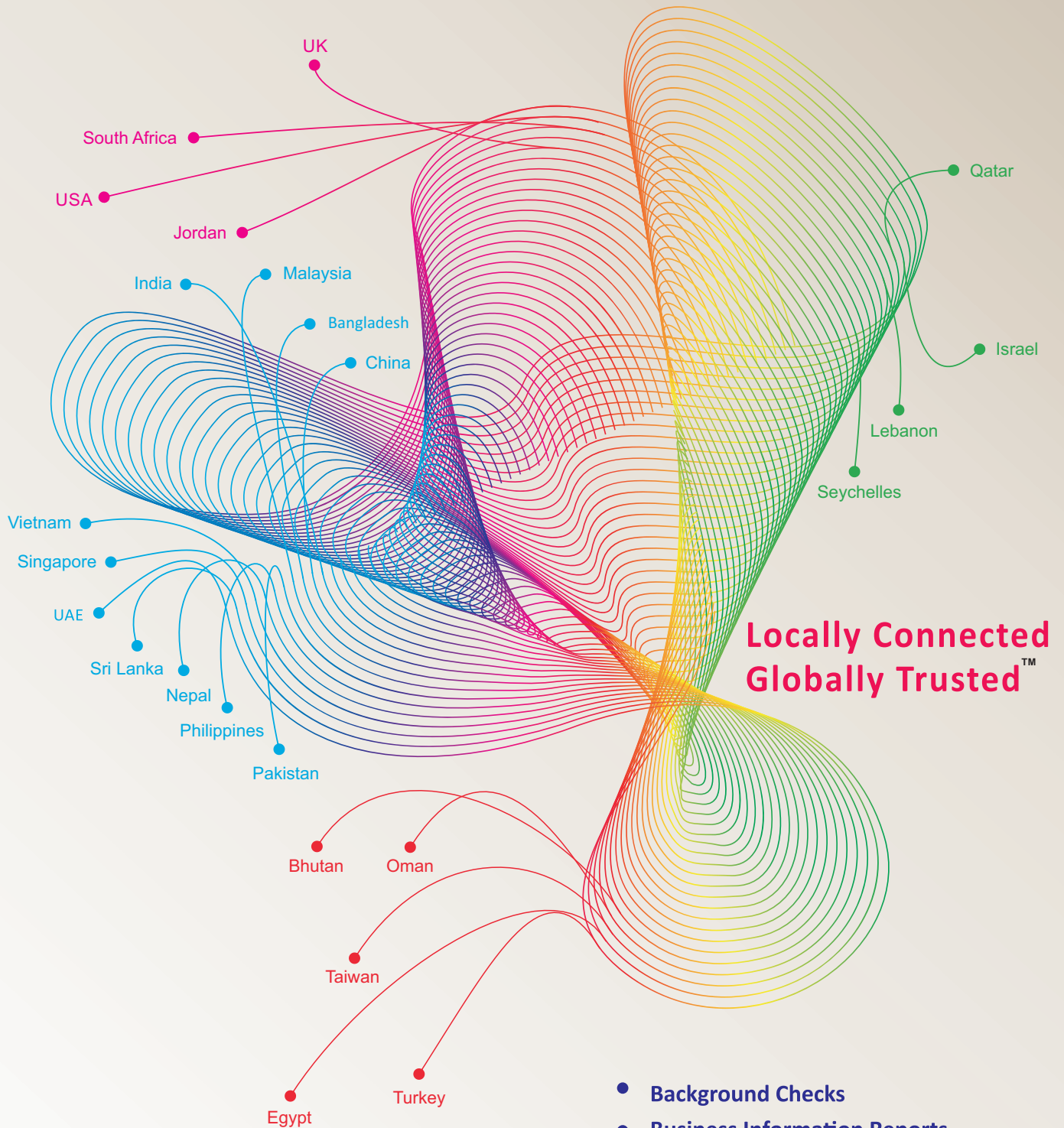
Managing a scalable recruitment agenda <http://bit.ly/1EX1GIG> via @PeopleMatters2

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IN FOCUS

Ratan Tata joins IDG Ventures India as Senior Advisor

Ratan Tata, Chairman Emeritus of Tata Sons Ltd, has joined IDG Ventures India Advisors, a technology-focused venture capital firm as a Senior Advisor as reported by LiveMint. IDG Ventures India, a part of IDG Ventures, a global network of technology venture funds with over \$6 billion under management, has invested in Indian companies such as Flipkart, Myntra, Yatra, Newgen, First Cry, Vserv, Manthan, Lenskart, Adadyn, Zivame, Hiree and NestAway. "Mr. Tata is an icon when it comes to business leadership in new-age India. His rich experience in building businesses and expanding globally from India is of immense value to our portfolio companies," said Sudhir Sethi, Founder and Chairman of IDG Ventures India Advisors, in a press statement.



TECH HIRING

Apple ramps up hiring artificial intelligence experts

A review of hiring sites and numerous sources confirm that Apple Inc. has ramped up its hiring of artificial intelligence (AI) experts, reports Live Mint. Recruiting from PhD programs, posting dozens of job listings and greatly increasing the size of its AI staff, Apple is aiming at the smartphone features market, an area long dominated by Google.



The company is currently trying to hire at least 86 more employees with expertise in the branch of artificial intelligence known as machine learning, according to a recent analysis of Apple job postings. The company has also stepped up its courtship of machine-learning PhDs, joining Google, Amazon.com Inc., Facebook Inc. and others in a fierce contest, leading academics say.

SUCCESSION PLAN

L&T's CEO succession plan to take three months

As Chief Executive Officer and Managing Director K. Venkataramanan prepares to retire this month, Larsen and Toubro Ltd (L&T), the country's largest engineering and construction company, will decide its succession plan over the next three months.

L&T will put in "a lot of thinking over the succession planning" over the next two-three months, Group Executive Chairman A.M. Naik said after the company's 70th annual general meeting. L&T had split the role of the MD and Chairman in 2012.

Government plans to make soft skills part of technical syllabus



The Modi government is rolling out an ambitious plan to top-up the existing technical syllabus across industrial training institutes with modules aimed at making them ready for the modern workplace. About 500 hours of training content on soft skills like inter-personal communication and functional English to be used for daily workplace chores, practical know-how on dealing with emergencies in work domains and most importantly, IT skills necessary to browse the iNet and social media, and operate office productivity tools are planned to be delivered.

Uber to create over 30,000 jobs in Tamil Nadu

Uber has inked a deal with the Tamil Nadu government to create over 30,000 entrepreneurial opportunities for independent driver-partners in the state. In an interview to ET, Amit Jain, President, Uber India said "Uber is pleased to announce our landmark partnership agreement with Government of Tamil Nadu to drive innovation, create tens of thousands of entrepreneurship opportunities and reliable transport options for people of this state."

With over 1.65 lakh driver entrepreneurs, Uber is present in 22 cities across India and has over 35 per cent market share. Uber was banned by the Delhi Government in the aftermath of a rape incident. There have been policy deliberations over whether Uber's business must be construed as a taxi aggregator or a technology platform provider.

CULTURE CORNER

Organizations hold sensitization programs to tackle bullying at workplace



According to a study by CareerBuilder, approximately 55 per cent of Indian employees face bullying at work. Today, organizations are initiating sensitization programs and employee helplines to tackle the issue. The cause for bullying may in part be due to a personality issue, said SV Nathan, Senior Director and Chief Talent Officer at Deloitte India. He further noted that the average workplace consists of Type A

personalities who tend to be aggressive, which can cause employees to feel like they are being bullied. Many companies like Genpact hold programs on sensitization against bullying and harassment for new joiners as part of their induction, besides continuing them at regular intervals for other employees. Ingersoll Rand India has an anonymous helpline — set up in 2013 — where employees can call to report their grievances, concerns or violations in the firm's code of conduct. Lenovo also mandates new employees to undertake mandatory training and receive code of conduct certifications.

Synechron joins list of companies relaxing dress code

Synechron is the latest in the line of companies tweaking dress codes. Infosys, Hindustan Unilever, and Lenovo are companies that recently relaxed dress codes. "Millennials believe an organization's



work, and not the attire of its employees, speaks for itself, and we've heard the opinions of many of our workers on a variety of platforms. These two reasons have prompted us to allow semiformal dressing at the workplace," said Faisal Husain, CEO and co-founder, Synechron.

INDUSTRY UPDATES

Resume fraud up by 38% in India



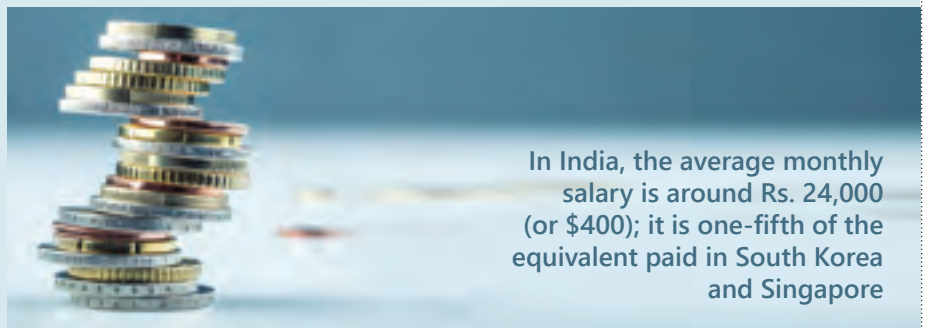
According to a report on employment background screening trends released by HireRight, the screening trends for India for April to June 2015 revealed that about 22.55 per cent of screenings conducted during that period contained a lie or discrepancy. The number comes to three out of 10 screenings. These discrepancies comprised fabrications or inaccuracies on CVs primarily related to educational, employment background and professional licenses. Surat tops the charts for the highest discrepancy rate in education at 68.09 per cent followed by Mumbai (53

per cent) and Ahmedabad (51.41 per cent) respectively. Kochi, Patna and Jaipur are the cities with the least discrepancy rates at 25 per cent, 21.43 per cent and 18.24 per cent, respectively.

Starting salaries in India amongst lowest in Asia-Pacific

A Study conducted by Towers Watson says that entry level salaries in India are among the lowest in the Asia Pacific region. In India, the average monthly salary is around Rs. 24000 (or \$400), it is one-fifth of the equivalent paid in South Korea and Singapore. "Although dependent on preva-

iling exchange rates, the findings clearly highlight India's position as a competitive and attractive workforce and talent market," said Sambhav Rakyan, Data Services Practice Leader, Asia Pacific at Towers Watson. India was ranked 9th out of the 11 top Asia Pacific economies. While wages for experienced professionals were slightly more competitive, it was still below their Asia Pacific peers. Despite the recent push in its manufacturing sector and popularity of the IT sector, an engineering manager in India earns an average salary of USD 56,530 – almost half of his Chinese counterpart (USD 112,070) and one-third of his Singaporean counterpart (USD 151,168), the report said.



In India, the average monthly salary is around Rs. 24,000 (or \$400); it is one-fifth of the equivalent paid in South Korea and Singapore



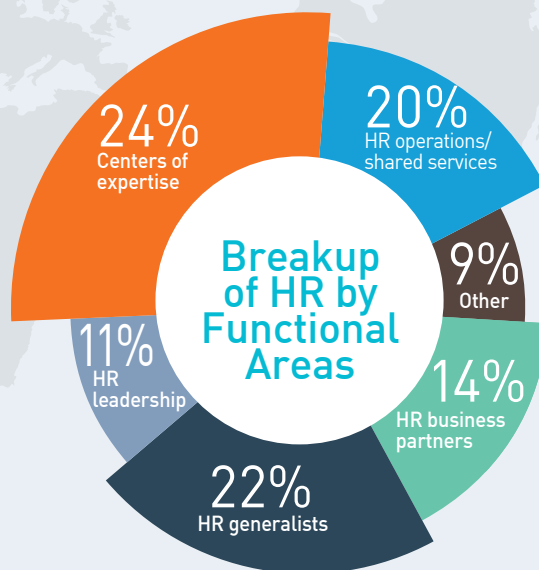
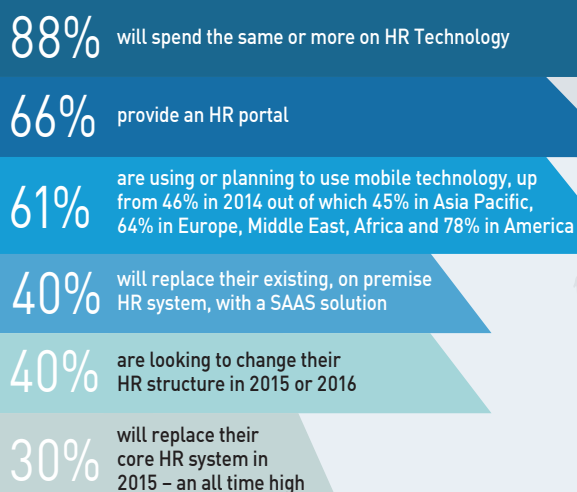
Global HR Transformation Survey 2015

The KPMG HR Transformation Survey report highlights key trends emerging from a study of HR transformation and technology goals, initiatives and outcomes at 798 organizations across 37 countries.

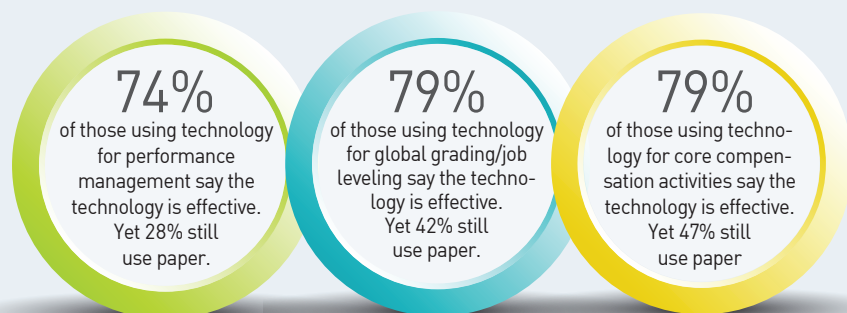


Global Highlights at a Glance

HR Technology



Operational Effectiveness



HR is constantly pulled between serving as project leader and operator. No doubt both roles are important, but higher performing HR organizations have managed to find the appropriate balance between the two, and maximized the output from each role.

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NEWSMAKER OF THE MONTH

Cyrus Mistry and his Vision 25

Cyrus Mistry, the Chairman of Tata Sons has unveiled an ambitious 10-year plan that is geared towards creating 25 companies similar to TCS. When Mistry took over as Chairman in July last year, he set fresh goals for the group which has over 100 companies out of which about 30 are publicly listed.

The 10 year plan which might be called Vision 25 has a bunch of targets to be hit in a decade. By 2025, Mistry aims for the group to be in top 25 global companies in terms of market capitalization. He also wants the conglomerate to reach out to 25 per cent of the world population. As of today, it reaches out to 900 million. By 2025, it must reach out to an estimate 2 billion, which would approximately be 25 per cent of the estimated global population of 8 billion.

The initiative will also create a pipeline of future leaders who will be mentored by multiple chief executives for up to two decades compared with one year now. The exercise is aimed at preparing potential leaders to tackle a rapidly evolving business climate as the group looks to more than double market value to \$350 billion in a decade as part of chairman Cyrus Mistry's Vision 2025.

Apart from classes on organizational behavior, behavioral economics and industrial psychology, the initiative will also aim at bringing new perspectives with interactions with painters, musicians, dancers and poets. Along with the heads of the 100-plus Tata companies, the Tata Sons core Human Resources team will also be part of the mentoring group. All potential front-runners will have one HR executive and a CEO/CXO assigned to guide them till they take over the reins at a group company.



CORPORATE LIFE

Marans highest paid corporate executives in India



According to a report by Live Mint, the promoters of Sun TV Network Ltd, Kalanithi Maran and his wife Kaveri Kalanithi are the highest paid corporate executives in India. Their take home salary was Rs. 122 crore (Rs. 61 crore each) in the year ended 31 March. While Kalanithi Maran is the Chairman and Managing Director of Asia's largest TV network, Kaveri Kalanithi is the Executive Director of the company. Despite the fact that profit has been the same at 1,434 crore, their salary rose by 2 per cent from the previous year. This is the third year in a row that Marans are on top on the corporate executive pay list.

TAKING CHARGE

DLF appoints Rajeev Talwar and Mohit Gurjal as co-CEOs

Realty major DLF announced on August 29, the appointment of two of its whole time directors Rajeev Talwar and Mohit Gurjal as co-CEOs of the company. Talwar joined DLF in 2006. He completed his masters from St. Stephens College, Delhi University and started his career as a Probationary Officer in State Bank of India. He was selected for the Indian Administrative Service in 1978 and held many important positions in central and state governments. Gurjal joined DLF in 2010. Trained to be an architect at CEPT Ahmedabad, he has extensive experience in developing real estate. Both Gurjal and Talwar were made responsible for signing all statutory and regulatory filing after the retirement of DLF's Managing Director TC Goyal on March 31.



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KISHOR KHARAT IS THE NEW MD AND CEO OF IDBI

IDBI Bank Ltd recently appointed Kishor Kharat as the company's MD and CEO. He was previously the Executive Director of Union Bank of India and had also spent 30 years at Bank of Baroda.


MITTU CHANDILYA APPOINTED AS MD OF AIRASIA INDIA

Mittu Chandilya, CEO, AirAsia India has been appointed as MD. Chandilya is the first full-time MD and CEO of the company. Tata Sons Ltd has raised its stake in AirAsia to 41.06 from 30%.


GIRISH SAHNI APPOINTED AS THE NEW CSIR CHIEF

Girish Sahni, a microbiologist and former Director of CSIR-Institute of Microbial Technology in Chandigarh, has been appointed as the new Director General of the Council of Scientific and Industrial Research.


HCL APPOINTS JACO VAN EEDEN AS DIGITAL UNIT HEAD

India's fourth largest software exporter HCL Technologies Ltd has appointed Jaco Van Eeden as its Executive Vice-President. As the head of the business, he will lead the unit's sales, delivery and product teams to further strengthen HCL's go-to market propositions.


ANKUR PRAKASH JOINS WIPRO

Wipro, India's third largest software exporter, has hired a top executive from its rival Tata Consultancy Services to head the company's emerging market business. Arun Prakash was previously TCS's COO of Latin America business.


ATUL SOBTI TO BE BHEL'S NEXT CMD

BHEL, a state-run power equipment maker has appointed Atul Sobti as its next Chairman and Managing Director. The government has approved the appointment of Atul Sobti as CMD for a period of five years.


BAZMI HUSAIN PROMOTED TO GLOBAL CHIEF TECHNOLOGY OFFICER BY ABB

Bazmi Husain has been promoted as Global Chief Technology Officer and is the first Indian to be awarded this post. He was previously the Managing Director of ABB India. Husain is a power and automation expert and has been with ABB for 30 years.


PRABHAT KUMAR SINGH TAKES OVER AS MD & CEO OF PETRONET LNG

Prabhat Singh has taken over as the Managing Director and Chief Executive Officer of Petronet LNG, India's biggest importer of liquefied natural gas. Prior to this, Singh, 58, was the Director of Marketing at GAIL India.


KRISH SHANKAR TO BE APPOINTED AS INFOSYS GLOBAL HR HEAD

Krish Shankar will join Infosys as Global HR Head in October. He is currently working as the HR head for South Asia at Phillips India. Infosys has brought in an external candidate to fill the Head HR position for the first time in 33 years.


MIMECAST APPOINTS SENIOR VP OF HR

Mimecast, a cloud based security service which helps protect emails, recently appointed Joe Freitas as senior vice president of HR.


PRABIR JHA IS CIPLA'S NEW GLOBAL CHIEF PEOPLE OFFICER

Prabir Jha has been appointed as Global Chief People Officer at Cipla effective this month. Jha will also lead the corporate communications and administration functions of the company.


PEPSICO HAS A NEW HR HEAD

PepsiCo has appointed Suchitra Rajendra as its new HR head for the India region. Suchitra succeeds Samik Basu who quit after a period of 14 years with PepsiCo.


STEEFAAN VAN HOOYDONK IS NOW VICE PRESIDENT LEARNING, FLIPKART

Flipkart has appointed Stefaan van Hooydonk as its VP - Learning. Van will help employees evolve in the hyper-growth industry. Van was the former Dean of Philips Lighting University.


PAOLO ASTARITA IS THE HR SENIOR VICE PRESIDENT FOR THE TRELLEBORG GROUP

Paolo Astarita has been appointed as the Senior Vice President Human Resources for the Trelleborg Group with effect from this month. He will also be a member of the Group Management.


NINTENDO NAMES 65-YEAR-OLD HUMAN RESOURCES HEAD AS PRESIDENT

Nintendo Co. has promoted 65-year-old Human Resources Executive Tatsumi Kimishima as President to lead the company's push into smartphone gaming and development of a new console.


GANESH CHANDAN JOINS SUZLON AS CHRO AND PRESIDENT

Suzlon, the world's fifth largest wind turbine supplier, has roped in Ganesh Chandan as President & CHRO. Chandan moves in from Avantha ERGO Life Insurance, where he was CHRO and Head Administration.



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The new age task force – cyber security experts



As the dominance of the Internet, Big Data and the Cloud is becoming more pronounced, there is a greater need for organizations to hire professionals skilled in data security

By J Jerry Moses

In August this year, controversial website Ashley Madison made headlines as it joined the list of companies that had to bear the brunt of vigilante hackers. Personal details of the websites users were released on the Dark web, leading to a class action suit on the company for \$548 million. In the past, security breaches on big businesses have included the likes of Sony, Target, and JP Morgan Chase that led to widespread fears over the security of data online. The need for a secure network infrastructure and data safety is more urgent today as more and more businesses are now looking at Big Data, the Cloud architecture and the Internet of things as new business frontiers. The need to shift the focus from reactive approaches of dealing with

cybercrimes to a more proactive approach has led industry experts tie up with governments and universities to tackle the issue.

Increase in threats

According to an ASSOCHAM-Mahindra SCG study conducted this year, the number of cyber-crimes in India is estimated at 300,000. While in 2010-11, India was the 10th most heavily cyber attacked country in the world, in 2014-15 it was second only to United States. The key reasons cited for the spike in attacks has been the increase in the use of smart phones and online transactions. With the government's emphasis on Digital India, the \$77 billion Cyber Security industry is now looking at India as a growth frontier. According to

research and advisory firm Gartner Inc., the Indian digital security market alone is set to grow to \$1.1 billion this year at an annual growth of 8 per cent. Corroborating this fact, a recent report issued by PWC states that the global cyber insurance market alone could grow to 7.5 billion by the end of 2020.

Despite the fact that India is often projected as an IT hub, there is very little awareness of the importance of the field. According to Ranndeeep Chonker, Director of global solutions at FireEye, the lack of public disclosure laws has led a lot of information to be swept under the carpet. He notes that "The amount of breaches in the western world is maybe two times, or three times, of that in India. But India is the IT back office of the world. If that image suffers, of our capabilities of IT and ITES, there's a lot to lose."¹

Need for skilling

The media recently reported that the country will need at least 1 million cyber

security professionals by the year 2020. With the IT security market estimated at \$77 billion for 2015 and increasing at over 8 per cent annually, the global demand for security workforce is set to rise to 6 million by 2019, up from the current 4 million, with the projected shortfall of 1.5 million. In the financial sector, where security reviews are a 24x7 process, "It is common for banks to have a closely guarded strategy in place and there is a serious shortfall of people," says M. Mahapatra, the CIO of the State Bank of India in an interview with ET.

The training infrastructure in India suffers from serious shortcomings like the lack of investment by businesses towards the sector and the shortage of qualified teachers. The need for professionals to constantly keep themselves up-to-date with respect to developments in the field is another challenge that is critical in a field that is constantly innovating with both hardware and software.

In May this year, Nasscom and Data Security Council of India (DSCI) announced a cyber security task force chaired by Rajendra Pawar (Chairman & Co-founder) of NIIT, which is aimed at building the cyber security industry in India from the 1 per cent market share to 10 per cent by 2025; a trained base of 1 million certified and skilled cyber security professionals and to build 100+ successful security product companies in India. The task force will focus on industry development, policy enablement, technology and skill development and is to build a global hub for providing cyber security solutions, develop a cyber security R&D plan and a skilled workforce of experts. The task force will also study the Indian cyber security ecosystem in order to understand issues and challenges and develop action plans for priority issues. By bringing together stakeholders from around the world, it will identify possible intervention opportunities for the Indian IT industry.²

Commenting on the kind of experts required, Avinash Gadam, Advisor at the ISACA India Cybersecurity Initiative, notes that "we need hands-on experts who are skilled in the five major functional areas of cyber security as defined by NIST (National Institute of Standards and Technology) – Identify, Protect, Detect, Respond and Recover."³

Along with DSCI and Sector Skills Council, Nasscom is now focused on developing a master program that is geared toward making five job roles in cyber security. It has partnered with Symantec, the global leader on cyber security recently and has signed an MOU




With the IT security market estimated at \$77 billion for 2015, the global demand for security workforce is set to rise to 6 million by 2019

to develop world class skilled and certified professionals. It also intends to fund a scholarship for 1,000 women undertaking the cyber security certification.

While information technology companies are looking for those specialized in MCA, MCS, ME and MTech in Information Security, they are also open to hiring individuals with industry recognized certifications like Certified Information Systems Security Professional (CISSP). The supply for the growing demand for cyber security professional is also being channeled with the help of IT coaching institutes. According to Siddharth Bharwani, Director of Jetking, the institute has seen a rise of 30% in the number of students in ethical hacking, the first time in five years. The institute has recently tied up with the American company Testout.⁴

While formal degrees and certifications have long been the norm, today professionals looking to upgrade their knowledge and skills turn to the internet. In the world of information technology, where knowledge has always proliferated on open source platforms, organizations dedicated towards making free education available online like Coursera, are now also focusing on cyber security and also offer free courses on Computer and cyber security.

What lies ahead

While the avenues through which cyber security education is channeled are many, experts point to the need for a more structured approach to tackle the urgent business needs to cope with data threats online. Given the number of big businesses that have been targeted, it is likely that there would be a two-fold level of security, with companies retaining control of critical infrastructure while also looking for partners among cyber security experts to enhance their network and data security. The need for a coherent vision in partnership with multiple stakeholders including the government, industry and civil society is critical to bridging the skill gap. 

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- ³ <http://www.firstpost.com/business/why-cyber-security-is-important-for-digital-india-2424380.html>
- ⁴ http://articles.economictimes.indiatimes.com/2015-08-25/news/65847438_1_cyber-security-ethical-hacking-information-security

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Books by HR Leaders

Here are some notable books authored by HR professionals in the recent past

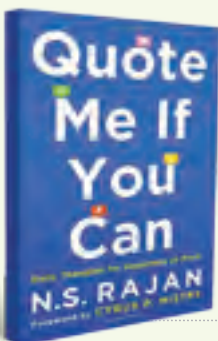


Work Rules! Insights from inside Google that will transform how you live and lead (2015)

About the book: Drawing on behavioral economics and human psychology, Work Rules! provides teaching examples from a range of industries, and takes readers inside Google and what makes it one of the best places to work in the world. The book shows how to strike a balance between creativity and structure that leads to success which can be measured in quality of life as well as market share.



By Laszlo Bock
SVP, People
Operations, Google



Quote Me If You Can Daily Thoughts for Happiness at Work (2015)

About the book: The book is a compilation of thoughts by Dr NS Rajan in the form of quotes. The book beautifully states the importance of happiness at work.



By Dr. NS Rajan
Group CHRO,
Tata Sons



Can I Have It All? (2015)

About the book: The book is written as a memoir of the author's evolving identity and delves into the personal experiences of a woman leader through her journey in corporate environment. It brings to life the dilemmas and challenges that women face through various stages of their lives such as education, marriage, maternity and mobility, as they aim to make it big in the corporate world.



By Anuranjita Kumar
Managing Director, Chief
Human Resources Officer,
Citi, South Asia





Don't Hire the Best An Essential Guide to Picking the Right Team (2012)

About the book: The book answers questions on hiring judiciously. It underlines the difference between hiring the right fit vis-a-vis hiring the “best”; via case studies ranging from entrepreneurial start-ups with barely a handful of people in leadership roles to large global organizations. The book also provides a comprehensive guide on how to balance the person, the role and the company culture — the only way to appoint people who will be successful.

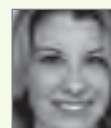


By Abhijit Bhaduri
Chief Learning Officer,
Wipro Group



I Am HR 5 Strategic Ways to Break Stereotypes and Reclaim HR (2014)

About the book: Why does everyone hate HR? Why does HR get stuck with the negative stereotypes of being old, dowdy, slow, bloated, bureaucratic, and run by middle-aged women who love cats? And how can we fix that? In direct, frank, unconventional language, the book breaks down stereotypes about human resources and advises HR professionals on how they can reclaim their work and their reputation.



By Laurie Ruettimann
Founder, LFR Inc



Reality Bytes (2015)

About the book: The book gives the reader a clear idea of the strategic role that HR plays in attaining the business goals of organizations. The book is structured around the employee lifecycle and details the practical aspects of recruitment, employer value proposition and employee value proposition, compensation, HR analytics and exit.



By Aparna Sharma
Country Head-Human
Resources, Lafarge



Match the Age to Keep them Engaged (2015)

About the book: The book answers the crucial question - “Do managers always fail to align their goals with their subordinates' aspirations?” It outlays innovative techniques to create unique engagement interventions, which would prove fruitful in any organization. The book also explains the concept of disengagement of employees due to prominent generation gaps, and the techniques to bridge those gaps that would certainly enable any organization to foster better employee inter-relationships.



By Dr Deepak Malhotra
Vice President - Human
Resources, IL & FS

Note: This is not an exhaustive list. We would love to hear of more HR leaders turned authors. Write to us at editorial@peoplesmatters.in

Talent strategy for the digital age



How are organizations coping with digital transformation in terms of their talent strategy? We find out.

By Vikas Arora

Organizations are changing. Strategies are changing. Skill sets are evolving to adapt to it. Today businesses have become nimble and seamlessly adapt to the needs and demands of the digital environment as and when – hiring workforce or reducing it as per its internal or external requirements. But one of the major aspects that businesses deal with in a digital world is accommodating to the everyday innovation and rapid technological advances that constantly seek to threaten the ‘people’ factor of any organization – whether in terms of acquiring talent or engineering the skills of the workforce for complying with this rapid transformation.

With a PwC report revealing that 73 per cent of the CEOs believe that the availability of skills is a serious concern, and 81 per cent of the CEOs look for a much broader range of skills when hiring; organizations today are vehemently formulating and tweaking their talent management strategies and are navigating through the challenges that are engendered in the

process of technological transformation. The HR function is directly affected by this and thus it becomes imperative to re-visit the talent strategy and align it with the future talent needs of the organization. “It is the role of HR to gear up the organization for the current and upcoming change. The digital age will affect every aspect of HR (be it recruitment, skilling, or talent management),” says Rosita Rabindra, Chief People Officer, NIIT Technologies. The questions now revolve around how organizations are coping up with the challenges that digital transformation is posing in terms of talent – both current and upcoming. Planning takes the center-stage here and is predominantly about how a ‘talent strategy’ can be defined in the current digitally driven world.

People Matters in partnership with SAP and Atos conducted a roundtable conference to look for answers to such questions and uncover how HR can devise its talent strategy to align to a digital world.

Strategic Hiring

Organizations today are using multiple channels of hiring – from social to online, however, today there is also a conspicuous need to explore the potential of the talent to adapt to the digital age. One of the most prominent features of this is to integrate technology with hiring and recruiting strategies in organizations. In talent management and strategy, determining as to what roles will be automated and how can people and technology integrate and balance each other is one of the most important aspects that organizations need to consider.

In the wake of opportunities and threats dented by digital transformation, identifying talent with appropriate skill sets is at a crisis point. Businesses are increasingly looking to scale-up and increasing workforce, however, 73 per cent of CEOs consider this skill-shortage crisis as a “threat to their businesses” according to the PwC report. Interestingly, the definition of ‘appropriate skill’ also has a new dimension of ‘multi-skill’ added to it, and people from different geographies, industries and/or demographic segments are sought for to fulfill the diverse roles (See Fig. 1).

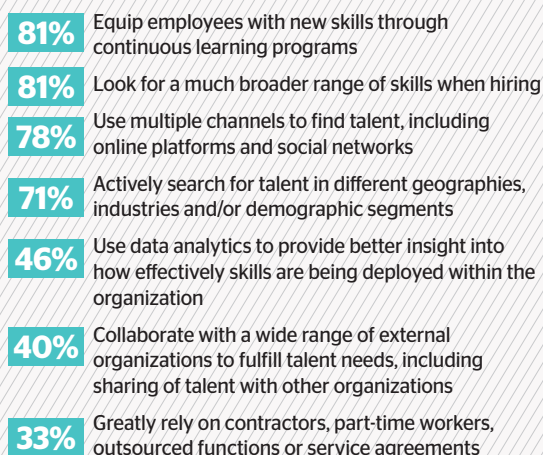
Learning & Development

Another aspect that organizations are dealing with is to create or generate a workforce that can coherently adapt to the digitally evolving world, be innovative, and manage technology effectively. HR has to ensure that current employees are up-skilled and come to level with the demanding needs that arise with technological transformation.

Investment in people in terms of training, learning and development is one element of the talent strategy that organizations need to devise to enable their workforce to work in tandem with technology.

Transparency and flexibility are pillars to building a culture in a digital world

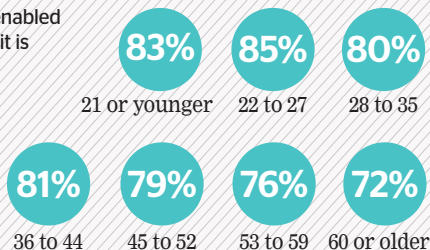
Fig 1. Getting Digital-Ready



Source: People strategy for the digital age: A new take on talent, PwC

Fig 2. Digital organizations in demand

People of all ages want to work for digitally enabled companies. Percentage employees who feel it is "extremely important" or "very important"



Source: Strategy, not Technology, Drives Digital Transformation, MIT Sloan Management Review and Deloitte

According to the PwC report, 81 per cent of CEOs constantly seek to equip employees with new skills through continuous learning or mobility programs. However, it is observed that many organizations still adhere to the traditional ways of training which are usually out of sync. Aligning the digital strategy with the training efforts is the need of the hour.

Initiating training programs on digital tools, training programs on using and implementing digital platforms is a way to scale up digital skills in employees.

Beyond skills

Functional skills may define the framework of a talent strategy puzzle; but a vital piece of the jigsaw is leadership development and succession planning. Leadership development in the digital age resonates with the concept of mindset transformation. Leaders have to get the best out of the talent available, but the digital age does not complement the conventional 'command and control' leadership methods. What the digital age has facilitated is the notion of openness,

dialogue and flexibility – something which is expected of leaders as well. Latha Gupta, Director Human Resources, Metro Global Business Services states that, "Transparency, flexibility, and openness are pillars to building a culture in a digital world." The digital transformation is as much about behavioral training as it is about functional training; and leaders will have to initiate that cultural transformation.

A big part of the cultural transformation is integrating the digital experience in the routine people practices. According to a research by MIT Sloan Management Review and Deloitte, people from all ages want to work for digitally enabled organizations (See Fig. 2).

Evidently, employees expect and want a digital experience in their workplace routine (even as a part of HR initiatives). The ill-defined 'soft' HR functions (example engagement, recognition and rewards) play a major part in giving that experience to employees. Organizations need to go digital when dealing with talent management functions to match with the employees' expectations. Currently, orga-

nizations aren't doing enough to engage employees. Gallup's employee engagement survey reveals that more than 50 per cent of the employees are not engaged in work.

The definition of digital in HR must be understood beyond HR operations and extended to a free and fast flow of information, along with the creating a conducive environment to initiate conversations and dialogues. Millennials will shape 50 per cent of the workforce in 2020, and organizations cannot (and should not) risk disengaging the future HiPers, HiPos, and leaders. Especially in the backdrop of the tendency of millennials to switch jobs – where 91 per cent expect to stay in a job for less than three years, according to a Future Workplace study. Thus, the HR will not only have to re-visit the talent strategy, but will also have to go digital to keep pace with the parent organization undergoing a digital transformation.

In the wake of opportunities and threats darted by digital disruption, identifying talent with requisite skill sets is at a crisis point

The way forward

Technological transformation has altered the ways in which talent strategies are devised. For any organization, the single-most determinant that will be instrumental in providing competitive advantage will be how the organization, in the face of digital transformation, is able to recognize the talent it needs and develops a talent strategy around it. Digital skills requirements vary across organizations and extensively rely on the capacity of the organization to transform and gain digital maturity. One way for organizations is to identify the skill levels of the workforce and then compare it to the desired levels of skills required to succeed. Training and re-skilling thus will become a sub-set of the overall talent strategy of the organization, and leaders will have to drive that cultural transformation.

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If you don't have a seat at the table, stand

Stefan Ries, Global CHRO and Global Board Member, SAP, on organizational transformation and reimagining HR

By **Vikas Arora**

Stefan Ries, Chief Human Resources Officer (CHRO), is a member of the Global Managing Board of SAP SE with global responsibility for Human Resources. He was appointed to the Global Managing Board of SAP SE in May 2014. Prior to SAP, Stefan worked as a consultant with Egon Zehnder International and was a member of the global High Technologies/Information Technologies Practice Group, overseeing local and international projects to recruit, assess, and select top management talent.

Q You have worked with some great companies like Microsoft and Compaq. You are now the Global CHRO for SAP. What are some of your biggest learnings from this journey?

A I went from the corporate world to consulting back to the corporate world because I am excited about SAP's journey. I am excited about the people working here and more so, I am excited about the challenges in front of us. I have witnessed that organizations and HR alike have constantly undergone changes, and currently HR departments are in the midst of a paradigm shift in the way they function. What I have learned during my journey is that you have to be open to change. Across industries, we are facing a situation that is complex and its complexity is getting bigger.

Even if you focus on a specific product line, at the end of the day, there are increasing demands from customers. And this shows that running a business is becoming really complex. To give an example from SAP, in the past, we put robust ERP systems in place which took years to get installed. As cloud solutions are becoming the norm for customers, our 75,000 employees globally have had to respond to dramatically changing market requirements by re-imagining our business just as much as helping our customers do the same. Our employees have had to rethink and reinvent despite the fact that the ERP business was also

very successful. I have discovered that learning and leadership are fundamental in enabling organizations to change and get ready for the future.

Q How important has it become to reimagine HR?

A A common mistake HR makes is that it thinks that if the system is not broken, there is no need to fix it. And that prevents HR departments from being proactive. We had a very interesting discussion with a customer, whose viewpoint was that his company did not need to change its current system because it wasn't broken.

The demand and expectations from the external world - the new generation of digital natives - is so high that you will lose the war if you wait. This means you will miss the chance to track the talent in your organization and attract talent to your organization. When we talk about complexity, we need to think about standardization and simplification. I truly believe that first you need to standardize and simplify your transactional services. And then you need to think about your leadership agenda, your talent development approach and improving learning. These three elements will pay huge dividends in your business transformation. That is what we have done at SAP.

We need to think about talent management, work force analytics and how to deal with a diverse and multi-generational workforce. And then we need to determine the best leadership approach and the core elements we want to introduce from a talent perspective.

The expectations from the digital natives are so high that you will lose the war if you wait



Q You place leadership as the fundamental key for making organizations future-ready. Why is that the most critical element in organizational transformation? Can you share some anecdotes from your career?

A Leadership is crucial because when an organization is in the midst of transforming itself, it has no choice but to have the very best leaders and managers in place. They are going to be the drivers of change that help attract the best talent and determine how organizations cope with the transformation. When I came back to SAP, Leadership Development was unorganized. SAP is a truly global organization. Only 17,000 of our 75,000 employees are based in Germany. The rest work around the world. Besides Germany, we also have development centers in India, Israel, Bulgaria, US and Brazil.

At that time, we were also transforming, and we had 7,000 of the best leaders and managers around the world. So here is the initiative we took: I brought a business case to our board and

Leaders are going to be the drivers of change. They help attract the best talent and determine how organizations cope with transformation

said we need to shift gears. When I rejoined SAP, leadership education was distributed among the various business units and the approach was not consistent. We were spending a lot of money but the return on investment in terms of employee engagement and leadership trust was not what we expected.

So we put in place a new leadership curriculum, from first line managers to the executives. Most of the modules are now designed to be accessed in a mobile cloud environment, so that managers and executives can learn whenever they have time. Earlier at SAP, leadership development courses were not free of charge. We made them free of charge and created a mandatory curriculum for all leaders around the world. We started with the board and initially there was some resistance. As of now, we have retrained 2,000 first line managers and the top executive population of SAP. Now our focus is on the middle management layer because that is also important and critical. In my view, leadership education is vital for an organization to transform.

Q You also characterize learning as another crucial element in preparing organizations to be future ready. What has been your experience?

A When I came back to SAP and looked into the learning space, I found that 65 organizations delivered our learning content. That's just sheer complexity. We checked employee perception towards learning through a survey and found that individual learning experience got the lowest rating. We had already invested millions of euros around the world for learning but the impact was not what we had expected. So we changed the organizational setup, introduced a Chief Learning Officer, collected all the budgets and introduced a new learning platform using web and mobile technology. We have also streamlined the platform and made learning fun by adding games. SAP employees love technology and this attribute helps us when we launch a new learning platform.

Q Technology has certainly emerged as a huge game changer in HR. How do you perceive the role of technology?

A Technology is undoubtedly a huge asset. However, technology alone will not help HR move to the next level. Technology is only an enabler. I'll give you one specific example: we have centralized on-boarding for new hires, for which we receive positive customer feedback that shows high satisfaction levels. This would have never been possible if I had just introduced the technology; the vital issue was the process from start to finish. So I had to look at it from an employee's perspective and from a leader's perspective. And I urge other HR leaders and managers to do the same.

Q What advice would you want to give to HR leaders in the context of a changing environment?

A The problem HR is facing right now is the current situation within HR. If we are not smart in dealing with the problem at hand and if we do not have clarity on what we are going to introduce next, there will be no future. I am absolutely convinced that this is something we need to tackle now.

I have worked in HR for 25 years, and I am tired of hearing the discussion on whether we have a seat at the table or not. HR is crucial to each and every organization. We must remember that if we don't get a chair at the table, we need to stand. That said, I am sure we do have a seat at the table; we just have to make sure that our voices are heard. Topics like leadership, learning, organizational transformation are very crucial and CEOs, boards and executives will listen to us. The current complexity is a good opportunity to pick a few battles to convince them. HR needs to not only earn the trust of top level management but also start to change their minds. We need to convince leaders that the voice of HR is as important as other functions in the company, such as finance and controlling. I truly believe we need to pick the battles that will give us a guaranteed seat at the table. I also truly believe that executives will listen to us because we are a major enabler of business transformation. 

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MIKE JONES



Reinventing talent acquisition

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The shortfall of top IT talent in Europe continues to intensify and therefore attracting, developing, and retaining this talent has become critical to many organizations, especially those that rely on technology innovation. This competition for talent means that the most successful organizations are focusing on putting their employees first by developing employee value propositions and a culture that encourages 'Generation Y' to innovate and succeed in a dynamic and empowered environment. Consequently, this has led to the rise in the high tech, high growth 'innovator hubs' that are multiplying across many European business centers.

Traditional methods of technology development have changed; many of the job roles that exist within these businesses have also changed, from 'C-suite' down – such as the CIO, CTO, CMO – have merged into one role. A leading technology start-up in London typically does not have a HR Director or, for that matter, a HR department. This would have been unheard of in the past and challenges the role of HR more than any other function in order to keep pace with innovation, evolve and become agile. The owner and key decision maker is usually a combination of the CMO/CIO who could be product visionaries and bank upon HR to enable and empower their business. Today, a CTO is a marketer, a technologist, and even the salesman – all three. Welcome to the world of the evolved IT executive.

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Technology is the new world order with social, mobility, analytics, cloud, and customer-focused digitalization as the new frontiers to scale

and source full teams by taking ownership for pyramid sourcing rather than transactional relationships.

The 3 stage approach that we adopt at Arrows Group is:

- **Think global.** We recently hired a Bulgarian digital expert relocating from the US, recruited by our team in India to work in Germany. Old ways of recruiting, acquiring, and accessing talent are no longer effective. Companies that fail to adapt risk ending up on the losing side when attempting to attract the best talent. Today's boundaries are imaginary, and this defines each organization's success and sustainability.
- **Act fast.** We re-engineer client processes into 'sprints' so there is structure and pace, but action is decisive and clearly defined. We are organized to support clients in a 24/7 model to identify, attract, and acquire the best candidates.
- **Be rigorous.** We utilize NLP techniques to select the right cultural as well as

technical fit. In the modern world, being able to "fit" into a team is as important as being technically competent.

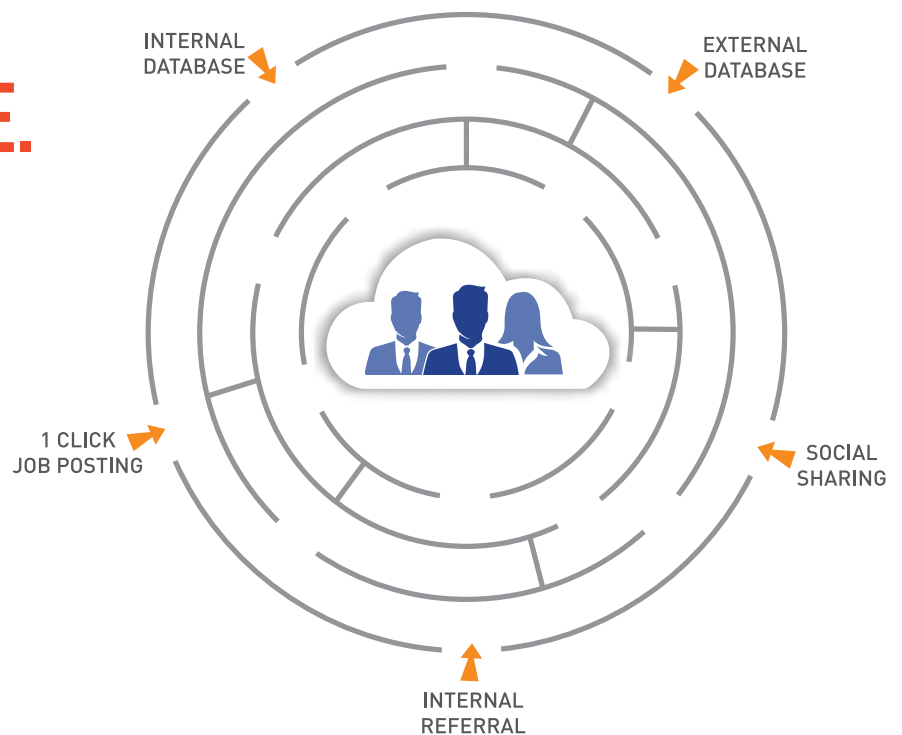
Today, technology is the new world order with social, mobility, analytics, cloud, and customer focused digitalization as the new frontiers to scale. Excellence in the pursuit of the right talent for the right jobs has the inherent potential to transform organizations, enable sustained competitiveness, and project an irresistible value proposition that would be hard to ignore for any rational decision maker. With innovation and agility as the cornerstones, Talent Acquisition is the mirror to any growing business and establishing an indelible global footprint. 🌐

ABOUT THE AUTHOR

MIKE JONES is the Managing Director at Arrows Group Global and has over 18 years of experience in HR & recruitment within technology, outsourcing and business consulting organizations

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TECHHR START-UPS DRIVING INNOVATION

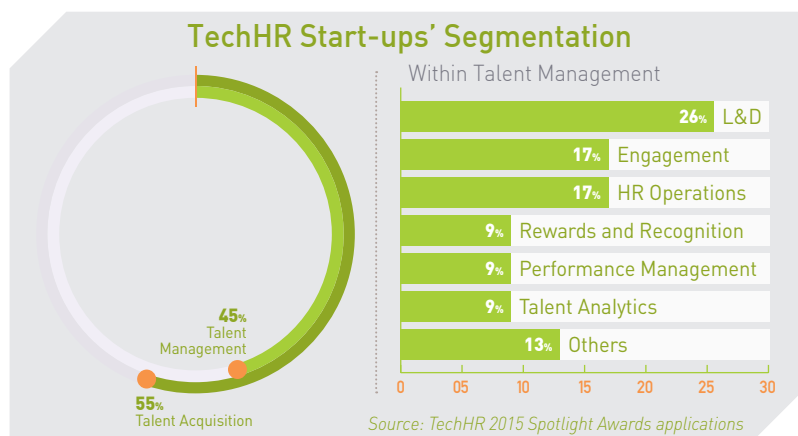
The TechHR space has seen a consistent rise in the number of start-ups which are providing solutions to some major roadblocks to HR functioning & are bringing innovative approaches alongside | **By Vikas Arora**

Peter Conrad “deeply resented” the few hours of monthly HR administrative work. He felt, “if it was all connected and integrated then a lot of it would go away. It could run on its own.” Regular visits to Kinko’s to fax enrollment forms of employees gave birth to the “fastest-growing” start-up in history, Zenefits. Conrad’s Zenefits is living proof of how a taxing task like insurance filing can actually lay the seed of a \$100 million tree (and that is only the projected revenue for its third year!).

Zenefits is a typical entrepreneurial anecdote. A story which illustrates that innovation always stems from a problem.

The HR space is riddled with such problems—a word that entrepreneurs interpret as opportunities. And like Zenefits, there are many start-ups in the HR space, particularly HR technology, all of which have seen ‘talent challenges’ as product and market opportunities.

There is a growing curiosity of entrepreneurs in the HR technology space. Based on the primary data from the Spotlight Awards, the number of start-ups founded in 2015 has already surpassed the numbers from the last year. All these TechHR start-ups aim to be solution providers across HR verticals (both admin and strategic).



Challenges as opportunities

Broadly, TechHR start-ups are catering to challenges in both the talent acquisition and talent management space. Based on our analysis of the Spotlight Award applications, 55 per cent of start-ups are talent acquisition companies, and 45 per cent are scattered across the talent management vertical, with start-ups in L&D making for the maximum at 26 per cent (12 per cent overall) share of the talent management market (see Fig. 1).

The set of problems these start-ups are catering to is diverse, but the analysis shows some clusters of problems in the talent landscape these start-ups are aiming to address.

Within the **talent acquisition** vertical, TechHR start-ups are looking at the following domains:

Speed of hire. Time to hire is the most critical hiring metric of organizations, according to the Aon Hewitt 'Decoding Hiring Trends in India' study. Contrarily, the turn-around time per hire is very high as a lot of time is wasted in sourcing, screening, and interviewing candidates. According to the Dice-DFH Vacancy Duration Measure, employers (in the US) take an average 25 working days to fill vacant positions. In companies with more than 5000 workers, the average time escalates to 58.1 working days. Speed of hire is thus extremely vital for organizations and entrepreneurs visualize a product opportunity in this space. Based on our analysis of the Spotlight Awards data, as much as 25 per cent of the TechHR start-ups are attending to this problem by using proprietary algorithms, analytics, and assessments (both for behavioral and technical skills). Here is what some of the start-ups are doing — A particular company in CoCubes has built a Cognitive Ability Speed Test that filters suitable candidates within 12 minutes; TalentRecruit has automated the time consuming process of sourcing (by developing an advance heuristic based parsing algorithm) and follow-ups with candidates on email, telephone calls, and messages; Talview, a mobile-video hiring solution, enables companies to accept applications, showcase the company, conduct automated and live interviews, video proctored written tests as well as code tests, and complete onboarding formalities on mobile/tablet/PC remotely.

Skill-matching. Organizations are grappling with finding talent that fulfills the demanding job profiles and the functional skills required. The 'Higher Education in India: Vision 2030' study by Ernst and Young reveals that the number of "employable" graduates across industries is agonizingly small (as low as 75 per cent for IT industry, 85 per cent for BPO voice and 55 per cent for manufacturing). There is both a lack of skilled candidates and the unavailability of the candidates with requisite functional skills. There is a glaring skill mismatch. Start-ups are aiming to bridge the talent gap by mapping job roles with skills, doing pre-assessment tests, creating a talent pool of skilled candidates, and even doing job-role specific training. 21 per cent of the applicants are addressing the skill-matching problem today. To give some examples —

HackerRank, a tech talent hiring platform, conducts automated code evaluations and ranks applications based on performance. Recruiters can choose to interview the top performers for they have the requisite skills.

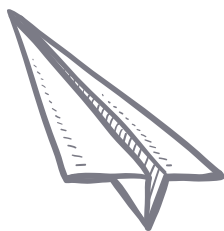
AssessHub, an online skill assessment platform, enables companies to scientifically evaluate talent for functional, behavioral, cognitive, domain, and technical skills. Other assessment start-ups are also addressing the problem

RippleHire, the winner in HR Analytics category in Spotlight Awards, can identify top talent for any open position with an automated sourcing process.

Right-fit hire. There are two dimensions to having a right fit hire — a job fit, and a cultural fit. A candidate is right-fit when both the criteria are fulfilled. Based on the Leadership IQ study, 46 per cent of newly-hired employees will "fail" within 18 months, while only 19 per cent will achieve "unequivocal success". The dominant reasons for the low success rate are behavioral traits and inability to fit to the culture; the technical skills are down the list. Even if companies are able to find job-fit candidates, the task to find cultural-fit talent is challenging. TechHR start-ups are addressing this by enabling the assessment of a candidate based on behavioral traits and emotional quotient, and then evaluate if the individual is the right-fit for the organization. For some of these start-ups, technology is substituting human judgment, and for some others, technology is acting as an enabler to the process of identifying a right-fit hire.

For instance, Video Recruit, an online web service, enables recruiters to screen candidates for functional and behavioral traits by allowing them to record automated, yet spontaneous video interviews to preset questions. Another start-up, eHelium Advisory Services enables employers to find "right-fit, entry level candidates". They map aspiring candidates with job role specific skills for BFSI, IT, ITeS and retail sectors.

Quality of hire. The ultimate conversation in the talent acquisition function converges to the quality of hire. It is an important determinant of



the company's performance and an imperative too. The US Department of Labor estimates that "the average cost of a bad hiring decision can equal 30 per cent of the individual's first-year potential earnings". The real ramifications go beyond finances. According to a survey by CareerBuilder, 39 per cent companies lost worker productivity, 39 per cent lost time in recruitment and training another worker, and 33 per cent stated that bad hires have negative effects on employee morale.

Start-ups in the talent acquisition space have identified this ubiquitous problem, and 31 per cent of TechHR start-ups are addressing the challenges faced with the quality of hire. This is carried out by using algorithms and analytics for better sourcing, integrating referrals seamlessly with everyday activities of employees, streamlining the screening process, pre-assessments, creating jobseekers' profiles and rankings, improved skill matching, identifying preemptive cultural fitness & readiness of jobseekers, creating a filtered talent pool, verifying past employment records, etc.

Most of the aforementioned example companies are also attending to improve the quality of hires.

It is worth noting that most of the start-ups in the talent acquisition space are solving multiple of the aforementioned problems with a single product.

In the **talent management** space, it is difficult to discover patterns or clusters as the space is diverse and scattered. But within this unpatterned space, a few patterns were observed:

Engagement. Most of the start-ups addressing the talent management function have engagement as a core element to the product. It is even integrated to the products which are not solely employee engagement platforms. For instance, rewards and recognition, performance management systems, and learning and development platforms are built as engaging tools. These new age companies are giving an engaging experience to employees and employers alike to improve completion and impact rates.

KNOLSKAPE and Epiphany Learning are two examples giving an engaging experience to employees in the L&D function. TyDy is a dedicated employee engagement platform that is giving an attractive, interactive and uniform experience to all employees.

Such start-ups realize that having an engaged workplace has become a high priority for organizations since it drives improved results. According to the Gallup Employee Engagement study, companies with highly engaged workforces outperform their peers by 147 per cent in earnings per share. There stands both the product and the market opportunity for start-ups in the talent management space; and 19 per cent of such TechHR start-ups are solving the problem of engagement, either primarily or secondarily.

Efficiency. TechHR start-ups, predominantly those in the talent management space, are simplifying and expediting processes and eliminating hassles

TALENT ACQUISITION CHALLENGES ADDRESSED BY TECHHR START-UPS

From a total of 96 applications received, the following are the major problems being addressed by TechHR start-ups



Note: Some start-ups are providing solutions to multiple problems simultaneously

Source: TechHR 2015 Spotlight Awards applications

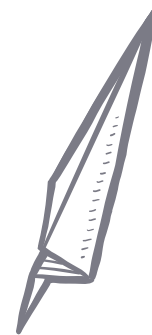
faced by HR teams in organizations. This is not happening only in HR administration work, but also in strategic HR functions such as rewards and recognition, performance management, and learning and development. These products automate most of the manual processes such as data collection and collation, emails, follow-ups, etc.

SecureNow, a Spotlight Award finalist, addresses the cumbersome task of delivery of employee benefit insurances; and HiFives, an R&R platform, addresses the administrative hassles in managing employee rewards and recognition programs. It streamlines and automates various processes such as budgeting, nominations, approvals, communication and redemption based on their R&R policies.

MOST OF THE START-UPS ADDRESSING THE TALENT MANAGEMENT FUNCTION HAVE 'ENGAGEMENT' AS A CORE ELEMENT

However, aforementioned categories, by no means, constitute an exhaustive list. There is a multitude of technology start-ups in the HR space that are solving very specific and diverse problems. They have created a niche category of their own. For instance, there are start-ups that bridge the gap between employer and flexible workforce (Flexing It and Flexy are two examples), and one start-up in TalentWoot, is an online acquihire marketplace.

What these new-age companies bring to the fore are innovative approaches to tackle the challenges that ail the HR. "In the last two years, things have improved dramatically because of technology. The value of disruption happens when it is 10 times better than the previous solution. You want to be 10 times better rather than being 10 per cent better, and for that you have to solve problems in a different way. And that is what is happening," says Sanat Rao, Partner, Corporate Development and M&A, iSPIRT.



The Innovation

Innovation, by definition, is “a new method”. No two products can be innovative if they are the same. “There are multiple business models operating in the HR technology space. We are witnessing referral networks, hiring for blue-collared segment, B2B businesses, etc. We are seeing different companies attacking the same problem from multiple angles and resultantly the overall level of innovation has gone up dramatically in this space,” iterates Ritesh Banglani, Partner, Hellion Venture Partners. Every TechHR start-up is using innovation in its own regard, and companies are having their own unique approaches to solving HR problems. To understand the major innovations, here are some bracket areas which encompass their value proposition:

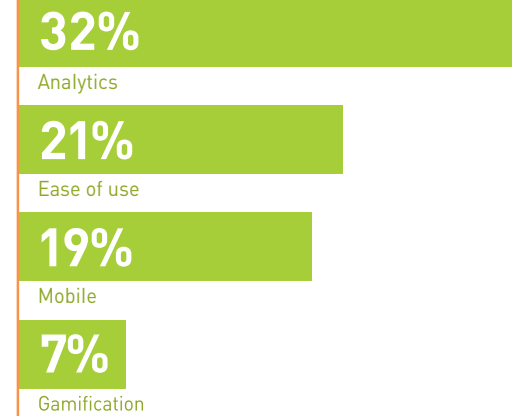
Ease of use and DIY models. The foundation of most of the TechHR start-ups (21 per cent from the applicant data) has been the ease of use. Providing Do-It-Yourself solutions to companies and creating self-explanatory products which can be easily accessed and operated even by the technology Luddites is the new USP. For example, some of the Tech HR start-ups have made analytics in acquisition extremely easy. For example, to use PiQube, all it takes for a recruiter to get filtered, top results while sourcing candidates is an ordinary statement in the search bar. While screening candidates, some vendors (e.g. Video Recruit and Talview) allow recruiters to review automated, yet spontaneous, video interview recordings of candidates. The interface is simple and easy to use for both employers and candidates, which facilitates the short-listing process.

PROVIDING DO-IT-YOURSELF SOLUTIONS WHICH CAN BE EASILY OPERATED EVEN BY THE TECHNOLOGY LUDDITES IS THE NEW USP

In talent management as well, the products are user-centric. HiFives, a Tech HR start-up in rewards and recognition offers automation processes such as budgeting, nominations, approvals, communication and redemption customized in accordance with the client's R&R policies. This customized solution has an easy to use interface at every level — the managers can nominate easily, leaders can approve nominations with the same comfort etc.

Mobile. TechHR start-ups' products have also gone mobile. 19 per cent of the applicants are using mobile technology to solve the problems they are addressing. Employees are accustomed to an on-the-go experience, and TechHR companies are enabling the employers to provide such an

The Dominant Innovation Models



Source: TechHR 2015 Spotlight Awards applications

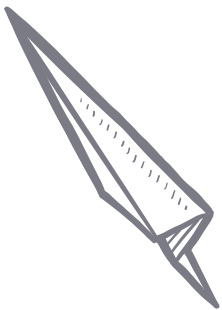
experience. Staying limited to web-based systems results in huge drop-offs and gives people a broken experience. However, TechHR start-ups are looking to mend that. Mobile is not being used only by employee engagement start-ups, but also by talent acquisition, L&D, employee benefits, and rewards and recognition start-ups.

Talent acquisition TechHR start-ups use mobile to reach out to remote candidates (e.g. MeraJob), make employee referrals seamless (e.g. Happy2Refer), and increase turn-around time by using pre-screening videos and mobile-compatible assessment tests (e.g. Talview). Start-ups using mobile technology also complete on-boarding formalities remotely, facilitate and expedite communication between employer and employee on the subject of employee benefits (e.g. SecureNow), besides being a virtual one-stop shop. The mobile technology is also used to facilitate on-the-go participation of employees in engagement activities, and even in rewards and recognition (e.g. HiFives).

Analytics. A major shift is in the TechHR start-ups driven by Analytics and Machine Learning. Most of these companies operate in the talent acquisition space, and only a few provide talent analytics as integrated with company data. 32 percent of TechHR start-ups use analytics — both reactive and predictive, and provide solutions across HR verticals.

PiQube and RippleHire are two start-ups utilizing Analytics in the talent acquisition space, improving quality of hire.

Gamification. Tech HR start-ups are bringing a gamified experience (predominantly in learning and development) to increase participation, and ensure engagement and retention of employees in programs. 7 per cent of the TechHR start-ups use gamification as an innovation. L&D products are gamifying learning experience (e.g. KNOLSKAPE, Epiphany Learning), referral talent acquisition start-ups are using gamified employee referral modules (e.g. RippleHire), and R&R products are giving customized gamified experience to employees (e.g. HiFives).





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Although the HR space has a mass of product opportunities, the market opportunity in this sector is still to be gauged

Is the market opportune?


TechHR start-ups are futuristic, and there is no denying that they are bringing innovation to the HR industry. But in the economic sense, the TechHR space is still in its nascent stages and is still scattered. Based on the analysis of the Spotlight Awards data, the average turnover of companies, that were founded in 2010 or later, last financial year is approximately 3 crore 10 lacs. But a closer look on companies revealed that there are huge deviations in the turnover. The analysis revealed that the revenue metric of companies didn't rely on their establishment date or the vertical they operate in. Based on verticals, the average revenue of talent acquisition tech start-ups last year was 3 crore 30 lacs, and that of talent management tech start-ups was 2 crore 38 lacs. There was a recurring pattern here as well – a huge deviation in terms of revenue metrics of companies.

Although companies need fast and tech-savvy solutions to their talent acquisition and management challenges, the market hasn't given any conclusive hints on its readiness and acceptance levels, and by far, the adoption of new technologies and products by HR has been slow. Tarun Davda, Partner,

THE MARKET HASN'T GIVEN ANY CONCLUSIVE HINTS ON ITS READINESS & BY FAR, THE ADOPTION OF NEW TECHNOLOGIES AND PRODUCTS BY HR HAS BEEN SLOW

Matrix Partners India, agrees to this fact but he also foresees change. "The market has been growing steadily in the past couple of years. Companies are adopting new-age, fast-growing tech companies and they are open to using new products that can help them quickly source new talent. IT/ITES and BFSI sectors have always been first to adopt technology and we see a similar trend here. Over time, we should see adoption by other verticals too." The People Matters HR Technology study also revealed that companies will increase their HR technology budgets in the coming time.

The Indian market is showing signs of acceptance; it is becoming more open and receptive to investments in HR technology. The HR industry is a huge market (last estimated to be valued at Rs. 40,000 crore), and it is a great opportunity for the Tech HR start-ups to establish their footing in the space. The opportunity is even bigger globally. If entrepreneurs can manage to build products that are scalable, customized, have a value proposition, provide solutions to the real 'talent problems' and make it simple for companies, then the opportunity is immense.

Here is what the investors of the tech HR start-ups have to say about the current market and future opportunities in the space. 



Business model and value proposition are important for success

Ritesh Banglani, Partner, Helion Venture Partners says that it is about finding the right product-market fit.

TalentPad, a recruitment start-up that we had invested in, was very fast off the blocks and it reached USD 1 million in revenue within nine months of our association. The team discovered that their analytics-based solution was working very well for engineering and product roles at technology companies. However, the company reached a point where it became very hard for it to scale to non-tech roles or even non-product IT and BPO roles, and the founders took the bold and correct step to discontinue the offering. In this case they were not able to find a product-market fit with the largest segments in the market.

However one cannot conclude from this one experience that the prospects of TechHR start-ups in India are poor. Every value proposition is different and a startup needs to figure out a business that scales globally and has a very wide mass appeal in order to be successful. There is tremendous scope for innovation in the B2C recruitment space. All the top companies operating in the B2C model viz. Naukri, Monster, LinkedIn are more than a decade old and belong to the pre-smartphone era. The largest opportunity is to create a product that is relevant for smartphone users and is built mobile-first.

On the B2B side, Indian startup companies may find it hard to compete with large entrenched international companies for enterprise customers. The challenge is not so much product innovation but building a sales and marketing engine in the international market.

To summarize, the domestic B2C opportunity seems to be attractive while the international opportunity is more in the B2B space. For the last two years, there has been a lot of innovation and activity in the recruitment technology space, and a few large companies are sure to emerge from this pool. We are bullish on several opportunities in assessments, recommendation engines, referral networks and recruitment workflow software. 



Helion Venture Partners had invested in TalentPad



The contemporary Indian market is tough

Sanat Rao, Partner, Corporate Development and M&A, iSPIRT says that the current Indian market is immature, but scalable products, which are global solutions, have a big opportunity

Start-ups in the TechHR space are a big trend in the US, and we see them emerging in India as well. Several of the Indian TechHR startups work on SaaS (Software as a Service) solutions for core HR functions such as payroll, benefits, onboarding, training etc. Other startups are solving talent acquisition problems – using Machine Learning to match correct candidates to jobs, building a pool of tech talent using hackathons, etc. The good news is that they are building good technology, comparable to western companies.

One challenge these startups face is that large India companies are generally ‘slow adopters’ of technology; and their HR departments are often the last ones to try new technology solutions. The sales cycle for a startup with a traditional Indian client is 2-3 times that in the western world. It is hard for a TechHR startup based out of India to make money serving Indian clients. In the recent past, we’ve seen a few startups that have shut down, despite good pilots and initial traction, due to their inability to get customers to pay for the solution.

However, it is still early days for TechHR, & there is an increasing demand today from outside India. If a B2B company is solving a global problem sitting out of India, the market is much bigger. The key is to have a SaaS tool that can be used globally. However, these start-ups need to learn how to acquire global customers.

Within India, the market is still in the transition phase. There are many different companies, especially Indian arms of multinationals, who are willing to adopt these products, and start-ups need to choose wisely which companies to go after.

For the transition to completely happen, the trigger will likely come from the western markets first. When larger companies start adopting new-age technology, it will then trickle down to India. From an HR startup perspective, India for India HR will be much slower to grow than India for global. 



iSPIRT, the Indian Software Product Industry Roundtable, is a think-tank representing the Software Product Industry; their M&A connect program helps entrepreneurs with advisory for investments and M&As

Tarun Davda, Partner, Matrix Partners India believes that there is an opportunity to build many large companies in the TechHR space in India by 2020


Historically, growth in the HR technology space has been slow because of slow adoption of new technologies and products by HR. However, this seems to be changing all around. The growth may have been slow, but it has also been steady in the past couple of years. Technology companies have sprouted in the areas of smart sourcing, application tracking, assessments and recruiter marketplaces. Companies are becoming more open to using new age tech products. IT/ITES and BFSI sectors are leading the way and over time, we should see adoption by other verticals too.

The future market holds some interesting possibilities for TechHR startups. In the contemporary environment, the key issues that employers and recruiters face are time to hire, objective assessment of candidates and hiring in the blue-collared segment. From the job-seekers’ side, the utility of technology is not only about finding jobs, but is extended to softer aspects too – such as work culture, growth oppor-

tunities and peer validation in interested companies.

Start-ups should focus on building products that are scalable solutions for these problems. If these new-age companies can find a value proposition, make it super simple for their buyer-companies and at a reasonable cost, they have a really good opportunity to establish footing in the market.

These TechHR start-ups might find it difficult to initially challenge the established players in the market; but the good thing about these new-age companies is they innovate and execute fast. There are areas in the HR space which can utilize the innovation of these new companies and there are also unexploited territories which are ripe for them.

Overall, I believe there is an opportunity to build many large companies in the HR tech space in India by 2020. 



Matrix Partners India has invested in Belong and GrownOut



Bright future ahead for TechHR start-ups

Bringing social change through youth leadership

Meenu Venkateswaran is one of the co-founders and a Director at *Pravah*, an organization working in the field of youth development and active citizenship

By Ankita Sharma Sukhwani



With over 25 years of experience in the corporate and development sectors, Meenu Venkateswaran's areas of expertise include organizational and team leadership, strategy development, coaching and mentoring. She currently supports the leadership transitioning in *Pravah* through one-on-one coaching, and governance of a few projects. In a candid conversation about *Pravah*, Meenu tells us how the story of *Pravah* unfolded in the last 20 years and how the organization works for building youth leadership for social change, develops their skills and supports other youth organizations.

Q How did you start out with *Pravah*?

A The trigger was the demolition of the Babri Masjid and the rioting that followed. Three of us – all co-founders of *Pravah* – Ms Ashraf Patel, Mr Arjun Shekhar and myself came across people like us who had been to the best schools and colleges and they were not responding to this issue. A number of responses we got were from people who did not think that the rioting and the killing even mattered. There was a big section of people who were worried but had no idea on how to respond or who to reach out to. This gave us a lot to think about. If well-educated people working with good organizations are directionless in such a state, then maybe there is something wrong with our education, which is not preparing us to engage with the world. This was our time of reflection. We decided it was important to work with adolescents and young people who are likely to be decision makers in the future to build in them the sensitivity and empathy to deal with such issues. There are enough NGOs who deal with the issues once the problems have taken place, be it natural calamities, communal riots, gender equality or others. But we came from the space of prevention.

Q Who are you reaching out to and what is the focus?

A We focus on the age group starting with 13 and going up till 35. We work with both school and college going students, young social entrepreneurs and also

with established organizations. We work through the life-cycle of a young person up until the time they set up their own initiatives. We started out working with young people from privileged backgrounds but have now expanded across the board. Our focus is on building leadership in young people, help them in understanding themselves and encourage them to engage with the world. In the last 20 years, we have worked intensively with probably 50,000 young people and taken them through close learning; and extensively with about 150,000 people whom we have touched with our programs.

Q Reaching out to a 13 year old vs. a 30 year is a very different line of communication. So what is the process you use to reach out to these students?

A For adolescents in schools, this is worked into their school curriculum like the Continuous Comprehensive Evaluation (CCE). We also provide exposure to urban kids to rural spaces for one week through a programme called My-St@ry Xpress Camp/Friendship Udankhatola Camp (FUN Camp). We also do a return camp with rural kids in the urban setting. We have developed various curricula and these are run by trained facilitators, trained teachers and even by our partner agencies.

With out-of-school adolescents, we have a large program that we are doing with UNFPA (United Nations Population Fund and NYKS (Nehru Yuva Kendra Sangathan). We are working in 1800+ villages, in 10 districts, across five states with a curriculum called 'PrayaSapna' which helps young people dream and aspire and work towards achieving them. We work in a cascading model, training field staff at one level, who in turn train peer educators in every village, who then run the program. The 'PrayaSapna' program requires around 30 hours in the classroom along with a lot of time and activities outside. The focus is on experiential learning. The framework of the curriculum is to help a young person understand where they are today, where they would like to go, what it that is stopping them is and what capacities they need/efforts they need to make to achieve their dream.

Programs for college students are voluntary. They include a curriculum, a week-long exposure trip and a month long internship. With social entrepreneurs, we offer seed funding, personal leadership and institution building and mentoring. In the last two years, we have also been experimenting to marry scale with soul with our partners and trying different initiatives to bring that about. PrayaSapna is one such effort.

Q How do you manage the funding for the organization?

A Up until the last two years, we were majorly grant funded. We had long term grants from Sir Ratan Tata Trust and Ford Foundation. We also have some long standing funders like Oxfam, Misereor and others. UNFPA has released substantial funds and is currently funding a big project for us as well. We normally pick a multitude of projects which align with our focus and work towards them. Apart from institutional funding, we are also trying to tap corporates as part of their CSR activities.

Pravah focuses on building leadership in young people, helps them in understanding themselves and encourages them to engage with the world

Q What is the extent of your involvement with Pravah?

A We are in the middle of a leadership transition at *Pravah*. I now work part time with *Pravah* - around 13-14 days a month. We do a six-monthly review for all our programs, and we have processes in place for bi-monthly reviews and team reviews and so on. All founders are championing different programs. As a champion, I do a big-picture review every two weeks and help in facilitating decisions and troubleshooting whereas the team leads do weekly review meetings. In the space that I am involved right now, I am involved with design and governance of projects, mentoring senior team members as well as fundraising.


Q How are you managing the leadership transition? How does succession planning work in such a set-up?

A We started our leadership transition process a couple of years ago, and have now invited individual team members to

take on various roles i.e. that of the 'seed', 'soil' and 'air' to nurture this change. Seeds are the people who will be at the forefront of this transition; the soil is the group of people who will be actively involved in helping this transition, and the air will be the people who will be on call when needed. Our current CEO, Neha Buch, has been with us since the beginning of her career and has been closely mentored by Arjun - one of the founders. She is also the one holding together the seed and soil initiative.

Talking about succession planning, we as an organization have had very strong HR practices - set up by Ashraf the founder CEO, and Arjun, the President of the Governing Board - who are both HR professionals. We are very process oriented and that has not only helped us, but also all other ventures that we mentor. Within our team, we have created leadership journeys which we run with our teams at different levels. We also have a very strong mentoring program. So every senior leader mentors at least 2-3 people at all times.

Q What is the approach that *Pravah* uses when working with young people? What do you think you have built in the last few years that has enabled others to be impactful?

A I think we bring a very unique approach to working with young people. Looking at India and also the world, young people are seen through three lenses. First is the economic lens, where young people are expected to learn and skill themselves and then work towards helping the economy grow. The second is the problem solver lens which can be physical or mental health related; a number of NGOs work in that space, dealing with HIV, substance abuse, stress and others. The third is the youth for development lens, where we need young people to bring in their passion to solve prevalent social issues and act as instruments of change. That is where we come in. We bring in a fourth lens - the youth development lens i.e. in helping the youth understand themselves and enabling them to make a change. This is a psycho-social approach. Being a learner for life does not come from classroom training. One of the terms we use is 'Refl-action', which is a combination of reflection and action and that is something we believe in. It is an ongoing process, happening every time one takes a decision or has a new experience or interaction. Here, the mentor can act as a mirror, help you ask the right questions and make sure you find the time to really learn from your experience. 

Co-creating the NextGen finance function

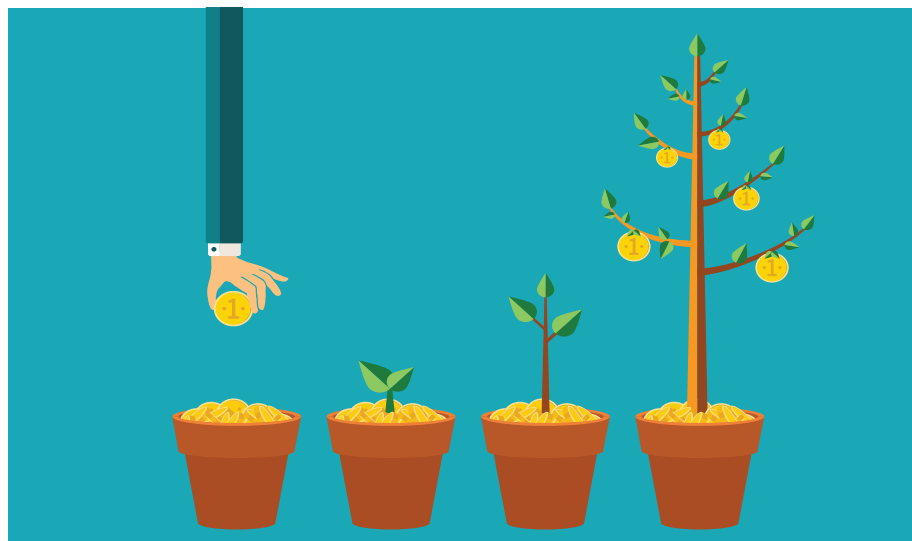
Finance professionals are going to be key in driving economic growth in India but there is a need to revisit capabilities and behaviors required

By Anu Babu Kurian

With increasing changes in technology and regulatory environment, the HR needs to play a critical role and partner with the finance team to design and define the structure and talent strategy for the finance function separately. In order to accomplish this successfully, both the HR and finance leaders will need to be cognizant of hiring trends, functional competencies and the impact that technology transformation is engendering.

The ACCA and People Matters round-table conference on 'Co-creating the Next-Gen finance function' centered on discussions related to identifying and encouraging future talent, hiring trends, the competencies required for finance professionals, and the potential impact that technology can have on the finance function.

India has a massive potential to become one of the world's biggest economies. Finance professionals are going to be key in driving sustainable economic growth in India. Companies therefore need to ensure that they are making the right decisions and hiring the right type of finance professionals. Here, the important question to be considered is related to what companies look for in finance professionals. It is to be noted that recruitment of finance professionals has undergone a drastic change in the last few years. It has become more scalable, uses smarter targeting and involves end-to-end tracking. This is also supported by the fact that today, the reach for recruitment is larger as companies have now evolved and are using technology and social media, which are driving significant changes in the way jobs are advertised, and also in identifying candidates. The emphasis on personal networks is still as relevant as it was earlier. Today, the recruitment process is managed more like the finance process – an end-to-end process



Careers in finance are becoming "less linear" as traditional career paths are spanning today beyond the finance function

that uses digital information to target the right individuals with the right qualities, and eventually bring them into the organizational fold.

However, the insidious problem of retaining the right talent also affects organizations. Increasingly, companies are focusing on the cultural aspect of their organizations for employees to have an emotional attachment to the organizations. Another major area that organizations are focusing on is developing individual career paths. Employees today are more inclined towards exploring the areas where opportunities will come from and what support they will receive in their career paths. Today, the career path in finance has taken a different face as the traditional role of the function has evolved. Increasingly, service centers are combining outsourcing of entire functions, which creates an opportunity for finance professionals to explore alternative careers. Additionally, with several businesses being sliced, it creates new business opportunities for people.

Skills in-demand for finance professionals

Right behavior: Professions are not just about skills and capabilities anymore. What matters today is character and ethics — reliable and trustworthy. Finding individuals with clear ethical principles is clearly a goal for recruiters these days. It will also be critical for finance professionals to demonstrate the right behaviours, such as having an ethical approach, a desire to support innovation and objectivity. The advent of cross functional shared services or global business services are likely to change the career trajectory even further in shared services/new "process" based roles, which extend beyond finance. Careers are becoming less "linear" as traditional career paths in finance are spanning beyond the finance function.

Broader business skills: While a technical understanding of the core finance remains essential, the "enabling" broader business skills are to receive more attention. The need and ability of finance professionals to demonstrate the big

picture to the top management through numbers and illustrate the implications of such numbers has become much more crucial than ever. Thus, while technical skills are important, companies now need to look for professionals with broader business experience and skills. The top priorities for finance professionals will be for them to have a good understanding of strategy, and have skills in communication, leadership, project management and change management. The ability to lead teams has today become crucial as companies need professionals who can motivate and lead people the right way.

Technology: Technology will have a crucial effect on people's roles. One would imagine that with technology it would be easy for finance professionals to get their arms around the business, but that is not true. Today, there is a proliferation of technologies used in the finance function from Enterprise Resource Planning (ERP) through to Business Analytics and Reporting Tools. The challenge of a complicated and fragmented technology landscape in finance is that there is no single data truth. While much of the data has been digitized and has been made easily accessible, it has generated enormous repositories of unstructured data. This huge amount of data has made it difficult for finance teams to source the real information that is required. The biggest challenge for the finance team would be to tap into the Big Data to make sense and recognize patterns to be able to add economic value to the business. However, finance teams are spending a lot of time working out the numbers rather than understanding the implications of such numbers on business. Though the level of automation in financial activities is increasing, it is still in a nascent stage. While there is growing interest in the SMAC (Social, Mobile, Automation and Cloud) pack, there are still some reservations about putting financial data on the Cloud.

Drivers of change

In order to ensure that the finance team remains not only at the forefront of business strategy, but also in the driving seat, the finance teams need to make the following drivers of change happen:

Embrace an enlarged strategic and commercial role: Opportunities are emerging for accountants to assume a far greater organizational remit. The potential exists to leverage the capabilities of the accountants across all aspects of corporate decision making from strategy

It will be critical for finance professionals to demonstrate the right behavior such as having an ethical approach, a desire to support innovation and objectivity

formulation through to defining new business models.

Establish trust and ethical leadership: The profession needs to be seen to be addressing clear public concerns. There is a perception that it could do more to highlight and prevent everything from small-scale financial irregularities through to the major systemic failures that helped cause the global financial crisis and ensuing economic uncertainty.

Focus on a holistic view of complexity, risk and performance: There is a growing consensus on the need for reporting to provide a holistic perspective of a business and that this perspective must acknowledge the complexity of modern business and encompass financial and non-financial indicators of a firm's financial status and potential.

Develop a global orientation: The pace of global expansion for firms from developed and developing markets alike is emphasizing the need for accounting and finance professionals to master the technical, language and cultural challenges of cross-border operations.

Reinvent the talent pool: The diverse range of demands and impacts on the profession is forcing a rethink of everything from training and development through to the type of people being recruited.

Imperatives for the finance profession


The finance team can have a very strategic role in driving the business forward. Today, the biggest opportunity for finance professionals is managing and analyzing Big Data. With the amount of information available, it would be the finance team's job



to extract quality information that would add value to the business. Research has shown that companies that adopt 'data-driven' decision-making methods can outperform their less enterprising peers; there are many easily accessed opportunities waiting for companies that use Big Data to their advantage, and accountants could be the ones to identify this.

There will be challenges, such as the need for high-quality data, security, privacy, and legal issues, but Big Data can become a very big opportunity for many accountants if they are able to:

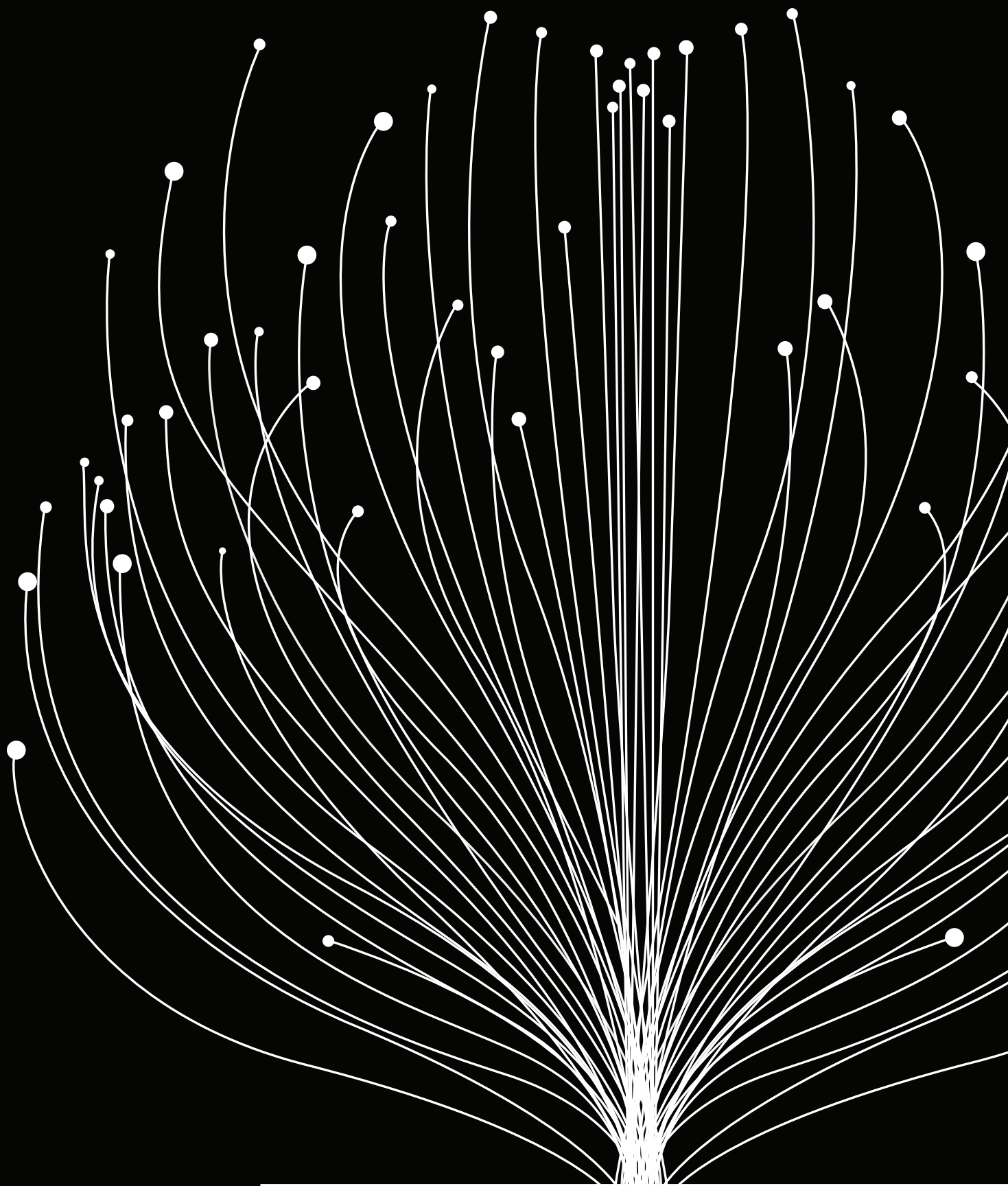
- Ensure that the data is protected, in tune with the laws of the region and used ethically
- Data is used in a more strategic way in order to know customers better, retain key customers and respond to customer needs more effectively
- Use the broader business perspective to inform and identify the questions Big Data can answer
- Monitor the specialist software and systems that are emerging and learn how to exploit them.

However, the most important thing that finance professionals need to do is attract new talent into the profession and ensure that they are equipped to deal with the demands of today's business environment. 

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ROOTED IN LEARNING

In a rapidly transforming business world, learning and knowledge enhancement has emerged as a determiner for organizational success

By **Pallavi Sharma**

One of the most critical aspects to navigate business change is to transform the organizational attitude towards learning. The need to continuously develop and evolve with learning has emerged as an instrumental factor for organizational success.

The opportunities today for the learning professionals are immense. The L&D space is seeing significant enhancement in terms of maturity, rapid and constant upgradation of learning systems. Today, traditional training and formal classroom formats are giving way to mobile and e-learning solutions combined with gamification. All of this is characterized by

faster access to content, diminished lines between personal and professional time, and greater reliance on tools and technology. Gen Y joining the workforce is also contributing to these fast-changing trends.

This is where the role of the Chief Learning Officer becomes critical to architect an organization's learning and development culture. With a number of different learning tools being scattered, it is the CLOs who need to identify the business problem at hand, thread the needle and leverage all tools at their disposal. "Leadership at the top has to set the tone when establishing a learning organizational culture," says Dr. Parul Pandey, Head Talent & Development, Deutsche Bank India.

Role of the Chief Learning Officer

The Chief Learning Officer, while formulating a learning module, needs to align training and development outcomes with business outcome. "Alignment is the first and foremost thing that CLOs need to understand; they need to be able to successfully align learning with the strategic objectives of the company. CLOs who can do that are the ones who get the seat at the table and have a say when it comes to budgeting priorities," says Jerry Nine, Chief Operating Officer and Co-Founder, Skillsoft.

However, defocusing the attention from the internal learning vertical of organizations to include factors such as the global market, technological advancement and changing workforce, it becomes necessary that the new age CLO wears different hats in rotation. The role of the CLO has changed dramatically over the last few years. Increased focus on 'no one-size-fits-all' within the Learning & Development space

most likely to outperform those who deliver skill-based training.

Driver of change: A key differentiator between a high-performing organization and its competitors is its ability to adapt to and create change. CLOs play an integral role when it comes to not just change management but also change creation. Through management of training and development, CLOs have become the backbone for employees adapting to organizational change. But this can be successful when CLOs formulate an innovative approach to training and development. "CLOs need to have a sustainable people-centric approach to talent expansion in order to become more effective in their roles. Those who are looking to successfully change the way learning works in organizations and can successfully improve, quantify and optimize the performance of their people will be key catalysts to improving the organization's overall performance," says Jerry Nine.

CLOs who can successfully align learning with the strategic objectives of the company, are the ones who get the seat at the table and have a say when it comes to budgeting priorities

has led innovation to take a pivotal role when it comes to framing development techniques for employees. Further, with the growing number of HR and learning technologies entering the market, the scope for innovatively customizing learning for each employee has increased exponentially. L&D professionals today are expected to be not only learning experts but also fluent technology purveyors with the ability to select the best fit-for-purpose and cost-effective learning solution. Therefore, the modern CLO must take on a bigger and more important role.

Capability builder: "While there are many emerging trends within the L&D space, a prominent one observed in organizations in general is an effort to move to a competency-based framework," says Jerry Nine. Rather than just training people and running the L&D organization, CLOs need to focus on understanding the detailed capability requirements of critical positions in the company. "The Learning officer should not only be wearing the policing hat but should also monitor as to whether enough time is being spent on the right kind of learning and how employees are taking to such training," says Dr. Pandey. Companies that focus on capability building are

Measuring business significance of learning

Technology today has taken a center-stage within the learning space and the corporate world is being driven by Big Data. CLOs therefore not only need to cover L&D, but they also need to understand technology and communicate outside of L&D and talk about outcomes that are in the language of business rather than around adoption. The role of the CLO has metamorphosed. Measurement of values added by learning and development initiatives taken by learning leaders can help business leaders understand the benefits of learning and whether these can outnumber cost.

Learning and development is one of many actions that an organization can take to improve its performance and profitability. Moreover, L&D is a great source of motivation for employees to think differently and make the most of emerging opportunities along with delivering on bottom-line objectives.

The step-by-step approach to analyze and measure the impact of training is:

Engagement: Engagement monitoring is one of the first moves that organizations need to take to understand whether the training and coaching programs are transforming into outcomes. To ensure a high engagement level, it is crucial to adopt tools and technique whose usage comes about intuitively and can be rolled into employees' daily work schedule. For instance, use of Whatsapp or Facebook groups can be a useful platform for sharing training and development content. "Today, social portals like Whatsapp or Facebook groups are very effective in the learning process since these portals are already an existing part of employees' daily lifestyle. Employees share content, articles, video clips on a regular basis on such networking groups making learning more non-traditional

and decentralized,” says Anup Lewis, Head HR, Schneider Electric. Even inserting calendar notification for training and coaching can be a great way to ensure engagement.

Knowledge and skill enhancement: While engagement comes in the initial stage of learning effort transforming into outcomes, it is important for companies to keep track of the actual benefits that are emerging from employees’ engagement with various learning tools.

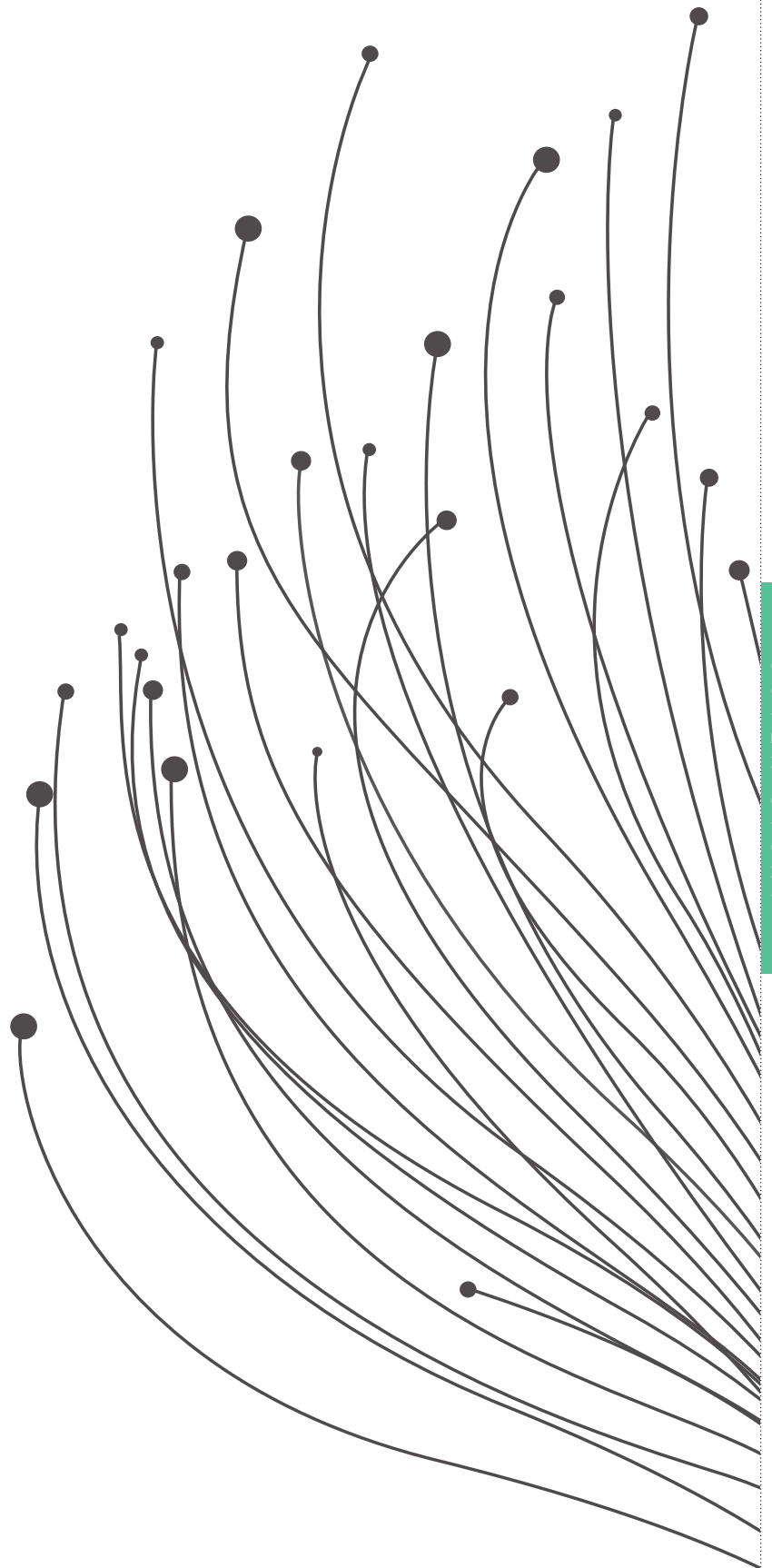
Key factors to trace are new skills, knowledge, as well as attitude. For this, gamification can emerge as a highly effective method, especially when it is tied together with rewards and recognition. “There’s a strong linkage between engagement and the outcome from an employee’s perspective i.e. what are the benefits and rewards for the employee attached to it? If these two are married, there can be a great partnership between engagement, learning and skill enhancement. Learning becomes larger and more impactful when rewards & recognition are associated with it,” says Amith Prakash, Global HR - Employee Engagement, HCL Technologies. Therefore, companies today need to work on the push factors by aligning benefits, rewards and compensations and thereby attract employees to participate in training and learning programs.

Application of learning: Skill and knowledge expansion become meaningless when they cannot be woven into everyday functionality; this is not just about showcasing professional skills but also includes demonstration of behavioral and attitude change in and out of the workplace.

Business outcome: Lastly, the application of both soft and hard skills in day-to-day activities needs to reflect in business outcomes of the organization. In absence of identifying business outcomes from training and development, evaluating the ROI on such programs becomes vague and irrelevant. However, evaluating effectiveness can become particularly challenging when the targeted outcomes involve softer skills such as improved collaboration, decision making, innovativeness and the ability to think strategically. It is difficult to assign a hard-revenue value to such skills, or to show a correlation between the learning initiative and the acquisition of the targeted skills. In such cases, learning professionals need to work with senior leaders, HR and talent management professionals to mutually identify ROI measures that are linked to the organization’s strategic objectives or its KPIs.

SMACing learning initiatives

SMAC is the buzz word today and is the key to creating an organizational culture of learning. “The demand for social, mobile, analytics and cloud is ever-increasing, however, how can companies get there? What are the parameters?” says Madhuri Sen, Managing Director and Vice President at Waggener Edstrom, India. The trick is to enhance accessibility of learning resources and



CHALLENGES IN THE L&D SPACE



Measuring business significance of Learning & Development



Making L&D an organizational and not just an HR or L&D-owned agenda



Leadership development



Linking L&D Strategy with overall organizational goal



Application of L&D for business effectiveness



Developing learning methodology applicable across multiple generations




Creating a culture of learning

to create a continuous learning environment by adopting and leveraging technology that is already on the fingertips of people today. "When learning is integrated in employees' daily routine, it's likely to increase employee efficiency and boost business results," says Vinay Pradhan, Manager, Skillsoft India. Today, social networks and connecting

about security like financial institutions have rapidly taken to cloud-based systems," says Jerry Nine.

With smartphones being the handiest tool for both professional and personal use, the focus on mobile learning has also increased greatly. For instance, Whatsapp as both a formal and an informal platform to share content, links and/or video bites, has been largely adopted by employees. Further, the Skillsoft Study on the role of mobile learning in India reveals that 72 per cent of learners and decisions makers agree that mobile learning is likely to increase engagement.

Technology is a driving factor for organizational efficiency and accuracy and it is no longer an option for organizations to adapt out of choice; it has emerged as necessity in almost all spheres of businesses and verticals.

Going forward, we look at some of the best industry practices from the finalists of People Matters L&D League Awards 2015. 

When learning is integrated in employees' daily routine, it is likely to increase employee efficiency and boost business results


portals have become a part of the personal lives of people. Therefore, leveraging such tools can encourage an increase in learning engagement.

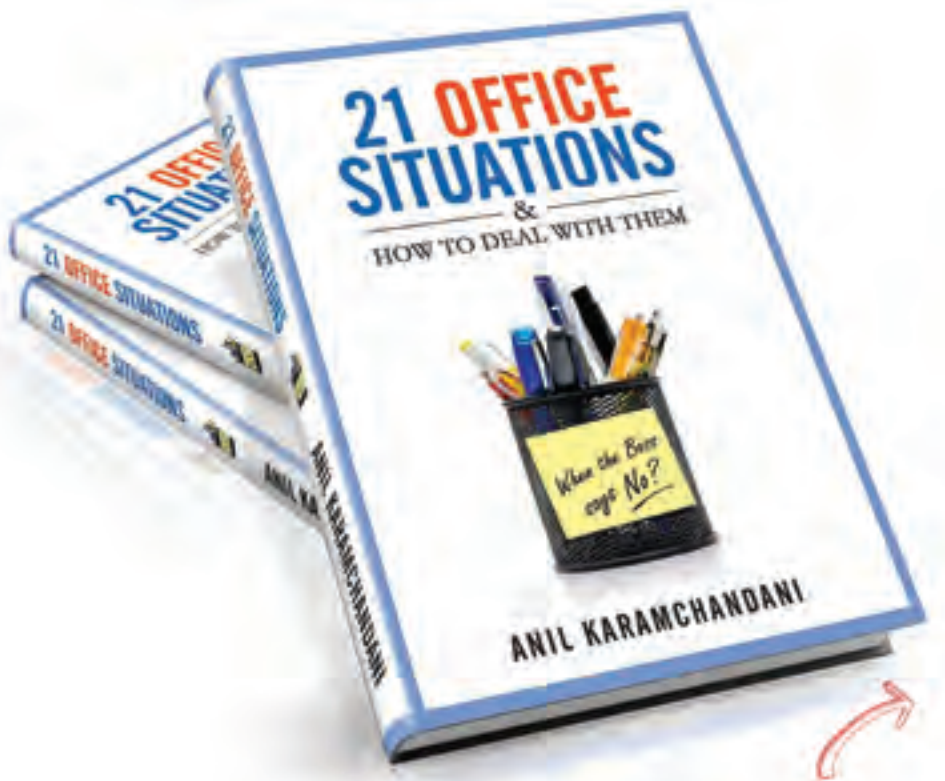
Further, it is also important to create content that is easily accessible for the "mobile" employees of today who have rapidly taken to remote and virtual work-life. This kind of work environment has led to an extensive focus on e-learning. Research by the Impact Instruction Group conducted last year, showed that investment in e-learning continues to be high at 87 per cent. However, there has also been rapid adoption of cloud-based learning systems to make content easily accessible to the mobile workforce. "There's been a lot faster adoption of the cloud in the last few years; so that's really working. Even institutions that have traditionally been concerned

Note: People Matters L&D League Awards is a year long initiative in partnership with Centre for Creative Leadership, Pearson, TalentLens, sumtotal, Skillsoft, and Great Lakes Institute of Management. The league culminates in an annual conference on 9th October 2015 in Bangalore. The Best L&D practices are recognized and awarded in the conference.

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How effective you are at work, depends on how you handle these Office Situations !

**HOW DO YOU
ESCALATE AN
ISSUE?**

WHAT DO YOU DO
WHEN A VP DOES
NOT RESPOND?

**WHAT DO YOU DO
WHEN 'A' SAYS 'B'
WILL DO, 'B' SAYS 'A'
SHOULD DO?**

WHAT DO YOU DO
WHEN THE BOSS
SAYS 'NO'?

**HOW CAN I GET
A 5 (EXCELLENT)
IN YEAR-END
APPRAISAL?**

I AM AN INTROVERT
- IS THAT A
DISADVANTAGE AT
WORK?

“

I am impressed with the insights Anil has brought forth – on typical workplace situations and ways to handle them. — **Paul Abraham**, COO, IndusInd Bank

Reading your book reiterates my belief that the wealth of knowledge one possesses is of no help unless you have the ability to apply the same tempered with common sense and at the right time.

— **P.V.Reghu**, ex-VP, The Royal Bank of Scotland, India

”

To read sample Chapter
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Send a SMS message - SITUATIONS<space><your email id> - to 542423

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BUILDING A CULTURE OF CONTINUOUS LEARNING

Positioned at the forefront of procurement business, Beroe Consulting ensures that its analysts have access to continuous learning and exposure through initiatives like the Beroe University

Best Practices by **Beroe Inc**

In recent times, the complexity and ambiguity in procurement as a function has increased manifold. While Beroe Inc promises to provide procurement teams with continuous competitive advantage, the “continuous” part of its promise has become critical to its clients. Therefore, it has become imperative that its analysts know their industry well, and be abreast with the latest in sourcing, procurement practices, analytics and client context. Mere knowledge is not enough today; ability to translate knowledge into actionable insights which can deliver practical and significant savings in cost, improvement in process or reduction in turn-around times is crucial.

Beroe identifies trends in learning needs across levels by performing capability analysis for every employee

Need for continuous learning

Since Beroe operates in the knowledge/intelligence industry, the future of its business depends on its ability to attract, hire, develop and retain people with category/industry expertise. Hence, providing continuous competitive advantage and staying true to its belief of “Advantage Procurement” is possible only by ensuring that the company’s analysts have access to continuous learning. If Beroe would have left these concerns untouched, it was likely to lose its current and potential client accounts. This would have led to its brand reputation falling and employee morale dropping, leading to high attrition.

Making learning a continuous process was the only way Beroe could ensure a sustainable solution to its business problem. For this, it was important for Beroe to drive a culture of learning within the organization by shaping and rendering the vast amount of existing, useful knowledge within the company. Creating a culture of continuous learning would also give the analysts a competitive edge. Further, the initiative would also result in positive spin offs on all other employee lifecycle (Talent Management) processes such as engagement, recognition and performance.


Developing strategy for continuous learning

Beroe began the initiative by first identifying behavioral and technical competencies for all the unique roles across levels in the organization. After this, it performed a capability/gap analysis to arrive at the training needs for every employee in the organization and identified trends in learning needs across levels. The company then re-evaluated its organization structure to create rewarding career paths for individual contributors and people managers. Beroe also initiated ‘Career Conversations’ (a continuous and ongoing process) with every individual to identify career aspirations and provide guidance; including diagnostics to help analysts discover their areas of strengths and 1:1 coaching. All these efforts led to the creation of a platform to consolidate and disseminate continuous learning in the organization in the form of Beroe University. This platform also focused on live practical industry situations that the analysts were expected to encounter in their current and future roles.

Under the university program, Beroe identified a set of mandatory courses that were compulsory for analysts to undertake and clear them satisfactorily in order to be eligible for level movements. Here, all courses were customized to suit the needs of individual career aspirations. The university also provided elective courses for employees so that they can pursue learning in areas of personal interest as well.

Under the of this learning platform, Beroe undertook a complete revamp of its onboarding and induction process. This has resulted in higher employee engagement and increased job satisfaction among the employees. Further, the onboarding process has also become very robust and the company has not seen a single case of non-confirmation after probation. Client feedback scores have also organically increased.

Adapting changes into learning systems

Since the workforce at Beroe is geographically dispersed, the company now plans to take learning to the next stage by investing in original digital content. Beroe is working on creating self-learning tutorials and videos with periodic access to trainers. It is also working to make content available across devices so that employees have control over the place, time and pace of learning. 

BUILDING ENTREPRENEURIAL MINDSET THROUGH GAMIFICATION

With a mission to accelerate value creation through a diversified global portfolio, Mahindra Partners developed its talent by building entrepreneurial and agile mindsets through gamification

Best Practices by **Mahindra Partners**

Mahindra Partners, the private equity and venture capital division of the Mahindra Group which explores avenues for investment and incubates new businesses, has been looking to create robust portfolio companies and to cross pollinate ideas between them. Its portfolio spans across multiple industries and the division's mission is to accelerate value creation through a diversified global portfolio of emergent businesses. Moving towards this goal, the division has outlined its vision 2021 as "Accelerated value creation through a diversified global portfolio of emergent businesses driven by constant innovation, prudence and creative business models." For this, the core focus for Mahindra Partners has been to work towards disruptive innovations and mental agility.

Need to build entrepreneurial mindset

In the absence of agile entrepreneurial mindset for disruptive innovation, Mahindra Partners was missing out in terms of its portfolio companies (both topline & bottom line); it was also losing opportunity to build synergy between businesses. As a result, Mahindra Partners noticed that the retention and overall engagement of young talent was below expectation. Even the possibility of talent fungibility (lateral movement of employees) between portfolio companies was negligible in the company. All these factors were likely to lead to stagnation of revenue in the companies.

Strategizing intervention

Mahindra Partners at first acknowledged the prospect of running an intervention in each portfolio company through an external consultancy firm as it involved outside perspective on how the company's objective of talent development could be achieved. Further, high credibility brought by top-notch consultancy firm would ensure commitment from stakeholders. However, this framework was cost and time intensive since understanding business intricacies would take a long time.

Mahindra Partners instead adopted gamification; it created an initiative named 'Mind Games' for talent development. Here teams of three employees (across functions) from each portfolio company choose live business cases of other portfolio companies and devise innovative yet viable solutions. Mind Games was not only low on cost and high on return but also increased

interactions between employees from different companies.

Building agile mindset through gamification

Mahindra Partners kick started the intervention by approaching each portfolio company to state the operational business challenges that they were facing. The division placed a very high focus on implementability of solutions so that the initiative would not just end in ideas but lead to tangible business impact. Ideas developed under Mind Games have had a significant business impact on numerous portfolio companies so far. In addition to the business outcomes, Mind Games also substantially improved employee engagement within the organization; development of talent with increased talent fungibility is another area where all the companies benefitted from the adopted intervention.

Mahindra Partners adopted gamification approach as it was low on cost and high on return

Taking Mind Games to the next stage

In order to develop Mind Games to the next stage, feedback from jury and participants were taken for Season 1. The responses reflected a few opportunity areas for improvement; one of these was that interactions with the company buddies (designated to help the participants with their ideas) were limited. The organizing team therefore decided to pre-calendarize calls with these buddies and the teams so that interactions were regular and fruitful. As a result, Season 2 of Mind Games saw multiple interactions between every single team and the company buddies. Through such interactions, the teams were able to ensure that their ideas were viable and implementable. Further, Mahindra Partners has now introduced high impact awards (to be given eight to ten months after the grand finale round) in Season 2. Besides the three evaluation rounds of the competition, this will include rewards for the team which actually gets their ideas implemented and creates the greatest business impact. 🏆

CELEBRATING DIVERSITY AT THE WORKPLACE

For creating a foundation of diversity and inclusion, Snapdeal rolled out special diversity initiatives that also enabled a culture of innovation

Best Practices by **Snapdeal**

Celebrating differences and not getting entangled in divergent opinions leads to the creation of a truly diverse workplace – an essential element for the success of any business organization. Today, Snapdeal has been relentlessly trying to build a culture that fosters inclusiveness and promotes diversity. The focus has been to create a foundation of inclusivity and a landscape for diverse thinkers to work together and create brilliant experiences for buyers and sellers in India's digital commerce ecosystem.

Diversity integral to creativity and innovation


Internal innovation and business growth were found to be the key metrics that needed improvement. The scope for creativity and innovation depended on diversity of age, gender, abilities,

fore worked towards hiring people from diverse backgrounds, thinking, traits, gender and experiences who filled the gaps identified in the teams in terms of diversity. At the same time, the company also ensured that it did not overlook gender based issues which is still a major improvement area.

To bring all diversity initiatives together and make it a success, Snapdeal has undertaken many special diversity initiatives. 'Advitya', a diversity sensitization initiative, was put in place in order to create awareness about what diversity truly means and why it needs to be embraced. The company tried to spread awareness on inclusiveness by introducing various campaigns. Diversity sensitization session and a Reasonable Accommodation Program was planned on how to create a diversity affirmative and inclusive workplace were held for all managers in the organization. Further, Snapdeal also created 'women returnee ship' program, which helps talented women ease back into careers after a sabbatical. Apart from these initiatives, Employee Parental Care program was launched which provided extended maternity and paternity leaves. The company also ensures inclusion of people with disabilities while hiring.

Ever since the diversity initiative at Snapdeal has been put to place, the company has grown exponentially and has established itself as an Equal Opportunity Employer. Employees at Snapdeal today represent different cultural backgrounds, gender, age groups, experiences, knowledge and perspectives. The workplace has been found to be creative, innovative and driven to succeed and internal innovation has gone up a notch because of the presence of workplace diversity. The philosophy to create an unparalleled experience for buyers and sellers in the digital commerce ecosystem has also got an incredible boost after the diversity based initiatives started showing positive impact.

Capturing learnings and challenges

Apart from the existing initiatives focused on women and differently-abled people, Snapdeal is also looking to launch campaigns that involve technology and social media tools to reach out to the masses regarding need for diversity in the workplace. Widespread awareness about these measures will bring substantial changes in terms of making the hiring process inclusive and build a culture that focuses on celebrating diversity. 

The scope for creativity & innovation depends on diversity of age, gender, abilities, cultures etc. in the workplace

cultures etc. in the workplace. Without diversity in the workplace, the team's performance was likely to stagnate and become average as ideas would cease to be out of the box. Therefore, Snapdeal sought to look at diversity as a prerequisite element for success and not just a "nice to have" attribute that can be associated with the brand.

Putting the framework for diversity in place

Initially Snapdeal considered two separate diversity programs; one, increase female employees through focused recruitment, and also create opportunities for people with disabilities as these were found to be the segments that needed attention. Second, focus on experience as a key factor and build teams based on fresh minds and people with experience as this could be a way to build a diverse team without overlooking gender and other factors. However, since diversity of all types is crucial for success, the company decided to create a mixed approach wherein all essential diversity elements were to be focused upon. Snapdeal there-

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CUSTOMIZING LEADERSHIP ACCELERATION

In order to build a leadership pipeline not only at the senior management but also at the grass-root level, Lupin developed a strategy for developing leaders with the changing demands of the enterprise.

Best Practices by **Lupin**

At twice the rate of the pharmaceutical industry, Lupin has grown rapidly. As a result, leadership development emerged as one of the core focuses for the company. Lupin sought to accelerate its leadership development rate at the same pace as its growth rate. The company needed to build leadership pipeline at both the senior management and the grass root level so as to nurture leaders from within the company. In order to match the rising needs as a fast growing company, it had to ensure that the requisite skill sets match the company's aspirations. This called for capability building to manage growth, identify existing skills gaps and making the work force future ready.


team stepped in to continue with the reviews and impact measurements. This resulted not just in development of home grown talent as leaders but also increased effectiveness and led to innovation at workplace. Leader Plus built action learning by ensuring that the employees take up continuous on the job improvement projects directly impacting the bottom line. Some of the outcomes of the program as identified by Lupin are increase in savings, cost reduction, and improved productivity and system. All of this as a whole resulted in improved business outcome.

Making learning adhesive

Going forward, Lupin plans to institutionalize learning interventions by harnessing the advantages of various technology platforms through integration. A gamut of initiatives have been implemented using a plethora of training delivery methods depending on the audience profile, the kind of intervention, the expectations of the target audience and the intended impact. Moreover, in order to capture and share learnings from the program, the company shares the best 20 projects across all locations through its common portal every year. As knowledge repository, Lupin converts the best 3 projects into white papers so that it can circulate it across locations to share knowledge that can be horizontally deployed.

There is also a Bi-Monthly Newsletter titled 'Lakshya - Enabling Leadership' that is circulated across locations.

All these implementation projects have been preserved & uploaded on a Knowledge Management Portal. The L&D Team has designed an in-house Knowledge Management Portal; titled GYA-ANODAYA, which functions like a search engine. This has further made more employees aspire for getting their Implementation Projects uploaded on this portal. And above all, it has also significantly enhanced the focus on effective implementation of projects. GYAANODAYA; delves on the principle that: "The strongest form of learning is learning from each other; learning from past success".

Lupin has started taking a more strategic view of the training and development practices. The company is now concentrating to ensure a sustained execution of these strategies over a period of time that will lead to results that impact not only the bottom line but also act as a panacea to many of the issues that have been plaguing the pharmaceutical industry as a whole. 

Leader Plus, at Lupin, is primarily focused on helping front line supervisors build leadership skills

Customizing development

At first, Lupin considered procuring talent from outside. While this was thought to bring a fresh influx of talent, it involved risk of non-alignment of talent with the company goals. The company thus realized that there can be no simple or a single template for developing leaders. Acknowledging that organizations see most success when they tailor leadership development systems to the realities of business, the company developed a strategy for developing leaders with the changing demands of the enterprise.

Leadership development at Lupin today follows a three-pronged approach which utilizes the collective capacity of all members of an organization to accomplish critical aspects such as alignment, scale up and employee life cycle management. Putting it together, the company framed an intervention called Leader Plus. Through this initiative Lupin helped front line supervisors build leadership skills. This would equip employees to handle the transition from managing self to managing others.

The right strategy

To put the Leader Plus initiative in place, Lupin partnered with a pool of outsourced trainers who imparted training and thereafter the in-house

DIVERSITY FOR IMPROVING BUSINESS METRICS

In order to leverage the potential of a diverse employee base, Aegis framed a diversity model that provided its employees access to progress, development and opportunities

Best Practices by **Aegis**

At Aegis, diversity goes beyond the concept of equal employment opportunity. The company intends to serve, value, and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all of its employees. Acknowledging the varied perspectives and approaches brought on the table by diversity, Aegis embarked on the journey of diversity in 2009. Since then the company has been able to integrate its philosophy on diversity successfully across its business strategy and practices.

Business need to channelize diversity

Having grown in a multi-fold way into a global organization with footprints across nine nations, diverse nationalities, culture, languages, customs and traditions have been absorbed in Aegis' system. Thus, a focused approach was essential to leverage the potential of this diverse resource base in order to channelize its efforts in a concrete way. A diverse workforce would help understand the foreign markets and its customer needs, enhance customer service thus leading to customer satisfaction, adapt to new market changes and increase organizational flexibility thus leading to enhanced competitive advantage. Thus in anticipation of these needs and changes, Aegis institutionalized the Diversity Framework.

Building the six-dimensional diversity strategy

Owing to the above needs, Aegis first looked at a two-dimensional diversity framework including age and gender diversity. However, the model had a limited approach and focus towards diversity. Therefore, the company framed a unique and contemporary six-dimensional diversity framework encompassing six different facets of diversity and inclusion. By adopting six streams of diversity, Aegis endeavored to craft a work atmosphere that would provide every employee access to progress, development and opportunities. By constructing an inclusive workplace, the company pursued to leverage its global team of people who are rich in diverse experiences, aptitude, talent, ideas and philosophies. Both of these strategies were aimed to create enhanced employee motivation and business growth.


The six-dimensional diversity framework was rolled out as a change management initiative through which Aegis created an organization structure that empowered diversity & inclusion.

The program involves top-to-bottom leadership including the Global CEO who is the executive sponsor in the program and the Global CPO, Mr SM Gupta, who is the organization change leader towards the diversity movement. Diversity Managers were nominated at the corporate level as well as at the business/country level. Their role was of an organizational change agent to lead in diversity related interventions and coordinate for the related initiatives. Appropriate budgets were sanctioned to enable accessibility for persons with disabilities, which is one of the most important facets of Aegis' diversity model.

Aegis leverages the diverse experiences, aptitude, talent, ideas and philosophies of its global team

Taking diversity forward

Aegis has experienced an exponential outcome of the adopted framework. The company has witnessed a significant revenue and profit growth, including global presence and diverse customer base. There has also been an increase in the market share and customer satisfaction, and the average tenure of top clients has expanded. There has also been better employee relations climate in the company; the overall attrition has reduced and the company has been positioned as 'Employer of Choice'. All of this has led to improved corporate culture and competitive advantage in labour markets. Moreover, presence of multiple voices has led to creation of new ideas, new services, new products, and out-of-the-box thinking.

In order to make sure that the learnings from the diversity model are captured, Aegis conducts an annual Employee Engagement Survey and Diversity Scan Survey which enables the company to measure its impact on overall business strategy. Further, the company also runs a diversity tracker through which all facets of diversity are monitored regularly against the commitments laid in the six dimensional diversity model. Based on the results of these surveys and trackers, Aegis aims to design innovative practices to attract, hire, train, promote and retain the diverse workforce; allocate budget to further promote accessibility to workplace; and conduct employee sensitization programs. 

REENGINEERING STRUCTURE AND ORGANIZATIONAL CULTURE

For reinventing its business, Keva transformed its organizational culture by developing programs that aimed to reposition the structure, operations and ways of working

Best Practices by **Keva**

Keva's is a nine-decade business heritage company that spans across fragrance, flavor and aroma ingredients and has established a strong foothold in the domestic market. In the last decade, the company has initiated a number of interventions to fuel its business expansion plan—beginning with the consolidation of business units, strengthening of management team by hiring professionals and leveraging technical expertise. Keva made its first overseas acquisition, set up manufacturing units, established Creative Development Centre for Fragrance India business, and Fragrance International Business which set the pace for the transformative journey of the group to rebuild on the foundation.

At Keva, the core goal is to become 'Future Fit' through 'Right Hiring and Right Sizing – Right People at Right Place'

Organizational transformation for reinvention of business

Along with Keva's expansion and transformation plans came various challenges that needed immediate attention. The company's aim was to consolidate and grow revenue in India and expand and strengthen foothold in South East Asian markets. The challenge was to manage multi-generational workforce including expat employees and ensure cultural integration of overseas acquisition. Therefore, strategic investments, global expansion and alignment with the change of lifestyle, customer segmentation, called for a complete transformation of the organization's culture. The company needed alignment of the workforce towards new culture of working to accomplish the organizational vision.

Continuation of traditional attitudes, ways of working and behavioral patterns would have decelerated the ability to embrace the renewed vision of transformation at a global platform. Had it not been for adoption of culture change, Keva's dominance in domestic market and vision to expand in the export market would have been a failure.

Strategic repositioning of structure and operations

Culture transformation at Keva was all about repositioning the structure, operations and ways of working to drive business and outperforming organizational vision. Keva thus initiated a phase-driven approach. The first step was to prioritize the key areas for intervention and kick start the journey in developing policies, practices and programs. Instead of hiring external partners, Keva took the initiative forward by investing in hiring professionals in HR and at senior leadership level. This hired team, along with the leadership team, designed and rolled out initiatives with their diverse cultural orientation. The entire team brainstormed and carved out an intervention framework for change agenda.

The change intervention was designed by articulating the core values of the organization. The model included all aspects of organizational and individual aspirations; focus being on key HR verticals such as talent acquisition, performance management, rewards, compensation and benefits, communication and internalization, capability development and talent management. The main goal of this initiative was for the organization to become 'Future Fit' through 'Right Hiring and Right Sizing – Right People at Right Place'.

Progressing as 'Future Fit' organization

The intervention rollout has marked a notable shift; Keva is now marching progressively in line with its strategic objectives. Employee engagement score has improved and attrition has gone down. Further, the company has witnessed significant cultural shift. The business performance has improved, and processes and people have come together in synergy which has ensured overall well-being of the organization and its employees.

Keva is now aggressively working on streamlining initiatives that have launched organizational transformation to keep them relevant and impactful. As the company moves forward year-on-year, it seeks to ensure that the impacts of the change interventions are being closely monitored. Taking the initiative forward, Keva is building on its on-going agenda and bringing sustainable and dynamic programs forward. Further, the company is also looking to soon kick start Talent Management process for identifying key talents to support the organization's growth needs. 



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LEADERSHIP & GROWTH FOR A TRULY GLOBAL PRESENCE

To address the need for building capability that enabled leadership on a global scale, WNS rolled out the 'Geo Leader Development Program'

Best Practices by **WNS Global Services**

During 2014-15, WNS Global Services formulated its business strategy around the themes of 'Growth' and 'A truly Global Presence'. With a global strength of more than 29,600 employees, the company has grown rapidly in the past few years. This aggressive growth has also brought about a need to build capability that enables leadership on a global scale across cultures and economies, and taking up bigger and challenging roles has become an imperative. The company realized that although its leaders interacted with international clients and managed integrated businesses across geographical divides, there was a lack of cohesiveness and synergy amongst leaders which was beginning to hurt the business.


and Development team at WNS initiated a 'Geo Leader Development Program'. The pool comprised of geographical heads that are tasked with not only managing and leading the organization to business success, but also managing a talent pool with its unique cultural specificities.

Framing the right strategy

WNS Global Services first considered working on its existing leadership programs and adding value to it by providing the leadership pool with some global exposure through assignments. However, there was very little scope of structuring global assignments, since it was highly dependent on factors such as opening of a global position, succession planning, etc. The company therefore decided to accelerate its leadership through a customized global leadership development program. The program focused on individual needs through creation of individual development maps, aligned to the career aspirations of the individual as identified through career conversations. It incorporated self-reflection, reflective conversations with coaches and formal learning, and also included individual assessments, developmental feedback, a robust executive development plan aligned with coach and mentors from the organization.

The result of the program was phenomenal; it helped leaders deal with diverse cultural and economic environments while managing integrated business processes across geographical divides. The company witnessed higher leader engagement. The success of the program also resulted in greater opportunities of business with a strong pipeline of global leaders.

Institutionalizing leadership capability program

WNS is now moving towards institutionalization of this program on a much larger scale. Learning from the experiences of the earliest adoption days, it plans to roll the program after meticulous ironing of the intricacies involved in making the program a success. To capture all of the loopholes, constant feedback from the business and the leaders is netted to help monitor the challenges and development while moving forward. 

The 'Geo Leader Development Program' is an individual development map, aligned to the career aspirations as identified through career conversations

Need for 'truly global leaders'

To lead its large, diversified global workforce, WNS Global Services has been working towards creating a robust internal pipeline of leaders. WNS felt the need to roll out a program which could effectively build global leadership capabilities within the organization. Core functions that the company was looking at developing were senior and strategic leadership to drive the organization's growth and transformation agenda, and global leaders who can effectively move across locations, cultures and business contexts.

The immediate challenge was that while new business was coming in thick and fast, development of new sites with capable leadership was becoming a growth impediment, thereby restricting the global expansion of the business. Moreover, this was adversely affecting business dynamism and inorganic growth of the company. In order to meet these challenges, the Learning

PLACING DIVERSITY AT THE CENTER

NTT DATA curbed the effects of gender imbalance in the organization through WIN - Women's Initiative program that aimed at unleashing the potential of women and providing them with a cohesive work environment

Best Practices by **NTT DATA**

NTT DATA, a global IT Innovator that delivers technology-enabled services, created its footprint in the Indian market in 2010-12 when it acquired multiple multinational IT companies. Each of the acquired companies had their own organizational cultures, and had to effectively collaborate under the umbrella of its parent organization. The diversity and heritage that they brought, opened the scope for building synergies, and there was a strong need to manage change in a controlled and phased manner throughout the course of mergers.

Identifying diversity challenges

During the course of business expansion in India, NTT DATA noticed that the rate of women taking career-breaks due to personal reasons were significantly higher in the region. This was mainly because of their multiple roles outside of work, which limited their capabilities to deliver justice for their true potential. Not all women at mid-levels showed interest in vying for growth-oriented and demanding roles at work, which was unlike their male colleagues, where a greater number were interested in these enhanced roles as they got created. The reduced career sustainability among women at mid-management level affected the proportion of active participation of women in implementation of organizational change strategies. The continued effect of gender imbalance was likely to limit the composure of decision making; capability to cater to diverse business challenges would have become difficult in the long run. If these challenges were not smartly addressed, it would also have increased the career breaks, absenteeism and impediment to optimum potential of talents.

Creating a "WINning" strategy

Right from the start NTT DATA overlooked traditional approaches to diversity initiative as it lacked adaptability to the changing trends of the employee base. Instead, the company worked on creating a customized framework named WIN - Women's Initiative at NTT DATA. The aim was to help women overcome the unique challenges they face, thereby uplifting their professional lives. Through this initiative the company helped in unleashing the potential in women and established a cohesive work environment. It was envisaged to also result in more women taking up leadership roles and the organization benefiting by having better gender ratios in the workforce, resulting in well balanced

and holistic work culture. The main objectives of WIN were to make NTT DATA "Employer of Choice" for the women workforce, retain women talent, leverage women's potential to enhance their career and to educate women on subjects like health, work-life balance, self-defence, among others. Kick starting the initiative, location specific WIN committees were established across regions to plan and manage the regional level activities.


Under WIN, the company made concrete policies around maternity, fitness and stress, safety, self-defence, sabbatical leaves, etc. which were welcomed by the women employees. As a result, there has been a significant increase in satisfaction among the targeted group. A right combination of these factors has resulted in a notable rise

Under WIN, the company has made concrete policies around maternity, safety, self-defence, & sabbatical leaves

of women in mid-level management. Further, the average tenure of women has risen and gender gap in the professional space has minimized significantly. NTT DATA now has higher employee satisfaction ratings among women employees. There has also been an increase in participation of women in NTT leadership roles.

Taking WIN to the global platform

The remarkable success of WIN in India has now paved the path for creation of a Global WIN team. The main objective of this initiative is to get high potential women connected at an international level, draw synergies using the NTT DATA's global platform and leverage technology to connect them.

To ensure that the expansion of the program reflects success, NTT DATA has a dedicated SharePoint portal for WIN which is integrated with its gamified Learning Management System (LMS). This has been designed to cater to the nomination, assessment and tracking of the program that are specifically designed for women. The main objective is to monitor the results achieved by the initiative and also capture feedback that helps fine tune the program. 

MAKING EARLY CANDIDATE EXPERIENCE ENGAGING

In order to provide a standard streamlined experience to candidates, HCL adopted an onboarding platform which consolidated multiple legacy applications

Best Practices by **HCL Technologies**

In India, within the IT industry, the gap between releasing the offer and the person joining can be as high as three months. If the candidate is not engaged within this period, the chances of losing the person to other employers increase drastically. The first 90 day period after hiring is when majority of the employees make up their mind about staying with an organization for a long-term. Ensuring that the pre-joining experience is extended to the first few weeks after joining is a crucial and challenging aspect of hiring. Providing a standard streamlined experience to candidates is thus very important for building a discernible employer brand. However, with induction locations across locations, it had been an arduous task for HCL Technologies to provide this level of standardization for all candidates.

Providing a standard streamlined experience to candidates is very important for building a discernible employer brand.

Onboarding - a key metric in early candidate experience

Due to ambiguities and delay in the onboarding process, billable loss was one of the key metrics affected in the entire process at HCL—directly resulting in loss of revenue. For instance, when an employee is not equipped within the first two days of joining, he/she cannot be deployed and this adversely affects the bottom-line. Further, verification during volume hiring poses various operational challenge; for instance, identifying fraudulent documents. The legal list for valid documents is long and there are combination of documents which can be applicable to all the lists. Undergoing all the verification and ensuring legal compliance of all documents is thus a challenging and time-consuming task.

As a result of the stretched onboarding process, candidate experience was taking a hit due to delay in getting the appropriate documentation or induction. When candidates renege because of poor onboarding experience, finding a replacement becomes a time- and cost-intensive effort. All of this has an adverse effect on the employer brand.


Identifying and adopting a strategic platform

In order to meet all challenges associated with onboarding, HCL adopted the platform from SuccessFactors, since it provided a central solution for not only onboarding, but all HR processes.

The tool has been configured catering to the key issues faced in the organization when onboarding the employees. The processes underlying the technology has now enabled all stakeholders in the organization execute their respective actions (in terms of seat allocation/laptop/access cards) in time enabling a better experience. This ensures that the new joiner is ready to be productive on Day 2 with all administrative activities completed. Moreover, Success Factors' robust modules are in sync with all the legal requirements, thereby complying with the statutory requirements. As a part of the technology suite, HCL has also created candidate portals where new joiners can learn about the organization and its culture. Personalized SMS are now being sent out to candidates and Skype calls allowed senior leaders to communicate with the employees on induction day.

The adopted platform has helped HCL build a standardized process for all the involved stakeholders across all geographies HCL operates in. SuccessFactors' e-verify module also allowed the verification manager to complete the verification and re-verification being handled within the system and the relevant notification reaches the people concerned 180 days before the documents expire. Therefore, document maintenance has become a lot simpler as they are all digitally stored; system defined logic makes it easier to purge the documents after employee has exited the company.

Taking onboarding platform and processes global

The US launch was the first phase of HCL's onboarding program. Therefore, teams involved in the launch in US have underlined a log of issues that cropped up. The teams have devised the programs based on such learning in order to avoid similar mistakes for other geographical launches. A configuration workbook has also been maintained which archives all the technical requirements, which will act as a reference point for any future changes being made. 

CREATING COMPETITIVE EDGE THROUGH CULTURE BUILDING

For translating culture change to business outcomes, Raychem RPG built a cultural transformation strategy through workshops

Best Practices by **Raychem RPG**

Raychem RPG had initially created its business strategy around Product (P) and Delivery (D) and created a competitive edge through these two elements. It was not until two-three years ago that the company realized that it was easier for its competitors to copy these two elements and dent its profit margin. Strategy was therefore reviewed and it was suggested that the company include Service (S) and Experience (E) both of which required a very supportive culture. Thus, there was a growing need for a culture which gives the company competitive advantage of having a PDSE strategy.

Building supportive culture for increasing profit margin

In absence of a supportive culture for PDSE strategy, the company's profit margin was getting affected. Market share and customer satisfaction index were also suffering. If the issue continued, non-relevant R&D products would have made the company redundant in market. Since competitors could easily replicate its products, the company had a low margin because of similar products available in market. As a result, Raychem was not seeing a sustainable growth of business and risked losing customers.

Identifying right cultural transformation strategy

At first, Raychem considered continuing with its PD strategy and work towards maintaining its customer base. By doing this, the company would focus on innovation of new products and work towards improved and efficient delivery. This would help the company maintain its existing customer base. However, since product and delivery would not ensure sustainable growth of business, Raychem decided to create a culture driven PDSE strategy since it would ensure sustainable growth of business. Culture imitation is moreover difficult as compared to product or technology replication. Further, culture also provides the greatest source of sustainable competitive advantage.


Moving towards this goal, Large Scale Intervention Process (LSIP) workshop was organized to help the managers understand, align and build ownership around the new strategy. For LSIP, Raychem RPG engaged the LSIP Expert, Mr. Kanti Gopal. This workshop also helped managers understand the cost of pursuing strategy without building desired culture. Based on this, formulation of

the required business behaviors with action plans, long term commitment, sustenance and review mechanisms was necessary. The strategic transformation exercise followed a step-by-step approach. First, the organizational roots were revisited, followed by context setting and storytelling. Voice of customers, partners, employees and markets were all taken into consideration. Through this, a case for change was established and strategy was then shared, following which business behaviors were formulated. Thereafter, LSIP developed a new set of cultural pillars that would lead the company to sustainable and profitable business result.

Culture provides the greatest source of sustainable competitive advantage

Translating cultural change to business outcome

The outcome of the initiative was phenomenal wherein the company witnessed a marginal rise in the customer satisfaction index; customer retention also increased by a large per cent. Cumulative score of all managers showed a positive growth and the business target achievement increased significantly. Raychem also witnessed increase in its new products and market share and its profit margin saw a significant expansion. To take the initiative to the next level, measurements and assessments were conducted across all managers. Those whose reports cards were in red have now been assigned coaches for improvement. Further, few of the processes developed to enable the company's cultural pillars are being reviewed and necessary action is being taken to improve them. New comers in the company are also being inducted through corporate induction.

Raychem is continuously reviewing the progress made by the company through this intervention and capturing its journey of cultural transformation. The company has documented its progress, presenting it to the leadership team on regular basis. From time to time, the papers on cultural transformation have also been presented to different forums in order to capture external feedback. 

BUILDING A WIDE LEADERSHIP PIPELINE

With a focus on building leadership capabilities at all levels, Vedanta Limited adopted a framework of external guidance and internal involvement for leadership development

Best Practices by **Vedanta Limited, Jharsuguda**

Every organization is prone to disintegration and losing its way in absence of a strong leadership acting as the guiding and motivating force for the entire organization. Vedanta Limited, Jharsuguda commenced operation in 2008 as an aluminum and power company in the manufacturing sector. To emerge as a leader, the major challenge for Vedanta Limited, Jharsuguda was to strengthen the leadership capability of this technically-strong pool of employees for creating a sustained leadership pipeline. Though the workforce was technically strong, the competency gaps on the leadership front existed which required to be bridged especially for the middle-level and first-time managers in terms of competencies like developing people, being a team player, thinking and acting strategically, managing external and internal environment, etc.

levels. The biggest benefit of such a framework was its ability to adapt to the growing organization's changing requirements. While the internal L&D team was well aware of the organizational challenges and requirements of the leadership development model, the involvement of third-party brought with it tested practices.

Putting leadership development model in place

The adopted talent management framework sought to address the challenge of leadership development from the nascent stage by involving internal recruiters trained on competency-based interviewing. The model then helped to classify both existing and new employees in one of the six stages of the career stage model. These employees were then imparted trainings to prepare them for the next career stage. This model also included Competency Assessment of employees both internally by managers and also through external Development Assessment Centers in association with reputed third-parties which acted as the base for segregation of employees in the 9-box performance-potential matrix.

The crux of the framework was in leveraging developmental interventions like the 70:20:10 learning principle where 70% of the learning for leaders would happen through tools like action learning projects, cross-functional exposure under secondment for stipulated period, 20% through mentoring, coaching and reading engagement/desktop study and 10% through training and also involving leaders in leading and implementing the Total Quality Management approach. Individual development plans were designed for leaders and performance was reviewed by managers on quarterly basis.

Building a pipeline of leaders

Vedanta witnessed numerous benefits, ranging from financial figures and perception scores, to benefits like transformation of culture and increase in trust of people. With the objective to sustain and increase these benefits, Vedanta has identified cross-functional coaches across the Aluminum & Power sector who can act as mentors to the identified pool of talent to be groomed as future leaders. In addition to all of these, potential leaders are also being provided executive coaching as well as global exposure to internalize capability-building and leadership development as part of the Vedanta culture. 

Potential leaders are provided executive coaching & global exposure to internalize capability-building & leadership development

Attracting and retaining the right quality of leaders was a major challenge. To counter this, creating a strong leadership pipeline internally and incorporating it in the organization's DNA became the need of the hour.

Identifying the right strategy for deployment

Acknowledging the benefits of tried and tested models, Vedanta initially looked at the option of outsourcing leadership development to a third-party with expertise in L&D solutions. However, this involved a major drawback in terms of the extent of customization. Therefore, Vedanta strategically developed a talent management framework for leadership development which combined the internal expertise of people development team with external expertise.

The combination of external guidance and internal involvement for leadership development was designed to build leadership capability at all



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INTEGRATING NEW CANDIDATES INTO ORGANIZATIONAL CULTURE

Macquarie Global Services recognized the need to enhance the onboarding experience for new joiners and established a consistent and standardized orientation program for all

Best Practices by **Macquarie Global Services**

Onboarding is an important process. There is a high correlation between onboarding and future employee retention. Macquarie Global Services recognized a need to enhance the onboarding experience for new joiners. With an aim to enhance and refresh the company's orientation program, Macquarie focused on establishing a consistent and standardized orientation program for all employees regardless of their business or team.

Getting new employees to settle faster

The goal was to create an end-to-end experience over a six-month probation period. Through this initiative, Macquarie sought to increase productivity by ensuring that the new employees were equipped in their roles, but also developed an

The plan is therefore a combination of various classroom sessions, on-the-job learning, e-learning programs and networking opportunities with senior leaders as well cross functional teams. This provides new joiners a holistic understanding of Macquarie's culture.

Some of the key elements covered in the 180 day on-boarding program include:

- Pre-joining connect with a new starter along with a buddy from the team
- Mandatory Day 1 orientation providing an extensive overview of the organization's business operations, global presence and culture
- Cultural awareness to promote healthy working relationships despite globally distributed workforce
- Functional orientation to provide a team specific induction
- Overview of performance management processes and mandatory objective setting in alignment with organizational goals

Apart from these, the 180 day program also covers sessions on diversity and inclusion, networking for success, working in a matrix environment and the art of communicating effectively.

Capturing benefits and learnings to improve the program

After the launch of the onboarding program, Macquarie saw a sustained and significant improvement in the feedback from new employees on the efficiency of the process as well as the overall experience of joining Macquarie. Leadership interaction and engagement with new joiners have risen significantly which has provided the joiners at Macquarie with exposure to possible career growth and opportunities to enhance internal networks. As a result, there has also been a drop in the attrition rate of employees within the first year of joining. The learning curve for new hires has also reduced leading to improved productivity and overall engagement with the organization and its culture.

Macquarie is now looking at persistently improving the 180 day onboarding program. Virtual floor walk of corporate and regional offices at locations outside of India for new joiners is an initiative that Macquarie is looking to launch soon. The company hopes to include new joiners who have successfully undergone the program in the planning process to bring improvements to the program in terms of content and methodology. 

The onboarding plan is designed using the 3E methodology of learning from Experience, Exposure and Education

understanding and appreciation of Macquarie's culture. The program also sought to increase engagement and retention to make employees feel valued and reaffirm their decision to join the company. Another important aspect of the program was to ensure the new employees were aware of and aligned to Macquarie's principles, culture and values. Macquarie recognizes the correlation between onboarding and future employee retention so it was important that the process was well structured, transparent and enabled the employee to settle into their role faster, and ultimately made more productive.

Putting onboarding strategy in place

Macquarie has initiated a 180 day onboarding program for new joiners in its Gurgaon office. The program has been designed to help new joiners understand the business and culture, establish their bearings around the office and also learn how to make their mark in Macquarie's fast paced growth. The 180-day onboarding plan has been designed using the 3E methodology of learning from Experience, Exposure and Education.

SEAMLESS COLLABORATION FOR BETTER PRODUCTIVITY

To enable seamless collaboration, connection and interaction between employees, Wipro adopted an enterprise social platform, Yammer

Best Practices by **Wipro**

Reengineering and reinvention are the drivers of business relevance and growth in today's context of ever-changing customer needs. Organizations need to be agile and responsive when it comes to meeting customer demands. In this context, Wipro is well positioned as a partner and co-innovator for its clients in their transformation journey and facilitate their foray into new sectors and markets. However, to differentiate itself and stay ahead of its competition, Wipro has sought to demonstrate superior growth through high productivity. The aim has been to quickly solve clients' business problems using deep domain knowledge and expertise in bleeding edge technologies.

Connecting, collaborating and interacting

With its huge employee base, the struggle for Wipro has been to put a mechanism in place which allows employees to seamlessly collaborate, connect and interact to tap their full potential. In absence of such a mechanism the business metric that suffers most is the organization's profitable growth. The core focus for Wipro was organizational productivity improvement by capturing transformational deals, for which the company was looking to establish a collaboration platform. If a collaboration platform was not established at the earliest, the company was likely to see delay in formulation of solutions leading to customer dissatisfaction. Further, in absence of a seamless platform for collaborating, learning, sharing and solving, the individuals/teams were also likely to lose motivation.

Strategic development of enterprise social platform

Wipro initially kick started the project 'My Organization World' for which an enterprise social platform was built in-house. Since it was time-intensive affair to build a rich set of features, the platform was not mature enough; hence it was not very stable. Therefore, various chat sessions with senior leaders were held, after which the CIO team, HR and L&D team jointly decided to adapt a well-established tool like Yammer as an enterprise social platform which is accessible from all devices. The goal was to enable employees to participate in real time discussions, share their thoughts and opinions, find answers to their questions, offer help to others and stay connected.

The social learning and collaboration initiative was built around a mature and stable platform


which emerged as the biggest advantage to the company. The benefits were augmented by the fact that the company received high focus and support from its solution partner. The adopted social enterprise platform promoted and facilitated social learning and collaboration opportunities through an enterprise wide standard platform. It also handled large multimedia contents in a structured framework.

Through the adoption of a mature enterprise social platform, Wipro now hopes to achieve greater transparency through real time collaboration. The platform can emerge as a great tool that is capable of tapping into the collective wisdom of the vast employee base and increased employee productivity.

The social enterprise platform promoted and facilitated learning and collaboration opportunities through an enterprise wide standard platform

It can also be used to gain visibility into various teams working across the globe which can help in making faster and better decisions. The social platform can also connect the company's remote and mobile workforce. Cross-pollination and exchange of ideas on the platform can result in better innovation. Other benefits that can emerge through the use of the platform are cultural integration, efficient channel of communication, better and simplified project and change management. These benefits can further result in improvement of the onboarding experience and can lead to higher engagement and retention.

Capturing learning from the initiative

In an aim to capture the learnings from enterprise social platform adoption, Wipro has formulated provision for documentation of strategy right from its initial stage of design to the final implementation stage. Case studies, use cases, white paper, documentation of content from internal forums, Tweet chat sessions, paper submissions etc. are all part of Wipro's effort to ensure that learning from the initiative can be used for on-going and future reference. 

LEARNING FROM EXISTING WEALTH OF KNOWLEDGE

To harness and retain the depth of knowledge, skills and expertise, Wave Group established learning through EDMS

Best Practices by **Wave Group**

Wave Group has a diverse portfolio in various businesses. When it ventured into Real Estate with the launch of mammoth projects - Wave City, Wave Estate and Wave City Center, there was an immediate need to hire resources that had experience in the field of real estate projects, sales along with other operational functions. The resources that were taken on-board brought the best practices and expertise. It was imperative to harness employee knowledge and expertise. However, it was becoming difficult to retain this knowledge for future use as it was getting lost with attrition.

A clearly defined process of storing and retrieving data was the need of the hour, so as to bring the consolidated and organized data in one place.

Secondly, it was imperative to create continuous learning as the organization already had a wealth of knowledge and human expertise.

There was a continuous challenge to streamline smooth and effective continuity of business.

Eliademy is a technology-enabled platform that ensures learning without the requirement of a trainer

Wave Electronic Documentation Management System (Wave - EDMS)

Wave Infratech first worked on establishing an Electronic Documentation Management System – a digital library on the company's internal server, where the required data is digitized and uploaded. Besides its numerous advantages, one major benefit is - once a task is worked upon, other users can see the utility of the exercise. We classified the repository in two parts:

a) Corporate Repository: To include digitized documents, videos and other materials from the corporate functions like Marketing, Public Relations, Human Resources, Procurement, etc.

b) Project Repository: All the digitized documents, drawing, maps, customer records indexed and uploaded in the EDMS, under the respective projects.

EDMS driven learning & development

The company proposes to use this as an on-boarding induction tool for its new joiners: for example, if an employee joins in the Marketing - Events department, he is given access to all past events to give him a foot-hold on his first day at work. EDMS also serves as a great repository for existing employees for ready and quick reference.


Eliademy - On-Line E-learning Tool

Wave has provided a digital learning tool called Eliademy for the continuous training of Front Sales and Post Sales staff. Eliademy is a technology-enabled platform that ensures continuous learning and growth without the requirement of a trainer. Employees can undertake the training as per their convenience, attempt the evaluation and get real time results. It is also easy for the company to track employee performance with ready results available at the platform. This has 3 elements – **Video Lessons** (recorded sessions of live coaching on sales techniques); **Readings** (readings complement and correspond to video lessons); and **Tasks** (Content from video lessons and readings are applied in homework tasks).

Performance Preview System for Training Needs

Like other organizations, Wave also has a 180 degree annual performance evaluation and the training needs are identified during performance counseling. With the aid of SAP and other software in place like Microsoft Dynamics, Adobe Marketing Analytics, Wave has been able to launch a unique Performance Preview System-for Training Needs system which is integrated in such a way that the employees get assessed on their goals directly from the system. On the basis of evaluation report, the skills and knowledge gaps are identified and relevant trainings are planned.

Performance enhancement through easy learning

The above mentioned digitally-driven initiatives that are closely linked to L&D and resulted in huge return on investment. Once the system was put in place, a clear transformation from human capital to knowledge capital has happened. Moreover, employee performance has also improved significantly along with overall knowledge enhancement after adoption of these initiatives. 

ANYTIME, ANYWHERE LEARNING FOR THE 'MOBILE' EMPLOYEE

For maintaining consistent performance, Pfizer adopted modern workplace learning practices including mobility, gamification and social learning

Best Practices by **Pfizer**

Pfizer in India is ranked in the top 10 pharmaceutical players and has showcased an impressive performance. The core focus for the company is therefore to maintain its performance. For this, Pfizer has sought to aggressively improve learning and training for all its employees.

Balancing business priorities with learners' needs

While Pfizer has put great focus in maintaining business performance, the company has found it challenging to translate commercial strategy into business results by improving sales representatives' capabilities. Enhancement of coaching skills of the line managers thus became crucial to provide meaningful metrics that link learning and assessment results to business performance.

To take learning to its geographically dispersed sales representatives, Pfizer sought to create cost-efficient engagement by leveraging mobile. To embed learning into the daily workflow of sales representatives, the company aimed to convert idle time of sales representatives into learning time during work hours. For this, Pfizer required modern workplace learning practices including the use of video, mobility, gamification and social learning for its large millennial workforce. The core goal was to balance the business priorities with the needs of the learner i.e. relevance, flexibility, recognition and performance support.

In absence of an effective learning model which is embedded in the sales representatives' daily workflow, sales target were taking a hit, engagement was at a low and attrition was increasing. In this context, Pfizer faced a potential risk of increase in financial cost.

Identifying the right 'mobile' strategy

Pfizer at first considered adoption of asynchronous e-learning strategy with deployment on mobile devices since the learner's familiarity with mobile devices would make the process simpler. Moreover, such a strategy would also make it possible to track completion rates and assessment scores. However, this model lacked flexibility in linking the LMS with local systems and build custom specifications on it. The company therefore adopted a mobile learning application with custom specifications built on the cloud which acts as a mobile first, quiz and assessment-based sales proficiency builder.


Named ROKET (Return on Knowledge Transfer), the adopted mobile learning application

provides 'any-time, any-where and on any-device' learning and meets the demands of the modern learner. The application also provides the option of using micro-learning content i.e. short videos, infographics, PDFs articles etc. along with game mechanics to make the content and assessment process engaging. ROKET is based on the premise that if sales representatives are engaged in a meaningful, fun, competition-driven and challenging way, they will seek to learn more about the products and improve their selling skills. They will also be encouraged to 'pull' the required learning content rather than be 'pushed' to taking training. The key business objectives of this project are:

The adopted mobile learning application provided 'any-time, any-where and on any-device' learning

- Create a mechanism for constant improvement of product knowledge of sales representatives through quizzing, coaching and on-the-job assessment
- Create a mechanism for sales managers to provide feedback to their representatives and suggest corrective action
- Create a mechanism through which a monthly proficiency dashboard can be provided that reflects knowledge assessment scores and on-the-job application performance

Escalating ROKET to next phase of product roadmap

Adoption of ROKET has increased user adoption and average sales proficiency scores have improved. Adherence to coaching by managers has also increased. This has created a positive impact to the overall business metrics. Further, Pfizer India has been positioned as a center of excellence for innovation in learning and new technologies. Taking ROKET to the next phase of the product roadmap, Pfizer aims to link the overall proficiency scores that the company gets from the mobile app to the 'sales effort data', which will enable to produce a sales effectiveness index. This effectiveness index will further get linked to the actual sales performance. 



RAHUL KESHAV PATWARDHAN

Capability building for business scale

Today, companies are moving aggressively towards outsourcing training, skilling and capability building

India is still considered to be the fastest growing economy among the major economies in the world and its continued rapid growth will be largely predicated on the ambition and passion of Indian business leaders. One of the main ingredients for organizations to succeed is to be more bold and ambitious, which will enable them to secure greater advantage in the market.

Strategically, when planning for growth, manpower is invariably a key ingredient in driving and supporting the growth. However, there needs to be a positive outlook towards forward planning and bold decision making on training, upskilling manpower and continuously building capability. In the services sector, particularly the IT, ITES, Banking, Telecom and Retail sectors, we find that the larger companies are moving aggressively and engaging with partners like NIIT for training, skilling and capability building.

Organizations today are dealing with two main problems — on one hand, organizations have to deal with rapid growth which involves large additions to human capital at the bottom of the pyramid (entry-level), and setting up reliable supply chains for greater access to such manpower. The main challenge here is to execute this at a consistent speed, quality, cost & efficiency that is required along with maintaining the organizational culture. On the other hand, the organizations face the task of building a strong internal management capability to be able to absorb, engage and integrate new talent in the organizational culture, make them productive and then to ensure continuous improvement of performance, outcomes & productivity through continuous reskilling/upskilling.

Competence and performance are the key differentiators for any organization. Companies in India are competing both domestically and internationally today. Therefore, there is a need for organizations to strategize and plan for the current workforce to avoid unprecedented situations, by skilling and upskilling efforts organized under a long term strategic program.

To be able to overcome such challenges, training departments need to move towards becoming true centres of excellence, strategic and closer to the business. IT can be considered to be an example here. It was seen as a support function, focused internally, but gradually it moved to become a more strategic enabler of businesses, which happened in the process of segregating the demand IT (strategic and close to

Companies are focusing more on their core competencies and are outsourcing their other operations such as training



the business needs and program management) and the supply IT (management, execution, support and maintenance). Such a segregation enabled organizations to outsource the supply IT and focus only on the demand IT. Similarly, internal training organizations need to focus on understanding business needs and outcomes expected from individuals and teams, and building a learning strategy to support that. To enable this, the training COEs can be staffed by professionals from the business units themselves who understand the training requirements and have a strong program management capability to function along the other teams. And then work with best of breed partners to get training supply delivered to meet the business demands.

Today, companies are focusing more on their core competencies and are outsourcing their other operations such as training, which has significantly enabled companies to deal with challenges pertaining to human capital. For example, NIIT offers 'Source Train Hire' solutions which encompass all aspects involved in on-boarding employees such as recruiting, hiring, orientation, training and long-term integration. These solution bring the new hires 'into the tribe' while preparing them to be productive, billable resources. When analyzing the performance of 'Source Train Hire', NIIT considers the full lifecycle of the freshers, from the time they join to when they become routinely billable and productive resources.

However, decisions pertaining to outsourcing are usually not based on the scale and reach that the training execution will require, or the access to best-in-class technology and practices. The trigger will always be competition and the ability of businesses to respond to the market changes and conditions at the speed required.

In the case of Indian businesses, when leveraging the power of outsourcing, there is minimum cost arbitrage to start with, but the value addition outsourcing can provide in terms of flexibility, scale, access to experts, quality and consistency of training delivery is big. One of the main drivers of value for learning organizations is the access to technology especially when scaling in terms of numbers, reach, consistency and quality of the output. Technology enables companies to create scenarios, gamify learning and provide continues upskilling interventions to create an on-going learning effort which class-room training cannot provide. Of course, technology requires an up-front investment but progressive organizations see its value in terms of the ROI it generates.

Today, companies are also realizing that they cannot build such capabilities themselves and it is best to partner with organizations that already have such capabilities. For example, at NIIT, programs like the Critical Mistake Analysis (CMA) methodology (NIIT proprietary), a quality improvement methodology, is based on identifying



Outsourcing can provide value addition in terms of flexibility, scale, access to experts, quality and consistency of training delivery

the most common and costly mistakes made by novices deploying target skills, performing a root-cause analysis to determine the underlying causes of these mistakes, and prioritizing training targets based on the business value of the potential improvement that can be made by addressing each. It has enabled many organizations to measure results, improve time efficiency and generate profitability, which cannot be executed internally by the organizations.

Such programs are effective as they guarantee performance improvement of the training programs. At NIIT, the focus is to see training as a business enabler which means that there is a need to demonstrate outcomes. 📊

(As told by Rahul Keshav Patwardhan (Pat), CEO, NIIT Limited)

Practices that Wow!

InMobi's innovative people practices

Here's a sneak peek into what prompted InMobi to create innovative people practices and what sets the company apart from the rest

By Kevin Freitas and Nandika Pradeep



Kevin Freitas



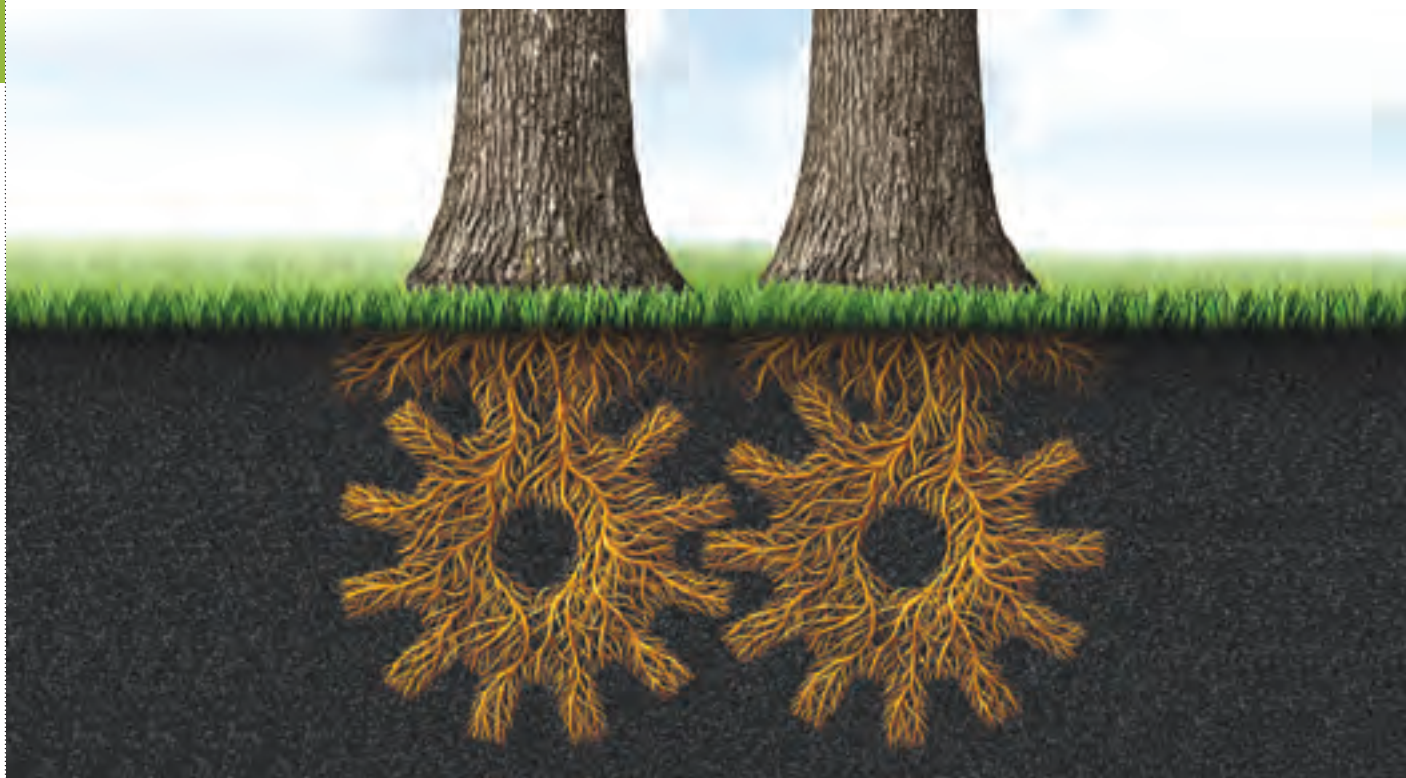
Nandika Pradeep

InMobi was recently declared as one of the most innovative companies in India, and so were its people practices, which are disruptive, game changing and could potentially set a tone for what is believed to be the new face of HR!

Building a self-sustaining organization

Every organization, big or small, needs to manage its people – its core. Understanding that and closing the current vs. future skill gap required innovative solutions including a revisit to the practices to overcome challenges ahead. InMobi experimented with some extraordinary and counter-intuitive people policies in order to engage its employees and grow with them. InMobi witnessed a spurt in growth in 2012-13 where its headcount

rose from a mere 200 to 900 employees. Managing such talent was not easy as such a sudden spurt in growth was unforeseen. The need to understand, differentiate and address concerns of hiring, managing performance, providing careers and learning, led us to investigate and relook at our policies and practices. There was a need to build a culture, a vision supported by deep-rooted values that was built on a solid foundation and which resonated and amplified those values. We began to invest and build a strong, unique and colorful culture that resonated with the organization and its values. We wanted to create an organization in which employees knew what they had to do without any 'handbook' given to them and without demarcated lines or politics lurking around. All practices and programs came into being through



the culture itself. Our culture became the core of our company.

People at the center

Every HR function in every company wants its programs to matter to its people, and they want their people to be genuinely proud of the company and its people programs. At InMobi too, the design of every people program starts with this belief. Every program that is shaped stands on two thoughts — Give employees what they love and what they will love! At InMobi, we believe that both these thoughts are equally important while designing or communicating any program for people, hence we ensure to keep that in mind while we put on our thinking hats. It's because of this unique lens that all our programs have a hint of surprise and special 'wow factor' in them. Additionally, no program passes muster if it does not address our current people demographics and the expected shape of our demographics in future.

Innovation that matters

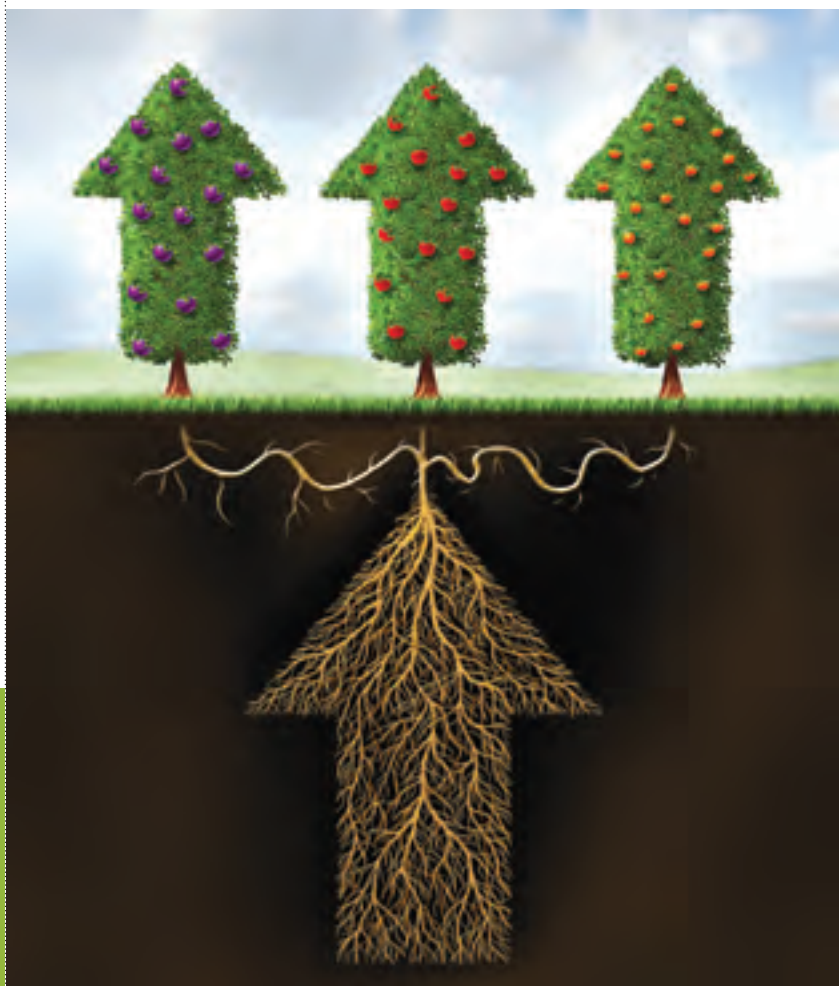
When any program is created at InMobi, we know that it will have a shelf life. The team assesses the health of people programs through usage patterns and qualitative fact finding every six months. When we gun for innovation, we don't innovate

for the sake of innovating, but for it to matter to our people and our business. Considering that no program lasts forever, we at least make sure that everything we create matters and resonate with our people at a deep level. Innovation in HR programs, policies and practices is not a common phenomenon. There are challenges of budgets, requirements of proving a return on investment, missing buy-in from management and of non-existent executive sponsorship. More often than not, it is simply lack of courage to try things that are different, away from what the stalwarts in the industry practice.

At InMobi, we adopt a fresh perspective for all our initiatives. For example, when we see benchmarks, we question why everyone is doing something. Is it herd mentality (playing safe)? Or it is because it's mandated? We stretch the possibilities of what can be. With a supportive leadership

All practices and programs came into being through the culture itself. Culture has become the core of our company.

Programs	Description	Innovation inspired by Research	Benefit to InMobi
Learning Wallet	InMobians gets USD 800 annually as a 'learning wallet' which they can utilize to do anything — grow professionally and personally.	Compliance is highest when self-initiated. This is money well spent.	A learning organization
Bridge Opportunities	InMobians take up internships in the company in other functions, alongside their normal duties and role. So someone in Technology can learn about Sales or Finance or HR or Product Management.	The best way to break up silos is to get an appreciation of what others do, by doing it first-hand.	A connected organization
Referral Rewards	InMobi provides excellent experiences like trips to Europe for 2, Royal Enfield bikes, Cage diving with sharks in South Africa, to name a few.	People say they want cash, when what satisfies them is a memorable ultra-extraordinary experience.	Increase in cultural fit, non-existent agency hiring.
Maternity leave	6 months of paid leave that helps our women employees get back to work in a staggered manner - 4 months of paid leave, next month half day at full pay, and the 6th month, half day in office and work from home for the remaining half.	To support a change, start by making changes slowly but definitely.	Women in Tech
Leave policy	Auto approval of leave if the requested period is less than 6 days	Your actions should match your words.	Amplifies our values.
Live Your Potential	InMobians get first access to any new roles in the company and can apply to a new role if they have spent 12 months in their current role.	Value your people by putting them in control of their career choices.	10% of positions get closed through internal movements
InMobi Promise	Harley Davidson, Volkswagen car or DeBeers diamonds when employees complete 3 years with the company	People who thrive in a startup that's growing exponentially are performers; else they wouldn't still be around.	A performance reward that also serves to attract and retain.



Truly growing your people comes with a realization that you need great people programs to support their growth

that believes that every employee can grow 10X if people practices and culture enable them to. We also communicate with people internally and externally who give their views, validate our beliefs and challenge our opinions. For us, such interactions provide us with unique thoughts that shape our thinking and design.

Unique and special by design

Creating this unique value is very much like creating a product, and we apply product management and marketing concepts when designing or communicating to our people. Be it the product features we design, or the compatibility of these features with our culture, or the marketing of this product to our internal and external audience to get their buy-in and appreciation, each of them follows a similar process as to the design of our product for business. Alongside our thinking and creation, we are constantly learning; looking up

new research, getting inspired by the wealth of information in fields like sociology, interpersonal neurobiology and behavioral economics. For our people practices, we rely on already conducted research which supports our values and culture.

Creating magic and communicating it

Most of what we do can be done by any company, if it resonates with their culture. Here's a list that we've been inspired to create.

- Employees don't need their supervisor's approval for up to six days of leave - which is strongly in line with our values of 'Enjoying Freedom with Responsibility'.
- Everybody gets a 100 per cent bonus (except the sales team, which could get more or less depending on performance) - In line with our compensation philosophy, that there is no limit to how much you can stretch yourself. A cap on Variable pay structure must not define that.
- Conventional performance appraisal systems that include ranking, force fitting a normal distribution, goal sheets have been eliminated. The focus is now on conversations - how to fuel growth in the future, not assess performance of the past.
- There is no international travel expense policy; we have guidelines to assist our people with decision making.
- Employees get \$800 annually as a 'learning wallet' which they can utilize to do anything — professionally, master new technologies, learn new skill set or then utilize the same personally for cooking classes or learning a new language.
- Everybody gets \$200 every year to change their handsets.
- When anyone wants to quit and start a new venture, the company does everything they possibly can to support them. So instead of taking their access card away when they quit, InMobi is happy offering them free office space, allowing them to intermingle, brainstorm with their ex-colleagues and even eat the free food that a well-equipped cafeteria serves round the clock.
- If employees refer bright talent for recruitment, they would get exciting experiences such as a tour for two in Europe, Scuba Diving in the Andaman as a reward.

Innovation inspired by research

Here is a sneak peek into some of the InMobi people practices and the research that backs it.

Every day is a new day and we go about thinking, designing, creating programs that resonate with our culture and our playground. We are inspired to leave a mark and go the distance to make our programs memorable.

At InMobi, we know that truly growing your people comes with a realization that you need great people programs to support their growth. While our innovation engine keeps chugging; we still strive to be the planet's most innovative company for its people practices. 🌱

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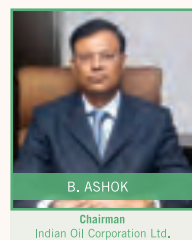
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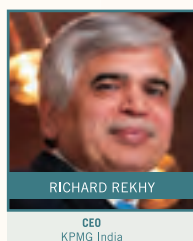
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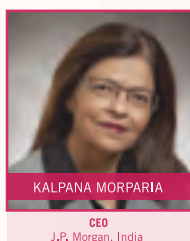
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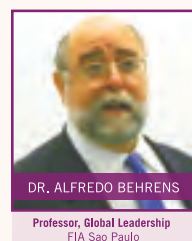
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EXPLORING CAREER MOBILITY WITHIN THE ORGANIZATION

AMEX INDIA'S CAREER WEEK INITIATIVE

American Express India's week-long Career Week aimed at providing employees with innovative options for exploring and creating career mobility plans within the organization

By Pallavi Sharma



The baby boomers represented far greater loyalty to organizations and focused on mastering a single vertical. However, with Gen Y and Gen Z soon to dominate the workforce, the concept of becoming jack of all trades, before emerging as the master of one is becoming increasingly popular. The younger generation that has recently joined the workforce is constantly seeking wider up-skilling opportunities and diverse experiences. Therefore, organizations today are formulating innovative strategies to provide great career mobility options for employees, which not only exposes them to the overall workings of the organization, but also provides cross-functional and diverse experiences. These movements contribute greatly to engaging and retaining key employees in the organization.

The Career Week and its driver

Acknowledging this emerging trend, American Express India held a week-long Career Week which commenced on the 10th of August 2015. "As we onboard our younger employees, a constant ask from them is - show me the big picture; how can I grow professionally? What are the skills I need to navigate my career within the organization?," said Vishpala Reddy, Vice President and Head - HR, American Express. The Career Week was therefore born out of employees' desire to know about career options that exist within the company, and to hone themselves as individuals and professionals so that they are ready when a career opportunity comes their way within the organization.

Under the theme 'My career begins with me', the Career Week witnessed a high-level of engagement where employees were provided with the opportunity to understand and explore career movement within the organization. There were various business exhibition booths that were set up where different verticals of the organization showcased the work module to employees from other business functions within the company. The Career Week also included many development workshops and engaging walk-in sessions, which gave employees an opportunity to directly communicate with the leadership team and ask career related questions. Further, leaders from industry giants addressed Amex employees' questions on pertinent topics like 'the power of networking', 'Build the brand YOU', 'Ace an Interview' etc. Many leaders from the industry were

invited to speak and engage with employees at Amex. Indian theatre and television actress Shilpa Shukla was also present at the Career Week and enacted a monologue on the sessions 'Healthy Living for Career Success'.

Formulating the right strategy

Moving towards the goal of establishing a culture of enabling environment, ensuring employee engagement and promoting an enterprise mindset with cross line of business awareness, the Career Week was put together by Amex. The core goal, as unveiled by Vishpala Reddy, VP, Head - HR, was to empower each employee with a set of tools and techniques which could set them up for success.

The leadership team at Amex sought to formulate a strategy that involved its large millennial workforce in a fun and engaging way, while informing them of career and self-development options. "Career Week seemed apt since it provided an element of

Employees want to explore more career options that exist within the company and hone themselves for such opportunities

fun and learning while being able to drive a large scale reach among employees," said Vishpala. Therefore, HR at Amex partnered with business teams and came up with a format for the event that best suited its employee needs.

The strategy followed a long thought-out process which began by the leadership gathering feedback from different stakeholders including employees, on topics that would resonate with them. "Primary consideration was to provide a bouquet of bite size learning offerings to all the employees, both individual contributors as well as people leaders across locations, career stages and roles," added Vishpala.


Objective and vision

The leadership at Amex revealed that the fundamental objective of putting an extravagant show at such a grand level was to align the dynamic employee goals with the company's business strategy. "Driving awareness on career opportunities available allows employees to diversify skill sets and keeps their learning curve high throughout their career thereby helping us have a motivated and engaged workforce. One of

the key people metrics all business heads track is how many people are getting the right exposure and opportunities across different businesses and this helps us score higher on employee engagement, cross line of business movements and also in building bench strength," said Saru Kaushal, Country Business Head, Global Corporate Payments, American Express.

The Career Week at Amex received a very positive response from its employees. The company saw participation from 7200 employees, including multiple sessions attended by each employee, towards various events and exhibitions. As per the feedback collected from the employees during classroom sessions and exhibition booths, the event had at 97 per cent top box rating. One of the employees who was visiting the cross-functional skill learning career booth stated that, "The program has given us easy access to senior leaders from across all business verticals. Considering we usually engage with only our own team

members, this event has made it possible for us to also understand other teams and their roles in the company. All of this has created awareness regarding the resources available for us with the company." Another employee at a mid-senior level said, "Amex is very positive when it comes to encouraging cross-functional roles that Gen Y and Gen Z are keen on pursuing; it is part of Amex's leadership commitment. For me personally, the Career Week has been a great source of learning soft skills."

Today all multinational corporations have a massive number of niche business verticals within the organization, ranging from finance and risk to customer service, to name a few. As a result, there lies an array of opportunities when it comes to career mobility and horizontal growth; in other words, opportunities that allow employees to emerge as jack of many trades. With an effort to align personal goals of employees to business goals, leadership in many organizations are investing a great amount of effort in ensuring development of the right talent by investing in such events and programs. 

CAREER SITES: THE UNDERESTIMATED RELEVANCE

Human Capital Trends 2015, a CareerBuilder and People Matters Study

A company's website and its career portal are vital sources of information for any job seeker. It is often also their first source of reference. But just how relevant is it for businesses? We find out.

By **J Jerry Moses**

The employment landscape is one that is frequently disrupted by economic, demographic and technological transformation.

Even though in the last two decades digital revolution has transformed the way in which organizations attract talent, competition among organizations is increasing over talent pools, leading to the “war for talent”. A recent study conducted worldwide by a resourcing player in the recruitment industry on talent shortage, ranks India at the 36th position out of the 42 countries surveyed. It indicates that India is facing a serious talent crunch with 58 per cent companies facing serious challenges in acquiring the right talent. In this context, the CareerBuilder-People Matters Human Capital Trends Study examined a dynamic source of hiring new talent — Corporate Career Sites.

A company’s website and its career portal are vital sources of information for any job seeker. It is often also their first source of reference. For long, corporate career sites were seen as a one-way tool for candidates to go through job descriptions and send in their resumes. However, for the aspiring candidates, the chances of organizations communicating back were low unless and until there was an actual vacancy that matched the candidate profiles.

Given the various other sources of information available in the form of job

portals, career advice sites, social media forums and blogs, companies today need to work towards finding the right engagement platform. There is a need for every company to communicate its brand value in order to position itself as an attractive employer. While most companies have long had basic career tabs, only few have actually been able to leverage their own career sites. Which brings us to the question, how do successful companies leverage their career sites? What are some of the unique advantages or challenges faced by organizations having a career site? These are some of the questions that CareerBuilder-People Matters Study looked at.

The Study was conducted among 255 companies from a diverse range of industries including IT and IT services, FMCG, Manufacturing, Media and Entertainment, Professional Services, Retail, Energy, among others. About 75 per cent of the organizations which participated in this Study were more than 10 years old and 35 per cent of the organizations had an employee base of over 5000.

Effectiveness of current resume sources

When the companies were asked about the availability of their career sites, only 3 out of 10 companies surveyed said that they had a full-fledged career site with functionalities like filtered job search, applicant tracking system and candidate

Whether it is aggregating high quality resumes or recruiting high caliber employees, over 90% of companies with a dedicated career site point out that their current resume sources are efficient

engagement systems. 5 out of 10 companies had a basic career site. The rest indicated that they did not even have a career tab on their corporate website. 81 per cent of companies that use a full-fledged career site found it as an effective source of recruitment. This falls to 60 per cent in case of companies that only have a basic career tab, clearly indicating greater effectiveness in terms of traction, when a company uses a full-fledged career interface in its website. When we compared companies with (a) No career tab, (b) Basic

career page, and (c) A dedicated career site, it was found that companies with dedicated career sites are at an advantage. Whether it is aggregating high quality resumes or recruiting high caliber employees, over 90 per cent of companies with a dedicated career site pointed out that their current sources were efficient. They were also able to close positions quickly, with 60 per cent of them being able to close critical positions in time. Companies with an advanced interface had reduced lead time in closing important positions and were also able to attract high caliber employees.

Benefits and challenges of an advanced career site

A total of 70 per cent of the companies surveyed built their career pages internally, out of which, 84 per cent managed the website internally. The current scenario portrays companies managing their own career portals as the norm rather than the exception.

An advanced career site includes common functionalities like a filtered job search, link with the applicant tracking system and an admin interface to update contents. According to 89 per cent of the employers, their career site helped them in building a database of resumes. Over 70 per cent of the companies with an advanced career site said that they could track traffic in addition to common functionalities, while 60 per cent of them communicated with their job applicants using their site. Data shows us that career sites are a part of wholesome brand delivery. When asked about the benefits derived from their current career site, most employers using an advanced career site ranked "Employer Branding Tool" as the highest ranking attribute.

A key insight from the Study is that a large majority of organizations that didn't feel the need to have a career site are now looking to invest in one, in the following year

Not only does an advanced career site enable companies to receive resumes for job openings, they are also a great way for companies to engage with job seekers. Further, companies noted that advanced sites make the hiring process more efficient and makes sure that they do not lose the leads from job seekers. Companies with advanced features are better able to leverage their employer brand, using their interface to communicate their employee value proposition.

When companies were asked to list their principal concerns about their career page, about 57 per cent of the companies noted that they lacked a mobile interface and 51 per cent of the companies felt that they did not have reports to justify the effectiveness of their website. Other related concerns include — lack of tools to track traffic on the page and a missing interface with recruitment/applicant tracking system. About 17 per cent pointed out that their site was outdated and/or it lacked a user friendly interface. Out of the companies using an advanced site only

14 per cent reported that technical errors were a challenge in maintaining their career portals.

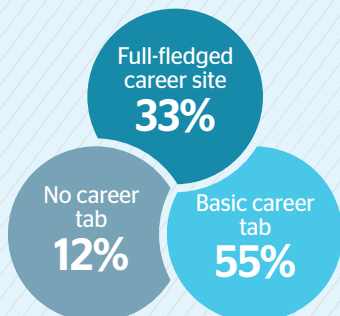
According to Lyn Lee, VP- HR, Shell "Career sites are under-utilized because they are unable to capture the aspirational aspects of people, which do not always move vertically or horizontally." In outlining how career sites would look like in the future, she said that "there is a need for career sites to be more interactive, it should have the opportunity to link common jobs both internally and externally. It should also create people interest groups."

Companies with basic or no career tab

When we examined companies who did not have an advanced career site on their corporate websites, out of the 255 companies surveyed, it was found that 55 per cent had a basic career tab without any advanced functionalities on their corporate websites. It is interesting to note that 12 per cent companies did not have a careers tab at all. 56 per cent of companies revealed that they chose not to have an advanced career page because they did not feel the need to have one. The same reason was cited by 52 per cent of the companies with no career sites at all.

Out of the 129 companies who participated in the Study with a basic career site, 64 per cent of them are planning to upgrade their websites to a full-fledged career site. Further, 70 per cent of the companies willing to upgrade are looking at a time frame of less than a year to complete the transition. A further analysis of the data reveals interesting information regarding companies that are planning to invest in a career site vis a vis their recruitment plans. 37 per cent of these companies have

Availability of Career Web Page



Effectiveness of the current resume sources

Receiving high quality resume	Recruiting high caliber employee	Close positions quickly	Reduce lead time in closing critical positions
79% No career tab	69% No career tab	48% No career tab	38% No career tab
86% Basic Career page	76% Basic Career page	67% Basic Career page	49% Basic Career page
92% Full-fledged career site	93% Full-fledged career site	74% Full-fledged career site	60% Full-fledged career site



Premlesh Machama

Managing Director,
CareerBuilder India

The unique aspect of a company's own career site is that the company has ownership of the process, database and the platform. This lets them tap into a job seeker database that not only connects them to candidates, it also f engage and build their employer brand. A total of 68 per cent of the companies surveyed note that the highest ranked attribute of their career site is that it is a great employer branding tool. What we have seen, working with many organizations in India and across the world is that, engaging an organization with the required expertise would help a company incorporate its brand in terms of its objectives and values in the company's career site. Given the dynamic hiring patterns that our community has to contend with, we should keep in mind that a talent pipeline needs to be both time and cost effective.

an employee strength greater than 5000 and 38 per cent of companies have employee strength between 250 and 1500. When we asked them about their recruitment plans, we learnt that those companies planning to upgrade their career sites are also planning to recruit a large number of employees in the upcoming year. 30 per cent of these companies plan to recruit more than 250 employees in the coming year, while 40 per cent are planning to expand their headcount by 50-250 employees.

While most companies that have chosen to upgrade fall under the category of mid to large size companies, they also plan to add significantly to their current head count in the upcoming year. These organizations are looking at a career site to streamline their hiring activities. Among companies who plan to upgrade, there is a clear increase in those looking for external partners to help them in their plans. While today, 50 per cent of companies who plan to upgrade are looking for external partners, about 70 per cent of them managed it internally in the past. The changing sentiment reaffirms the fact that career sites are a crucial part of the recruitment framework.


The Future

"When the requirement today is to hire in thousands, we tend to use all the sources of hiring" says Amit Aggarwal, CLO, Genpact "With the ability of technology to integrate multiple functionalities, a career site as a source has a huge potential to become a critical enabler in delivering a direct hire to the company."

While 50 per cent of the companies that participated in the Study only have a basic career site, the organizations that have an advanced site, cite that it as an effective source of recruitment. Among the several

While it is only natural that companies will rely on multiple sources for recruitment in the long run, career sites have become a vital component of the recruitment ecosystem of any organization

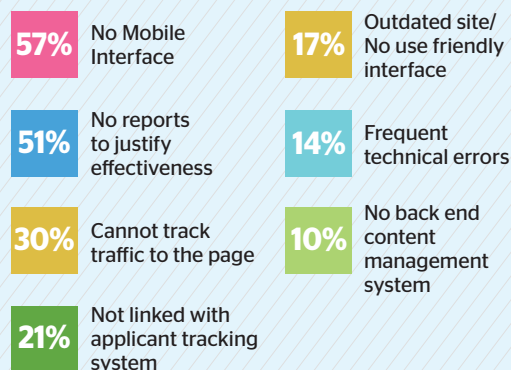
other advantages that a career site offers, its use as a great employer branding tool clearly stands out. A key insight from the Study is that a large majority of organizations that did not feel the need to have a career site in the past are now looking to invest in one, in the following year.

As evidence suggests, there is a clear deviation as to how organizations are building this tool. Almost half of the companies planning to upgrade are looking for a partner to help them build their advanced career page. While the traditional and modern sources still continue to be effective sources of recruitment, career sites are increasing in popularity as a source of candidates for recruitments. While it is only natural that companies will rely on multiple sources for recruitment in the long run, career sites have become a vital component of the recruitment ecosystem of any organization. 

Benefits of having an Advanced Career Site



Challenges of Advanced Career Sites



Q & A

People are the strength of our organization

Harshil Mehta, Chief Executive Officer, DHFL, on his learnings, the need to build an internal talent pipeline and tackling talent issues in Tier-II and Tier-III cities

By Anu Babu Kurian

Prior to Dewan Housing Finance Limited, Harshil Mehta was the Managing Director and Chief Executive Officer of Aadhar Housing Finance Limited and has served in prominent entities like Transamerica Commercial Finance, Chicago, a leader in Inventory Financing & Fortune 500 company and Whirlpool, India. Harshil set up the Indian subsidiary of Transamerica and launched its inventory finance program. At ICICI, Harshil worked as the Head of Mortgages, Head of Service Quality, Business Head – Real Estate (Property Services & Consulting), before finally heading ICICI Home Finance as CEO & MD. He has done his MBA (Finance) from Graduate School of Business, Mississippi State University, USA.

Q You have more than 20 years of experience across the consumer and financial services business. What have been your key learnings so far?

A One of the key learnings that I have gained over the past many years has been how to get insights from the consumers both in the retail and consumer services business back to the drawing board so that the requirements of the customers are constantly met. When I moved to the financial services business, I was working directly with customers and partners in order to meet their financial requirements, including home loans, home improvement loans, construction loans etc. Having direct conversations with the customers has given me an in-depth understanding of their requirements. Every customer has different demands and these demands differ from segment to segment. The customer segment at the top end is quite different from customers in the middle or low income segments.

Over the last 30 years, DHFL has been providing home loans to customers in the middle and low income segments, and all through my journey in the financial services business, this has helped me realize that the products and policies need to be perfectly aligned with the requirements of this segment. Our job doesn't end when we disburse a loan; in fact this is where it begins as we will need to keep a continuous check on the customer's repayment capabilities.

This business is all about people; people who provide loans and people who receive them. It is very important to



have a good relationship with your customers during the entire process. It is firmly established in the mindset of our existing customers that they need to see a physical place from where the loan is being given. It helps the customer realize that they are dealing with a company that has an office and staff which will eventually help with any problems that may arise in the future.

After having taken a loan, people generally need to be reassured about their decision and they need to be completely on board during their life cycle with us. Here is when people connect is extremely important and one needs to ensure that their staff will interact with the different kinds of people that will walk into their office. The relationship managers should be able to immediately connect with the customers. People are the strength of our organization and stronger resources will further help our growth journey.

Q You took over the charge of DHFL, one of India's leading housing finance companies, in January this year. What are the steps that you are taking to prepare the organization for the future?

A We are working on various on-the-field and off-the-field programs. On the field, we are working on launching innovative products, which are completely in line with the customer expectations. We are one of the few housing finance companies who have the approval from NHB to procure Fixed Deposits from the general public. We looked into what customers wanted with their FDs and why they withdrew money from it ahead of time.

We found out that in a lot of cases people needed the cash for medical emergencies and therefore out of no choice had to withdraw the money prematurely. Hence, DHFL recently launched the Weath2Health product, a product with unique combinations of Fixed Deposit and Loan-Against-Deposit along with a Wealth2Health card that will enable customers with multiple healthcare benefits. The DHFL Wealth2Health deposit allows individual customers to use their Fixed Deposits to pay for any healthcare expenses, without having to exit the fixed deposit. There is also a condition for the person to repay the money so that the amount in the FD is still maintained. This way, the customer gets to keep his FD, earn the interest and still meet their expenses. We are happy to be amongst the first companies to launch this unique product and have received an overwhelming response from the market. The existing accidental death insurance cover of Rs. 1 Lakh to individual depositors, for all DHFL Fixed deposits, is also available with Wealth2Health deposits free of cost.

Off the field, we are working on building talent, as we believe that people play a very critical role in our business. Hence, we want to develop talent internally and externally through a one-year Post Graduate Program in Financial Services. The first batch of a minimum of 50 qualified housing finance professionals trained in the sales, operations and credit functions would be absorbed by DHFL branches post successful completion of the one-year program. The post graduate course will comprise of a 9 months residential program at the NIIT University campus, followed by 3 months of internship at a DHFL branch/office. Upon successful completion of the program, the students will be awarded with a certificate by NIIT University and will be absorbed by DHFL as an employee of the company designated as a management trainee.

To make the learning more interactive and valuable, the internship will be based out of the Tier II and Tier III cities which are the crucial target markets for DHFL. This will enable the students to get a comprehensive experience about the sector

showcase the growth opportunities and prospects within the organization rather than looking externally for lateral hires.

One of the things that DHFL has started this year has been to first post any job requirements on the internal job board rather than putting it externally. The growth opportunities allows the talent to move geographically as well and that helps to understand and appreciate the diversity in our country, which also gets them ready to take up larger roles where one of the core skills required would be managing multiple geographies.

Q What are your views on talent management in the BFSI sector? One of the recent RBI mandates was to increase rural inclusion. How do you manage to get your talent to go to areas that are not very sought after?

A We have adopted an out-of-the-box approach to identify talent. Our focus in the last 31 years has been to provide housing loans to the middle and low income segments, which largely constitutes customers from the Tier-II and Tier-III cities

We are trying to build a pool of internal talented professionals who understand the business & industry

and the business, which will ensure that the housing finance industry attracts the perfect mix of students with astonishing talents. Also, from the internal people perspective, we as an organization are trying to build a pool of internal talent who understand the industry/business well and will eventually help generate business in those locations where they are placed thus ensuring growth to the overall business.


Q There are news reports that more than 80,000 officers and staff of PSU banks are going to retire in the next two years. What are the key steps that DHFL is taking to retain and engage its key talent?

A We have a detailed talent identification and talent retention program that was recently institutionalized. Top talent is first identified through various parameters and then groomed for top posts. They are then put through various roles in the organization to sharpen their skill sets.

This helps them immensely when they move to larger roles and responsibilities within the organization. As we continue to grow, it is extremely important that we start to build our talent internally and

and towns. On the talent side, we have recognized the fact that as the organization continues to grow, there is a need to start building the talent pool with qualified employees to manage this growth.

The easy way out would be to hire directly from the market, however that is only a short term solution. When you ask the selected employees to move to a location in the Tier-II or Tier-III markets, they are not very enthusiastic about it and hence in order to fix this dilemma, we started setting up our own recruitment and L&D (learning and development) teams in those local areas. The candidates who showed up were asked to take a written test followed by group discussions and then finally a personal interview.

The employees were then selected based on their performance and asked to come on board. So, the idea was to hire locally in those specific locations, this not only helped solve our problem of finding talent but also facilitated the candidates to see value for themselves. While you get experienced hands on Day 1 itself, you will be able to build a talent pool over six to nine months. 

THE NEW AGE TECH-TURKS

We talk to Sudarsan Ravi, the Co-Founder and CEO, RippleHire, winner in the Futurism in HR Analytics category, at the TechHR Conference 2015,

By J Jerry Moses

The second edition of the Spotlight Awards was held in a glittering ceremony at TechHR in Gurgaon recently. More than 90 participants sent in their applications for the awards, the competition for which was fierce. Here's one of the profiles of the winners, RippleHire, which won in the category of Futurism in HR Analytics.

The Beginning

After spending five years in Technology consulting with Deloitte in the United States, Sudarsan Ravi moved to India, where he helped increase the head count of Deloitte's PeopleSoft practice team from 35 to 150 people, based heavily on getting referrals from his team. Having had entrepreneurial ambitions and a drive for challenges, Sudarsan was determined to become more than a functional expert.

He spent the first six months on an unsuccessful startup project that was focused on technology product development. The failure proved to be an incredible learning experience for Sudarsan as it led him to shift the focus from "what sounds like a cool idea" to "solving a business problem". Drawing from the experience of the founding team (Sucheta Joshi, Pravin Roche), Sudarsan questioned the entire referral process in organizations. Sudarsan and team crowd-sourced ideas from within the HR community in order to understand the challenges in the referral process. Meeting CHROs and Talent Acquisition heads and managers on the ground enabled him to understand real problems, which were instrumental in shaping the products at RippleHire.

The Tool - RippleHire.com

RippleHire gamifies employee referrals and crowd-sources talent. The aim is to go beyond the monetary motivation for a referral. So it combines psychology, gamification, crowdsourcing and algorithms that help in hiring the right talent. It uses game mechanics to motivate employees by introducing elements like points, levels and goals to incentivize actions. They also have features that help generate buzz and involve the workforce. By introducing a social component to energize the program, RippleHire drives social reputation using badges, activity feeds and leader boards.

The software cuts down efforts in social media sourcing by bringing multiple networks together. Interviewers can not only review candidates, shortlist and manage results, they can also figure out which social channel works best, and measures performance of the brand across campaigns. It works well with existing recruitment systems as well. By segmenting user behavior, RippleHire also taps into passive talent. In its two years, Ripple Hire has enabled over 1000 hires and today delights 50,000+ employees at several top global brands.

HR eco system and the future

"The risk and cost to try out innovation is much lower than five or ten years ago", says Sudarsan. In the older days, companies would need to buy infrastructure, technology and implementing software was a huge capital expenditure. This meant that over five departments and multiple stakeholders had to sign off before one could buy software. That limited experimentation with ideas. Today, because of the cloud, any organization can get going in less than a week. While the use of technology is changing realities within the




"The opportunity to innovate is far greater today than it was say five or 10 years ago"

- Sudarsan Ravi

Co-Founder & CEO, RippleHire

community, there is an excessive reliance on western products and literature. This is largely a function of global products having the marketing spends to spread awareness. India has thought leaders too and there is a need for greater analysis, studies so India's challenges come out and our culture is discussed. Sudarsan believes that just as India saw a services wave globally, it will soon see Indian software products compete globally.

For startups to be successful, Sudarsan recommends entrepreneurs to engage with those dealing with the problem on a day-to-day basis. Since an entrepreneur is not married to an idea, it would be worthwhile for those advising entrepreneurs to give honest feedback. A key learning in his journey through RippleHire has been to build products from the user's point of view. "The number one way you are supposed to grow should be by word of mouth." This advice by a serial entrepreneur has been a guiding light for the team at RippleHire. For that to happen, it is important that the product is great from the user's point of view. Sudarsan adds that "In the world of recruitment, where companies are increasingly disillusioned by clunky, unusable software, we see ourselves as a global product company." 

Starting this month, we profile the four winners of the Spotlight Awards 2015.

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NAMRATA GILL



The cultural disjoint

Even the well-thought arrangements in mergers and acquisitions can lead to discontentment in employees

In the profession that I am in, a major share from my already packed schedule goes into placating anxious employees. However, from a range of concerns that I have come across—right from a dysfunctional reporting relation or a perceived unfairness to a dispiriting nature of work, the one which leaves me astounded is when it is because of a recent takeover or a union. It is difficult to comprehend how a well thought arrangement made by the top notch talent can lead to discontentment.

It was after reading and witnessing several stories of futile deals, that I realized, what creates resentment is not the deal in itself but the lack of execution post one. In the current landscape of an increased appetite for risk, the chances of each one of us being part of an organization going through some sort of integration has increased multifold. Economists state that the gamut of mergers & acquisitions is spread over \$3 trillion, which is equivalent to a country in itself.

While more and more organizations are moving towards M&A as part of their business strategies, they are finding it difficult to realize the complete gains from the deal. If you read through the pages of any writings on “unsuccessful M&As” you will realize that the disaster quotient is always higher in dealings where the people factor has not been taken care of. Be it the failure of \$350 billion worth merger of AOL & Warner or an opportunity cost of \$13 billion market capitalization paid by HP- Compaq alliance, the history has innumerable such tales of despair.

With organizations that are different species in themselves deciding to come together, the integration of culture is just starting to get more complex. When it comes to finding the right concoction for running two engines on same tracks, there are no set rules for this game. The catch lies in fixing the problem of ‘culture’ which is not as objective & tangible as a cost matrix. By culture, I mean nurturing

There is no good or bad culture, it is about getting the right blend of culture which can drive productivity

the amalgamated environment in terms of leadership style, employee experience, shareholder value and customer delight.

McKinsey has a simple approach towards defining culture — “the way we do things around here”. Outlining culture in lines with the set of management practices of the organization provides a defined metrics for tracking the success of integration. The 3 key dimensions in this direction are:

- 1. Leadership styles:** Most disintegrations arise when there are conflicting styles of leadership at play. Beware of “A centralized power house of leadership style vs. a community oriented inclusive style.”
- 2. Operating environment:** It is the workplace environment which takes the shape of culture. A hard collaboration is “A collaborative, open, proactive environment vs. a process driven, bureaucratic, rigid environment.”
- 3. Appreciate the implicit drivers for employees:** Value orientation, performance measures, employee policies and customer focus.

Once you have a grip on these elements, the simple intervention is to achieve alignment of the top team on what to continue with and which ones to let go. The result of the alignment should serve as the guiding principal for the next course of decisions on organization design, talent assessment, communications and governance framework.



Here are simple tricks of trade to keep in mind when you are signing the deal:

- It is not about your instincts & intuitions
- Don't leave it for the end
- Start by redesigning than compromising & adjusting
- Spend more time in talking to employees than on the drawing board

Remember there is no good or bad culture, it is about getting the right blend of culture which can drive productivity. Making culture integration as part of the overall strategy, focusing on the intangible drivers, and realizing complete alignment at leadership will contribute in achieving the desired synergy.

ABOUT THE AUTHOR

NAMRATA GILL is Vice President, Human Resources at Dr. Reddy's Laboratories

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Seeing HR in a new light

EVENT: HR Conclave 2015 - SBM-NMIMS, Mumbai

ORGANIZED BY: NMIMS

EVENT THEME: Unraveling HR dilemmas

Students, faculty and eminent leaders from the industry recently gathered for School of Business Management, NMIMS for Mumbai's HR Conclave 2015. Ashutosh Telang, CHRO, Marico, set the tone for the event by succinctly summarizing various aspects of unraveling HR dilemmas and making a smart choice, while keeping the company policies and efforts in place. Adding on to the discussion was Ashwani Dahiya, Senior VP and Group

Head - Performance & Reward who addressed the dilemma of devising workforce solutions in a volatile world without letting go of foundational values. Finally, Prithvi Shergill, CHRO, HCL Technologies, underlined the importance of being unconventional on an individual as well as organizational level to stay relevant. On the dilemma "High Tech vs High Touch", the speaker offered a fresh perspective: The answer is not a binary either/or. It is a combination of the two and is subjective to the needs of the organization. Finally, unconferencing gave the first year students the unique opportunity to interact with their immediate seniors and the NMIMS alumni.

9th October 2015

EVENT NAME: L&D Annual Conference & Awards Evening

ORGANIZER: People Matters

VENUE: Bangalore

WHO SHOULD ATTEND: CHROs, HR Heads, CLOs, L&D and Training Heads and Senior & Mid-level HR Managers

EVENT THEME: Aims to promote knowledge enhancement & development of L&D professionals & encourage peer-level best practices sharing

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

14th October 2015

EVENT NAME: SkillSoft and People Matters Webinar*

ORGANIZER: People Matters

VENUE: Online

WHO SHOULD ATTEND: HR, Learning and Development Leadres

EVENT THEME: Learning & Development

PARTNERS: SkillSoft

22nd October 2015

EVENT NAME: KNOLSKAPE and People Matters Webinar*

ORGANIZER: People Matters

VENUE: Online

WHO SHOULD ATTEND: HR, Learning and Development Leadres

EVENT THEME: Learning & Development

PARTNERS: KNOLSKAPE

6th November 2015

EVENT NAME: Confluence 2015

ORGANIZER: Xavier Institute of Social Service

VENUE: Ranchi

WHO SHOULD ATTEND: XISS Alumni and Administrators

EVENT THEME: Confluence 2015 is a Mega Alumni meet of XISS

*Dates are tentative

The Employment Mystique

EVENT: ISF National Conclave '15

ORGANIZED BY: ISF

EVENT THEME: Young India-The Employment Mystique

India is fast becoming a significant contributor to the global employment scenario due to its sheer volume of young workforce. Despite the opportunity, nearly 12 million people enter the labor market every year but less than 10 per cent land jobs as of today. Indian Staffing Federation, ISF, through its recent national conclave at Bangalore, brought together the employment and the corporate industry together at Young India - The Employment Mystique. The conference engaged the thought leaders across corporates, government and skills industry to identify key solutions that would design a roadmap for young India. The inaugural of the conclave started with Suchita Dutta, Executive Director, ISF inviting the chief guest PT Parmeshwara Naik, Labor Minister of Karnataka, in his speech he added, "This is a very serious issue. To consider the laborers of all categories equally is the biggest challenge in today's industrial development and growth. Changes suitable to it will be enacted in the days to come and will be brought into effect so that it will be beneficial for better livelihood of the people and better development of the enterprises". From staffing perspective, Rituparna Chakraborty, President, ISF said, "ISF is unique as

it helps the country create jobs. It is on the way to becoming a thought leader. This is also because it builds credibility with 100 per cent compliance to every labour law. It helped to kick start the national career services portal which is a great initiative by the government. ISF represents 1.7 million of the organized staffing workforce and plans to grow to 4 to 5 million by 2020-2025. It has produced jobs to 5 million youth". From the corporate perspective, S V Nathan, Sr Director and CTO, Deloitte India, highlighted, "Millennials will comprise 75 per cent of the workforce in the next 10 years and we need to align our workforce to the new age. Today temporary and contract workers are looked down upon and this needs to change. Every company must have at least 10 per cent of flexible staff". The sessions addressed the burning priorities to make young India an employment success story, with a thought provoking discussion from leaders of the industry like Thiagarajan Suryanarayanan, Global Head - Talent Supply Chain, HCL Technologies, Raghavendra K, Sr. Vice President & Head - HRD, Infosys BPO among other eminent panelists. The session followed into the discussion of technology and the role it is playing in employment industry today where Mehul Shah, ISF Board Member along with Pravin Srivastava, DDG, DGET, Ministry of Labor and Employment with eminent panelists discussed speed employment in the age of technology.

Redefining the quality of hire

EVENT: Talent Acquisition Conclave, Bangalore

ORGANIZED BY: People Matters and CareerBuilder

EVENT PARTNERS: Pearson, TalentLens, Jaipuria Institute of Management, talview, HackerRank, AuthBridge

The Talent Acquisition Conclave (TAC), 2015 was recently held in Bangalore. The day-long event touched upon important issues of HR such as how can technology enhance the nitty-gritties in a recruitment process; mitigating the risk of a wrong hire; the scientific benefits of adopting technology/taking the digital route; why it is important to have an exclusive background screening for leaders; empowering big data the big way among others. Few of the speakers were Pankajam Sridevi, Managing Director – Bangalore, ANZ, Dr Debolina Dutta, Director & Head HR, VF Brands India, Ester Martinez, Editor-in-Chief & CEO, People Matters Media, Kevin Freitas, Global Head Recruiting & Rewards, ImmoBi, Sreekanth K Arimanithaya, MD - India & Global Lead



Workforce Management, CSC, Tom Jose, Co-Founder, Talview, Dr Rajeev Thakur, Director, Jaipuria Institute of Management, Noida, Shashir Shetty, National Sales Manager, Pearson TalentLens India, Harishankaran Karunanidhi, Co-founder, HackerRank and Ajay Trehan, Founder and CEO, AuthBridge.s

From Left- Right: Sreekanth K Arimanithaya, Managing Director India & Global Lead Workforce Management, CSC, Dr Debolina Dutta, Director & Head HR, VF Brands India, Ester Martinez, Editor-in-Chief & CEO, People Matters Media, Kevin Freitas, Global Head Recruiting & Rewards, ImmoBi



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Black & White Business Solutions
Team Lead(Contract Staffing)
Location: Bengaluru / Bangalore, **Job ID:** 17396106
Description: Minimum last 3years experience in contract staffing & 6months as a Team Lead.

Pragati Corporate Consultancy
Head – Human Resources
Location: Mumbai, **Job ID:** 17416448
Description: Develop and implement the HR Strategy in-line with the Vision of the Company, Oversee & implement all HR policies.

People Logic
Recruitment Professionals
Location: Bengaluru/Bangalore, **Job ID:** 17366409
Description: Recruitment Professionals with experience in IT Recruitment for multiple Verticals.

P3 Synergy Consulting
HR Manager / Sr. Officer
Location: Mumbai, Navi Mumbai, **Job ID:** 17396983
Description: Must be able to manage key accounts with 20 onsite Jr.HR Executives, Must have handled large account & strong in ESI & PF.

2COMS Consulting Private Limited
Sr. EXECUTIVE / Asst Manager - HR
Location: Kolkata, Guwahati, **Job ID:** 17421849
Description: Candidate MUST have good knowledge of Job Designing/JD, Job Evaluation, Competency Mapping, Competency Modeling etc.

Topsources Infotech Solutions Private Limited
Assistant Manager - India Payroll
Location: Pune, **Job ID:** 15039312
Description: Ensure proper work allocation in the team with optimum utilization of each resource.

Team Teknik
Head-Talent Acquisition
Location: Mumbai, **Job ID:** 17436989
Description: Must have minimum 10+ years experience in facilitating & leading Organization.

Vitasta Consulting Private Limited
Assistant Manager - HR
Location: Mumbai, **Job ID:** 17414416
Description: Making Job Description / KRA, Identify the Competencies required etc.

ABC Consultants Private Limited
Compensation Specialist
Location: Mumbai, **Job ID:** 17386811
Description: Regular update on the Salary Structure along with Annual Merit Increase cycle, Timely completion of all activities etc.

Fidelity Business services
Manager - Talent Development
Location: Bengaluru / Bangalore, **Job ID:** 17431706
Description: The role will involve a combination of strategic thinking & design, program management etc.

People Venture
HR Manager
Location: Navi Mumbai, **Job ID:** 17365361
Description: Should have handled factory HR role, Should be well versed with Labour laws, Should be good in handling workers and contract employees.

Cabot Technology Solutions Private Limited
HR Manager
Location: Cochin/Kochi/Ernakulam, **Job ID:** 17356523
Description: Function in an active & influential business advisory role with senior management in order to drive business results.

Kvaliteta Systems And Solutions Private Limited
HR Manager
Location: Thiruvananthapuram / Trivandrum, **Job ID:** 17449398
Description: Looking for a highly driven, experienced and capable HR Manager.

Flexi Careers India Private Limited
Assistant Manager - Recruitment
Location: Chennai, **Job ID:** 17435737
Description: End to End Recruitment, Business Development, Client Management (Preferred).

Indegene Lifesystems Pvt. Ltd.
Executive - Talent Acquisition
Location: Bengaluru / Bangalore, **Job ID:** 17415282
Description: Responsible for sourcing, recruiting, and screening applicants for a variety of technical positions.

Boeing
India Lead - HR (Management Position)
Location: Delhi, **Job ID:** 17369341
Description: Manages employees and first-level managers deploying HR processes policies and procedures and other activities.

Datamatics Staffing Services
Senior Consultant -HR
Location: Bengaluru / Bangalore, Mumbai, **Job ID:** 17436907
Description: : Acquiring new clients, Transacting and closing senior recruitment mandates.

Pathfinder Mgmt Consulting (I) Ltd
Talent AND Resource Manager
Location: Bengaluru / Bangalore, **Job ID:** 17359155
Description: The candidates must have experience both in Talent Management as well as Resource Management.

Saviance Technologies Private Limited
Head Operation
Location: Noida, **Job ID:** 17450066
Description: Strong People, Process, and Service Management skills etc.

SAP Enterprises
Training Manager
Location: Mumbai, **Job ID:** 17446463
Description: Should be good at power point and excel and have capability to deliver trainings.

Vertex Corporate Services India Private Limited
Zonal Manager HR
Location: Hyderabad/Secunderabad, **Job ID:** 16679616
Description: Ability to function in a rapidly expanding result oriented environment.

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A life less ordinary

Oscar De Mello, consultant, mentor, writer, photographer, passed away on 11th of September, aged 52

Known as *Danny* to his closest friends & family, and as Oscar to his peers in college and at work, his first years in university were spent in acting and directing students theater plays. When the occasion was right, he would not hesitate to pick up his guitar and play few songs to entertain everybody present. 'He loved to joke', a friend fondly remembered and told us about the time when he said that he had bought a ticket to go to the moon, which became a wish for all his friends that Christmas. Always ready to hit the road, to take on an adventure with his best friend and life partner, his wife, to any exciting place — if there were no roads to reach there, even better.

"Helping people think through their choices" is that one thing that Oscar always believed in; and he did. "Spending time giving back what I have learned so others can benefit," is what he chose to do. He lived life king size and always did what he wanted to do. A man of integrity, he always used to say that "Integrity is not divisible — either you have it or you don't."

Oscar was an avid writer. Every morning he used to write from a well-known coffee shop in Galleria Market in Gurgaon, "it is my office," he used to say with his contagious smile. "It is a great place to work from; one gets coffee anytime." His writings were about the normal day-to-day experiences and impulses - things that

had deeper meaning. Sometimes witty, at times satirical, his writings gave insights into many things. He didn't just write for us, but for all — the common man, the leaders, the employees and even about the common issues we faced every day. We smiled, laughed, mulled and even practiced what he wrote.

Oscar touched many lives and mentored many with his extraordinary experience in consulting and business — from the time he was the Director — Merchant Services at Amex, the Country Head-Reward Information Services at Hay Group or as a guest lecturer at Institutions like MDI Gurgaon and Fore School of Management. His business acumen and expertise enriched the ones who were eager to learn from him.

Oscar had something really special, that very few people have; some call it magnetism, others charisma, to us, it will always be goodness. He was a man who had a large heart, always ready to give a helping hand. To all of us who had the privilege to know Oscar, we will never forget his eternal smile and sense of humor. We don't know if he was mindful of how much he influenced our lives; if success can be measured by affection and respect, Oscar without a doubt lived a life of great success. 🙏

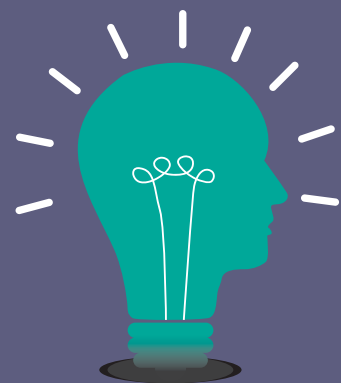
(We will be dedicating the Blogosphere section to the memory of Oscar De Mello for a few consecutive issues)



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