

people matters

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₹150

BIG INTERVIEW
Diane Gherson

HR ANALYTICS
DESCRIPTIVE *to*
PRE^DICTIVE

The need for HR to understand the importance of data, metrics and Analytics, and utilizing it to accelerate and drive business outcomes is critical

SPECIAL STORY
Architecting the Next Curve; Together

SPECIAL FEATURE
Getting Graduate Hiring Right



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From data to actionable insights

Google is a name that truly justifies when it comes to embracing data and Analytics in its HR function. And many other companies have adopted HR Analytics or are in the process of doing so. But this is very slow. "Three in four surveyed companies (75 percent) believe that using People Analytics is 'important,' but just 8 percent believe their organization is 'strong' in this area – almost exactly the same percentage as in 2014." This is according to Deloitte's report on HR and People Analytics. And it clearly shows that the use of technology especially data and Analytics is something that although is the new *mantra* for the C-Suite, it has not really materialized into an actionable item. This is coupled with People Matters HR Technology Study 2015 that even as six out of 10 companies are planning to increase the HR technology spend, only 19 percent of companies are reporting their HR technology strategy to be a success.

Various factors contribute to such a slow adoption – from the CHROs not

knowing what they want Analytics for, inability to identify the top business challenges the HR needs to address, to the lack of skills needed for adopting Analytics or poor quality data. Things seem to be still unclear for a lot many organizations.

Our Cover Story this issue, HR Analytics – Descriptive to Predictive brings to you insights from HR Analytics experts on how Big Data and Analytics can be successfully leveraged in HR; and highlights the need of the hour for organizations to build an HR Analytics system to make critical business decisions and produce business value.

For the Big Interview this time, we have Diane Gherson, SVP and CHRO, IBM who shares her insights on the potential of Analytics and the changing performance management systems. The issue features a Special Story on 'Architecting the next curve; Together' – which explores the theme of NHRDN 19th Annual National Conference through perspectives of esteemed industry leaders on how business and HR need to co-create and collaborate if they are to successfully take on the next curve of business. This time, we also have a Special Feature on 'Getting graduate hiring right', which provides enriching observations from the CEB and People Matters roundtable series on how companies need to build a strong and effective EVP by first getting a better understanding of what graduate talent is looking for.

The issue also has enriching perspectives on topics like 'Splitting the HR' which reflects on a new structure of the HR function which can help it to contribute better to organization success; the leadership competencies required to thrive in a VUCA world; 'Accelerating women leadership' which underlines the roadblocks to women career progression, among many other insightful stories.

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.**



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COVER STORY
42

HR ANALYTICS: DESCRIPTIVE TO PREDICTIVE

The need for HR to understand the importance of data, metrics and Analytics, and utilizing it to accelerate and drive business outcomes is critical

By People Matters Editorial Team

EXPERTS' VIEWS

- 44** Getting a Grip on HR Analytics!
PROF DR BART BAESENS, Professor, Big Data & Analytics, KU Leuven (Belgium)
- 46** Delivering your first HR Analytics system
AKHILESH TUTEJA, Partner, KPMG & **IRA GUPTA**, Independent IT consultant
- 48** Starting with Workforce Analytics? Tool-up!
STELA LUPUSHOR, Workforce Analytics leader with a large financial institution
- 50** Adding Analytics layer to the IT landscape
SHANKARA RAJAN, VP - Operations Solutions and Analytics (HR), Reliance
- 52** What makes a successful Workforce Analytics program?
MAYANK JAIN, Vice President, Workforce Planning, Visa
- 54** Building HR Analytics capability
SUBHANKAR ROY CHOWDHURY, Global Head - HR Strategy, M&A and HR Analytics, Lenovo
- 56** The potential of data Analytics
MARK DRISCOLL, Human Capital Director, PwC Japan
- 57** Big Data - What's the fuss about the buzz?
DR DEBOLINA DUTTA, Director and Head of HR, India, VF Corporation



THE BIG INTERVIEW

24

Analytics changes the discussion

Diane Gherson, SVP and CHRO, IBM

By Ester Martinez & J Jerry Moses



INTERVIEW

62

Choices to extraordinary productivity

Kory Kogon, FranklinCovey's Global Practice Leader for Productivity

By Ishita Sharma

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D SHIVAKUMAR
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		2016	
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contents

NEWS FEATURE

- 20** Nadella on time, productivity & empowerment
BY PEOPLE MATTERS EDITORIAL TEAM

NEWS FEATURE

- 22** The labor pains of the 'Shrinking' Dragon
BY SUPARNA CHAWLA BHASIN

SPECIAL FEATURE

- 28** Getting graduate hiring right
BY ANKITA SHARMA SUKHWANI

INFOGRAPHIC

- 33** Are your graduate programs delivering?

TALENT ACQUISITION

- 34** The dynamic evolution of recruitment
BY J JERRY MOSES

WOMEN LEADERSHIP

- 36** Accelerating women leadership
BY ROLAND SMITH, VP & MD, CCL, APAC region and SOPHIA ZHAO, Research Faculty Member, CCL

INTERVIEW

- 40** Celebrate failures as much as your successes
DONNA MORRIS, Senior VP, Customer and Employee Experience, Adobe
BY VIKAS ARORA

AUTHOR'S TAKE

- 58** Wearables at the workplace
BY ABHIJIT BHADURI, CLO, Wipro

EXPERT SPEAK

- 60** Splitting the HR wide open
BY RAMESWARAN CHANDRASEKARAN, Strategy and Transformation Consultant with IBM India

SPECIAL STORY
64

ARCHITECTING THE NEXT CURVE; TOGETHER

Business and HR will have to co-create and collaborate if they are to successfully take on the next curve of business. We explore the theme of the **NHRDN 19th Annual National Conference** | By **Vikas Arora**

EXPERTS' VIEWS

- 65** NISHCHAE SURI, Head People & Change and Partner - Management Consulting, KPMG India
66 BHAVDEEP SINGH, CEO, Fortis Healthcare Ltd.
66 DR SUNIL MITHAS, Professor, Robert H. Smith School of Business, University of Maryland
67 D SHIVAKUMAR, Chairman & CEO, PepsiCo, India Region
68 DR ALFREDO BEHRENS, Professor, Global Leadership, FIA Sao Paulo
68 DR ASHOK K BALYAN, CEO - Oil & Gas Business, Reliance ADA
70 DR DAVIDE SOLA, Professor of Strategy, ESCP Europe London Campus
71 MARK SPEARS, Partner & Global Head People & Change, KPMG, UK
72 RAVINDRA KUMAR, Professor of Strategy, ESCP Europe London Campus
73 LEO PURI, Managing Director, UTI Asset Management Co. Ltd
75 VEENA SWARUP, Director (HR), EIL
75 RAJEEV DUBEY, Group President (HR & Corporate Services) and CEO (After-Market Sector) and Member of the Group Executive Board, Mahindra & Mahindra Ltd.

GUEST COLUMN

- 76** Thriving in a VUCA world: Critical competencies for leadership in the future
BY TANMAY VORA, Director (India R&D), Basware Corporation

EXPERT'S TAKE

- 78** Putting 'design' to thinking
BY PROF BHAWNA KATYAL, Faculty - Business Design Program, WeSchool

SPOTLIGHT AWARDS

- 80** The new age Tech-Turks
RAJIV JAYARAMAN, KNOLSKAPE
BY J JERRY MOSES

K+N

- 86** SHRM India HR Awards 2015
BY PERZINE DADYBURJOR, Senior Knowledge Advisor, SHRM India

AUTHOR'S TAKE

- 88** It's time to bust the myths
BY PRABHASH NIRBHAY, Worker - Business Sustainability, Flipcarbon Integrated Solutions Private Limited

REGULARS

- 04** From the Editor's Desk
10 Letters of the month
12 Quick Reads
82 Knowledge + Networking
90 Blogosphere



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Letters of the month



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NOVEMBER 2015 ISSUE

Cover Story: The Now & the Next

It was interesting to note that the Indian HR industry has grown to around Rs 40,000 crores. What is worth noting is the M&As that have happened in the industry; Korn Ferry and Hay Group being a recent one. This provides an opportunity to the HR buyer to have a consolidated and integrated product/service. The challenge is to keep services cost-effective, and customize them for the buyer's need, because those have emerged as two of the top five challenges for the HR buyers. The expected movement to Cloud also looks promising for the outsourcing industry.

- PARTHSARTHY MALANI

Big Interview: John Mattone

John Mattone rightly pointed out the importance of the inner-core for leadership. Because that is what shapes a great leader. It is integral to have leadership maturity, and all the more integral to be objective about the process, and measure it. It is astounding to note that Steve Jobs wasn't too mature on the traits of trust and discipline, as said by John. The difference is that Steve Jobs acknowledged that and also worked on it.

- KRITIKA VERMA

Millennial Workforce

The article correctly captures the competencies required to manage the new workforce joining the workplace. It is very important for companies to train

their HiPos who in turn can deal with the millennial workforce in a much better way, because millennials are going to become 75 percent of the global workforce by 2025. But the rest 25 percent must also not be forgotten. It is rather important to train HiPos to deal with an age-diverse workforce, and not only to deal with a millennial workforce.

- ROHIT MOHANRAJ

Research: Building blocks for creating an inclusive culture

Every organization is diverse in terms of thinking, competencies and mindset of employees. The challenge is to ensure inclusivity of the diverse workforce. It was good to note the six building blocks for creating inclusive culture in organizations, because they can help employees bring their true selves to work and deliver beyond expectations. A culture where dialogue is supported, appreciated and respected, and there is trust and transparency; will be the way to go for organizations.

- PRASHUN MAZUMDAR



Ask & Inspire leadership
Leaders need to
give employees a
sense of purpose.
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when they feel they
are contributing in
the true sense.

AARTHI BHATTACHARYA

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John Mattone @JohnMattone

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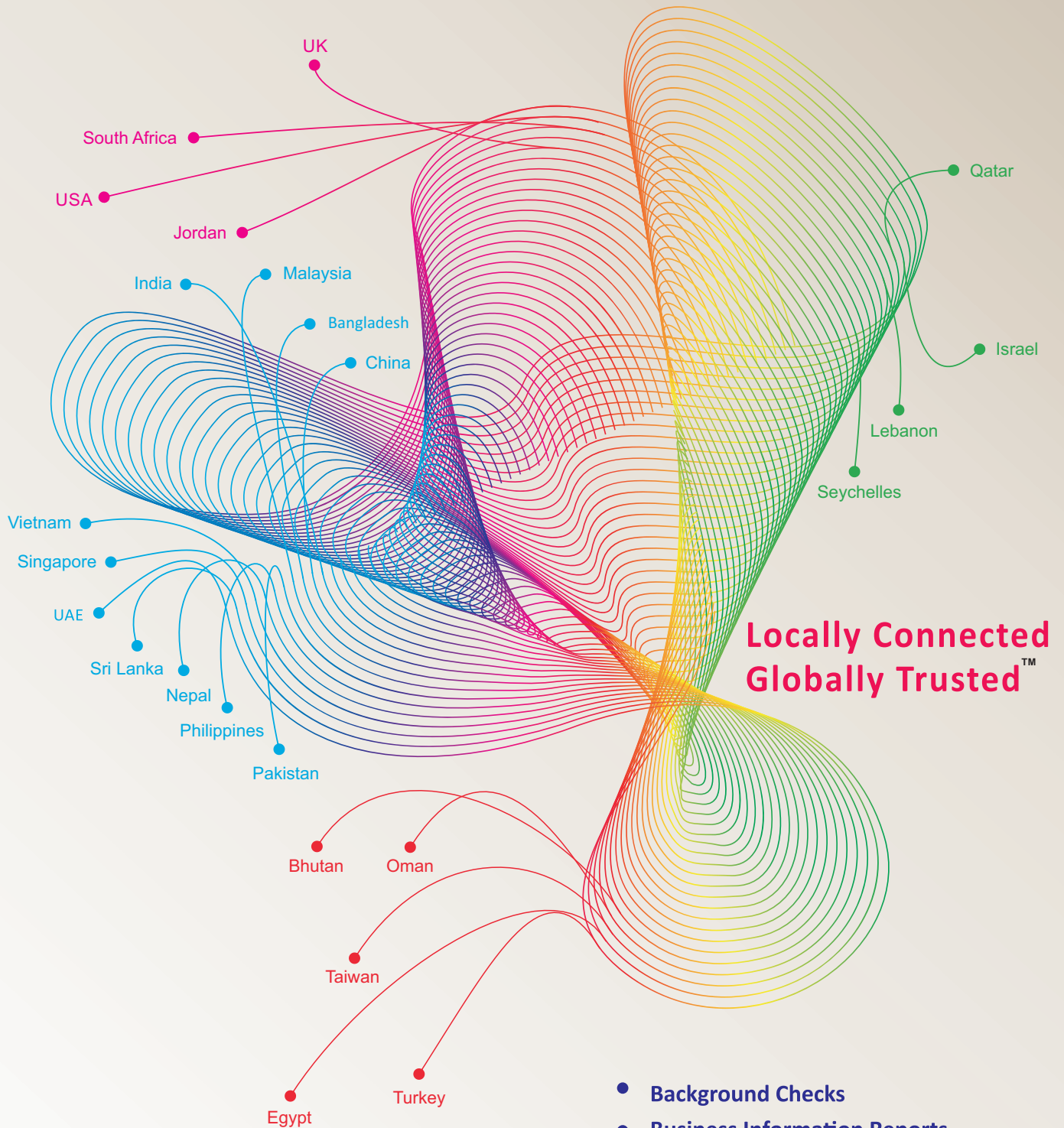
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FOCUS - JOBS

India's job market looks positive: Report

The job market in India looks positive as the Indian economy is growing and companies are increasing their headcount for the next one year. "About 76 percent companies surveyed said they expect to increase headcount in the next 12 months as the Indian economy is at its escalating growth trajectory," according to Michael Page's 2015-2016 India Salary and Employment Outlook report. The report also noted that there is an increased enthusiasm in



certain emerging sectors like infrastructure, e-commerce and healthcare. In order to deal with talent drain, companies are also giving employees lucrative offers in an effort to retain high performing employees.

Road, port sectors to create over 50 lakh jobs



The roads and ports sector is estimated to create a whopping 50 lakh new jobs in the next five years, according to a statement by the Union Minister Nitin Gadkari. This will add close to 2 percent in the country's GDP. "Since the time I have taken charge, the number of projects undertaken has risen. We have taken various initiatives in port development, waterways and road projects", he said. About 100 projects will be awarded by the government under the Public Private Partnership model. This hybrid model will have about 40 percent cost borne by the government and 60 percent funded by investors.

iQor to invest \$200 million in India; Will create 20,000 jobs

iQor, the US-based aftermarket services provider started its India operations in the year 2006. It has recently announced plans to invest \$200 million in building end-to-end aftermarket services in the country. It currently operates its depot repair refurbishment services at Manesar, Mumbai, Kolkata and Bengaluru. The company is planning to open two new repair depot hubs in Chennai and Hyderabad along with new service centers. "The new investment will create a total of 20,000 new jobs across the country within a span of three to five years," said iQor CEO Hartmut Liebel.



HIRING

88% of Indian companies plan to increase headcount

According to a survey by Antal International on hiring and firing, about 88 percent organizations are planning to increase their head count, while 29 percent businesses are cutting down on their staff. The survey also found that the percentage of companies hiring currently stands at 63 percent, which is an increase of 10 percent year on year. Joseph Devasia, Managing Director, Antal International said that "In India, consumer-focused industries led by ecommerce companies (74 percent of those surveyed) are leading the hiring march, and will continue to do so in the next quarter too. However Education, Pharma, ITES and Consumer Electronics have also showed strong growth and hiring outlooks remain high."

Nokia hires 20% women this year



In an effort to encourage gender diversity, the Finnish Telecom company, Nokia is hiring more women for its core business functions like R&D, service delivery, manufacturing, sales and marketing. According to Pramod Chandrasekhar, Head of HR, India, Middle East and Africa, in 2015, out of the total hires, the company recruited 20 percent women. The company's Swedish rival Ericsson also said that it will hire close to 100 women engineers in 2015-16 to increase the number of women employees in India to 15 percent.



INDUSTRY UPDATES

Companies now change KRAs all through the year

In the face of dynamic business change, companies are opening up to the idea of reviewing key result areas throughout the year. Traditionally, KRAs have been set on an annual basis for individual employees; organizations now believe that changes during the year are necessary to bring course correction. According to an executive, "The timelines today are very definitive and there is more accountability as expectations are clearly laid out. Companies believe KRAs cannot be cast in stone for an entire year. The expectation is that CEOs and other foot soldiers should be ready to change track in accordance with the changes."

Employee retention likely to be the top focus for recruiters



Employee retention and quality of people being hired are likely to be the top priorities for organizations in 2016, according to LinkedIn's survey on recruitment. The report notes that the gap between volume of hiring and hiring budgets has widened in 2015. With a decrease in the hiring budget, talent leaders see

employee retention as a priority for their organization. Thirty six percent of the talent leaders stated that employee retention is a top priority over next 12 months. When enquired about recruitment, 55 percent of talent leaders felt that employee referral programs were the top source of quality hires and 42 percent considered social, professional networks as equally important.

(News Courtesy: Economic Times, Business Standard, Forbes)

TRENDS

Spike in online recruitment

Online recruitment has seen a 60 percent increase, according to Monster Employment Index India. Hiring was led by production and manufacturing sectors followed by banking, financial services, and insurance. The lowest growth industries are real estate, garments, gems and jewelry, shipping or marine, government or PSU or defence, oil & gas and petroleum & power.



The top five growth industries are:

- | | |
|---|-------------------------------|
| 1) Production and manufacturing | 3) Telecom/ISP |
| 2) Banking/Financial Services/Insurance | 4) IT - hardware and software |
| | 5) Media and Entertainment |

5 HR apps for mobile people management



1. Concur

Concur allows employees to take photos of the receipts, submit them for approval and then track the progress of their reports. The interface also allows managers to speed up the process by instant review and approval via the app. *Cost: Starts at \$8 per month per employee.*



2. Herd Wisdom

Herd Wisdom is an app that is aimed at monitoring and improving employee engagement. For the employee, there are incentives to report thoughts and answer surveys about the company. The app can also be used to collaborate with co-workers. *Cost: Starts at \$3 per employee per month.*



3. Spark Hire

Spark Hire is a video resume and video interviewing app. In an era where the use of video is becoming more widespread in the recruitment arena, the app fills a gap in tools available for recruiters.

Cost: The mobile app comes as part of the broader software suite starting at \$49 per month.



4. SAP Manager Insight

This employee profile app allows HR professionals and managers to access information about employees remotely, includes KPI reports and other employee details.

Cost: Onetime payment of \$450 per user.



5. LinkedIn Recruiter

This app is a full recruitment arsenal for recruiters. With the ability to search for and contact staff directly through the app, recruiters can receive real-time updates on job applicants, hiring manager reviews and profile changes for candidates you follow.

Cost: Free

(Source: Alexander Sword, Computer Business Review)

People Matters Asks*

Do men & women get equal wages for the same job profile in your organization?



* Based on the poll on www.peoplematters.in

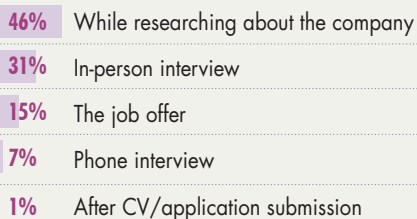
NEW-AGE JOB SEEKERS ARE CHANGING JOB HUNTING RULES

In the digital age, job seekers are turning the tables on the employers to land a job they want. What is different is how job seekers are approaching jobs – one also sees trends in what draws them to jobs and what puts them off. The job market today is increasingly fluid. According to a survey by TimesJobs.com, a total of 55 percent of India Inc employees say that they are open to new opportunities and 41 percent say they are actively seeking employment. 46 percent candidates decide about working for company while researching about it, while 77 percent apply for a post only if the duties are clearly defined.

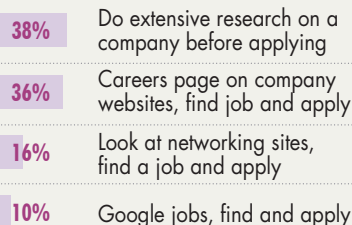


HOW THEY DECIDE?

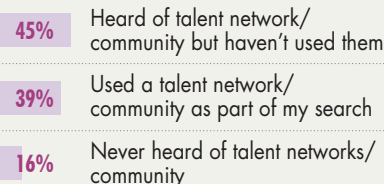
At which point in the job search process did you decide to join the company?



Which of the following best describes the approach you take when searching and applying for jobs?

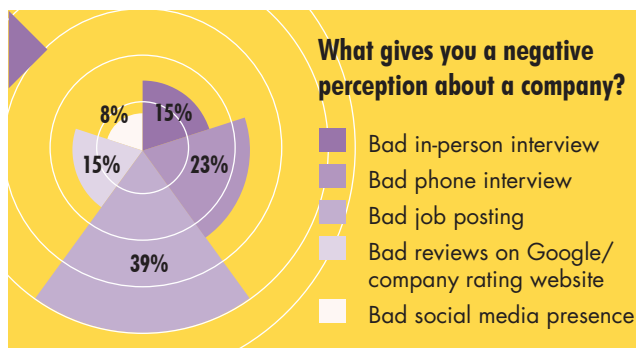


To what extent have you used a talent network or talent community as a part of your job search?

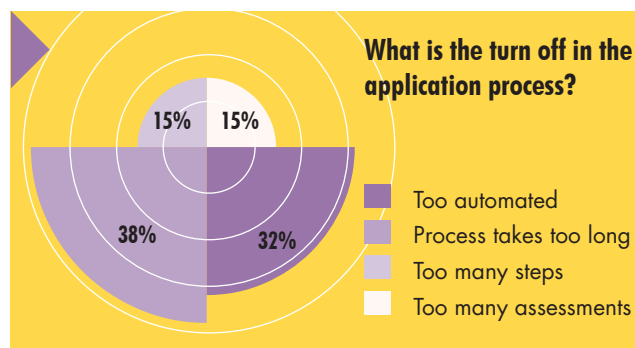


WHAT PUTS THEM OFF?

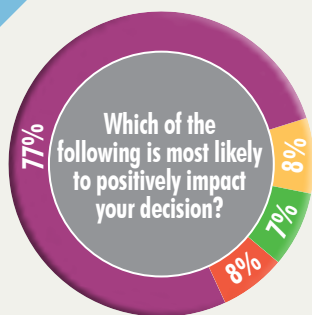
What gives you a negative perception about a company?



What is the turn off in the application process?

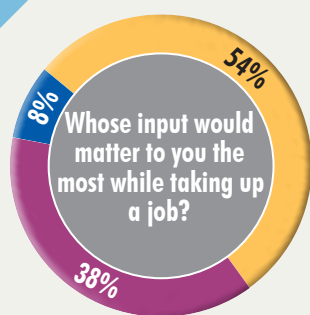


WHAT WILL MAKE THEM GRAB THE OFFER?



- Job duties/responsibilities
- Work environment
- Creative/unique JD
- Salary range

HOW THEY WANT TO BE REACHED?



- Phone call
- Personal email
- Automated email

WHO TAKES THE FINAL CALL?



- Family/Friends
- Peers
- Social forums
- Company rating platforms

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Services

ORGANISATION DEVELOPMENT

- Organisational Effectiveness Consulting
- Organisational Culture Transformation
- Performance Management Systems
- Reward Strategies & Hiring Systems
- Competencies & Role Clarification
- HR Policies
- Leadership Coaching (ICF)

EMPLOYEE DEVELOPMENT

- L&D Outsourcing – Managed Services
- Leadership Development Program
- Management Development Program
- Adventure Based Learning
- Coaching Certification (ACTP – ICF)
- BEI Certification
- Bespoke Learning Solutions

DIAGNOSTICS

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NEWSMAKER OF THE MONTH

Prashant Kishor - the most wanted election strategist



The 2014 Lok Sabha Polls gave a historic mandate to Narendra Modi and the Bharatiya Janata Party. The win also brought to the spotlight a savvy young political strategist who was instrumental to the party's phenomenal performance. Prashant Kishor was a health official with the United Nations in Africa, when he quit his job to work with the then Chief Minister of Gujarat in December 2011. While his early work was on health policies of the Gujarat government, it soon evolved into an important political role for the 2012 Gujarat Election. As a key ideator for the Modi Campaign, he started the Citizens for Accountable Governance (CAG), a youth group that counted amongst its members, professionals from Ivy league Universities, IIMs and IITs, some of whom had worked with organizations such as JP Morgan, Goldman Sachs, Deutsche Bank and McKinsey. The non-profit was instrumental in strategizing and campaigning for the Lok Sabha elections by enrolling lakhs of part time volunteers. It was known for innovative campaigns including 'chai pe charcha', the 3D hologram rallies and a strong digital media outreach.

In November this year, Prashant was in the limelight once again for scripting an electoral success story, only this time for the Prime Minister Modi's rival, Nitish Kumar from the state of Bihar. The rift between the BJP and Prashant earlier this year was speculated to be based on Kishor and his CAG not getting their due in aftermath of the elections. The Economic Times also quoted a source close to Amit Shah, the President of the BJP as saying that the work of CAG was exaggerated. It was also reported that Kishor declined a post in the Prime Minister's Office since he had hoped for a more high profile role in policy making and implementation in the new government.

"I wanted to see whether I was only riding a wave be at the right place at the right time with right person or something is there in me to turn around an election and win it. I am testing that for me," Kishor would often say in his interactions. Prashant Kishor's high potential, work acumen and discipline has catapulted him into one of the most sought after political strategists in the country today.

START-UPS

Firing and hiring in India's e-commerce startups



Online food ordering and delivery startup TinyOwl showed the door to over a 100 employees in November. As part of its restructuring efforts the company had earlier laid off nearly 200 employees in September. At Zomato, the country's biggest startup in the food e-commerce segment with global operations, laid off a tenth of its 3,000 employees, over three hundred in total. In an email sent to its employees, the founder & CEO Deepinder Goyal rebuked the company's sales team for non-performance and asked them to pull up their socks.

In hiring news, the placement season in IIT Bombay saw an increase of 25 percent in the number of companies participating this year. The push in hiring has been fuelled by a number of startups; there is an increase of 2530 percent in startup and ecommerce firms compared to the previous year. Startups like Uber, Grofers, OYO Rooms, PepperTap have registered this year. According to a placement cell member, "The number of startups that have registered with us has seen the largest growth this year. They are also offering lucrative packages as many are getting investments from venture capitalists. We are conducting credibility checks and are in discussion with the firms to ensure students don't get a raw deal."

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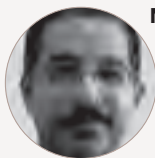
www.thinktalentnext.com


AMIT GOSSAIN IS THE NEW MANAGING DIRECTOR FOR KONE INDIA

Amit Gossain is the new Managing Director of Kone's Indian subsidiary. Previously, Gossain was with JCB India Ltd as Executive Vice-President, where he was responsible for both India and SAARC countries.


RELIANCE POWER NAMES N VENUGOPALA RAO AS CEO

Reliance Power announced the appointment of N Venugopala Rao as its CEO. Prior to this appointment, Rao was CEO of Sasan Power Ltd, a fully owned subsidiary of Reliance Power.


NARENDRA NAYAK APPOINTED MD OF BLACKBERRY INDIA

BlackBerry has appointed Narendra Nayak as the Managing Director of its India operations. Nayak joins BlackBerry from venture-funded software company Linguanext Technologies.


STANCHART APPOINTS ZARIN DARUWALA AS ITS NEW INDIA CEO

Standard Chartered Bank has appointed Zarin Daruwala as the India CEO. Prior to this she was ICICI Bank's President for wholesale banking, which includes corporate banking and project finance.


JASON KOTHARI IS HOUSING.COM'S NEW CEO

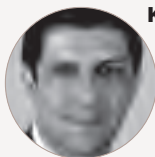
Housing.com has appointed Jason Kothari as its new Chief Executive Officer. Kothari, who joined in the capacity of Chief Business Officer in August of this year, has been elevated to the new role by the Board of Directors.


CIPLA APPOINTS NAINA LAL KIDWAI AS INDEPENDENT DIRECTOR

Cipla has appointed Naina Lal Kidwai, outgoing Chairman of HSBC India, as an independent director on its board. Kidwai has been a past President of FICCI and is Chairperson of the FICCI Water Mission, FICCI Inclusive Governance Council and the India Sanitation Coalition.


V RAJA IS PHILIPS INDIA'S NEW MANAGING DIRECTOR

Philips India has appointed V Raja as its new Vice Chairman and Managing Director. Previously, Raja was leading TE Connectivity's India operations. He will be responsible for driving and building Philips healthcare and lifestyle business.


KULWANT BARDH IS CEO, KNOLSKAPE FOR APAC REGION

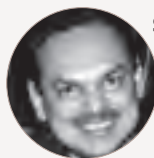
KNOLSKAPE has appointed Kulwant Bardh as CEO for APAC region. He will be based out of Singapore and will primarily focus on the APAC region, building client relationships and developing a comprehensive partner ecosystem.


ANAND DEWAN APPOINTED GROUP CEO OF BLD

Anand Dewan has been appointed as the CEO of BLD Group. In this role he will jointly lead the Blanchard India, Vital Smarts and DOOR Training & Consulting India. Anand joins BLD from NIS – Sparta where he was leading the company as Chief Business Officer.


KUONI GROUP APPOINTS ZUBIN KARKARIA AS CEO

Kuoni Group, the Switzerland based travel group has appointed Zubin Karkaria as its global CEO. He was previously, the CEO of Kuoni's visa service arm VFS Global.


SAMIK BASU IS HINDALCO'S CHRO

Hindalco appoints Samik Basu as its Chief Human Resource Officer. Previously, he served as the HR Vice President and Chief People Officer India at Pepsico.


FORMER HR HEAD SRINIVAS KANDULA TO BE CAPGEMINI CEO

Srinivas Kandula, the former HR head at Igate has replaced Arunap Jayanthi as Capgemini India CEO. Kandula's appointment is one of the few appointments where an HR head has been appointed as the India CEO.


MILLWARD BROWN APPOINTS GAURAV HIREY AS REGIONAL CHRO

Millward Brown, a research agency announced the appointment of Gaurav Hirey as Chief Human Resource Officer for its Africa, Middle East and Asia Pacific region. Previously, he spent seven years with WPP's GroupM.


RCOMM APPOINTS VITTAL TO HEAD HR FOR CONSUMER BUSINESS

Reliance Communications has appointed Babu Vittal to become its Chief Human Resources Officer for consumer business. Previously, Vittal was Flipkart's head of rewards and performance.


STRONERIDGE APPOINTS ALISA NAGLE AS CHRO

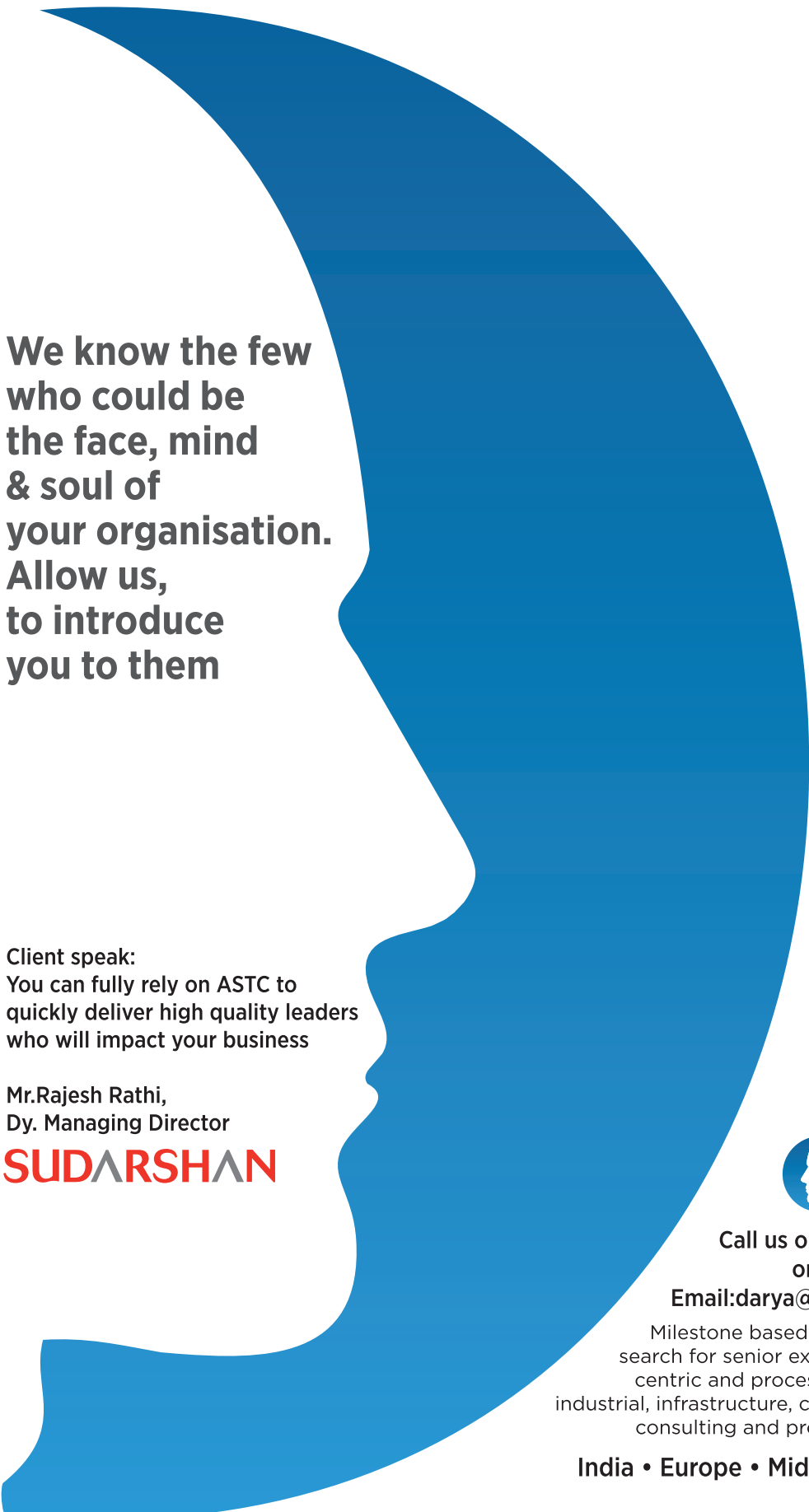
Stoneridge announced that Alisa A. Nagle has joined the Stoneridge management team in the role of Chief Human Resources Officer. Prior to this, she served as Vice President, HR – Global Aftermarket and Original Equipment Groups.

CITI INDIA APPOINTS SAMPATH KUMAR AS AUDIT HEAD

Sampath Kumar has been named by Citi India as its Audit head. He had worked with Citi internal audit team for the past nine years. Prior to Citi, he was Director, enterprise risk and assurance services at American Express.

TATA CHEMICALS APPOINTS JOHN MULHALL AS CFO

Tata Chemicals has appointed John Mulhall as Chief Finance Officer. Mulhall has held various positions in the finance function within the Tata Chemicals Group since 2007. Prior to Tata chemicals, he had worked in finance for UK-based manufacturing companies.



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Nadella on time, productivity & empowerment



Satya Nadella's recent visit to India and his speech at the Microsoft #FutureUnleash event seemed like an HR mission in many ways and resonated with most HR professionals

By People Matters Editorial Team

It was worthwhile to reflect on the well-crafted Microsoft's original mission after listening to Satya Nadella keynote speech at the Future Unleash event on November 5th in Mumbai. Nadella's keynote speech was exciting for two reasons: on one hand, it showed Microsoft's commitment to India, considering this is Nadella's second visit since he took over from Steve Ballmer last year and this is the biggest event Microsoft has conducted in India in the last 25 years. On the other hand, his speech and mission resonated strongly with HR professionals as "empowering people to achieve more" is a more worthy aim for HR teams to work towards in the next 10 years. As the event progressed, it was clear that Microsoft seemed to have figured out how

the workplace of future would look like and tools, apps and technologies that individuals, people leaders and HR would want to use in the future. Nadella himself took the audience through an array of Microsoft tools that he used on his Microsoft phone, and even ran them on an iPhone to illustrate their platform agnostic nature.

Microsoft revealed a series of productivity-enhancing products at Future Unleashed, some of which seem exciting for the HR too – from collaboration, recognition and communication platforms like Yammer to using existing tools like OneNote and Sharepoint in an integrated and social way. The possibility of integrating dispersed data, even stored in Excel worksheets, altogether in one searchable place seemed exciting. HCL, Tata motors and other orga-

Organizations must enable individuals and teams to manage their time and optimize their attention in the best possible way by leveraging state-of-the-art technology

nizations also presented how they are using such products in their companies to add predictability to attrition and performance, to build engagement across the company and to document and share information across teams and individuals. The changes around us have a huge implication on the way we work and our workplace. Nadella reflected that today we live in a world of constant tension between infinite devices and data and finite time and attention. What is most scarce? Time is, he states. Thus, organizations must enable individuals and teams to manage their time and optimize their attention in the best possible way by leveraging state-of-the-art technology.

India is fast becoming a hub for tech companies and this is widely spoken about. Simultaneously, it is required that workplaces accelerate technology adoption as the future is conspicuously digital. Like Facebook's CEO Mark Zuckerberg said a week before him, Nadella also enthusiastically acknowledged the powerhouse of ideas and energy that India represented and how Microsoft technologies could play a small role in harnessing them. All in all, his keynote underscores not only that a technologically-enabled workplace is a pressing need in the near future, but also that HR leaders are going to have access to a new set of tools to empower their employees as more global giants like Microsoft get into workplace productivity and engagement. 

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The labor pains of the 'Shrinking' Dragon

China's 35-year old one-child policy which was put to end at the end of October produced a population that is old, ailing and afflicted with gender imbalance, has ultimately started to affect the economics of the country

By Suparna Chawla Bhasin

We've all known it. Have condemned the coercive dictatorship on one of the most personal decisions of families and several had anticipated the consequences of such a mandate on the economy and demographic dividend of the country. It's the one-child policy which was put to an end at the end of October, a policy that is estimated to have prevented over 400 million births.

China – the land of the red dragon is starting to see the red.

A population that is old, ailing and afflicted with gender imbalance, has ultimately started to affect the economics of the country. Unavailability of cheap labor pool, rising social costs, population imbalance and other economic and social pressures have led China to abolish such a policy.

China's labor pool is shrinking as experts state that its 1.3 billion population is ageing and that about 440 million will be over the age of 60 years by 2050 according to UN estimates. A Beijing-based research firm GK Dragonomics estimates that there is a fall in the number of new entrants into the workforce and this will further decline by 30 percent in 2020. Corroborating the fact, Thomas Gatley of GK Dragonomics states that those between 15 and 24 are "the cheapest, most mobile and flexible in the Chinese workforce," but their numbers have been declining since 2005. With this, it is likely that the ratio of retirees that is currently at 49 percent to income earners will jump to 69 percent by 2030. "The shift to a society with a dwindling number of employees funding a growing pension bill is most pronounced in China, the world's biggest growth engine last year. After expanding 2.5 percent a year over the past three decades, China's working-age population has almost stopped growing", said Richard Jackson, director of the Global Aging Initiative at the Center for Strategic and International Studies in Washington. "That pool will contract almost 1 percent a year by the mid-2020s," he said.




After expanding 2.5 percent a year over the past three decades, China's working-age population has almost stopped growing

China's decision to put an end to such a policy comes from the realization that China's surplus labor pool is getting exhausted. Geoffrey Crothall, research director at Hong Kong-based China Labor Bulletin mentions that "the number of young people going into the workforce is declining and they are not willing to work 12 hours a day for minimum wages anymore. They're looking for alternative employment or pushing for higher wages through strike action and protests," raising concerns over rising wages which can have detrimental effect on China's economy. The most explicit brunt of such a

situation has been seen on the manufacturing industry in China as according to US based financial consultancy firm Capital Business Credit's quarterly report "Global Retail Manufacturers and Importers Survey, which states that "40 percent of US importers and manufacturers are thinking of moving their manufacturing bases away from China as cheap and mobile Chinese workforce is seen to be leaving the country." Most notable example of this is the German sports goods manufacturer Adidas, which closed its last factory in China's eastern Jiangsu province earlier this year and the cause for this was cited as rising wages. Another implication of such a decline in cheap labor is the rise of automation that is increasingly being used as a substitute for reduced labor supply.

But what can China really do in one of the worst economic growth phases and if it has to match up to the growing economic competition? With an economic blueprint that is geared towards innovation and a radical use of technology, the shortage in the supply of young talent seems alarming.

Although the scrapping of the policy is aimed at optimizing the demographic structure and increase labor supply, it will take decades before it gives a boost to the Chinese workforce. 

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Q & A

Analytics changes the discussion

Diane Gherson, SVP and CHRO, IBM reflects on her career, on the potential of Analytics and the changing performance management systems

By Ester Martinez & J Jerry Moses

Diane Gherson is Senior Vice President, Human Resources for IBM. In her 13 years with IBM, Diane has had extensive experience leading organizational transformations.

She was named as one of the 2015 Fifteen Most Powerful Women in HR by HR Executive. In this Big Interview, we talk to Diane about her journey leading the HR function in one of the world's leading technology companies.

Q You have had a diverse career history; tell us a little about it.

A I have always been fascinated by organizations and people. In my undergrad days, I did political science and economics. I was really influenced by a book written by an economist Albert O. Hirschman, titled "Exit, Voice and Loyalty". The book was about three models in consumer marketing: "exit" – when customers switched between products for a better price, "loyalty" – when customers buy because of a brand, and "voice" – when consumers buy the product because it gives them a voice. It was brilliant because it spoke to me about how businesses could be run and the culture that a company could build. "Voice" was about quality of work life and having participatory management.

When I went to Cornell to study Industrial Relations, they assumed the "exit" model founded on the belief that there needed to be an adversarial relationship between the management and the employees. Under this model, an employee leaves for a small increase in salary because there is no cultural sticking power. I wanted to explore this more. So I went into consulting and had a really interesting time there. One of the biggest things I learnt

while consulting was having a consulting mindset – learning to listen, to probe, to present alternative solutions and to be more outcome-oriented. People within HR tend to be more process bound and tend to look at HR as a product that needs implementation. It's an exciting time to be in HR, because "voice" is really the secret to IBM's success.

Q What is that one experience that you think would have better prepared you for your role?

A I think it's immensely important to know your products really well. In my consulting career, I did get a chance to sell, be accountable for sales and learned how to run a P&L.

Q When you reflect on new paradigms, what has changed in your approach to people management?

A A great example of a new approach is our new performance management system. Instead of having a task force and coming up with the correct answer, I blogged about the need to upgrade and asked our employees for feedback and input. We got thousands and thousands of people working on trying to understand what works and what does not. We did a series of multiple polls and we debated topics as part

Modern Analytics help in defining more accurately which incentives work with each employee segment



of the exercise. We got a lot of insights on the design, and we are still working on them.

At IBM, our focus has been on providing flexibility and empowerment to our managers. We have observed that managers are more comfortable in reviewing performance and giving feedback throughout the year, instead of a periodic review at year end. If we look at performance management, we are looking at five elements: skills, performance, responsibility, innovation and client success. It not only opens up the aperture for a much richer discussion between a manager and the employee, but it also reduces one summary reading for an individual. It also avoids the pressure on managers having to conform to a bell curve model.

With Analytics, we cannot only mine huge amounts of data, we can also offer more granular, customized solutions, including more flexible responses

Q Working for a technology company, what are you most excited about in technology for HR?

A Well, I think its Analytics. So much of HR was built off intuition, and Analytics just changes the discussion. With Analytics, we cannot only mine huge amounts of data, we can also offer more granular, customized solutions, including more flexible responses. Using outcome data like revenues, productivity, hiring yield, individual performance, or employee engagement, we can understand the probability of success of certain decisions.

I had the exciting opportunity, just last week, to share the impact of our employee development program with senior management. We were able to show that for employees with managers who had attended our new management program, there was an eleven point difference in engagement compared to those whose managers had not attended. So instead of begging people to go to management development, as we have done traditionally, we now have an argument and data to prove that if you don't, this is what happens. So it's that kind of Analytics that enables you to have a very different conversation.

Q What kind of clusters do Analytics create?

A In 2009, when we had a salary increase that was not competitive in India, we had a high level of attrition. It was clear that we were spending more on hiring replacements. So I went to the CFO and asked for some funding. I basically guaranteed that I could retrieve that same amount back. So we went back and found employees who had a high propensity to leave and gave them a salary increase. Over the past few years with this program, we have saved about US\$300 million. What Analytics can do is that it can identify certain characteristics with certain clusters, it could be as simple as people having the same manager since their college days, or they have been working in a certain location, or having a new manager.


Q What does HR do with that data, what kind of action points do they need to take?

A If we look at the example of a cluster of people who have a high propensity to leave, the action is not always a salary increase, although in India, the trigger point seems to be pay. People leave for very little pay increase. So, it could be a place where you can start. There are many steps that can be taken, even with respect to work environment opportunities, it could be career interventions or even global experience.

Q Why have companies and HR not adopted these technologies yet?

A The first reason for that is unavailability; most tools are still not commercially available. Secondly, people drawn into HR are not people whose strength is Analytics, although this is fast changing. The third reason is that people reject Analytics for people-related items. When we predict that an individual has a propensity to leave, managers working with them are often surprised, despite the fact that they themselves have been working closely with the individual and still did not see any cause for concern.

Q How does this change the nature of work for HR?

A Let's take recruitment as an example: now we have software that can both read and filter candidates. Then there are competency tests and personality tests. Of course you also need better HR people who can assess what a successful candidate would look like, so that data can be incorporated into the system. So, the focus is going to be on a more continuous process – whether it is recruitment or in talent management. 



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Getting **GRADUATE** HiRING RiGHT

Companies need to build a strong and effective EVP by first getting a better understanding of what graduate talent is looking for. Observations from the **CEB and People Matters roundtable series**

By Ankita Sharma Sukhwani

SPECIAL FEATURE



Only 1 in 6 employers in India say that graduates have the skills they are looking for. However, this is a problem that also worries other countries such as the US, UK, Canada and China, according to a 2014 CEB research study. In the UK, 7 in 10 employers think that students need to do more to prepare themselves for work; and in the US, only 1 in 6 hiring managers think students have the required skills and knowledge. Across the Middle East, HR professionals feel that graduate hires lack soft skills, particularly communication and teamwork. And in Canada, 1 in 4 graduate positions remain unfilled. Data shows that organizations across the world continue to struggle to fill their graduate vacancies. While in theory there is a lot more talent to choose from, with more students graduating from university than ever before, businesses are struggling to find the right people. Hence, there is a fight for talent.

The challenges faced

Despite rising numbers of students graduating and a borderless jobs market, employers continue to report skills shortages in young people. At the same time, workplace dynamics are changing as the balance of demographics shifts. As Gen-Y and Millennials make up a considerable proportion of the workforce, companies need to formulate new talent strategies.

Organizations face stiff competition to attract and retain top talent in this complex work environment, and need to overcome three major challenges if they want to future-proof their success:

Managing high volumes of applications:

The need for an organization to identify the right graduates before its competitor does is critical. According to CEB data, a vast majority of graduate recruiters received 50 per cent more applications in 2015 compared to the previous year. Companies therefore require an objective, scalable and candidate-friendly recruiting process. The volume of applications needs to be managed efficiently without compromising the quality of hire, and candidates need to have a positive experience of the brand throughout.

Getting the right graduate fit: 1 in 5 graduates admit to applying for jobs that do not interest them but do so just to secure their first job, and many regret the decision once they join the post. Subsequently, CEB data shows that 25 per cent of graduate hires have no intention of staying longer than one year with their first employer. To reduce early attrition, it is essential for organizations to provide candidates with an insight into the organizational culture and expose them to the realities of the role they are applying for in order to help them in determining whether it is the right position for them or not.

Realizing potential: While organizations concentrate on identifying candidates with the

ability to succeed in the role, it is just as critical for them to understand each individual's strengths and areas of development. Key to improving retention, employers need to provide graduates with opportunities that will allow them to learn and grow. In long term, this will make performance management and development programs more effective and help in building a strong pipeline of talent to meet future business objectives.

Are we looking for the right things in graduates?

CEB's global analysis reveals that organizations are perpetuating talent shortages by recruiting graduates based on their idea of the perfect candidate. Not only do they expect graduates to have workplace experience and proven technical skills, they also assume that the

ORGANIZATIONS NEED TO UPGRADE THEIR OVERALL RECRUITING STRATEGIES BY APPLYING POWERFUL TALENT DATA TO BRING NEW PRECISION TO THEIR EMPLOYMENT BRANDING EFFORTS AND SELECTION METHODS

best candidates will have a glowing academic report. The chances of finding the notional top graduate talent are 1 in 15, which goes some way in explaining the number of many unfilled graduate vacancies.

The findings suggest that employers do not have a clear understanding of the skills and talent they need, which means job opportunities are often misrepresented, and are misleading for inexperienced jobseekers.

The National Association of Colleges & Employers (NACE) in the US conducted an extensive survey in 2013 to look at the Top 10 skills and qualities that employers value the most in graduate talent.

They are the:

- Ability to verbally communicate with persons inside and outside the organization
- Ability to work in a team structure
- Ability to make decisions and solve problems
- Ability to plan, organize and prioritize work
- Ability to obtain and process information
- Ability to analyze quantitative data
- Technical knowledge related to the job
- Proficiency with computer software programs
- Ability to create and/or edit written reports
- Ability to sell or influence others

Understanding the importance of measuring the ability and potential of graduates, CEB built its Employability Model to enable recruiters to gain a more holistic view of graduates capabilities – the hard (execute) and soft (engage) skills that underpin performance.

CEB's Employability Model: Performance at the workplace



Source: CEB (2014)

By using objective assessments, businesses have a more accurate way of determining whether a graduate has the rounded skills, behaviors and competencies required to be successful in a job. The data captured can be used to identify whether an individual has the potential to succeed in more senior roles; and can also be leveraged to pinpoint the skills and experience that need to be developed throughout their careers if they're to flourish in future management, leadership and technical specialist roles.

Identifying Top Performing Graduates

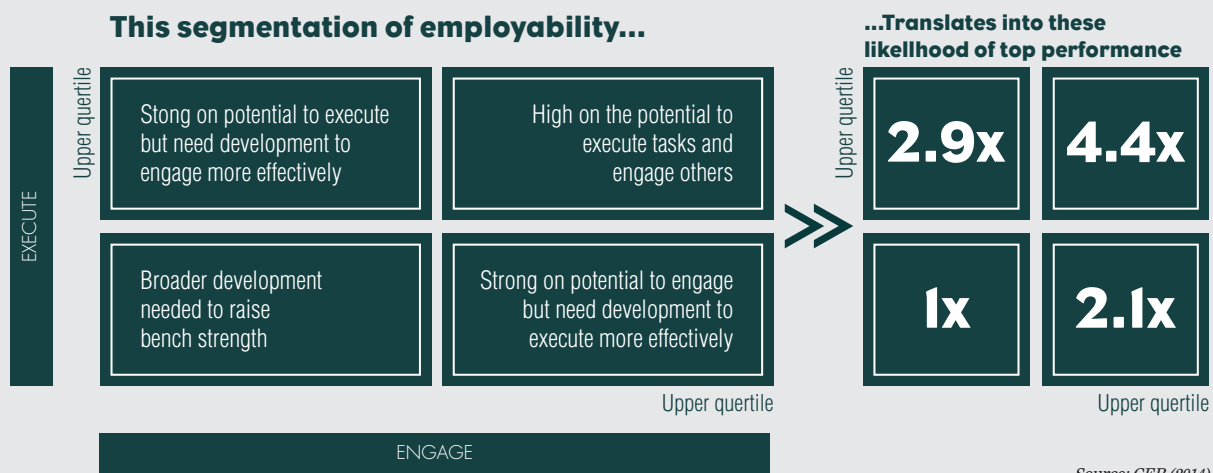
CEB mapped data from 6.6 million assessments for supervisory and managerial roles across 29 organisations in Asia, Africa and the Middle

potential to execute and to engage are 4.4 times more likely to be rated as top performers. Graduates that rank higher on the potential to execute but lower on the potential to engage are 2.9 times more likely to be top performers, while those higher on the potential to engage but lower on the potential to execute are 2.1 times more likely to be top performing employees.

In other words, those strong in several but not all the aspects of our employability model are still likely to be among an organization's most effective performers, and it is the balance of strengths that a prospective employee offers that is important.

The model allows companies to identify those young people that have the potential to do a good job, even if they don't have those skills on day one.

Translating higher Employability Model into higher levels of job performance



Source: CEB (2014)

East, as well as the UK and the US, to test the model and create a set of reliable predictive indicators.

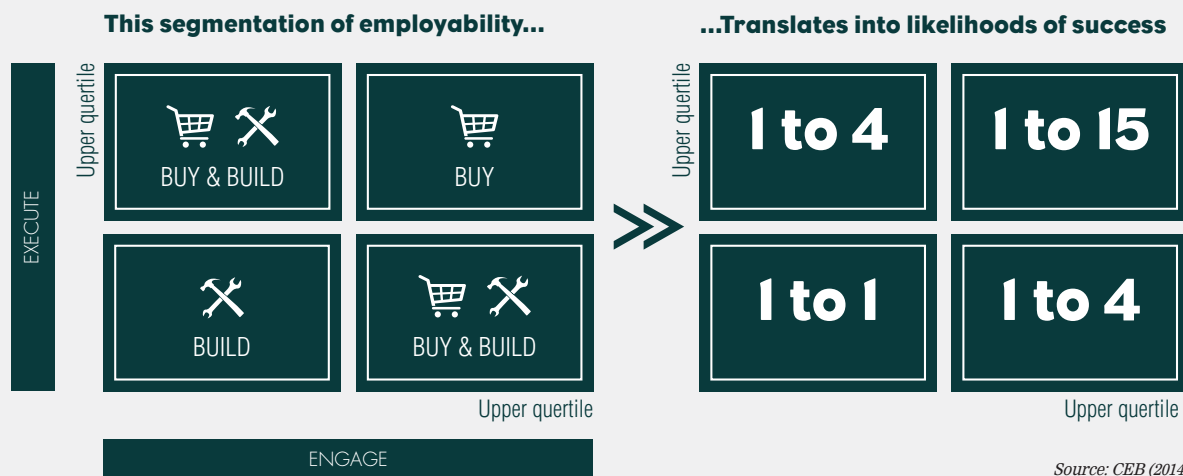
This two-by-two segmentation of execution and engagement skills demonstrates the correlations between employability and performance.

Compared to those in the lower left quadrant, those graduates ranking higher on both the

Reframing Graduate Recruitment Strategies

If companies are to gain a full return from investing in graduate recruitment, they need to understand the potential of the graduates they attract and hire. Once graduates are hired, this intelligence can be applied to making the performance management and development programmes more

The likelihood of success for three graduate recruitment strategies



effective. It will also help organizations understand whether their current approach to graduate recruitment is likely to pay off and what they need to do to improve its effectiveness and investment return. Drawing on the analytics database of 197,335 recent graduates across 32 countries and 17 industry sectors, CEB calibrated this data against the 6.6 million employees worldwide to identify three broad graduate recruitment strategies based on the employability model.

A buy strategy - Where employers compete for graduates with strong potential across all of the talents described by the employability model.

A buy-and-build strategy - Where employers acquire graduates with strengths across the employability model but recognize that improving overall graduate bench strength will need an ongoing investment in their development. This strategy requires clarity on where graduate hires have strengths and where to focus any learning and development spends.

A build strategy - Where employers may be satisfying the immediate need for core knowledge and skills but are acquiring graduate talent that will need development in the potential to both execute and engage effectively. This approach will ensure that they have a pipeline of talent to meet their future needs for specialists, managers and leaders. These findings help explain why many organizations are struggling to achieve their aspirations for graduate recruitment. The odds for the success of a buy strategy are substantially lower than for other strategies. While those higher on the metrics for executing and engaging are more likely to be the organization's top performers, the odds of finding this level of graduate talent is 15 times lower than for the level of talent that satisfies a build strategy.

Every organization needs to decide the extent to which its finite talent investment capital should be applied in a pre-hire buy strategy, where it will face fierce competition, or in the post-hire development

of graduate talent. CEB data suggests that a more sustainable position for most organizations is a buy-and-build strategy. Combining both quadrants of the two-by-two segmentation relating to this strategy, the odds of finding the required graduate talent are 1 to 2 or 7.5 times more likely than for a buy strategy.

The success of a buy-and-build strategy depends on organizations knowing the specific strengths of the graduate talent they acquire and the specific areas where they need to invest. Its success also depends on graduate recruiters having the right intelligence on the talent markets in which they compete so they can advise their organizations on the buy-and-build investments required pre- and post-hire.

Putting these strategies in to action, companies can stop going after just the illusive 1 in 15 chance, but confidently approach the off-diagonals as well. However, the buck does not stop here. Recruitment will have to link hands with the learning and development function to come a full circle. With a pre-decided strategy, companies can predict the skills that an individual employee needs rather than a cookie cutter training approach and can follow a targeted skill enhancement approach that will work towards a customised Employee Value Proposition to make every hire a successful one. It will also help companies as they approach different sectors and geographies to strategically plan their talent acquisition.

Will a customized EVP work?

Not only do businesses need to be clearer about the skills they are looking for, they also need to give jobseekers a more accurate view of what the job entails and the unique offerings – the rewards and benefits – that comprise their Employment Value Proposition (EVP).

With the vast majority of graduates claiming they do not understand the role they're applying for and 1 in 4 receiving at least three job offers, organizations need to help graduates make the decision to work for them.

Motivational factors by key graduate segments

Rank	All Graduates	Buy	Buy-and-Build
1	Progression	Personal Growth	Progression
2	Personal Growth	Progression	Personal Growth
3	Competition	Competition	Competition
4	Recognition	Achievement	Fear Of Failure
5	Material Reward	Fear of Failure	Achievement

Source: CEB (2014)

Material Reward Ranks 15th

Material Reward Ranks 9th

To supplement the employability model and the three recruitment strategies, buy, buy-and-build and build, a sharpened focus is needed on the motivational factors that link to each of the different quadrants and model EVP.

Most firms presume that graduates are lured by the salaries and material rewards. However, according to CEB's research, today's graduates are instead motivated by opportunities to develop and grow, demonstrate the talents they have and progress in the organization. Job applicants look for companies that have a strong EVP. For them, it defines what an employer expects from its employees and what it provides in return. This is vital for influencing candidates' decisions to want to work for the business and to help secure the right match between the candidate and the employer.

Motivational Factors by Key Graduate Segments

CEB research shows that organizations with a weaker EVP pay a 21 per cent higher premium to acquire new employees. Those organizations with a stronger EVP are likely to see higher levels of engagement in their workforce. If there is tight alignment between the brand, the EVP and what job applicants are looking, it will have a big impact on the downstream costs of retaining graduate talent once hired.

"Most companies pay attention to employer branding, but they often end up focusing only on what they are looking for in their graduate hires. However, to build a strong and effective EVP, firms also need a better understanding of what graduates are looking for. Leading organizations take a proactive approach to first understand what motivates graduates and their underlying aspirations so that they can tailor and ensure that their EVPs are more appealing and relevant," says Shaurav Sen, HR advisory leader, Asia, at CEB.

However, a key point to note is that if the EVP fails to relate to what motivates today's graduates or if this is not communicated effectively, whether it's the attraction proposition or the actual candidate experience, the organization will struggle to attract the strongest talent and subsequently retain it. These companies are also likely to pay a higher premium for this talent as well. CEB research

shows that for every 10 per cent increase in the commitment of an employee, there is 6 per cent increase in the discretionary effort they invest in their work, which results in a 2 per cent increase in overall productivity.


What should the HR do?

Workforce planning is a high priority for HR and business leaders globally. This reflects the escalating importance of using data to forecast future staffing needs. While majority of CEOs report a greater need for talent insight to help inform decision-making, 15 per cent senior leaders see their recruitment function as providing the proactive advice they need to help shape business strategy.

According to Jean Martin, talent solutions architect at CEB "Organisations need to be clearer about what graduates they are looking for, factoring in their suitability for the immediate role and the longer-term bench strength of talent they want to build to satisfy their future needs for the managers, leaders and technical specialists. They must balance the trade-off between the skills they bring as new employees today with those talents that need to be developed in partnership with their employers throughout their career".

The pressure to ensure that the right people, with the right skills are in place at the right time is intensifying – and business leaders need greater support and reliable data from HR to help them plan their talent strategy. Big data or talent intelligence is the critical connector between people planning, investment and decisions to short- and long-term business outcomes.

CEB research shows that companies are missing out on strong talent and wasting precious time and money on ineffective graduate programmes. Firms that want to see outsized returns need to upgrade their overall recruiting strategies by applying powerful talent data to bring new precision to their employment branding efforts and selection methods. This, combined with intelligence on what really motivates today's graduates, is a powerful lever for driving more effective investment in graduate recruitment and development.

Transforming practices in this way will help employers break the cycle that could be fuelling today's hypercompetitive landscape. 

ARE YOUR GRADUATE PROGRAMS DELIVERING?

Companies need to balance the trade-off between the skills graduate hires bring as new employees today with those talents that need to be developed, in partnership with their employers throughout their career



MARKET DYNAMICS ARE CHANGING →

129
MILLION

Students graduate each year

1 in 4

graduates get more than 3 offers



1 in 4

graduates are likely to leave their employer within 12 months



Graduate vacancies that remain unfilled **87%**



Graduates are struggling to find the right jobs

3 in 4



graduates don't understand the role before applying

2 in 3



regret accepting the job offer when in the role

1 in 5



apply for jobs that don't match their interests

Finding the right graduate talent

Competition for the **top graduates** is fierce. But finding talent that is **right** for your business is critical.



WHAT IS YOUR EMPLOYER VALUE PROPOSITION SAYING TO GRADUATES?



50% Graduates choose an employer based on **Brand & Reputation**

YET

Only **5%** of employer brand budget is spent on research and **Measuring Impact**



₹+21%

Employers with a poor EVP pay 21% more premium for graduate talent

Help graduates make the decision to want to come and work for you.



WHAT IS YOUR STRATEGY?

Do you need a **BUY STRATEGY?**

Investment in academic stars from the best universities.

1 in 15 The odds of finding these graduates

Or will a **BUY-AND-BUILD STRATEGY** work better?

Identify strong graduates and build capability.

1 in 2 The odds of finding these graduates

Buy-and-build increases your odds of success **7 fold**

The dynamic evolution of recruitment

Organizations need to reinvent the talent acquisition space and deploy new approaches to deal with the *hows* and *whys* of hiring the right talent

By J Jerry Moses

The talent acquisition community has long grappled with the *hows* and *whys* of hiring the right talent. The right time within which hiring needs should be met has also been debated. Previously, organizations looked at the turnaround time in hiring candidates as a measure of effectiveness. However, today the processes are assessed based on the effect they have on revenue. The usual questions that the leadership asks a talent acquisition leader regarding this pertains

to the number of people hired after taking into account the billing date or the number of people who were not hired as a result of which there was a business loss. In a roundtable conducted in collaboration with the Arrows Group Global, Naveen Naryanan, Director for Global Operations outlined the changing dynamics in talent acquisition.

Recruitment models have had a dynamic evolution. For MNCs scaling up, the emphasis in the past few years was primarily on the number of employees required. This emphasis shifted to the needs of the stakeholders, since employees worked across different verticals and today, organizations have also started to focus on the candidate experience. However, while engaging in volume recruitment the dilemma faced has been whether the organization should employ recruiters who are 360 degree professionals, who usually have experience in managing all

aspects of hiring and have expertise in the market?, or should the organization follow a supply chain model, where the process and professionals are split into sourcing, management, documentation, interview and so on? While the latter option makes it easy for the organization to handle volume, it makes the candidate's experience difficult because of a number of touch points involved in the procedure. The focus therefore has to be on the ease of the candidate experience. Companies today are tackling this problem by assigning job roles like relationship managers to ensure that candidates have a pleasant job experience. This also tackles the problems of disgruntled candidates taking to social media tools to vent their anger.

Challenges in recruitment

In the age of disruptive technology, most technologies that are used in the Indian recruitment space are still largely dated. The recruitment industry has largely been dominated by Boolean search and transactional job portals which only aggregate data. Even as organizations are adapting to a generation of new talent that heavily relies on social media, the budgets for technologies are still largely controlled by the older generation. Most recruiters today are trained on scripts, calls and tackling the volume of candidates etc., the challenge however remains in tackling passive talent. Even as the survey by LinkedIn indicates that India is ranked among the top three countries where passive candidates are recruited, it seems to be

The concept of a marketplace is still in its infancy in the HR space. There is a need for platforms that match the buyer and seller requirements





most popular in the executive level. From a talent perspective, a candidates' experience is dynamic and does not follow a particular job description.

Investment in Employer Brand

While the employer brand plays a crucial role in understanding why a prospective candidate selects an organization, it is important to remember that the employee is the number one brand ambassador. Most employees within the organization tend to talk about the work, worker and workplace. These aspects shape the perception of the employer brand even outside an organization. Prospective candidates are making choices based on this information. However, most organizations are unwilling to sell their employee experience as part of their brand. This is the biggest differentiator in terms of how to make a workplace attractive.

While every organization wants a fancy brand, the question has most often been about how much to spend. The difficulty with measuring the rate of effectiveness of the initiatives has also been an issue. With the rise of digital and social media, the metrics for measuring effectiveness has simplified. Impressions, number of followers and talent brand index are some metrics around which companies now have data on a daily, weekly and monthly basis. But only about five out of ten companies have mapped the measures that could effectively push them up on the Talent Brand Index. The Index also helps

While using technologies helps organizations increase efficiency, it is important to remember to transpose the human touch points lost in the process

them assess the interest in candidates by looking at the data on application hits etc. The conversation around the investment on employer brand should focus on the key metrics that will be employed. If an organization wants to be on the top ten or top three on the index, there is a price to pay. For talent acquisition specialists, this is a better way to go about articulating investment in the employer brand.

One-third of the people who apply for jobs are using mobile platforms today, but still very few companies have career apps or sites for mobile platforms. Video interviews and video job descriptions are a popular method to connect with potential candidates. Using social media and blogging platforms to create buzz around the work and workplace not only helps

the employer brand, it helps engage and inform a potential candidate.

Technology and the future

Virtual talent pools have seen a big boost in the west. While organizations are chasing talent ahead of the curve, the rise of SMAC (Social, Mobile, Analytics and Cloud) has pushed demand almost five times that of supply. Very few organizations in India are willing to engage with virtual talent pools. While the reasons for this trend are still unclear, privacy seems to be an issue. The advantage of virtual talent pools is that they are not transactional. They can be likened to dating in terms of how an employer and employee engage with each other. When the work and cultural fit are determined, the employee joins the company. Tools using artificial intelligence are transforming the recruiter – candidate experience. Burning Glass is an example of a product that uses the technology to sift through potential candidates with eighty percent accuracy, and uses algorithms that are capable of analyzing large volume of data while taking into account the employers need. This saves a great deal of time for a recruiter. Artificial intelligence also enables candidates to pick the right jobs based on experience.

The concept of a market place is still in its infancy in the HR space. The consumer industry is at least three times ahead of the HR industry. There is a need for platforms that match the buyer and seller requirements. The Internet of things is changing how demand is predicted in the consumer industry. If we look at the example of an RFID tag (radio frequency identification) in the consumer industry, it provides data on what needs to be bought in real time. Such technologies can also be adapted to recruitment needs which help forecast the workforce needs. The application of Big Data is focused on predicting workforce trends, insights on the channels for hiring and in understanding candidate considerations — which candidates will choose you and why. When potential candidates are given personalized attention they are more likely to join the company. It is important therefore to remember that while using technologies helps organizations tackle recruitment needs both efficiently and in short span of time, it is important to remember to transpose the human touch points lost in the process. 📱

(Based on the Arrows Group Global and People Matters Roundtable series)

Accelerating women leadership



Let's explore the barriers for women's career advancement & what can individuals and organizations do to make the situation better

By **Roland Smith** and **Sophia Zhao**



Much of the discussion about career women and woman leadership continues to focus on ceilings and barriers. Power, access and opportunities continue to be unequally distributed based on gender. In India, women comprise only one-fifth of the total labour forceⁱ, and the gap between men and women widens as the leadership ladder goes up, with only 7 percent of the board room seats are held by womenⁱⁱ. Years have passed since the Center for Creative Leadership's publication of *Breaking the Glass Ceiling* (Addison- Wesley, 1987) and the follow-up book, *Standing at the Crossroads: Next Steps for High-Achieving Women* (Wiley, 2002) but the basic issue still exists.

While research has consistently shown the value that women leaders bring to their companiesⁱⁱⁱ, women still remain scarce at the top of organizations. With 40 percent of the global labour force currently female, only 4.6 percent of Fortune500 CEOs are female^{iv}. This gap at the top also manifests itself throughout the workplace and workforce. There continues to be critical shortages of skilled labour and an expanding gap in the number of next generation mid managers and senior leaders. Wise organizations see the importance in identifying critical strategies that drive talent sustainability. Creating the conditions wherein all employees flourish includes having a culture of development for all. The Center has found that while organizations study how to adopt and expand leadership practices that identify, develop, accelerate and retain talented women and men, most are falling short in both categories. The gap is more significant when it comes to women.

Only a few organizations can be identified as establishing best and next practices in creating cultures wherein women flourish. Fewer still invest in next generation women leaders by reaching out,

investing in and developing young women and girls in the areas they operate.

What are the barriers for women's career advancement? What can individuals and organizations do?

Understand the barriers

These days, women at the workplace are intelligent, smart and ambitious. A McKinsey survey report states that 79 percent of entry-level women and 83 percent of middle-management women desire to move to the next level at work^{vi}. Additionally, 75 percent of women aspire to progress to top management roles, including C-suite – this number puts their ambition on par with their male counterparts^{vi}.

However, women still face barriers in their climb to the top. Many of these barriers result from a “second-generation gender bias”, i.e., unintentional actions and environments that appear neutral but reflect masculine values, and the life situations of men who have been dominant in the development of traditional work settings. These barriers include:

- Traditional perceptions of leadership are often associated with predominantly male qualities – a prototype of a leader is typically a masculine man.
- Many standard organizational practices reflect men's lives and situations. For example, a career path to senior leadership position in multinational companies often includes some overseas rotation or assignments, which assume that spouses can easily move along – a situation that is much less likely for women than men.
- Women are expected to take up more family responsibilities than men. This may be especially so in Asia, where familial commitment and values are deeply entrenched in the culture.
- Women face a double bind of being either capable or liked—but not both.
- Women have limited access to network and sponsors, and have few female role models at high levels of leadership to look up to.
- Women are hesitant to advocate for themselves or ask for what they want.

Organizational support

It is a challenge for organizations to develop, retain and promote talented women. We believe that a strategic combination of individual development and a systemic shift in mind-set is the solution as well as a review and in some cases an audit of the organizational culture.

Individual development

The choice to and how individuals take up leadership roles is fundamentally a



With 40 percent of the global labor force currently female, only 4.6 percent of Fortune 500 CEOs are female

question of identity. When a woman leader internalizes a leadership identity, she is likely to demonstrate behaviours that assert leadership. An example would be her willingness to go in for challenging assignments, seek growth opportunities, and take risks. Such behaviors will, in turn, be affirmed by the people around her, who regard her as a leader and reinforce her leadership identity.

However, many women find it difficult to internalize such leadership identity. This is because in most cultures, leadership is associated with masculinity while women are expected to be soft-spoken, caring and friendly. The mismatch between traits attributed to women and that of leaders is the essential reason of the struggle that potential women leaders face.

Hence, the goal of individual development is to help women talent overcome the “second-generation gender bias” and discover their true identity so that they feel empowered to be both women and leaders. It is especially important to help women discover their purpose and passion in life, as a sense of higher purpose motivates leaders to overcome fear, move out of the comfort zone, and think of what is possible. We suggest a robust development process that provides talented women with opportunities to learn and grow in gender specific and gender neutral environments while encouraging the expansion and

access to open networks for influence and development.

• *Developing women leaders in an all-women setting*

With the aim of developing individuals, a women-only leadership program provides participants with a novel context that contrasts the more familiar, male-dominated work environment. Such context allows the shared experience of gender to inform the content and support the conversation, thus fostering learning and provoking insight. Among fellow women leaders, participants feel more comfortable to discuss issues that are pertinent to them, without worrying about judgment.

• *Developing women leaders in mixed gender settings*

Leadership development should occur in a variety of venues, with different designs to achieve different objectives. Over the course of their careers, women talents can, and should attend not only women-only but also mixed-gender programs. A mix-gender program resembles the real life situation where women need to work with men and have cross-gender conversation. Introducing the discussion of gender issues in such setting provides additional value as women can hear men's opinion and with the exchange of ideas, both sides will have a better understanding of each other.



A deep appreciation for gender biases engenders a commitment to being a change agent in the workplace and community

• *Mapping and managing network strategically*

While formal learning experiences are important to growth, establishing strong and open networks are critical in navigating organizational structures with embedded (and often hidden) power and political infrastructure. Mentors, coaches and sponsors - inside or outside the organization - provide important resources and information and play important roles in women's leadership journey. Mapping existing individual and organizational development networks help women create access to these development assets. Moreover, because people are more willing to follow leaders who can connect them to resource and information, women's ability to build strategic network also make themselves more valuable, and powerful.

• *"Long tail" approach of development*

Leadership development is a journey; there is no one-off solution for it. For those who aim to enhance leadership skills by attending a leadership development program, a "long tail" approach is appropriate. Pre-work is important to prepare parti-


cipants for the program and maximize the learning during the program. More importantly, learning should be extended beyond the classroom. After the residential program, structured follow-up helps participants to solidify and apply the learning in real life. The "long tail" can be carried out in various formats including mentoring circles, developmental conversations, and e-learning etc.

Systemic shift

A deep understanding of the unconscious bias that affects women in organizations is essential to promote more women leaders. With senior leaders' support, HR leaders can look for ways that unconscious bias in the organization affects opportunities and motivation for women, rethink the talent management process and identify potential areas for improvement. Some practices that may help women talent include:

- Flexible working conditions
- Support for work and family life balance
- Gender-specific hiring

- Networking opportunities for women
- Coaching, mentoring and sponsorship for potential women talent

Women can also spearhead their own development by playing active roles in the process. For example, by getting involved in discussing gender biases, women are likely to realize how they have sometimes participated in reinforcing these biases in society and potentially within their respective organization. They may also arrive at possible factors that prevent women from advancing into senior leadership positions within their organizations. A deep appreciation for gender biases engenders a commitment to being a change agent in the workplace and community. Individual development programs also enable actions, like mentoring others and being a positive role model, to make significant impact on the lives they touch, and ultimately, reinforcing a positive cycle. Moreover, the world is not complete without strong and positive dynamics between men and women. As the HeForShe campaign states, change won't happen if only half of the population is welcome to the discussion. This is true in society and is true in the workplace. In a world that may still be disproportionately influenced by men it is more critical that boundaries are spanned and bridges are built to create safe passages for the flow of skilled labour regardless of gender and increase the number and influence of half of the world's population. 

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Celebrate failures as much as your successes

Donna Morris, Senior Vice President, Customer and Employee Experience, Adobe on Adobe's transitioning to the Cloud, the meaning of Great Work and building an innovation-driven workplace

By **Vikas Arora**



Q Adobe completely transformed its business model by moving to the Cloud. How did it impact the workforce and your people practices?

A When we started the journey to transform the company in late 2011, we reoriented the structure of the company to enable our strategy. And at the same point of time, we went through a lot of changes to ensure that we had the right organization design and the right leaders in place.

As a matter of fact, Adobe is accustomed to transformation and disrupting itself; we have done that multiple times now. And whenever we transform, we align our culture and strategy to our business. So when we moved to the Cloud, we transformed our talent management practices as well. A transformation to the Cloud entails upskilling and capability-building of people. Keeping that in mind, the People Resources as a whole went through a lot of changes and transformation. We rebranded to People Resources from Human Resources. We abolished performance review and brought about 'Check-in', a real-time Performance Management approach and introduced our emplo-

We recognize people who innovate and even those who constantly try to innovate

yeo resource center which supports our managers and leaders. Continuing to attract key talent that brings new capabilities focused on the Cloud has been essential and then also ensuring that we have the capability to retain that talent.

Q How do you source and acquire the right talent and then retain it? What are the attributes you look for in candidates?

A We have a very strong talent acquisition team which proactively searches for passive candidates.

Our perspective is that some of the best talent isn't actually looking to go anywhere and really contributing to their organizations. So we keep a tab on such candidates. Other than passive candidates, new college hires are also critical for us.

The talent acquisition team constantly works on building a pipeline of talent for all levels – be it freshers or executives. To share an anecdote, we didn't find our CTO from an Executive Search Firm, we found him ourselves by leveraging our network.

In terms of retention, I think 'Check-in' is helping in the process, because people feel that what they are doing is tied to the overall company objectives, responsibility and priority. This creates the feeling among people that their work and impact matters. In general, giving constant feedback, and recognizing and rewarding employees makes them stay with an employer.

Q What accounts for Great Work at Adobe? What do you encourage in your employees and how do you recognize them?

A The foundation of Adobe is that we have innovative people. It is one of our four core values. We encourage people to innovate, and innovation defines Great Work at Adobe. We recognize people who innovate and even those who constantly try to innovate. We just celebrated the inventors here at Adobe India – individuals who are patent holders. The inventors include individuals who have filed patent applications or have allowed/issued patents under their name. We have one inventor who has filed 60 patent applications, and has 13 allowed/issued patents.

Q You make a key-point of recognizing people who try to innovate. How essential is that in creating the culture of innovation? How do you create that culture of risk-taking and building an innovation-driven workplace?

A You have to celebrate failures as much as you do successes. If you celebrate only when people do things right, then that is not necessarily conducive to new ideas.

Managers play a big part in providing an environment where people feel they can take risks. To give you an example, taking on new responsibility is a way of taking risks. If I look at my own role, I was fortunate to be working with the People Resources team; but when I had the chance to take on a new assignment in real estate, which we call 'Places', I took that opportunity, regardless of the fact that I knew nothing about building buildings, particularly the complexity of real estate in India.

This philosophy works at all levels of the company. If you give people a new assignment, typically what happens is that people step up to take that opportunity. And as an organization, the more we can provide opportunities to people to take risk outside the area they are educated in, the more they bring fresh ideas and perspectives. This concept applies to the 13,500 people who work for Adobe and that is something in our environment that we cultivate.

Innovation is also engrained in our people management practices. We have a very innovative program called 'Kickbox', and it is primarily focused on providing employees with a framework around how they think of the concepts of new ideas and innovation and they get rewarded for it. They literally get a box, which has money in it, which they can use to test their ideas and assumptions. Sometimes they use the money to build prototypes. The idea behind 'Kickbox' is to ensure

expected of them. The objective is to create a rich dialogue and collaboration. These are conducive to our approach, because our approach is real-time feedback and real-time expectation setting. The role of People Resources becomes enabling to the manager and the employee success, as opposed to HR policing the Performance Management program. It is the core mechanism of how we are running the business.

Q What are your suggestions to leaders on building a risk-taking culture?

A Leaders need to set the tone. You can't expect your team to disrupt or innovate if you are not doing it yourself. A leader cannot question the people about innovation if they don't innovate themselves. As a leader, I need to be comfortable disrupting practices that my team might love. It is more a question to leaders, "What have you done as a leader that is disruptive?"

We want to create an environment where people are aware where they stand and they know what is expected of them

employees think of disruptive practices and think differently, whether it is related to our business or not. It may not be breakthrough innovation, but I feel that incremental innovation is just as important as breakthrough innovation.

Also, innovation is not only limited to technology roles. Whether you are a technologist, or you are in People Resources, our view is that you have to innovate. So I like to think our People Resources organization and our Places organization is just as innovative as our technologists.



Q How have you disrupted and brought innovation in the People Resources function?

A The biggest disruption was changing our Performance Management System. Adobe had a fairly disciplined approach to Performance Management. But when we moved to the Cloud, our environment required team work and collaboration; and the past approach didn't work. Our new performance management approach, 'Check-in' is all about creating an environment where people are aware where they stand and they know what is

Q How much does India contribute to your workforce? What does the India talent market hold for you in the future?

A 30 percent of our workforce is here in India, in four key locations. Our business in the country is core to our future. Adobe India is contributing to every function of Adobe. Engineering teams here are contributing to all our products – Creative Cloud, Document Cloud and Marketing Cloud. We view people as a global resource. India is a global talent market, and we have ensured our employees get career mobility. According to me, mobility is core to success. When we talk about the future, it brings me back to Prime Minister Narendra Modi's US visit. He reflected on the opportunity that is there in the design space. It is very appealing for Adobe because we focus a lot on arts and creativity, other than science and engineering. So hearing that the mass Indian population will be interested in design, bears a lot of opportunity for Adobe. 

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HR ANALYTICS DESCRIPTIVE *to* PRE ICTIVE

The need for HR to understand the importance of data, metrics and Analytics, and utilizing it to accelerate and drive business outcomes is critical


By PEOPLE MATTERS EDITORIAL TEAM

Talent is in short supply and this fact is globally relevant today. High turnover, soaring competition between organizations for talent and challenges related to employee engagement have forced organizations to adopt technological interventions in finding insights into what the talent wants and how can organizations effectively manage, attract, retain, engage and motivate employees who can optimize and drive business decisions.

This is the time for datafication of HR and this holds the potential to alter the dynamics of the industry forever as it not only provides HR a pivotal role in driving key business decisions but also impacts the bottom line directly.

Organizations today realize that it is imperative for them to comprehend and have standardized, systematic and precise insights into what actually matters to the business performance, especially its workforce. Statistics, data mining and predictive/workforce Analytics have caught the fancy of the CEOs, CHROs and leaders today are able to understand the application of data-driven tools that enable discernable decisions and directly impact financial results. Technology adoption and specifically digital technologies have enabled the analysis of large data trails which in turn allow in deriving insights on what occurred, spot trends and use this to anticipate future patterns that are likely to emerge, according to Shankara Rajan. Using data and Analytics to drive

business decisions is the factor that differentiates the business outcomes and provides the competitive edge. Today an increasing number of organizations are turning to HR Analytics for decrypting exponentially voluminous data, in a bid to make well-informed HR and workforce decisions, according to Akhilesh Tuteja and Ira Gupta.

However, tools like Big Data & Analytics have still not matured as fully competitive strategic HR instruments and the technical complexity of its application to the domain of HR poses a challenge. Though translating HR metrics into insightful business data is in its nascent stages, organizations are working towards building Analytics capability to successfully design solutions to organizational challenges specifically related to talent and people. According to Bart Baesens, Professor Big Data & Analytics at KU Leuven (Belgium), not many successful applications of HR Analytics have been reported yet in the industry. But a few of the domains that can see HR Analytics application are job recruitment, where building analytical-based recommender systems can allow to target the right jobs to the right people; improving employee attrition by carefully analyzing historical data about employee churn behavior and relating this to employee and/or job characteristics; or the impact of compensation on job motivation and/or satisfaction. The resulting insights of using HR Analytics can be used to intelligently optimize business decisions and keep the workforce optimally engaged. 

EXPERT VIEWS

HR Analytics Experts write about the function

Prof. Dr. Bart Baesens	Getting a Grip on HR Analytics!
Akhilesh Tuteja & Ira Gupta	Delivering your First HR Analytics System
Stela Lupushor	Starting with Workforce Analytics? Tool-up!
Shankara Rajan	Adding Analytics Layer to the IT Landscape
Mayank Jain	What Makes a Successful Workforce Analytics Program?
Subhankar Roy Chowdhury	Building HR Analytics Capability
Mark Driscoll	The Potential of Data Analytics
Dr. Debolina Dutta	Big Data – What's the Fuss About the Buzz?



BY PROF. DR. BART
BAESENS

Prof. Dr. Bart Baesens is Professor, Big Data & Analytics at KU Leuven (Belgium). His research is available at www.dataminingapps.com. He is author of the book 'Analytics in a Big Data World'. He also recently developed an E-learning course Advanced Analytics in a Big Data World

GETTING A GRIP ON HR ANALYTICS!

Analytics enable HR to make strategic contributions, but despite its potential, not many successful applications of HR Analytics have surfaced

Big Data & Analytics are terms that frequently pop up in newspapers, magazines, airports or even during pub chats to start a conversation. IBM projects that every day we generate 2.5 quintillion bytes of data. In relative terms, this means 90 percent of the data in the world has been created in the last two years. Both technologies have proven their potential for risk management, fraud detection and marketing, but what about HR? Well, unfortunately, not many success stories to report yet despite the unquestioned strategic opportunities and low hanging fruit to be harvested. In fact, many HR managers talk about it, but nobody knows how to tackle it, thinks the others are doing it and hence may be tempted to claim doing it as well. How come Big Data & Analytics have not matured yet as fully competitive strategic HR instruments, allowing you to better understand the behavior of your key asset: your employees! In this article, we will shed some light on this, but let's first set the stage by zooming into some interesting analytical HR applications and discuss the key requirements of analytical HR models.

Examples of analytical HR applications

Firms typically gather masses of data regarding the behavior of their employees like staffing data, performance and productivity data, engagement data, payment data, task specific data, etc. This Big Data avalanche is often characterized in terms of the 4 V's: high volume, high velocity, high variety and hopefully good veracity. By thoroughly analyzing, managing and exploiting your Big Data sources using state-of-the-art analytical techniques,

it becomes possible to understand hidden patterns of employee behavior which can subsequently be translated into strategic actions, creating an added value and thus competitive advantage.

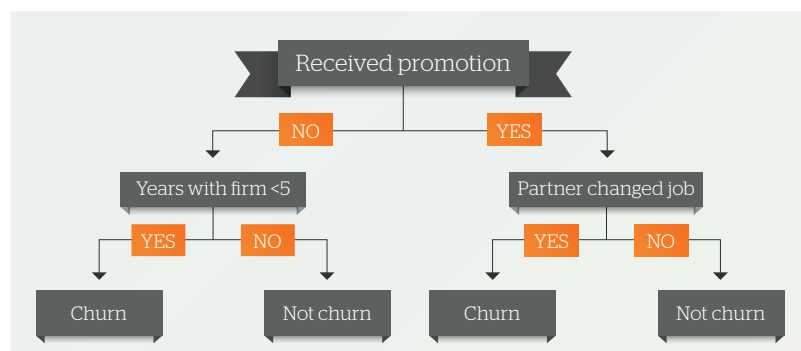
Various examples can be thought of to successfully leverage Big Data & Analytics in HR. First application can be in analyzing employee churn. Great talent is scarce, hard to keep and highly solicited by headhunters! Hence, it becomes important to understand the drivers of employee dissatisfaction. Big Data & Analytics can be used for this purpose. The first step in doing this is to collect historical data on employee churn. The next step is to consolidate all data, aggregate and clean it so that it becomes ready for analysis. An analytical model can then be built to predict employee churn. The figure shows an example of a decision tree, which is one of the most popular analytical models in use in the industry nowadays. It can be automatically constructed from a (big) data set and gives clear insights into which employees churn and which ones not.

Another interesting application of HR Analytics is in analyzing employee absenteeism. Employees may be absent due to illness, accidents or burn out. Especially the latter has received wide attention recently. Using Big Data & Analytics, it is now possible to adequately understand the drivers of employee absenteeism and act upon it before the problems start to occur.

HR Analytics can be applied to understanding workforce collaboration patterns using social network techniques, job recruitment based upon intelligent recommender systems, career path analysis using sequence rules, talent forecasting, etc.

DECISION TREE MODEL FOR EMPLOYEE CHURN

A Decision tree model is a predictive and analytical model of computation for sequential decision problems under uncertainty



Requirements of successful analytical HR models

Various requirements should be met for analytical HR models to be successful.

A first key requirement is business relevance. The analytical model should solve the HR problem that it was developed for! It makes no sense to have a high-performing, nice analytical model that got sidetracked from the original HR problem. In other words, if the HR problem is detecting employee churn, then the analytical model must be sure to detect employee churn. Some example kick-off questions are: how do we define employee churn? How do we deal with employees that reduce their appointment to part-time? How do we treat boomerang recruits? etc.

Next, analytical HR models should be built using sound and solid quantitative techniques aimed at analyzing the underlying data as accurately as possible from a statistical perspective. The analytical models built should be accompanied by various metrics indicating the statistical significance of the model.

Another requirement is that the analytical techniques should yield models that are understandable to the HR manager. It makes no sense to come up with a complex, black-box analytical model backed up by solid and complex statistical theory, but providing no interpretable and thus actionable HR insights. The decision tree figure illustrated is a nice example of a white-box analytical model that can be easily understood by its users.

The introduction of Big Data and Analytics brings new privacy concerns. Privacy issues can arise in two ways. First, data about employees can be collected without them being aware about it. Secondly, employees may be aware that data is collected about them, but have no say in how the data is being used. Hence, it is important that analytical HR models are built in a regulatory compliant way whereby the employees are well-informed about which data is collected and how it is used.

Finally, however beautiful a new, emerging technology is, one should occasionally evaluate its economic impact. More specifically, the total cost of development and ownership of an analytical model should be contrasted with the returns gained. Although the latter may be hard to quantify, they are an essential element to get management buy-in and make the necessary investments.

Hurdles to overcome

As already mentioned at the start of this article, despite its potential, not many successful applications of HR Analytics have been reported yet in the industry. This can be attributed to various reasons as we will discuss in what follows.

First of all, HR is still struggling with the perception of being less strategically important than e.g. risk management, marketing, logistics, etc. Hence, it is usually the last in line to benefit from new technologies such as Big Data & Analytics. This is unfortunate, given the tremendous potential of both for improving the HR function.


A next barrier concerns the skills needed to work with both technologies. For example, the job profile aimed for is one of data scientist. In the industry, there are strong misconceptions and disagreements about what constitutes a good data scientist. In fact, a data scientist should possess a multidisciplinary mix of skills: ICT (e.g. programming), quantitative modeling (e.g. statistics), communication and visualization, business understanding, and creativity. It is quite obvious that this is a unique skillset and not many

universities world-wide are offering educational programs for data scientists yet. This explains why there is currently a huge international shortage for this job profile. Some organizations are setting up in-house training and coaching initiatives to turn some of their employees into data scientists. Others are considering outsourcing as a possible solution. Despite the short-term benefits of the latter, it should be approached with a clear strategic vision and critical reflection with awareness of all risks involved.

Another attention point is employee unions. In strongly unionized countries, companies have to provide clear justifications of how they intend to utilize Big Data & Analytics for studying their workforce behavior. It is in our human nature to approach any new technology with a certain degree of anxiety. Hence, it can be anticipated that unions might also be skeptical towards this. To remedy this, it is of key importance to introduce both technologies as facilitators or

There is currently a huge international shortage for a 'data scientist' job profile. Some organizations are setting up in-house training and coaching initiatives to turn some of their employees into data scientists

opportunities rather than a looming danger or treat, and clearly illustrate how working conditions and/or employee satisfaction can be improved as a result of their usage.

In this article, we zoomed into HR Analytics and started off by reviewing some example applications, which was followed by a discussion of the key requirements to build successful analytical HR models: business relevance, quantitative underpinning, interpretability, regulatory compliance and economic return. We concluded by zooming into some of the hurdles to turn Big Data & Analytics into a mature, value-adding HR instrument. As discussed, many of these can be overcome by continuous education and creating awareness of the potential of Big Data & Analytics across all decision levels of the firm! This will allow companies to stay ahead of the competition and spearhead the development of new HR analytical applications. 



BY AKHILESH TUTEJA & IRA GUPTA

Akhilesh Tuteja is a Partner and heads KPMG in India's IT Advisory practice. Ira Gupta is an experienced IT consultant and currently works independently.

DELIVERING YOUR FIRST HR ANALYTICS SYSTEM

HR Analytics - the *belle* of the strategy haute couture, may well turn out to be a *femme fatale* in disguise

Today an increasing number of organizations are turning to HR Analytics for decrypting exponentially voluminous data, in a bid to make well-informed HR and workforce decisions.

However, the thought of every HR Analytics system implementation triggers the playback of well-known London Tube announcement in our heads - "Mind the gap".

At a very high level, HR Analytics implementation translates to:

Disappointment = Expectations - Outcome

Disappointment then, is the positive gap between expectations and outcome. If the outcome surpasses what was expected, then it qualifies as delight, and conversely, when the outcome fails to meet expectations, it qualifies as a failure or a disaster. Hence, what is important is the fact that notwithstanding the desired outcome, building the right expectations is the key to deliver delight. This is exactly what is important in the context of building an HR Analytics system that has its own share of problems. First, Analytics in itself is a fledgling field - everyone either wants to do it, or is trying it but often does not understand how to do it, given the complexity. Second, Human Resources is not a business function like Finance where processes are defined, can be quantified and a number of objective decisions can be taken. For example, Human Resources does not have an equivalent of FP&A (Financial Planning & Analysis), which has existed in most finance organizations

Conceive

First thing first. Don't think of HR Analytics system the same way as your HRMS system. Analytics systems are not transactional systems and are therefore, easy to build but then simply left unused. These systems don't stop the business from happening. The employee lifecycle will continue without interruption even if the Analytics engine kept getting rusted. Therefore, it is important for the Analytics system to be conceived in a manner that it is used for the purposes it is built for.

Trimester one - What do you wish to achieve

Before we get to what can a good Analytics system do, let's eliminate the broad aspects of what it shouldn't do. There are 3 things, typically referred to as the three Bs, which should not be done. These are:

- Basic metrics reporting - the HR Analytics system should not be another Business Intelligence/Dashboard system that churns out volumes or different types of reports.
- Benchmarking - the Analytics system should not be targeted to be a benchmarking system against internal or external metrics.
- Badly designed correlations/statistical analysis - the system should not be used to derive useless and redundant correlations like increasing number of hiring managers also increase the staff turnover or not.

A good HR Analytics system should have the following attributes:

- Story-telling - the Analytics system uses various techniques to wrangle the data, generate insights and recommend or predict business outcomes, all of which can be stitched together to tell compelling stories. These are stories that use hard facts and numbers and enable people to see different scenarios in the future and take decisions accordingly.
- Prediction - the Analytics system should aim to predict and prescribe, rather than simply describe and diagnose. It should simulate future scenarios and predict the chance of a business outcome going in a certain direction.
- Evolving - if an Analytics system is being built with scenarios which will remain constant for next 5 years, it is better to shelve the system. The analytical scenarios are generally dynamic and will change with the state of the enterprise.

HR Analytics system should have the capability of deeply mining data, learning patterns from the past, and predict future outcomes with some level of accuracy

01 for ages. Human Resources has a large amount of qualitative aspects, and not all of it can be quantified or assigned a numeric value, which makes it a very tough case for application of Analytics techniques.

It's all about setting the right expectations

Let's look at each of the phases of system delivery lifecycle in context of managing expectations.

The Analytics system should hence be a “self-learning” machine that continuously learns from data fed into it and how it is performing to fine-tune its future performance and increase accuracy. It should be a great simulator where people can change different parameters of the business and see what the predicted outcomes could be with a certain level of accuracy.

In summary, an HR Analytics system needs to be a great blend of analysis and synthesis. It should have the capability of mining the data deeply, learning trend patterns from the past, and tell us with some level of accuracy what the future outcome might be. The intention of such an Analytics system is to generate actionable and data-driven insights that make decision-making simpler and accurate.

Trimester two - Grow/Build

During this phase, particular attention should be paid to develop a system, which will be:

- Relevant
- Usable
- Flexible for future needs

Unlike the HRMS or any other transaction processing system, which follows the conventional method of first freezing the requirements followed by a long period of system build with limited ability to change the system, HR Analytics system should be built with the principle of constant user engagement. It may be a good indicator if the requirements keep evolving (not changing directionally) during the build phase. This will ensure that the users are thinking what they want and the system developed in this manner is more likely to be relevant and usable by the end users.

Trimester three - Nurture/Preparing data

This is possibly the only part of preparedness, which can never be over-emphasized. The single biggest failure point for most Analytics systems is quality and accuracy of data. Since the management attempts to make decisions using an Analytics system, the accuracy and relevance of data is must.

There are just reasons to know that data quality challenges for an Analytics system are likely to be more daunting compared to any other system:

- An analytical system is likely to use data from different data sources, which may not be consistent or easy to combine. This is becoming even more challenging as many organizations have been adopting cloud models for systems like 360 degree feedback, employee engagement initiatives, performance management, etc. With proliferation of multiple cloud service providers, aggregating and combining these disparate data sources is a big challenge.
- A good predictive Analytics system is likely to use data from both structured and unstructured data formats.
- An analytical system can be as insightful as the depth of historical data. This is harder to

achieve as the organizations rebuild/upgrade the transactional system once every five years and as an easier “good” practice, the new systems don’t store historical data due to data quality issues. This challenge becomes multifold if different systems have different historical data depth.

As a thumb rule, one must plan for at least 30 percent of total time and money investment in preparing and cleaning data for an analytical system.

Time to deliver

This phase too is quite different for an Analytics system compared to a transaction system. Unlike your HRMS wherein one needs to deliver a near perfect system in first go, an Analytics system need not do everything on day one. It can be good to roll out if it provides just one or two relevant business insights, provided it has no data accuracy issues. Since most analytical systems are likely to be used by domain experts, fewer users, and often used in assisted-mode, it is alright for these systems to have few loose ends.

An HR Analytics system should be in the build-validate mode in its development stage

Like any Analytics system, an HR Analytics system should be in the build-validate mode in its development stage. Post that, the best approach is to start with a pilot on concrete data to observe how the system is responding and behaving. There should also be a well-defined feedback loop that helps the system learn from its performance and increase accuracy. Such kind of a system is never built once and forgotten – it needs periodic review for both performance and accuracy. The system constantly evolves just like ourselves and the data around us.

Conclusion - “It’s an HR Analytics system”

In conclusion, an HR Analytics system needs to be treated like a baby – whom you love and would like to be your support in future, but it really isn’t self-sufficient yet. It will consume a lot of your time to train it to simply start walking! It will demand more and more time from you once it starts growing and learns from you and the ecosystem around it – there will be a time when it becomes smarter and starts learning independently. However, once it is grown up, intelligent and mature, it is likely to have its own brain to start surprising and delighting you with what it can do. 🧠

Disclaimer: Views expressed here are personal and do not represent the views of KPMG.

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COVER STORY

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BY STELA LUPUSHOR

Stela Lupushor is a Workforce Analytics leader with a large financial institution, where she leads the team responsible for enabling data-driven workforce decision making and planning.

STARTING WITH WORKFORCE ANALYTICS? TOOL-UP!

It requires a bit of a different thinking about the technology choices, how one implements them and the types of data one can use

It is a great time to be in Analytics! First of all, you learn from the experiences of other functions such as marketing, IT etc. as they've been on the Analytics journey for much longer than HR and have plenty of lessons learned to share. There is also the abundance of new, sophisticated technologies that are becoming easier to use, and also accelerate the implementation of the technical roadmap without upfront investments in the infrastructure. But, it requires a bit of different thinking related to the technology choices, how one implements them and the types of data one can use. Let's talk about each one separately.

Think of technology in two major groups

First is the "Analytics for the masses" where high quality data is consumed by repeatable processes to create easy to consume visualizations to a broad set of users across the enterprise. It will deliver self-service access to data and insights to the end-users, will create the foundational and accurate view of your workforce data. It will also create capacity for the Analytics team to focus on more complex, specialized and in-depth analysis delivered through what I call "Talent Science" technology stack. This second group is more of a portfolio of tools and techniques that enable Big Data processing, statistical analysis and visualizations.

such as dashboarding and visualizations, attrition predictive models etc., multiple contracts might be needed to assemble a good technical portfolio. It might still be faster and cheaper in the end to put the puzzle together than building your own capabilities with internal skills. If you want to accelerate the evolution towards a mature Analytics function – look at the technical landscape and consider one or a few external providers to do it with.

Think beyond the typical data

At this stage, HR doesn't have a "Big Data" problem, not yet. HR is still struggling with a lot of little data problems. This shouldn't be a deterrent from exploring non-traditional datasets. If the technology allows joining multiple datasets, the complexity of questions one can answer grows exponentially. So is the value of those answers.

Let's take a hypothetical call-center example. If you can take space utilization information (think badge scans and network log-ons from a specific IP address or to make it more dramatic – personal sensors) and combine it with qualitative calls and case information, you can discover that great performance is contagious. E.g., a top performing representative, say Sandra, has a great deal of knowledge. She has built the reputation of an expert and is also very resourceful when it comes to solving problems. Sandra thrives on helping people and knows how to build rapport with anyone around her. Sandra is a great motivator, especially to those who sit in close proximity or are part of the same social circle. She tends to elevate everyone's performance – hence the contagion factor.

If you can also add to your data set other types of communications such as instant messaging or emails interactions (not necessarily the content, just the metadata such as frequency, recipients, etc) you can identify the formal and informal knowledge nodes, the epicentres of great performance, the 'Sandra's' of your office. This type of analysis requires some out-of-the-box thinking but it gives practical and meaningful insights on how to re-configure and assign the space such that your top performers are distributed across the entire floor very intentionally to elevate everyone's knowledge.

Conclusion? Don't be afraid to broaden your (data) world.

Last thought. Other functions in the organization might have the best tools, technology partners and analytical skills. HR, however, has the best problem to solve – about bringing out the best in people. Tool-up and dare to solve them! . ☺

Think beyond conventional partnerships

Conventional ways of going about implementing Analytics still work, but time is of essence and there might not be the luxury to do it the traditional way. There is a plethora of new tools delivering sophisticated functionality that are hosted by external providers in the cloud. The on-boarding process is simplified and the typical ETL (extract, transform, load) is made drastically easier with the T and L taken care of by the vendor or even reduced to a simple drag-and-drop. Data quality dashboards thus provide a quick assessment of the data and even allow automation of data auditing and cleansing with just a few clicks.

No need to worry about infrastructure maintenance, lengthy upgrade cycles, costly IT enhancement projects and sub-par support or hiring technical expertise to support your platform. Granted these Analytics providers would have their niches

HR has the best problems to solve – they are about bringing out the best in people

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BY SHANKARA RAJAN

Shankara Rajan is Vice President - Operations Solutions and Analytics (HR) at Reliance

ADDING ANALYTICS LAYER TO THE IT LANDSCAPE

It is possible to add an Analytics layer to your current IT landscape without waiting for a full technology and business transformation exercise. A look at how this can be achieved

In today's world, as we all know, there is a huge groundswell of change that is taking place in the form of digital technology revolutions. Digital technologies are impacting all aspects of our lives and more so in ways businesses are run. A very significant aspect of using digital technologies is that any activity conducted leaves large data trails that are amenable to analysis. This capability in turn allows us to derive insights on what occurred, spot trends and use this to anticipate future patterns that are likely to emerge. This possibly creates immense pressure on organizations to invest in Analytics with the hope that it would give their businesses a competitive edge.

In the HR domain, we typically use Analytics for quantifying life events of individual employees, identifying common patterns among the different segments and analyzing past career experiences and use that to predict their performance, potential, engagement, productivity, managerial effectiveness, leadership quality, decision making competencies and emotional intelligence. We also use Analytics for quantifying the value derived out of various people practices and programs in an organization. We can identify different early warning signals among employee groups through linkage studies combining internal and external insights that can influence business continuity and sustainability. This is used in prioritizing various people initiatives and analyzing their impact on the organizational culture in the long run. Another area where Analytics is used is for identifying gaps in our current workforce that may lead to business continuity risks in near or long term horizon, forecasting manpower demand to

than not, investments in technology, especially for HR, are made through stand-alone applications which are patched together over time which results in data that has questionable reliability, is inconsistent and incomplete. Added to this data definitions and formats across different applications tend to be out of sync, making things more difficult for getting started with Analytics.

If this scenario has an uncanny resemblance to the situation in your organization and you are under pressure to implement Analytics what do you do? For one, you have no choice but to take steps to fix your broken processes and systems if you want to have sustainable, meaningful and value adding Analytics. This however does not mean you cannot get to the Analytics part while you are taking stock of the situation and rethinking your IT options for implementing digitized processes. As a matter of fact, you could actually use Analytics tools in this exercise of rebuilding your base.

The steps you need to take to add the Analytics layer when you have some IT systems in place are:

Revisit the thought process and reasons that led to your situation with your IT infrastructure

When organizations implement IT systems in HR, the tendency is to choose an application first, usually payroll and the other processes are built around this. Overall this approach would not be wrong, were it a phased implementation of a clearly articulated larger design of an HR operating model. However this is rarely the case as mostly systems when implemented in a piecemeal manner, due consideration to evolutionary paths of processes, systems and data is not factored in. The interrelationships between process, systems and data have a significant role in determining the quality of data. So draw lessons from the past to change how you implement digitized processes in future. The first step in course correction is to revisit your HR operating model.

Redefining your HR operating model

Redefining your HR operating model will help you articulate how you want to deliver the "HR experience" to employees and will also help you to redefine your HR processes and establish a clear direction for your technology investments. This will also help you establish your basic requirements from Analytics. As mentioned earlier HR Analytics covers a large spectrum, so pick basic descriptive Analytics like demographic insight reporting and more specifically

The foundation to any meaningful Analytics implementation is the availability of clean, reliable, "fit for purpose" data

manage fluctuating business demands or production cycles and more importantly optimizing cost of labor.

Meaningful Analytics, however, requires a critical mass of data points to be available in the first place. Usually historical information is not in a form that is readily usable in most organizations. This has a lot to do with how information technology has been deployed in the first place. More often

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diagnostic studies or insights on employee profile data.

Run an assessment of quality of data you already have

Even if you are lucky or have been prudent to have in place a good integrated IT platform and have a well-defined HR operating model, you still need to assess the quality of data you have. This can be done by assessing your individual employee data. Use the data you already have to derive basic insights on demographics by using any basic analytical tools on data extracted from your HR systems. Results of your studies will give you a fair idea of completeness, correctness and consistency of data. Typically in process steps where certain pieces of data are not mandatory, that data point will obviously not be available for the entire population. This data point will be incomplete and any Analytics requiring this will therefore have limited value. However, it will definitely give you pointers on what needs to be fixed at the process level and the system level. Similarly correctness of data i.e. duplication, format issues, etc., and conflicting data will show up. These results if analyzed patiently will give you a wealth of information on what happened at the transaction level and what assumptions went into the process and system design.

Define data standards that would make your data "Fit for Purpose"

Once you have an assessment of your data quality, it will not be difficult for you to get down to laying down the standards for your data. The purpose of defining data standards is to provide a consistent meaning to data shared among different information systems of HR that are in use. Also remember there will be certain HR master data that will be shared with other domain systems or perhaps even imported from other domain. The most common data that is shared throughout the organization is the organization structure, personnel structure and enterprise structures apart from some basic employee data. Therefore standard definition should include format and structure, description, definition of terms and management of data.

Another important activity here will be to determine what data needs to be captured so that your Analytics requirements are fulfilled. Quite often this is overlooked, which results in limiting the value of Analytics. For data input needs to be fulfilled, you will have to ensure that there are processes in place that generate the required data.

Understand how your digitized processes generate and use data

Having established what you need and in what format, you have to pay attention to how this data will be generated. To do this you will need to understand where and how key data is generated and who uses them and for what purpose. A review of your HR processes at this stage will be useful.

This review will help you identify reengineering and process improvement opportunities aligned to your Analytics objectives.

Re-engineer your processes such that bad data generation is neutralized or controlled

Having identified the key improvement areas in your HR processes, the next obvious step is to launch into a reengineering and data quality management program. However, depending on the state of your current HR systems, this could be a massive reengineering or transformation exercise or if you are lucky, just a process improvement program. In any case, a data quality management program will be required. This is the foundation to implementing Analytics.

Lay the foundation for building an Analytics layer

To state the obvious, it is very clear that the foundation to any meaningful Analytics implementation is the availability of clean, reliable, "fit for purpose" data. Generating clean data is influenced by your processes which in turn have to deliver to the objectives implicit in your HR operating model. The earlier mentioned steps lay the foundations for a digitized environment, which is the starting point for adding an Analytics layer to your infrastructure. Summarizing, the foundation activities are:

- Preparing data available for use. This involves cleansing, standardizing and enriching the data.
- Defining an HR operating model and begin aligning process to deliver to the objectives of the operating model.
- Building a data governance framework to maintain and sustain the quality of data and ensure it is "Fit for purpose".
- Establishing your Analytics roadmap.

The implementation roadmap will have three streams that should be aligned

- a process evolution path,
- a systems and technology evolution path, and
- an Analytics evolution path.

Each influences the other and are not necessarily sequential. For instance, Analytics may throw up ideas for interventions which require process changes but technology may be lagging. Or technology evolution may throw up capabilities that could be leveraged to deliver radically new experiences but process and culture changes may become the limiting factor. Analytics capability itself will evolve from strategic reporting, to descriptive Analytics and then to predictive and prescriptive Analytics in different areas of HR, as the operating model will determine the priorities. So on this journey there will be a constant iteration of ideas and solutions between the streams.

So is it possible to add an Analytics layer to your current IT landscape without waiting for a full technology and business transformation exercise? The answer is a firm "Yes". 🍌

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BY MAYANK JAIN

Mayank Jain is Vice President, Workforce Planning at Visa.

WHAT MAKES A SUCCESSFUL WORKFORCE ANALYTICS PROGRAM?

With Workforce Analytics & Predictive data sciences catching the fancy of the CHROs, a successful Workforce Planning and Analytics program needs more than just thought

While presenting at various conferences, I begin by asking if anyone has heard of, let alone studied a Workforce Planning and Analytics course. As expected, no one raises their hand. Ask this question to ten Workforce Planners, and you will get ten different answers. Reason: We are in the pioneering days of this field. Data extraction, related technology systems, reporting, dashboards, basic Analytics, statistical predictive modeling, headcount planning, human capital action plans, workforce strategy are all thrown in the mix. However, lately, Workforce Analytics and Predictive statistical data sciences seem to have caught the fancy of a lot of CHROs' investments as something to experiment with.

In conversations with stalwart Workforce Analysts, I am truly impressed at their almost heroic endeavors at building some truly "cool" models that predict some people outcomes or provide behavioral correlations. All this, with limited resources and little understanding or appreciation from the rest of the HR community of what it really takes or for that matter, means. At the same time, when I ask the following questions, I have more often than not, found the answers wanting;

- What different decisions were made as a result of those models?
- If any of those decisions were actually implemented across the organization?
- If implemented, did it make meaningful differences?
- Were those differences tracked and "played back"?

groups have become the stewards of most financial decisions for a company. While they don't necessarily take the decisions themselves, they facilitate them, have the required governance mechanisms in place and a regular cadence of updates for monitoring and course correction.

Similarly, if we want to realize the true impact of our Analytics, we need to put in mechanisms and forums in place where we have those decisions taken, actioned and followed up with.

Accordingly, I have started looking at our body of work (What Workforce Planning and Analytics strives to become?) as follows:

"To be the stewards of all workforce decisions that enables the achievement of business's strategic goals". This can be done by:

- Helping the businesses create their Workforce Plans that addresses specific business objectives
- Putting in place a mechanism for HR and the businesses to have a handshake and jointly "Approve" the workforce plans
- Review changes to those plans and monitor "achievement" on a periodic basis (say quarterly), and communicate course corrective actions

What comprises a Workforce Plan and the types of decisions varies and depends upon the need of the business and/or the current situation with the workforce and can be as expansive as types of roles to invest or divest in, compensation actions to retain a certain type of skill-set that is pivotal or the job level/location of the next position to hire for.

However, this is easier said than done. It requires a significant amount of influencing and a "Consulting sale" starting with the head of the business and the CHRO, based on "urgent" business needs – The Burning Platform and Call to Action. More importantly, the more we have focused our Analytics endeavors in solving for specific business problems with a people dimension, the more we have made the "sale". Making the sale is only the first part. Subsequently, providing methodologies, frameworks, questions and consulting to the business leaders to help them create their plans and then establish the Governance and review mechanism is where the rest of the magic lies. ☺

Disclaimer: The arguments made in the column are the author's personal views and do not represent Visa's

If we want to realize the true impact of our Analytics, we need to put mechanisms and forums in place where we have those decisions taken, actioned and followed up with

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Quite often, people don't even get to the first stage. In the face of such great odds of success, how should we define Workforce Planning and Analytics? What should we do to make a difference? Which situations can we learn from?

I frequently turn to Financial Planning and Analysis groups as a model to follow. Today, FP&A



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BY SUBHANKAR ROY
CHOWDHURY

Subhankar Roy Chowdhury is Global Head - HR Strategy, M&A and HR Analytics at Lenovo

BUILDING HR ANALYTICS CAPABILITY

Today, building a HR analytical function and capability is high priority for CHROs, but what are the basics that need to be known to get started on this?

Most companies have identified that employee engagement is key to organizations' success. But, can we measure the impact of engagement on a company's bottom line? A few years back this would be in the wish list of most CEOs or CHROs but today, the day is not far where we can accurately measure a clear ROI of investment not only in employee engagement but for Learning, Compensation, Benefits and Talent Acquisition. A 2014 HR Survey of CHROs predicts 66 percent of the organizations significantly increasing investments in Workforce Analytics. Another 2004 HR Technology Survey predicts that the biggest growth area of HR technologies is in the area of workforce Analytics from 14 percent to 46 percent in the next 3 years.

While there is no doubt that building a HR analytical function and capability is high priority for CHROs, how do we get started? We start with asking ourselves a few fundamental questions:

How to get started?

While starting HR Analytics adoption, ask these fundamental questions.

- How do we build HR Analytics capability and scale?
- What kind of technology platforms do we use? Do we build or buy Analytics services?
- Do we need external advice and support?
- How do we do Quick Wins and how can we measure success?
- How will we adapt to the culture of using data and insights to facilitate decision making?

Develop a clear objective and impact assessment

The first priority for HR Analytics is having a clear-end objective and impact. We started with stakeholder interviews with global HR Leadership that helped define and refine current strategic HR and business priorities and find a link to how data and insights would enable making effective decisions. As an example, one of the strategic priorities for us is to improve our customer centricity. A very powerful way of leveraging people insights in the customer centricity

transformation is to find the co-relation between customer experience scores, engagement scores and voluntary attrition of customer facing role.

Once there is a clear set of objectives to focus on where HR insights would help, it's important to prioritize the objectives in two ways:

- Prioritize objectives by the level of impact it would create and ease of deployment. The ones with the highest impact and higher ease of deployment are prioritized.
- Prioritize objectives based on HR Analytics maturity model (simple reporting, complex reporting, prescriptive Analytics to predictive Analytics)

While the scope of HR Analytics may be huge (reporting, complex reporting, benchmarking Analytics, social Analytics and predictive Analytics), it's important to identify the 'Quick Wins' based on impact versus ease of deployment.

Create a high mindshare and organizational alignment

Getting stakeholder alignment and mindshare early on is critical to the success of building the HR Analytics function. Many a times it's common to find that Analytics CoEs located in India are disconnected from the actual customers and stakeholders. The link and line of sight between creators and consumer of HR metrics and insights are broken. Engagement with HR leadership and stakeholders is critical for alignment, mindshare and driving a data-driven culture.

Develop the right team

In most organizations, current HR teams do not have the skills to build and execute HR Analytics as the skills needed are beyond the traditional HR skills. Secondly, HR leaders may not have the understanding and knowledge to build a team that consists of diverse skills like Statistical modeling, Data visualization, Project Management, Database and IT Architecture skills. In India, there are a handful of organizations that have evolved from complex reporting to prescriptive Analytics, and hence the talent pool is limited. Given the limited pool of talent in HR Analytics, it is prudent to hire non-HR Analytics resources and train them on HR than hiring HR Generalists and training them on Analytics.

Focus on good quality and quantity of data to analyze

Building a good analysis is akin to cooking a great meal. If the ingredients are of good quality, using the culinary skills one can be assured of a great

meal. If we use poor quality ingredients, we would get poor quality of meal. Good ingredients to prepare a meal are similar to good quality of data. In a recent Economist Intelligence Unit survey of 530 senior executives, data collection is cited as “very important/essential” by 76 percent of executives from top-performing companies.

While it is important to focus on data quality, it is equally important set expectation with stakeholders on the assumptions and approximations related to data accuracy before undertaking any analysis. Sharing initial findings with selected stakeholders help in understanding if there are large variances because of data gaps.

Evaluate building it in house or buying HR Analytics services

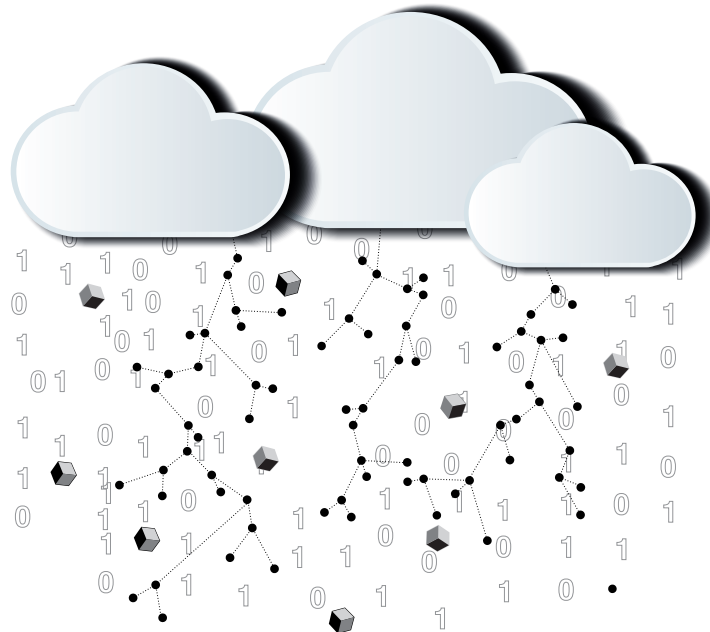
The decision to build HR Analytics or buy HR Analytics services lies with a host of factors like stage of organization’s preparedness, timeframe to deploy Analytics, IT capability and infrastructure, budget and culture. At Lenovo, we evaluated carefully and weighed options against the above

HR Metrics and insights from HR Analytics with key organizational programs like Talent Review, Performance Management, Rewards and Recognition and HR communication. Further, we built HR Dashboards for senior HR leadership team to identify organizational priorities to focus upon and follow that up by building trends over a period of time.

Measure ROI of HR Analytics investment

The real power of HR Analytics and its ROI can be measured on the basis of the business outcomes it delivers. As an example, with the help of analyzing and linking the data of customer-facing roles related to employee engagement, employee retention & attrition, sales productivity and customer satisfaction, organizations can draw insights and implement actions that would help in generating higher revenues. For example, a large global retailer has precisely identified the value of a 0.1 percent increase in employee engagement

An effective change management and communication plan is critical to the success of building a data-driven culture



parameters, invited consulting/technology companies for proposal offerings and collaborated with peer companies who have implemented HR Analytics. Based on the above parameters, we decided to develop in-house capability and leveraged Analytics expertise that already existed in some of the other internal functions like the marketing and strategy teams.

Build a data-driven culture to make decisions

Many a times, change management related to building a successful Analytics function is underestimated and an effective change management and communication plan is critical to the success of building a data-driven culture. Data and insights should be at the heart of every decision making process. At Lenovo, we integrated

among employees at a particular store has resulted in more than \$100,000 in the store’s annual operating income.

Finally, Analytics is a journey and not a destination!

Analytics is a journey and not a destination. In that journey, there are successful milestones and pitfalls, opportunities to find alternative paths and learning from the experience. It’s a journey where one path can lead to a newer and better path that has not been discovered before. Just like in any journey, one may get lost, in Analytics it is important to keep the end goal and business outcomes in mind and prioritize the width and depth of Analytics. Finally, Analytics should be used as a decision support tool and not replace human decisions. 🍌

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BY MARK DRISCOLL

Mark Driscoll is Human Capital Director at PwC Japan


THE POTENTIAL OF DATA ANALYTICS

Data Analytics is a powerful tool that generates insights; however there has been a lag in adopting a forward looking approach towards using Analytics in talent decision making

A lot has been said about the importance of predictability and leveraging data science for HR decision making, not only from a hiring perspective of “Who will be a successful new hire for our organization?”, but also from the point of view of attrition management and predicting the impact of small changes made in compensation budgets. While there is no doubt that data Analytics is a powerful tool, generating insights that are bound to revolutionize processes, it has been rather slow to catch on across the world, and also true in the Indian context. Although they may be late entrants in this field, Indian corporations have immense opportunities to start utilizing data Analytics immediately in talent acquisition and hiring. Data Analytics technologies are available out there and there is also a growing understanding in leaders and professionals that data can assist them greatly in acquiring and retaining top talent and strategizing ahead in a VUCA world. Yet, I think there is a lag in adopting a forward looking approach towards using Analytics in talent decision making because it can be a challenge to make people start thinking and doing things a little differently.

We are looking at how those people are made up and what kind of skill sets they have. Identifying an employee's patterns – predicting where a person is going to go – is possible through a fairly decent trail of their data and by simultaneously comparing it with the characteristics of our current leaders. There are criteria and different indicators in place for how companies should look at someone's potential because some of these high potential people may not be the highest performers and this can be a real challenge to get people to wrap their heads around that because that was conventional thinking and we have been in this scheme of performance for such a long time. We at PwC focus around the year on development data which is how someone is doing from a development perspective – where they come from, what their majors were in college, what schools they came from, how they are developing in our environment – would they make better management consultants, strategy consultants, tech consultants or risk consultants? This allowed us to see how we are developing people from the same foundation base and what kind of skills they will develop. So if we can pre-determine who is going to be the right fit in particular areas, we are able to use data to pull people in the right direction.

Even though it is well known that data Analytics can be deployed for making businesses better, most companies struggle with the problem that data is only as good as it is collected and maintained. If not, we really do not have an insight to what information can help make key informed decisions. It is about making the right investment, both from the system's perspective and the workforce's perspective. At PwC, we would tell our clients to make a said investment if it had the potential to make their businesses better and we decided to take our own advice because we knew data could help us.

For initiating companies, it is important to take the first step and start easy with Talent Acquisition data, which is easy to understand and appreciate. Leaders are able to see easily what difference such data can make in attracting and retaining valued employees. It is about change management. Leaders cannot afford to look at the same problem with the same glasses that they had on last year – they need to look at it differently. If they get to the point where they can appreciate what data can do for them, they will actually want more and more and more. 

(As told by Mark Driscoll to Nandini Rath)

Initiating companies can start with Talent Acquisition data, which is easy to understand and appreciate

While I was at PwC India, we started Talent Acquisition data Analytics in terms of where we sourced people, how they perform on the job, how they performed and was promoted year to year, and we also started some Analytics around alumni. With growing talent scarcity, data Analytics is also useful for diversity and employee retention. We found data useful in predicting which of our talented and valued employees are likely to depart earlier than they should and so we were able to take steps to ensure that they stayed with us.

Another thing that PwC globally is looking at is how we capture potential in case of HIPO employees, which is quite different from just measuring past performance. Data Analytics around potential is one of the huge things that we as a company are riding the wave on. We are beginning to understand what that data is like and we could see where people will perform at a higher potential, how they would perform and how they would move up quicker in the organization.

BIG DATA – WHAT’S THE FUSS ABOUT THE BUZZ?

With Big Data having emerged as the new buzzword in management, the HR needs to get into predictive indicators for its decision making



BY DR. DEBOLINA DUTTA

Dr. Debolina Dutta is Director and Head of HR, India at VF Corporation

Big Data' has emerged as the new buzzword in management and industry who look to tame the volume, velocity and variability of massive data to reveal hitherto insights, which would provide organizations with a competitive edge. After all, analysis and insights from Big Data is what has been the genesis of a large number of service and product organizations. Trend patterns emerging from user actions have resulted in crafting highly personalized user experience and the new wave of advertising. This has been leveraged successfully by the large web-based startups like Amazon, Facebook, Google and Yahoo.

The buzz around Big Data is enough to make sensible people head for the hills! Terms in the Hadoop bestiary like HDFS, Mapreduce, Pig, Zookeeper, Hive, Mahout, Sqoop, Flume are enough to deter most HR professionals from testing these waters. So what competencies are required to become a true Big Data master? Since the differentiation emerges from the speed of the insights provided, agility is a key requirement. Most HR functions are sitting on goldmines of large employee data and each function within HR can independently explore what insights could be gleaned from the volume, velocity and variety of data accessible to them. The variety aspect of the data would refer to the multiple sources of data, which does not necessarily fall into neat relational structures. Moreover, experienced practitioners have an intuitive understanding of which levers in their operations could produce strategic outcomes for the business and the organization. All it requires is a questioning bent of mind, to challenge existing paradigms of efficiency and effectiveness and evaluate the impact of these initiatives through the arsenal of Big Data.

I could share a personal example of how a Talent Acquisition function I was part of, was actually working blindly against non-validated perceptions and biases which were actually counter-productive to the organizations' interests. The business head had given us a mandate to improve quality of hire, with a clear directive to increase the intake from top tiered organizations. The rationale behind this mandate seemed intuitive, with talent at top tiered organizations having gone through sufficient screening process to ensure high caliber talent. Additionally, having worked at these top tier organizations, the assumption was that these hires would produce non-linear outcomes in terms of quality of performance and productivity. The Talent Acquisition function took affirmative action and

congratulations were generously awarded by all, when the intake of top tier organizations was increased from 23 percent of lateral hires to 78 percent of lateral hiring. Naturally, this came at a significant increase in the salary cost. However, reviewing the hiring data of over 5000 hires over a couple of years and correlating with performance and retention indicated that there was no significant correlation of pedigree of company hired from with the performance. What this meant was that with no significant productivity increase, we had, in effect, increased the cost base for the organization by 5 percent and actually got appreciation for it! Naturally, corrective strategies were applied and hiring was then focused on increasing tier hire, but within the same salary grids applicable to the larger organization and no deviations in cost allowed.

A lot of HR decisions are based on lag data and maybe the time has come for us to get into predictive indicators for our decision making

The fundamental insight from such an example is the strong feedback loop used to link data streams to build powerful and actionable insights. The purpose of Big Data is not to generate more data but to produce actionable outcomes. The example cited here is not necessarily restricted to the domain of talent acquisition. For instance, HR Managers could be encouraged to look at trends within performance management systems, link with reward and recognition or correlate with training interventions and retention statistics. Depending on the business problem critical to the specific organization, HR managers should start use the "drivetrain approach" in conjunction with a model assembly line and this can be used to link a predictive model to actionable outcomes. A lot of HR decisions are based on lag data and maybe the time has come for us to get into predictive indicators for our decision making. We can all start with asking simple questions around "What objectives is our HR function trying to achieve? What levers do we have at our disposal to achieve this objective?"

All of us would be amazed at the possibilities which emerge from these simple questions. ☺

ABHIJIT BHADURI



Wearables at the workplace

Wearable technology has seen a considerable rise and is being used for both personal and business use, but this is now extending to the workplace. A look at exploring such possibilities!

Sensors are showing up everywhere. Fix them to any surface and they start transmitting data about location, motion, temperature and more. The flow of data once triggered is relentless. The mobile phone you carry knows your location. That in itself can create a wealth of options. You can use maps to navigate. The apps can suggest the restaurants and other events nearby. The sensors in your smartphone provide data for the apps that can help you track everything from your heartbeat to your sleep patterns, your activity levels etc. Based on that information, there are providers who can send you targeted ads, suggest music and tell you where your friends are hanging out. Five major forces i.e. Mobile (including wearables), Big Data, location-based technologies, sensors and social networks will converge to drive far reaching changes even in the workplace.

Exploding numbers & possibilities

The total shipment of wearables in 2014 was 19.6m. This year that number has jumped to more than 45m and is expected to cross 125m in 2019. Wearables can be embedded in wristwear (e.g. the watch or fitness band), in the clothing or shoes (already used by most athletes to improve performance); in eyewear (think Google glass and contact lenses that can track glucose levels for diabetics).

The creation of epidermal electronics—wearable health and wellness sensors "printed" directly onto the skin is changing how we track our heart rates at the gym and blood pressure at the doctor's office.

Wearables for customers

Disney uses "magic bands" at their resorts. If you're wearing your Disney Magic Band and you've made a reservation, a host will greet you at the drawbridge and already know your name. No matter where you sit, your server knows where you are and will

By 2018, two million employees will be required to wear health and fitness tracking devices as a condition of employment



bring your order to your table magically. They are already getting customers to use wearables to personalize the offerings and target ads and deals for products the customer will find irresistible. Companies are already getting customers used to the idea of wearables tracking them. This is a great example of using wearables to create an immersive experience for customers. Nordstrom wanted to learn more about its customers — how many came through the doors, how many were repeat visitors — the kind of information that e-commerce sites like Amazon have in spades. So in 2013, the company used technology that allowed it to track customers' movements by following the Wi-Fi signals from their smartphones.

The location sensing technology could track who was a repeat customer, the paths they traced in the store, which items held their interest, and how long they paused and hesitated before purchasing something. This data is what enables them to customize everything from the mix of items on sale to the price points depending on the customers that walk into the store.

Salesforce lists the many possibilities that wearables can throw up for enhancing the customer experience, help design reward and loyalty programs, create a cashless payment system that can be designed on the wearable, or have an integrated shopping experience to name just a few possibilities.

Wearables as a condition of employment

Most employers already have a policy that allows employees to bring their own devices to work. The Human Resources team, the digital geeks and the legal department will soon have to sit down and plan how to handle a Bring Your Own Sensor policy. Can having a company provided wearable be made to be a condition of employment?

Yes. According to Gartner, by 2018, two million employees will be required to wear health and fitness tracking devices as a condition of employment. The health and fitness of people employed in jobs that can be dangerous or physically demanding will increasingly be tracked by employers via wearable devices. Tesco uses armbands to track goods transported to its aisles so that the worker does not have to mark it on clipboards. It also helps estimate completion time and can even provide data on fatigue. Boeing uses wearables to replace instruction manuals. The workers can get instructions in real time.

A headband with a sensor can provide useful data that can give insights about EEG patterns that can help us get insights on when we are feeling creative, productive or plain bored. The employer could then decide

to offer you work that suits your moods. A fitness tracker can provide the employer real time data about activity levels and fitness levels of the employees and help them negotiate better rates on health and hospitalization insurance. Once the data exists then predictive models can warn the employer about surges and dips in costs due to stress levels and increasing activity.

Simply tracking the employees productivity levels can provide objective data to decide which employees are the most productive and should be given differentiated rewards.

The Quantified Workplace

More than half of human resources departments around the world report an increase in the use of data Analytics compared to its use three years ago, according to a recent survey by the Economist Intelligence Unit. But many employees are still blissfully

Research done on wearables led the Bank of America to discover that their most productive workers were those that routinely shared tips and frustrations with their colleagues

unaware of how information they may deem private is being analyzed by their managers.

The easiest spot to embed a sensor is the employee badge. Already organizations routinely use it to provide access to different parts of the office. The employer can use the sensors to activate or deactivate access. The badges monitor how employees move around the workplace; who they talk to and in what tone of voice; how long they are spending; which bosses are spending time with the employees, and then correlate the data with productivity norms or employee engagement surveys to determine if that time spent is resulting in something productive or not.

Tracking any data can lead to insights. Bank of America and Deloitte map office behaviors to Sales, Revenue and Retention rates. Research done on wearables led the


Bank of America to discover that their most productive workers were those that routinely shared tips and frustrations with their colleagues. That insight led them to replace individual break times with collective downtime that was scheduled in chunks of 15 minutes. The result was a 23 percent improvement in performance and a 19 percent drop in stress levels.

Insights vs privacy

Sociometric Badges made by Humanyze can measure movement, face-to-face speech, vocal intonation, who is talking to whom and for how long. We can understand what these patterns suggest about the flow of information and power.

Once we track data, the genie is out of the box. Knowing health data can help negotiate better insurance rates but can also open up possibilities of discrimination. Knowing workplace interaction patterns can help employers identify influencers in the workplace but also break up unions or troublemakers.

When data from the wearable is combined with social data, the outcome may be scary. The health tracker knows the location and your activity. When combined with social data, it can track who you are spending time with that you should not!!

What happens to the data when the employee leaves the employer? Who owns that data? Who is to guarantee how that data will be used? What rights does the employee have regarding their own data while they are in employment and when they are not? These are serious questions in the workplace where wearables may be generating data in real time without the employee knowing the possibilities and consequences of what they are agreeing to. 

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Splitting the HR wide open

Is the LE CHRO model better placed in achieving the objective of HR in contributing to the success of the organizations significantly? Lets find out!

In a recent article named "It's Time to Split HR" in Harvard Business Review by Ram Charan, he firmly argues to eliminate the position of Chief Human Resource Officer (CHRO) and splits HR into two strands called:

- HR-A (Administration) to manage compensation and benefits, routine administration functions
- HR-LO (Leadership and Organization) for improving people capabilities

This proposal is based on his wide experiences and sharp observations that CHROs:

- can't relate HR to real-world business issues
- don't know how key business decisions are made

Therefore, the organization structure he has suggested is reflected in Model A (as shown in figure below). But the model I would suggest is, wherein "Traditional

CHRO" is replaced by "LE-CHRO" (as shown as Model B in the figure)

Here, LO team would be anchored with high potential professionals who have quality experience in any of the line functions like sales, manufacturing, project management etc., Let us call these experienced line functional experts who move into LO as LEHR (Line Experienced HR) professionals.

New CHRO would also have to be a senior LEHR leader with strong people development skills. This means that the existing "Traditional head of HR" has to be moved out.

Let us analyze how Model B would be more advantageous compared to Model A:

1. One of the important features of model B is to have a LE CHRO unlike model A. How is he going to help?:

A leader in the form of LE CHRO is absolutely essential to implement and run

this radically new "split HR" model that too when we are introducing a new team in the form of "LO" to perform very important people processes (Down the paragraphs, we will see some of their important KPIs). Without a solid leader, any new model would for sure will fail.

In the absence of a LE CHRO (and CEO directly handling HR-LO, as suggested by Ram Charan) load on the CEO's bandwidth would be unnecessarily enormous and that would put the new model in jeopardy.

2. By retaining HR-A under the new LE CHRO (instead of transferring them under CFO), all HR functions are being harnessed under the LE CHRO for better coordination which would facilitate better decision making especially in areas like compensation where business experience of LO would be of immense help in particular, since HR-A has a big disconnect with business. By this way, advantages of "splitting HR" are preserved as well.

3. This model would also avoid CFO getting overloaded with a completely new function to handle.

4. Assignment Model: And very importantly, to keep LEHR LO as LEHR LO forever, they should take up assignments in line functions intermittently or continuously and spend their 30 to 50 percent of time on these assignments

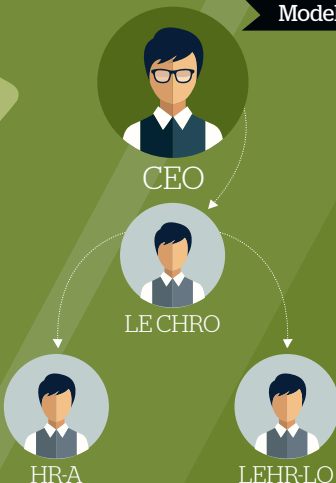
Is it time to split the HR?

Eliminating the position of CHRO jeopardizes Model A's relevance as it increases the CEO's load, whereas replacing a traditional CHRO role with a "LE-CHRO" in Model B fosters balance and facilitates better decision making

Model A



Model B



New CHRO would also have to be a senior LEHR leader with strong people development skills. This means that the existing "traditional head of HR" has to be moved out

since they would keep them in regular touch with rigor of business and provide opportunities to cross pollinate the ideas across functions/divisions. Otherwise they would be running a big risk of getting rusted over time and risk losing respect of line functions.

After a specified time-frame LO team members may go back to line functions so as to enable other line managers to get LO opportunity and in the process the rotation would widen their cross functional skills resulting in strengthening organization's leadership pipeline.

Now let us see what challenges this model would have to overcome when a corporate entity tries to adopt this model:

1. Since this is a major change in people strategy, the CEO and the new LE CHRO have to personally drive this change with full commitment, may be with the help of external change management experts.

2. To attract good leaders to these new roles, the CEO and the LE CHRO must clearly define the objectives, KPIs, career roadmap for LO and the type of interventions these new roles would play. Otherwise why would bright executives from promising functions like sales and service delivery would take up positions in LO?

3. KPIs for LO could be like this:

- Design and deploy 'x' number of new leadership development best practices for young leaders (It could be like a "Shadow Board" created by a big IT services company in India few years ago, wherein one of the main purposes was to expose the selected set of young leaders who were part of this Shadow Board, to important challenges faced by the board of directors. The members of "Shadow Board" were being changed once in two years).
- Identify and coach 'x' number of leaders to cope up with changing market conditions (This KPI is relevant in a situation for example, when a domestic company is facing competition from MNCs for the first time)
- What new practices/governance model LO should introduce to keep non-sales and marketing teams of an enterprise, in touch with the market and competition realities so that they realign their ways of working for the overall success of the enterprise (For example, non sales functions should visit and experience the market realities at least once in a year).
- Establish a full fledged model to identify and groom young stars for senior positions.
- Implement a tightly knitted mentoring program for identified leaders.



To attract good leaders to these new roles, the CEO and the LE CHRO must clearly define the objectives, KPIs, career roadmap for LO and the type of interventions these roles would play


4. Selection of LO and new LE CHRO should be done very carefully since these new roles demand star people process experts to develop leaders across functions similar to what coaches do in sports arena. Being in LO, they may not have the authority which they had enjoyed earlier in line functions but still they should be capable enough to influence and develop leaders to make succession planning an important objective of the leaders.

5. It is a good idea for organizations, who would like to implement this model for the first time, to be open to visit and

learn people development processes from companies like GE, Hindustan Unilever etc., (at least wherever they are not in the same industry) since this first hand learning would fasten the understanding of already proven people development processes/methods and further embolden their belief in the importance of developing leaders perpetually.

Inspiration for adopting the best practices across industries can be drawn from Jack Welch's example of making several GE leaders to attend the "Friday Sessions" of WalMart during Sam Walton's time to understand their best ways of working.

6. LO should pay special attention to change management to see that LO's (being the new team) interventions are being well received by other arms of the organization gradually.

Overall, model B would be better placed in achieving the objective of HR in contributing to the success of the organizations significantly. 

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ABOUT THE AUTHOR

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Q & A

Choices to extraordinary productivity

Kory Kogon, FranklinCovey's Global Practice Leader for Productivity on her executive experience in competitive industries, motivating people, key learnings and more

By **Ishita Sharma**

With 25 years of business expertise and a focus on research and content development on time and project management and communication skills, Kory has co-authored '5 Choices to Extraordinary Productivity', 'Project Management for the Unofficial Project Manager' and 'Presentation Advantage'. Prior to FranklinCovey, she spent six years as the Executive Vice President of Worldwide Operations for AlphaGraphics, Inc.

Q How did your journey with FranklinCovey start and what has been the association like?

A It's been nine years with FranklinCovey and the journey has been outstanding. I came in as a consultant and was initially just doing facilitation. Moving forward, I realized that I was good at teaching people, and as Stephen Covey, as part of his 7 habits, says that 'teaching also helps you learn' – it was a win-win situation for me. Also, I have always believed that apart from teaching to learn, I also had to practice what I preached before I could teach that to someone else. As a leader or a speaker, I never wanted to get on stage telling the audience what to do and what not to do. What makes me successful is that even though I am by no means perfect, I have worked really hard to

achieve things that I could, so that I can impart that knowledge to others.

Q 'Being busy is not being productive'. How do you differentiate between being productive and being busy?

A The answer is fairly simple. All of us keep doing tasks which keep us busy – it could be answering (work-related) phone calls, exchanging emails or attending long meetings. But such tasks are highly unproductive. However, what makes you productive is that even while doing all these tasks, you are able to write a great story, close a big business deal or work on that important report. Being realistic helps too, don't over-commit yourself to something you think will be able to handle but grapple with in the end. One also needs to be clear on what is really important. Therefore one has to prioritize. And not just in your mind. Get it out on a piece of paper – write it down or get it on your calendar. I strongly believe in the power of visualization, so if I visualize that I have completed a task, I find it easier to do the same.

Q How can individuals become more productive, both personally and professionally? How can that be leveraged to build more productive organizations?

A Although the amount of everything coming at us seems overwhelming, there is order in the chaos. It is critical to understand that the brain requires a "system" in order to filter the important, less important and not important. Using the Time Matrix, the evaluation of urgent and important for all things "incoming", allows people to methodically and consciously decide how to invest their time attention and energy. It is necessary to do the urgent 'right now' first (Quadrant 1). But if it is just a tempting distraction that needs to be avoided (quadrant 3) or a sheer waste of time (Quadrant 4), then that which is really important that needs to be scheduled and planned needs to be given priority. Getting really clear of what is truly important (Quadrant 2) is an important exercise to name your "productivity" and allows you to consciously mitigate or eliminate investment in some of the other activities that you may not need to be engaging in.

Another key to personal and professional productivity is the actual planning and scheduling. Everything is coming at us so swiftly if we don't schedule the most important things in a coherent planning system weekly and daily, we are apt to get lost in the 'whirlwind' of the day to day.

Q How can individuals who are disengaged become productive and emerge as effective individuals?

A First, question is for the leaders here.... what are we doing that may be causing the dis-engagement. Do we know this individual? Have we provided any recognition to his/her work? Have we shown interest in them personally and professionally? Do you know what contribution they would like to make on the job? Studies show that recognition is more rewarding than a gift or money. In the 21st century it is difficult to "make" people productive. They have to WANT to give their best. So how do we help them do that? First, by what was just described. Second, provide them the "system" of productivity in the knowledge age. Provide them with the thinking and methodology of the time matrix, help them determine what is most important to them, help them re-kindle their fire, their purpose, their contribution and then help them mitigate some of the unimportant things they may be doing, or that may be foisted on them unintentionally by leadership. A survey of 350,000 people around the world tells us that they feel like they waste almost half their time. This is extremely

What runs a leader through the test is how (s)he effectively manages a team to do good work without them realizing they are being controlled

disengaging and can be changed for the better with putting productivity systems in place.

Q How can leaders identify highly effective/high potential individuals? What are some of the signs of a promising individual?

A Productivity is no longer measured by number of widgets per hour. Today, a great portion of the workforce worldwide is made up of knowledge workers; people who are paid to Think, Innovate, Create and Execute. And so, real productivity is about the potential any employee is willing to give to achieve quality work and contribution. So the signs of a promising individual are passion, clarity of purpose and openness to learning.

Q One of your key areas of expertise is workforce management. How can organizations do it more effectively?

A Well, organizations need a reality check when it comes to how to effectively manage the workforce. While some organizations set benchmarks for people to do great

work, others can barely manage to hold their employees for even six months. What needs to be done is that organizations need to let go of some of its hierarchy (I said some because hierarchy is important too) and learn to see employees as humans – not machinery that is churning out an 'x' number of products every day. Most employees worldwide say that they just feel like a social security or an employee ID number at the workplace – this needs to change. Just like people look for validation in personal life (a birthday phone call, a heartfelt thank you card), it's the same principle at work as well. "The word harder, work faster" approach does not work with human beings. Leaders need to value and appreciate their employees and smartly oversee and manage their work, rather than micromanaging them, all the time. And one has to learn this. A good leader is someone who can call a spade a spade without demoralizing or bringing someone down. Leaders don't need to be flashy or hold placards saying that "I am the leader". What runs a leader through the test is how

he manages to effectively manage a team to do good work without them realizing they are being controlled. My advice to all leaders is that always offer help when asked for but never micro-manage – and if you must (many leaders tell me they can't help it, it's in their nature!), do it smartly.

Q You mentioned good work. What makes it different from extraordinary work?

A All of us do good work. It is expected of us and there is nothing wrong if we stick to just what needs to be done. What makes it extraordinary is the way we approach it and the way we remove the barriers out of the way. Extraordinary work for me is nothing but recognizing what your highest priorities are and sticking to them, even while a barrage of other (read unproductive work) is putting you down.

Q Finally how do you sharpen your saw?

A It is really about the little things that help – spending time with my family and dogs, going for a walk and most importantly getting my alone time when I need it the most. **cm**



ARCHITECTING THE NEXT CURVE; **TOGETHER**

Business and HR will have to co-create and collaborate if they are to successfully take on the next curve of business. We explore the theme of the **NHRDN 19th Annual National Conference** | By **Vikas Arora**

There is some obvious Darwinism in the business world today. For businesses, it is about 'the survival of the fittest'. This concept has been prevalent in the business world forever; but the relevance of the evolution theory is even more now, given the diminishing life cycle of companies. Here are some hard facts to elucidate the argument – for an S&P 500 company, the average 61-year tenure has narrowed to 18 years in 2011, according to a study by Innosight, an innovation consulting firm. And at the current churn rate, 75 percent of the S&P 500 will be replaced by 2027.

The companies that are not innovative and agile, succumb to the competition in the corporate olympiad.

The unprecedented disruption in the business world is being driven by the influx of technology, innovation, liberalization and globalization of the world markets. And the impact is that there is an immediate need for businesses to adapt to such changes and transform

themselves radically; 'live in the now, with an eye to the future' and architect this next curve to grow, thrive, and sustain themselves in this competitive environment. And competition isn't only from the same industry, but across sectors. According to a PwC CEO Study, 56 percent CEOs say that cross-sector competition is on the rise.

However, in all fairness, architecting the next curve in a VUCA world is an oxymoron, or reads like one. Can businesses really architect the next curve when nothing around them is stable? Can businesses even know what is going to change next and master it?

We talk to thought leaders from the NHRDN 19th Annual National Conference to answer these questions and understand their perspectives on what it takes to execute a strategic partnership between business and HR while driving growth together, and what can be done differently to stay ahead of the curve.




People - the biggest differentiator

For CEOs, strategic thinking, talent acquisition and management, and adaptability are the top capabilities that tomorrow's leaders will need, according to the PwC CEO survey – a revelation that was complemented by thought leaders when we talked to them.

In fact, when asked, 'Who will be the biggest differentiator to business?', all the answers had the words 'people' and 'human capital' common in them. Not only HR leaders, but business leaders too feel that human capital is going to be the biggest differentiator while architecting this next curve and will help companies win the corporate olympiad.

For organizations to grow and sustain, the onus is upon business leaders and people leaders to architect this next curve – together. However, only 34 percent CEOs feel HR is well prepared for challenges ahead, according to the PwC CEO survey.

The conversation of HR being partners with business is a thing of the past now. The Human Resource function has to go beyond just partnering – it has to be integrated with the business in strategy formulation and move away from best practices and devise fit-for-purpose practices.

It will be the different HR levers in leadership development, change management, performance management and employee engagement that will determine business success in the future. We look at the key HR differentiators that will help architect the next curve. 

HOW TO ARCHITECT THE CURVE?




Architecting the next curve in a VUCA world is not an oxymoron, in fact it has become even more important

Architecting the next curve has, in fact, become even more important in the VUCA world. An organization's strategy is a live document that should be visited regularly in order to be in sync with a continually changing environment. This document must be characterized by fluidity; and as such should encourage the regular tracking of competitors, governmental regulations, technological evolution and economic scenarios. From an internal organizational perspective, it should facilitate nimble-footedness and optimized reaction time to external influences. And for organizations to be nimble and agile, it is crucial they are attentive listeners of changing customer needs, reading moving market landscapes, anticipating emerging opportunities, possessing the ability or being able to identify meaningful signs, tracking relevant information, accommodating changed employee expectations,

An organization's strategy should be visited regularly to be in sync with a continually changing environment

and recalibrating behaviors to incorporate feedback. Speed and direction in execution also greatly contributes to agility.

From an organization's standpoint, the levers that can be controlled become its strength. And as an organization, how to continuously fortify positioning to the external world, using these strengths, is extremely important.

Regardless of shifting scenarios, the existential purpose or the strategic intent of an organization, can be a guiding force. An organization has to be resilient and have the ability to withstand setbacks. The purpose which it lives to serve can be achieved through a strong organizational value system. This includes getting the right people on board and not compromising on ethics and character of purpose. These intangibles can guide organizations through diversification and expansion, which may otherwise be challenging. 

As told by **NISHCHAE SURI**, Head People & Change Partner - Management Consulting, KPMG India

STRATEGIZING FOR THE FUTURE

Businesses need to continually evolve and innovate their business models to sustain in the future

The magnitude of change in the past decade has been significantly greater than what the world has seen in the prior 50 years. Given the current volatile environment, it is difficult for organizations to plan for what the future might hold. However, having said that, companies have to be thinking strategically and be prepared to stick to their strategy while tweaking the methodology, processes and the timeline as appropriate.


The best ideas in the world don't necessarily come from the largest companies. Hence, it is integral for companies of all sizes to be aware of what is developing in their industry and always have a pulse to the ground. An Uber, or a Flipkart or a Airbnb, did not come from a Fortune 500 Company. These ideas came from people who started with an idea and had the passion to execute it.

If companies continue to run their businesses exactly the same way they have in the past without innovating, they are



going to either be irrelevant or run out of business at some point soon.

Business leaders need to unlearn all the old patterns, and ensure that every action has a strategic outcome. I believe people are and will be the top business differentiator and it is important for HR to have business relevance earned through their actions. HR's job is not limited to just conducting activities such as training or engagement activities. But, it is to make sure that the HR levers fulfill the needs of the business and in turn fulfill the need of the customers. So, for HR, it is not

about saying that I hired 50 people, but it is about saying that I hired 50 people who got the job done. HR needs to align with the priorities of the business - and businesses and HR alike need to think futuristically together. For instance, if the healthcare industry is going to evolve through innovation, HR needs to initiate the conversation and ensure that the organization is prepared to hire and train the right people, who will own and drive it. 

As told by **BHAVDEEP SINGH**, CEO, Fortis Healthcare Ltd.




INVEST IN DIGITAL INTELLIGENCE

According to **DR. SUNIL MITHAS**, Professor, Robert H. Smith School of Business, University of Maryland, keeping pace with the digital economy and enhancing digital maturity is critical to architecting a sustainable growth strategy

Architecting sustainable growth strategies remains a major challenge for organizations because of significant changes in technologies, customer expectations and regulatory environment. Perhaps the most significant change in the environment pertains to emergence of what is called as the digital economy, which is currently about 4-5 percent of the overall GDP across many economies but is showing significant growth and potential (Boston Consulting Group 2012). At the time of this writing, the top three companies by market capitalization listed on U.S stock exchanges are Apple, Alphabet and Microsoft and together with Facebook (ranked 7th) and Amazon (ranked 8th), these five companies were among the top eight companies by market capitalization (Clark and Strumpf 2015). These companies, along with some others, such as Uber and Airbnb exhibit the power of digitization.

What are the implications of these trends for leaders and HR managers? First, they should invest in digital intelligence of key executives and managers and improve digital maturity of their organizations. Second, they should invest in digital infrastructure and capabilities to create a platform for agile and ambidextrous strategies which are shown to be more profitable and valued by stock market. Third, firms should combine discipline with autonomy to drive firm performance and innovation.

They should adopt the mantra of disciplined autonomy – the discipline can come from digitization and frameworks such as Baldrige criteria of performance excellence or agile methodologies for software development; while autonomy may require creative HR practices providing autonomy to knowledge workers and to enable collaboration among them. 

Tomorrow's leaders for tomorrow's workforce


Leadership has emerged as the second most important challenge for companies globally, according to the Global Human Capital Trends 2015 study by Deloitte. Only six percent of organizations believe their leadership pipeline is “very ready”, according to the study. This staggeringly small number reflects on the need of organizations to invest strategically in this area. The criticality of this is also going to increase because of the changing nature of work, and evolving expectations from leaders.

In such an uncertain environment, businesses cannot possibly have clear roadmaps, but what leaders need is to have a clear sense of purpose, be agile, responsive and innovative, in order to build the capability of leading a diverse multi-generational workforce, dominated by millennials. By 2025, 75 percent of the global workforce will be millennials, and this 75 percent of the workforce will have different expectations than usual. To give an example, for 25 percent millennials, seven months of work define loyalty to an organization, according to a generational divide study by Ultimate Software and The Center for Generational Kinetics. Henceforth, it is important that the future leaders build leadership capacity for the future workforce.

Given the new benchmarking of loyalty for the millennial workforce, it is important that leaders see their people more as volunteers and not as employees

Volunteerism at workplace

Given the new benchmarking of loyalty for the millennial workforce, it is important that leaders see their people more as volunteers and not as employees. “People, like volunteers, want to serve an organization for a limited time, and it is the purpose and vision of the organization that attracts them,” says D Shivakumar, Chairman & CEO, Pepsico, India Region. For leaders, it is important to have a clarity of purpose of the organization, and then to communicate it to the workforce. If the purpose and vision of the organization resonates among people, then they feel empowered, develop a greater sense of belonging to the organization, and are motivated to work. And even if people decide to leave, they will always be great ambassadors and/or will decide to come back.

It circles down to having an ‘ask and inspire’ leadership style, where leaders role model the behaviors and change they expect to foresee in their workforce, and facilitate a flat, open and transparent culture where people are empowered to engage in conversations, give feedback, and get their feedback acted upon. 



CREATE THE FEELING OF INSTITUTION

It is critical for leaders to role model the behaviors of team work and collaboration in people, and create the feeling of institution in their people

Not only has the business environment changed, there is change, volatility and uncertainty even in the nature of work, and in the workforce of today. People today, take far more risks with their careers. The feeling of being a part of an institution is not something that comes naturally to many. People are inherently individualistic in nature and it is leadership that has to build the feeling of institution. It can only be done by role modeling the behavior they seek in their employees and future leaders – specifically collaboration and team work.

Having stated that, it is important for organizations to also comprehend and accept the reality behind the psyche of today's workforce. Organizations need to think of people more as volunteers, and less as employees. People, like volunteers, want to serve an organization for a limited time, and it is the purpose and vision of the organization that attracts them. These volunteers seek a transparent, open, risk-taking environment where failure is celebrated as much as success. If such an environment is provided to them, they will be engaged and will most definitely come back; and even if they don't, will become great ambassadors wherever they go.

The role of HR becomes really critical in creating that culture deploying the right levers. HR gives a lot more focus to achieving ‘process excellence’, and falls short on achieving ‘people excellence’ – process excellence encompassing operations and administration, and people excellence including people strategy and strategic workforce planning. And strategic implies working aligned with the business strategy. To draw a parallel of an organization with an airplane – the leadership team is the crew, the CEO is the pilot, the CFO is the co-pilot, and the CHRO is the navigator who tells the organization which direction to fly and puts it on track and that is what's called true north in terms of the values of the company. 

As told by **D SHIVAKUMAR**, Chairman & CEO, Pepsico, India Region

DEVELOPING LEADERS TO TAKE ON THE NEXT CURVE


To have distributed leadership, it is essential to unlock the potential of young leaders by exposing them to challenges that are attuned to their competencies

Positive leadership has remained the same since time immemorial. So has the development of fledgling leaders within an organization. To develop leaders who are ready to take on the next curve, people have to be gradually exposed to challenges attuned to their competencies. Potential leaders should be offered challenges where they are responsible for results, guiding their own people and their own teams, perhaps even managing a budget. This type of development is critical for having distributed leadership, something which also attracts interesting people into the company.

However, self-managed teams may conceal the toxicity of poor leaders. To curb this, I would suggest allowing people to choose the team they want to work with.



Granting some autonomy while developing leaders is important. Surely there are jobs to be done which can be allocated to the young leaders and then get out of their way. The challenge will unlock potential of the young leaders as well as that of their collaborators. Although encouraging the possibility of migration from team to team may expose the organization to the loss of talent to the competition, but that is not worse than holding back people who do not want to be with you. The migration to the competition might reflect better on the social allocation of talent. All organizations would get the most fitting talent.

Also, the best fit sought when recruiting and selecting is not only about skills. Orientation towards teamwork, resilience and perseverance are also desired qualities and they cannot be taught. I recommend that more effort be put into recruiting creatively, focusing the effort on environments where those qualities are likely to be more dense. Recruiting among the disadvantaged may also help organizations find the non-teachable qualities they want. 

As told by **DR. ALFREDO BEHRENS**, Professor, Global Leadership, FIA - Sao Paulo

LEADERSHIP ORGANIZATIONS OUTPERFORM ORDINARY ORGANIZATIONS

The HR function plays a critical role in developing leaders who have competencies for the future

Business uncertainties have been ever-present, but the intensity and impact of VUCA in the recent times has been unprecedented. Most of these uncertainties emerge from the outside environment and majority of companies struggle to deal with them. Forward looking companies look for opportunities in these uncertainties to drive ahead. Companies need to build a leadership team that has the ability to analyze trends in the industry early and even has the foresight to analyze future trends, and then innovate and drive business transformation.

Leadership organizations outperform ordinary organizations and HR plays a critical role in creating a work culture wherein it develops people to have leadership acumen with competencies for the future. Unfortunately HR has many times not come up to the expectation and has lacked in competence, will and ownership. To build that competence, HR leaders must talk business language and must understand all important aspects of business including finance, technology etc. Strategic partnership of HR leaders with CEO's/Business leaders would evolve only when HR leadership is able to weave this business understanding with required HR interventions to create an enabling environment where the whole organization culture is aligned with the business objectives. 

As told by **DR. ASHOK K BALYAN**, CEO of Reliance Group's Oil & Gas Business



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Managing change

The success of any business in the future will depend on how organizations manage change. “It is estimated that 30 percent of CEOs believe they are going to go under a major transformation in three to four years, and they know that they have to take their people with them,” articulates Mark Spears, Partner, Global Head of People & Change, KPMG LLP (UK). But today’s world brings a lot of complexity, and managing change at such a scope and scale is easier said than done. Several studies surrounding success, rather failures, of change programs elucidate that argument. The success percentages of change management programs are very bleak – only 25 percent according to a Towers Watson study, 30 percent according to McKinsey and Company and 40 percent based on an IBM study.


Getting the people buy-in

The reason for ‘failure’ cited by organizations is their inability to get the people buy-in to change – a universal buy-in cutting across their workforce spread

It is essential to get people involved in experimentation, testing new ideas, and constantly getting their buy-in

over geographies and cultures. People need to be involved in the process of transformation since the beginning, and not be asked to adapt to change after a change program has been adopted.

The leadership needs to engage with people as early as possible to ensure that the diversity of challenges and issues are understood and addressed to get that level of buy-in. It is essential to communicate to people on the ‘why’ aspect of the change process. When people aren’t aware of the purpose, there is resistance to adapt to that change. It is essential to get people involved in experimentation, testing new ideas, and constantly getting their buy-in.

KPMG’s Mark believes that change leaders should invest “65-70 percent of their time to the change program if they want it to succeed.” 




EXPERIMENTING IS KEY FOR CHANGE MANAGEMENT

Organizations need to involve people in the experimentation process during change, rather than telling them to adopt it at the end

The business, industry and the world has changed with millennials. And today we are able to know much more about what triggers the change. Before, we had clues about why people do not change and why people have barriers; now

we have more clues that enhance the angle and provide us with insights into this. However, companies have so much to know about and understand, and there is so much of complex information that needs to be simplified, which is a challenge. Change management for many is synonymous with a cultural change or changed mindset. But if you are referring to change management per se in term of an organization or people, ‘change’ cannot go without understanding where the company wants to go, for profit or non-profit, it doesn’t matter.

Usually any company’s approach to change management is reactive. And the changes are subsequent to the decisions taken about ‘what to change’. But the reality is that any change program comes with an observation as to why we need to change. The problem arises when people ask why we need to change. It is important to get the people involved in the core strategy. And it is essential to show people the problem instead of telling them what to do. If you want your subordinates to solve then don’t tell them the solution, even if you have one; give them the problem. People are resilient to change because they fear change, they fear risk. However, if you get people to experiment, to test a new idea, the reality is that it will be a pretty launch and it will work 9 out of 10 times. This works because everybody concentrates on finding a solution without management pressure.

The management itself has to be participative in the area of experiment. Top leaders like to see results and if you involve them in the experiment, the experiment should be very quick. If you need to change a lot of things around the organization, experimenting is very important; this is the first thing. The second thing that you have to do is to discover if the way you are tackling the problem is the right one. You may identify the right problem but the solution you may find might not be the correct one. So it is important to start finding the best solution. It is not sufficient to stay agile, you need to create an environment where that agility is possible. 

As told by **DR. DAVIDE SOLA**, Professor of Strategy, ESCP Europe London Campus

MANAGING CHANGE: WHAT CAN ORGANIZATIONS DO DIFFERENTLY?

Here is what organizations can do differently to master change management




The C-suite has now started recognizing that they have to get their people on board to respond to the mega trends that are driving them to transform their businesses. There are a couple of things that organizations have to do differently:

Firstly, most transformation programs today consist of a number of different change projects, out of which, a portfolio of programs are typically cross border or cross divisional. It is crucial to understand the nuances of the different cultures, divisions, geographies, and the nature of the changes that might relate to different change projects that make up a whole portfolio. There has to be clarity regarding the scale of the program, the impact of the program on people, and then create a change strategy that sticks to the purpose of the organization and the different elements of the organization.

Secondly, organizations ignore engaging with the people who get most affected by the change. Most organizations set up teams to develop solutions to meet the needs of the program without involving the people who get affected by change. Once the solutions are developed, the challenge then is of selling the solution to the organization. This is where the problem is because if people haven't been involved, they will resist. Therefore, there is a need to engage with people most impacted by change to make sure that there is an understanding of challenges and issues, cultural constructs, diversity of needs so as to address those challenges and get a level of buy-in.

Thirdly, there is a need to differentiate between change sponsorship and change leadership. Because of the scale and the complexity of the changes, it is vital that the leadership drives the

change forward. Leaders need to be investing 65-70 percent of their time to the change program if they want it to succeed. The ability to connect with people and getting the right people to get involved in the program is essential. And that is being able to understand the strategic nature and the capability that is needed to make the changes happen. It is also essential to navigate through an organization's political level to get decisions made and understanding the pace at which change needs to be implemented along with knowing the organization well enough to plan different phases of implementation. That is where change leadership plays a very important part in.

Fourthly, aligning key HR levers to the behaviors desired in the future is also important. This involves aligning PMS to reflect the new behavior, which enables its measurement. A focus on rewarding individual behavior, rather than group behavior is also important. The way people are promoted, recruited and trained are very important levers that influence people behaviors. And lastly, too many transformation programs focus on measuring the quantitative aspect of a program. Very few take a sense of how people are reacting to change. They are not measuring the response of the people to change, they are not measuring buy-ins of people and not really measuring how people are adopting and adapting to the new behaviors, processes and skills required. The dashboard around change management needs to measure output measures for people, not just input measures. 

As told by **MARK SPEARS**, Partner & Global Head, People & Change, KPMG UK

From employees to achievers

A high performing workforce is crucial for any organization's survival in a VUCA world. It is a recognized fact that a performance driven workforce has the potential to increase innovation, business productivity and even impacts the bottom-line in a positive way.

To drive performance, organizations need to instill a sense of purpose in their employees and also need to align employee objectives to that of the organizations. Employees are motivated more to perform when they have a sense of purpose, they feel they are actually contributing to something, and there is a reward tied to it as well. Its relevance is exemplified when we talk about the workforce of tomorrow. The 'Millennials at work' study by PwC revealed that 51 percent of the millennials questioned said that feedback should be given very frequently or continually on the job and only one percent said that feedback was not important to them.

So for organizations it is important to ensure the workforce keeps getting feedback. Not only does it tell people what they are doing right and what they need to do differently, but

The performance management system has to go beyond measuring, rating, and reviewing employees, and act as an enabler to unleash the potential of the people

it also ensures they are constantly aligned with the organization's purpose and objectives, and their individual goals are attuned to the business' (which in today's world are very agile and susceptible to change).

People want clarity on objectives and want "timely, insightful feedbacks to stay on course of their purpose, know what is it that they are doing well and also know what are the things that need to be done differently," says Ravindra Kumar, Head - Human Resources, GE South Asia.

Enabling performance by performance management system

For organizations to drive forward, the workforce's performance doesn't only have to be 'managed', but it has to be optimized; and a feedback-model of performance management can achieve that. The performance management system has to go beyond measuring, rating, and reviewing employees, and act as an enabler to unleash the potential of the people and get the best out of them – something that is supposedly achieved by feedback-led models.

It is no surprise that several organizations have gotten rid of force fitting employees into the bell curve, and have adopted real-time feedback-driven models of performance



EMPLOYEES SHOULD BE CONNECTED TO THE OVERALL BUSINESS PURPOSE

To drive excellence in performance, people in an organization need to have a sense of fulfillment and purpose when they are working towards their objectives. They need to have a clear understanding of their objectives and an understanding of how their objectives are aligned to the organization's – that makes people think they are contributing and are an integral part of an institution. Leaders play a very crucial role in this process. They need to help employees connect to the purpose and how they can contribute to achieving it.

Today, people expect a work environment where they can achieve their true potential in the chosen area of profession; in addition to clear objectives, people also want timely, insightful feedbacks to stay on course of their purpose, know what is it that they are doing well and also know what are the things that are needed to be done differently.

The methods of performance measurement have also evolved with this cultural shift. Employees expect regular dialogue on the priorities they need to focus on, insightful and timely feedback on how they are doing and want it tied to a result or a reward – not necessarily monetary, but also in terms of recognition and growth, which motivates them to contribute even more. So evolution of organizational culture has a direct impact on organizational processes.

Organizations including GE are (and need to) moving away from ranking and rating people (the bell curve), which can be associated with labeling. The new workforce wants to see a more horizontal, agile, connected and inspiring organization, and not the command and control organization. In the collaborative organizations that are evolving, there is a lot more opportunity for employees to get richer feedback from people around them instead of just their managers. In fact, managers should also get benefit and feedback from everybody and not from just their manager. At GE, we have moved away from 'Performance Management' to a 'Performance Development System', that is built on these principles. 🌟

As told by **RAVINDRA KUMAR**, Head - Human Resources, GE South Asia

enhancement and evolution. An organization's processes are a reflection of its culture. The changes in the way performance is measured today have changed because of a shift in culture and employee expectations. Today, people expect a workplace which enables and guides them towards achieving their true potential in the chosen area of profession. In addition to clear objectives, people also want timely, insightful feedbacks to stay on course of their purpose, know what is it that they are doing well and also know what are the things that are needed to be done differently.

The culture factor

The new workforce today expects a more horizontal, agile, connected and inspiring organization, and not the command and control organization so that they get a chance to develop with the organization. "They are looking to work in an organization that enables co-creation. People want to create the culture that they like and it cannot be dictated anymore," says GE's Ravindra Kumar.

Organizational performance is correlated with its culture. Every organization's culture defines and determines how the organization functions. The culture either drives the performance of an organization or impedes success as it affects talent,

product offerings and even employee engagement. The HR plays a crucial role in shaping, transforming and reinforcing the culture of an organization. In fact, it is the HR levers that create the culture in organizations.

For businesses to keep pace with the changing business environment, they constantly have to innovate. And people have to be the source of that innovation. So it is important for organizations to create a culture of risk-taking and celebrating failures. HR should consider using its levers like pay systems, performance management programs, recruitment etc to develop and sustain corporate culture that not only drives employee performance but also impacts organizational outcomes.


Culture: No more a soft issue

Culture and engagement can no more be refuted as a soft issue. In the Deloitte

Culture and engagement has emerged as the number one business challenge

Global Human Capital Trends Study 2015, it has emerged as a top business challenge. The percentage of respondents citing it as "very important" has doubled since last year. Only 12 percent respondents said that their organizations are "excellent" at effectively driving the desired culture. In this new world of work, it is important for businesses to fulfill people expectations – to keep them engaged, keep them empowered, and get the best out of them. The companies with an engaged culture, "hire more easily, deliver stronger customer service, have the lowest voluntary turnover rates, and are more profitable over the long run," says the Deloitte study. Businesses can't continue to ignore engagement as a soft issue because not only is an unhappy employee going to move away, (s)he is going to impact several more not to move in – courtesy the social media.

Unfortunately, organizations haven't been able to engage people well, as indicated by Gallup's employee engagement study which reveals that only 13 percent of the global workforce is highly engaged. Organizations need to invest (not necessarily monetarily, but in terms of strategy) in keeping their employees engaged.


It is important that organizations keep calibrating and course correcting engagement levels to ensure people drive business outcomes. 



ORGANIZATIONS' NATURE IS CHANGING

The role of leaders will be more crucial than ever to create an organization culture that empowers its employees and gives them the motivation to perform

Organizations which are self-driven and have empowerment at the center of the value system can be agile. Command and control organizations worked fairly well earlier, but there have been social changes around people's perception of hierarchy and knowledge economy. There is a different set of value systems in people that defines satisfaction. People want to be empowered, and not commanded or controlled. Given all of that, it would be foolish to try and run an institution modeled on the 'command and control' lines. Not that it stops some organizations from trying. But these organizations are very brittle and deeply threatened for sustenance.

Given the changing expectations of the workforce, I think leaders have to play a very different role. They have to provide a level of conceptual leadership combined with tremendous sense of empowerment and liberation to try to unlock energy that might already exist and find ways to use latent energy in the organization more productively. 

As told by **LEO PURI**, Managing Director, UTI Asset Management Co. Ltd.

Integrating HR into business

As mentioned at the beginning of the story, it is time for HR to become integrated with business. However, there exists a very wide gap between the CEOs expectations of the CHROs and what the CHROs have to offer, as was revealed in the People Matters State of the CHRO Study 2015. CEOs expect HR to be exposed to functions outside HR, specifically sales and finance, and they also seek willingness from the CHRO to take up non-HR projects. It is critical for HR to fulfill these expectations from business leaders to effectively integrate and forge a partnership with businesses. It can be achieved by:

Building HR's business capability

55 percent of CHROs have not led a function outside the HR role, and a mere 10 percent have led a sales role, according to our State of the CHRO Study 2015. Clearly, business exposure of the HR is lacking, which often results in a deficit of business capability.

HR must establish an HR career mobility strategy within the organization. CEOs also expect HR to move outside HR-only roles, so making a business case for HR career mobility can be easy

HR must drive its own career mobility by making a case of establishing an HR career mobility strategy within the organization. The easy part is making a business case of HR's career mobility – because that is something CEOs also want. It is only a case of having the will to self-drive your career progression and look beyond HR-only roles. According to Dr Ashok Balyan, CEO of Reliance Group's Oil & Gas Business, "To build business competence, HR leaders must talk business language and must understand all important aspects of business including finance, technology, etc."

Trainings and learning interventions can help, but only to an extent; the real capacity building happens when it is experienced on the ground. And that is what the HR of today needs to do for tomorrow.

Keep in tune with business strategy

There is a dire need for HR to be agile, flexible, be a key member in business strategy formulation,

keep abreast with changes in the business strategy and keep aligning the people strategy with the business strategy. However, according to State of the CHRO Study, 61 percent CHROs said they struggle with aligning HR strategy to company strategy. To curb that, HR has to constantly communicate, be an active part of every business conversation, be an active listener, observer and opinion-giver as well. HR has to proactively participate in business and devise people strategies for the future. Veena Swarup of EIL corroborates the fact by saying, "HR has to improve its own thoughts and styles of working, and it then needs to set a strategic agenda in tune with the business agenda. So if an organization has a business strategy for 2020, HR also needs to have a people strategy for 2020, aligned with that strategy."


Be proactive

HR also needs to be proactive and keep aligning its key HR levers to the future trends. So HR will have to fine tune its strategy for the nature of work it foresees in the future, the kind of talent businesses will need and hire, the expectations both employees and candidates will have, etc. For example, a large proportion of talent in the future might comprise of flexible workers (because of the inception of volunteerism in organizations); so the HR needs to be prepared with a blueprint of how it will recruit and manage that talent. The organizations wherein the HR has the foresight for future business requirements and can devise and execute a talent strategy attuned to the same, are likely to have an edge over others.

The prerogative is not only with the business leaders to ask HR to align with the future business needs – that role can be reversed as well. HR can ask businesses to think of a business strategy revolving around how the former foresees the future of workplace and workforce.

HR can now show significance to business

An able enabler of the HR function has been technology. The entry of technology in HR, particularly Analytics, has made the function more data-oriented, and that has enabled HR to show value-add, which has empowered the function to get a buy-in from business. Now HR can both build business cases for the strategic HR levers, and also show business significance. As the HR technology ecosystem matures, HR levers' (both hard and soft) indulgence in business will become even more potent; it is upto the HR function now to develop Analytical capability.

The HR function may have struggled for getting a seat at the table, but now it has become the centre-piece. In fact, it now has a huge weight of business expectations on its shoulders and business leaders are looking at the HR function to guide and drive organizations forward. And businesses and HR will have to be integrated to stay afloat the forthcoming curve(s). 

HR SHOULD DEVELOP BUSINESS CAPABILITY

HR has to undergo career mobility itself, and experience business processes


Companies (and HR) have to develop agility in the workforce, and also bring in talent tangibility to the extent possible. To make the workforce equipped for change and uncertainty, HR needs to give a lot of impetus to multi-disciplinary capability building and making the workforce multi-skilled. Another key area for HR to focus on is keeping the workforce engaged in order to retain the talent that has already been built.

Job rotation within the organization is a key way to develop a multi-disciplinary workforce, and it is important to bring that formally into the system as well. However, it is difficult to bring in tangibility in some specialist areas; so organizations need to rely on training, developing, and capacity building of the specialists. It is important for HR to facilitate capability building of people and give them career mobility within the organization to drive businesses. Today, HR has to improve its



own thoughts, own styles of working and then needs to set a strategic agenda, in tune with the business agenda. So if an organization has a business strategy for 2020, HR also needs to have a people strategy for 2020, aligned with that strategy. HR also needs to think proactively and begin work in accordance with the future of the company and business. For instance, if HR thinks that the company will go global in the coming years, it needs to devise a

strategy to establish globally and think of the hiring and the employee movement strategy.

Career mobility and progression is also in store for HR of today. I see HR of today leading companies in the future, given that the HR fraternity works really hard and marches along with the business leaders today. 

As told by **VEENA SWARUP**, Director (HR), EIL



HR HAS TO DELIVER BUSINESS VALUE

HR needs to build its own capacity of business understanding and not prioritize HR processes

Speaking from experience (after moving to HR from business), I believe that things have changed in the last decade, and HR has become more strategically involved with business leaders today. But there is still scope for improvement and both functions need to keep working on it all the time. Even today, the business understanding of HR professional, the level of communication between business leaders and HR, and also the mutual respect between the two functions is still not as optimal as it should be. HR needs to work more in that direction and spend more time in aligning itself to business, and spend little time on HR processes. HR has to forge an effective strategic partnership with businesses, and that can be achieved by ensuring that HR is a part of business strategy formulation, and business reviews. Ultimately, HR has to deliver business value. 

As told by **RAJEEV DUBEY**, Group President (HR & Corporate Services) and CEO (After-Market Sector) and Member of the Group Executive Board, Mahindra & Mahindra Ltd.

TANMAY VORA



Thriving in a VUCA world

Critical competencies for leadership in the future

A look at some of the critical competencies and skills that a leader needs to thrive in a VUCA world

The rate of change in the business world today is greater than our ability to respond. In a world that is often described as VUCA (Volatile, Uncertain, Complex and ambiguous), there are major tectonic shifts that demand a new mindset of leadership. First, let us look at these shifts.

In recent years, we have seen disruption of market leaders like Kodak and Nokia amongst many others. The average lifespan of an S&P 500 company has gone down from 67 years in 1937 to 18 years in 2011. With advances in technology, mobiles are becoming more of a convergence device that replaces so many utilities (calculators, alarm clocks, small digital cameras etc.) that we used otherwise. Generations at workplace are changing and new generations bring different values, expectations and mindsets at work. Rise in automation is resulting in heavy disruption. Right from purchasing stuff to booking taxis and filing tax returns, everything is increasingly being automated. The agents, middlemen and the whole supply chain related to these services is being disrupted. And, we are not even talking about automated cars yet – the next big frontier for the technology battle!

With a hyper connected workforce, organization cultures have become transparent. With opportunities abound, employees are “volunteers” who have global choices. In this world, having a compelling purpose is a mandatory pre-requisite for profits to follow. Traditional hierarchical structures are fading away to give way to purposeful networks and communities of people working together to achieve a shared purpose. The cumulative impact of these forces demands a new mindset and competences for leaders to be able to stay relevant and make a positive difference to people and hence, business.

If you are a leader at any level in a modern organization or aspiring to be one,

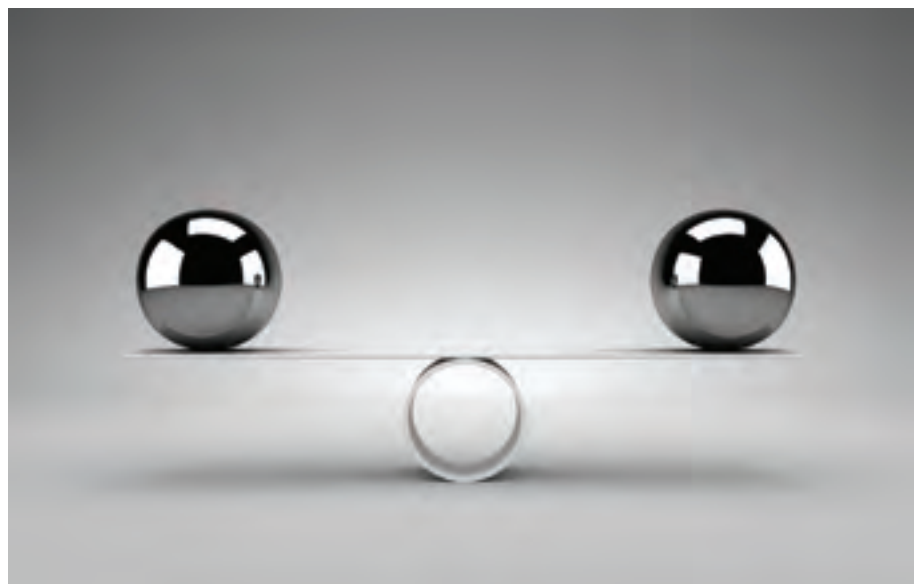
here are some of the critical competencies and skills you need to thrive in a VUCA world.

- **Develop an Adaptive Mindset:** To navigate successfully through the maze of VUCA, leaders will need to be comfortable with unclear situations and travel into unexplored paths. This means leaders will encounter “first time” situations more often and they need to build their muscle to still deliver results. With “rapid prototyping” approach, leaders will need to constantly experiment to get early and frequent feedback that enables constant realignment.
- **Have a Vision:** Vision is a perpetual force, a critical anchor that drives decisions, actions and judgments. With

a younger workforce that is purpose driven, having a compelling vision for the future is also a key driver of engaging and retaining high performing team members. In fact, a compelling vision is an important pre-requisite for any community or network to succeed. Leaders who will thrive in future are the ones who have a clear vision of where they want their organizations and teams to be.

- **Embrace Abundance Mindset:** Abundance mindset sees possibilities where a constraint mindset sees challenges. A leader’s ability to spot the white spaces, unique problems and interdisciplinary intersections is as critical in the new world as their ability to “do something about it.” In VUCA world, leaders

Leaders nurture change by maintaining balance between the needs of the context, needs of others and their own needs



have to listen to the future by virtue of constantly scanning the horizon, being future minded and having strategic foresight without losing the sight of the current reality. When they do this, leaders build a unique ability to see through contradictions towards a future others cannot see.

- **Weave Ecosystems for Human**

Engagement: One of the biggest leadership challenges is to create an environment that taps into intrinsic motivation of people. Deloitte's Human Capital Trends 2015 reports that softer areas such as culture, engagement, leadership and development have become urgent priorities on a CEO's desk. An ecosystem of human engagement is created when leaders understand the basic drivers of human engagement – the need for trust, the need to have a hope, the need to feel a sense of worth and the need to feel competent. At a time when most “engagement initiatives” are aimed at providing external motivation, we need leaders who can build trust through integrity and results, who can mentor and coach others, who can clarify the meaning of the work people do and build a positive influence.

- **Anticipate and Create Change:** When changes around us are constant and rapid, leaders have to use the wisdom from their future mindedness and strategic foresight to “create change” before an external change forces them to react. When leaders ride the wave of changes, they have to involve people in the change process, prioritize what's important and execute changes in smaller iterations. Leaders nurture change by maintaining balance between the needs of the context, needs of others and their own needs.

- **Self-Awareness:** Leaders cannot succeed unless their personal vision and values overlap with organization's vision and values. It is only when leaders are aware of their preferences, ways of working and possible blind spots that they can really bring their true authentic selves into the game and bring about a significant difference to the team, organization and hence the industry.

- **Be an Agile Learner:** Rapidly changing context is like a treadmill that compels leaders to learn constantly in a self-directed mode. Leaders have to be constantly curious and carry a “beginners mind” which is also willing to give up on familiar approaches (unlearning). Leaders need meta-cognition and awareness of the bigger picture. When thrown into unfamiliar




situations, leaders need to learn immersively from those experiences.

- **Network and Collaborate:** To make the sense of changing trends, practices and expectations, leaders in today's world need to collaborate relentlessly within and outside the organization. A social mindset enables leaders to create, engage with and nurture purposeful business and social networks through social media and in-person communication.
- **Relentlessly Focus on Customer:** Customer centricity is and will remain at the heart of effective leadership. Helping customers navigate through the changes is as critical for leaders as it is to steer their own organizations effectively. Customer centric leaders truly “listen” to the voice of their customers, engage deeply and build long term relationship by adding substantial value to the customers.
- **Develop People:** Leadership in the new world is beyond external tags and titles. It is about serving effectively to the needs of the stakeholders – the most important ones being the people who make things work. Leaders, in this world, have to model the behaviors they seek, help people in building their skill set and attitude, create learning forums, design work to tap into potential and most importantly, lead through their influence and not through their authority. The primary task (and an obligation) of a leader is to build more leaders.
- **Design for the Future:** Leaders are designers of the systems for the future. They do so by building an emotional infrastructure, organization structures,

methods and processes. If organizations are purposeful networks of people, leaders need a compelling purpose that people in the organization share. Leaders will have to pay equal attention to leveraging diversity and draw on multiple points of views and experiences.

- **Constantly Clarify and Communicate:** When working with global work force, leaders will need an ability to communicate effectively across cultures. Like a location pointer on a GPS map, leaders have to constantly clarify the current situation with respect to changing external demands. Equally important for leaders is to re-iterate and reinforce vision, values and strategies. Finally, leaders have to help others in clarifying the meaning of their work. Communication and clarity are the currencies of effective leadership.

The hallmark of VUCA world is that there are no silver bullets. Successful leaders have always been adaptive to the context they find themselves in. The future is not a distant dream, it is here and now. Leadership today is all about shifting our mindset, values and organizations to a better place. 

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TANMAY VORA is an author and blogger who is recognized amongst Top 5 Indian HR Influencers on Social Media by SHRM India in 2012, 2013 and 2014. He blogs at QAspire Blog and tweets as @tnvora. He is currently active as Director (India R&D) at Basware Corporation.

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Putting 'design' to thinking

Application of Design Thinking or a problem-solving approach allows managers to achieve desired business results. Let's take a look at what it is all about

Design Thinking has caught attention in the recent years as some innovative companies have been differentiating their products or service offerings by demonstrating the use of this approach and bringing it into limelight. Akin to the common overuse of terms such as "Designer" and "Innovation", we must fear that the term "Design Thinking" too could go that path; hence it is important for decision makers to understand the meaning of the term and prevent its misunderstanding while reaping benefits from its value.

Design Thinking broadly refers to the application of design methodology to management science. It involves the use of both the left brain (logic) and the right brain (creativity) to seek connections for problem identification, ideation and solution.

Traditionally, designers focused their attention on improving the look and functionality of products and that is where organizations preferred them to focus. Today, however, organizations need to broaden their approach, and leverage the mindset and thinking methodology of designers in creating entire systems to deliver products and services.

Design Thinking tools enable thinking beyond limits and challenging existing conventions to create paradigm shifting solutions. It also tests the business environment's capacity to take risks and experiment with previously unknown models. It gets the business closer to the consumer. The success stories of Uber, Ola cabs etc. are a good example of how the entire process of hailing a taxi can be redesigned through disruptive innovation to gain a competitive edge.

Businesses are embracing Design Thinking because it helps them be more innovative, better differentiate their brands, and bring their products and services to market faster

Design Thinking incorporates constituent or consumer insights in depth and rapid prototyping, all aimed at getting beyond the assumptions that block effective solutions. Design Thinking—inherently optimistic, constructive, and experiential—addresses the needs of the people who consume a product or service and the infrastructure that enables it. Businesses are embracing Design Thinking because it helps them be more innovative, better differentiate their brands, and bring their products and services to market faster. By working closely with the clients and consumers, it allows high-impact solutions to bubble up from below rather than being imposed from the top. Nonprofits are beginning to use Design Thinking as well to develop better solutions to social problems as this methodology crosses the traditional boundaries between public, for-profit, and nonprofit sectors.

While the common and basic application of Design Thinking is for product innovation, many service innovations can be designed by Design Thinking. The present e-tailing wave in digital media has taken service design to another level. Design Thinking methodology and its unique value can be harnessed through the unders-

What is Design Thinking? Why is it important?

Design Thinking is the ability to think like a designer. It is an open-minded, problem-solving approach, incorporating

- **A Human-centered approach:** Putting human beings at the center of any creation, with the ability to empathize with the people.
- **A questioning mind:** The ability to question and rethink basic fundamentals is critical to Design Thinking.
- **Multisensory observation:** A design thinker uses observation as a powerful tool to go deeper into unmet and unsaid needs of the people around.
- **Cross-domain application:** A designer looks for inspirations across domains and applies them in the relevant context.
- **Prototyping:** "Fail early to succeed sooner" is the mantra of a design thinker. It keeps you constantly in touch with the consumer. Rapid prototyping is especially valuable in times of dynamic changes in business environment.



tanding of people and user behavior. However, when one seeks to redesign the user experience, research tools to understand, it would differ too. Thus even the methods of research to apply Design Thinking vary; from journey mapping, ethnography, visualization and many more; to allow us to note the softer and intangible aspects of the user behavior and their future requirements.

How do you Design Think?

One may ask how the same is done. How does banking or say, an agro sector company, which is not associated with mainstream creative industries, benefit from Design Thinking? Is there scope for a sector unrelated to design to adopt a Design Thinking framework?

How do some corporate, entry-level to mid-level managers, apply Design Thinking?

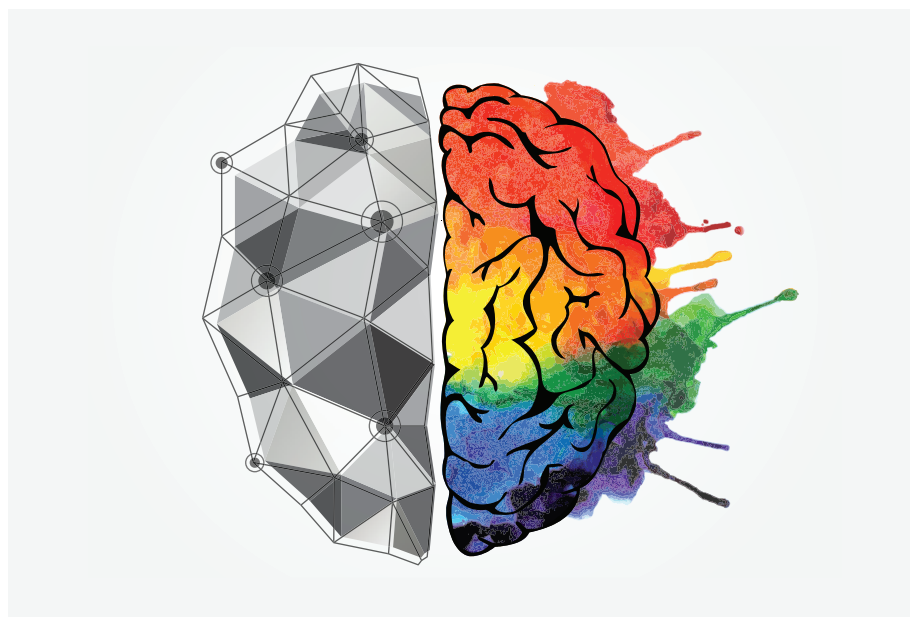
Methodology of Research:

To assess the application of this unique tool and gauge its impact, an anonymous online survey titled “*Application of Design Thinking by Managers*” was designed. The structure of the questionnaire was designed to study aspects of personal profile, work profile and creativity profile. Multiple choice questions as well as open-ended questions to allow qualitative comments were structured. WeSchool’s Business Design Program alumni passing out from 2008 to the year 2014 were taken as a sample group and the link was circulated to all 300+ alumni. Majority of the alumni had a role as manager/assistant manager in various sectors in companies based in India or abroad and had between one and seven years of experience. The fact that they had been sensitized to Design Thinking in their curriculum contributed to make it an ideal sample selection.

Some of our findings are as follows:

- Most Alumni consider Google, Apple and HUL as the most innovative company in India.
- “Design Thinking tools” and “Pain-Points identification” for Management left maximum impact on the Alumni and they expressed using tools such as “Mind maps” in their routine work.

In the qualitative comments, “Nurturing a questioning mind” was aptly stated as one of the answers to the questions “Give examples of how you have used Design Thinking or an Innovative Approach for problem solving in your organization?” and “Which topic covered in the Business



Design Thinking tests the business environment’s capacity to take risks and experiment with previously unknown models

Design program left the maximum impact on you?”. When asked “Is there a head of innovation in your organization? If yes, what is their function?” Those who answered “yes” referred mainly to roles in the research and development function, in the technical sphere, highlighting that Design Thinking and innovation were still considered a part of the product development function.

However, the range of application of Design Thinking varied from “for problem identification” to “multiple methods of problem solution.” The human-centric approach allowed the alumni to find application in an individual role as well as fitting well into corporate environment already practicing Design Thinking for innovation. This stresses the role of corporate seeking to create innovations, to also create an environment conducive to the application of Design Thinking as part of the work culture. The entire process of business management, from using tools to generate ideas and seek connections i.e. “Conception of new product offerings”, to

“techniques to expand into an untapped market; designing consumer promotions based on a purely user-centred approach”; illustrated the wide scope of application of Design Thinking.

Design Thinking is also practiced in various sectors and alumni used the approach in product management by “Designing a lot of innovative technical products...” to applications across functions including “operations management”, “change management” and even finance/accounting, as one alumni found its application “in the current revenue accounting approach”. Design Thinking is being used to not only build on product innovations but also to enhance user experience, both within and outside of the organization. 🧠

Learning Outcome

- Design Thinking can be used across sectors, functions and different roles.
- A formal Design Thinking role has not been defined by the industry and the role of the Design Thinking & Innovation Manager is still evolving.
- Use of Design Thinking approach in an organization may be happening in silos without a conscious environment to nurture it or adapt it to the larger whole.
- Companies which have integrated Design Thinking into their work culture tend to benefit more and faster from employees who are trained in this approach.

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THE NEW AGE TECH-TURKS

THE SPOTLIGHT AWARDS 2015 WINNERS

This month we talk to **Rajiv Jayaraman**, Founder and CEO, KNOLSKAPE, the winner of Futurism in Talent Management category for the product AktivLearn at TechHR15 Spotlight Awards

By J Jerry Moses

When Rajiv Jayaraman encountered a simulation on organizational behavior in his MBA program at INSEAD, he was spellbound. “(It) was an eye opener” he says “as until then, I had experienced only one-way lectures”. Having dabbled in performing arts during weekends, while working on products and patents for his day job, he had always nursed an interest to create something at the intersection of creativity and technology. The simulation left him with a creative spark. “I started working on creating a product by fusing education, technology and storytelling, and there was no looking back” says Jayaraman, who went on to start KNOLSKAPE, a gamification and simulation software company in Singapore.

The company's first client was Rajiv's own alma-mater, INSEAD, where he and his Chief Products Officer Vijay Kalangi, worked on simulations and management training in their first year. Soon, they started working for other B-Schools such as Kellogg, ISB and SP Jain. Rajiv notes that starting out with INSEAD proved to be a major advantage in getting their early customers.

While top B-Schools were open to the idea of simulations, convincing companies to move from traditional learning approaches to gamified immersive learning was not easy. “Using games for learning was not a popular concept with companies” says Jayaraman. “Learning was seen as a serious activity and games didn't seem like a credible methodology for driving learning outcomes”. Educating possible customers about the effectiveness of making learning fun was one of KNOLSKAPE's biggest challenges.

The tool: AktivLearn

Despite the growing popularity of MOOCs (Massive Open Online Courses) amongst a new generation of learners, engagement rates often have been low and completion rates have been as low as 15 percent. KNOLSKAPE's entrant (which went on to win) for the TechHR15 Spotlight awards in Talent Management category was AktivLearn, a gamified learning management system. Launched in August 2014, it was designed keeping in mind two interesting characteristics of a Gen Y learner, a short attention span and an exposure to gaming. The product doesn't just have reward points and badges; it is customized to provide the learner a story about the company and their role in it.

Apart from improving memory retention among learners, it is used to motivate and engage learners to socialize with other peers, interact and challenge each other on various topics. In order to understand how to improve employee engagement, the company examined various stages involved in the process of learning including induction, pre-assessment quiz, context setting, simulation, debrief and a post-assessment quiz. Once areas were identified, the information and insights were mapped to the product's roadmap. It provides learners with “anytime, anywhere” interface and gives companies “skill Analytics” to help unleash the potential of their employees.

From its inception, KNOLSKAPE has been completely bootstrapped and its business model has been built on learning products, platforms and programs.

On entrepreneurship & the future

Jayaraman's advice to young entrepreneurs is to focus on value. “It is




KNOLSKAPE's product was designed keeping in mind two interesting characteristics of a Gen Y learner, a short attention span and an exposure to gaming

Rajiv Jayaraman

Founder and CEO, KNOLSKAPE


enticing to think that technology can solve all problems but ultimately success depends on not just technology but the value created, processes used to create and deliver value and a ‘win-win’ revenue model”, he says.

Even as companies experiment by investing in different learning initiatives, gamification and experiential learning still remains a novelty. “We want to change this and make experiential learning the new norm”, says Jayaraman. “People who have experienced our simulation have never questioned its effectiveness...In fact, it is rare that we don't get repeat orders from our customers” he adds.

While KNOLSKAPE's products have been embraced by some of the best in the industry and top business schools, their focus is on scaling up their business model. “We are at a tipping point” says Jayaraman, who is working towards taking his products globally. 

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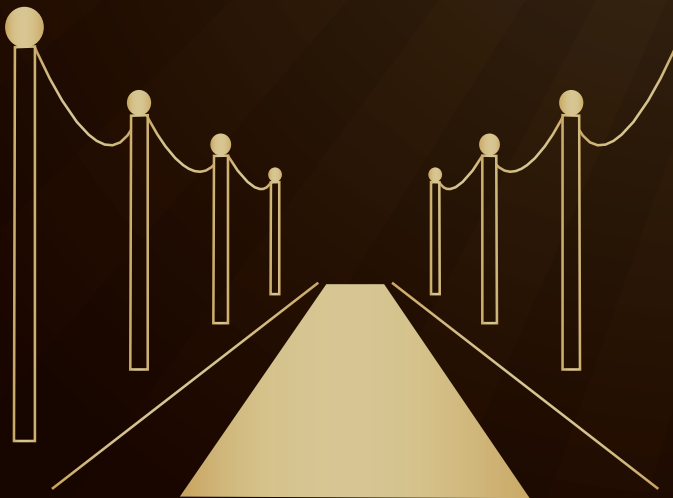
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22nd January 2016
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60 years of nurturing professionals

EVENT: Confluence 2015

ORGANIZED BY: Xavier Institute of Social Service

Xavier Institute of Social Service, Ranchi celebrated 60 years of its establishment in 1955. On 6th and 7th of November, XISS organized the Confluence 2015 – a mega alumni, faculty and students meet – which kick-started with the Flipcarbon 'Ride for XISS', which was a bike rally in support of XISS. Almost 150 Bikes with 300 people riding them participated.

On the evening of the 6th, the Confluence was formally inaugurated by the Chief Guest, Mr. Raghubar Das, Chief Minister of Jharkhand, who invited XISS to participate in state building with the government. Mr. Das also underlined the need for women to join in the process of Nation Building and commended XISS for having encouraged

this over a long period of time. The Vice Chancellor of Birla Institute Technology Mesra, Dr. M. K. Mishra was the Guest of Honor. A commemorative magazine named 'Confluence' was also released on the occasion, which carried views and articles by eminent authors like Shashi Tharoor, Ester Martinez, Abhijit Bhaduri and Prasenjit Bhattacharya as well as by distinguished alumni. A chaupal session was organized to jump start the XISS Vision for the year 2030. Five concurrent chaupals were organized on the 7th on 'Talent Landscape 2030' by People Matters, 'Digital India' by SAB-Miller India, '140 Characters – Rethinking Marketing' by Flipcarbon, 'Sustainable Development' and 'Economics of Inclusive Growth' by XISS. Distinguished panelists discussed these topics in the context of XISS and the role it can play in nation building. 

4th December, 2015

EVENT NAME: Talking Matters: Radio Program with Pratik Kumar, CEO, Wipro Infrastructure Engineering
ORGANIZER: People Matters
WHO SHOULD ATTEND: Every aspirational HR professional

9th December, 2015

EVENT NAME: People Matters & KNOLSKAPE Webinar
ORGANIZER: People Matters
EVENT THEME: L&D
WHO SHOULD ATTEND: CHROs, L&D Leaders, Training Leaders, HR Heads and Senior & Middle HR Professionals
PARTNERS: KNOLSKAPE

10th December, 2015

EVENT NAME: People Matters & SkillSoft Webinar
ORGANIZER: People Matters
EVENT THEME: L&D
WHO SHOULD ATTEND: CHROs, L&D Leaders, Training Leaders, HR Heads and Senior & Middle HR Professionals
PARTNERS: SkillSoft

16th December, 2015

EVENT NAME: People Matters & HackerRank Webinar
ORGANIZER: People Matters
EVENT THEME: Talent Acquisition
WHO SHOULD ATTEND: CHROs, TA Leaders, HR Heads and Senior & Middle HR Professionals
PARTNERS: HackerRank

17th December, 2015

EVENT NAME: L&D Leadership League 30 minutes Masterclass
ORGANIZER: People Matters
EVENT THEME: Enhancing portability of talent: Supporting leaders in transitions
WHO SHOULD ATTEND: CHROs, L&D Leaders, Training Leaders, HR Heads
PARTNERS: Center for Creative Leadership, Pearson TalentLens, SumTotal Systems, a Skillsoft company, Great Lakes Institute of Management & Wilson Learning

22nd December, 2015

EVENT NAME: People Matters & KNOLSKAPE Webinar
ORGANIZER: People Matters
EVENT THEME: L&D
WHO SHOULD ATTEND: CHROs, L&D Leaders, Training Leaders, HR Heads and Senior & Middle HR Professionals
PARTNERS: KNOLSKAPE

Listen, learn & leverage: The launch of a leaders' storyboard

EVENT: Launch of WIZ-TELL


ORGANIZED BY: NAMAN

The HR consulting company, NAMAN, launched a national-level WIZ-TELL initiative for business, academic & HR leaders with a penchant for new age people & leadership practices on October 16th in Vadodara to an audience of 80+ thought leaders from across industries. WIZ-TELL, in which WIZ signifies wisdom, is a new platform is meant to act as a leaders' storyboard to listen, learn and leverage. The informal platform will share inspirational stories, mutual experiences of wins & worries and provide opportunities to develop bonhomie with likeminded peers in high-potential, to-be Smart cities as well as mainstream business hubs.

NAMAN's aim is to spread this initiative to all major tier-two cities across India like Jaipur, Indore, Patna and Pune among others. The Launch event guest was Anuranjita Kumar, MD & CHRO, Citi South Asia, who discussed insights from her recently published book 'Can I Have It All.' During the one and a half hour conversation, she discussed hiring

of women in the workplace, policies and initiatives that organizations can take to support women in their careers, and the management of millennials.

Kumar talked about 3Ms (marriage, mobility, and maternity) in a woman's career that needed to be managed effectively and with great deal of support from the employing organization and the family/spouse. Mentoring, valuing her abilities and contributions and looking for solutions in case of marriage related geographic relocation, adequate maternity leave, flexible work options upon returning to work, and generous childcare allowances among other things contribute to the retention of female talent, she explained. With regard to millennials, Kumar felt that while they are extremely ambitious, willing to take risks and aspiring to make impact, it is important to help them manage their expectations and set milestones for them in order to engage and retain them.

At the end, NAMAN also launched their quarterly newsletter "Lighthouse" aimed at sharing best practices in the fields of HR practices, leadership, coaching, training and other relevant topics. 

Trending initiatives for enhanced employee satisfaction

EVENT: L&D Leadership League Week 2015

ORGANIZED BY: People Matters

EVENT THEME: Co- Creating Strategic Learning in Changing Times

PARTNERS: Beroe Inc., Aegis Pvt. Ltd.

As an extension to the L&D Annual Conference, the L&D Leadership League 2015 week was held from the 2nd to the 6th of November. The theme for the week was 'Co-creating strategic learning in changing times' and it featured an array of online events like tweetchats, webinars, and twangouts.

The L&D Leadership league has been providing exposure to the best learning and development practices of Indian and global organizations. This time Aarthi Sivaramakrishnan, Head of HR, Beroe Inc. and Anand Narayanan, VP and Head Marketing of Beroe Inc. joined a twangout to discuss the impact of onboarding solutions.

While emphasizing the importance of a business-led ownership in the process of onboarding, Aarthi pointed out that the biggest measure of success is to see how involved the HR function is in a process – with the lesser its hold, the better the initiative. Anand Narayan emphasized that the focus is on passing on the company's cultural DNA to new hires, and he also recognized the importance of customized knowledge-based courses that vary with the employee's domain.

The L&D week also featured a webinar in association with Aegis Pvt. Ltd. on "Diversity for improving business metrics" which focused on how diversity improves the business of an organization and what all measures are being taken to keep the employees motivated. SM Gupta, Global Chief People Officer, Aegis, noted the importance of diversity and inclusion and the role of leadership in driving strategic change within the organization through policies geared towards high employee satisfaction. 

Upcoming Events

9th December, 2015

EVENT NAME: TA Leadership League Annual Conference & Awards

ORGANIZER: People Matters

VENUE: ITC Maratha, Mumbai

EVENT THEME: Talent Acquisition

WHO SHOULD ATTEND: CHROs, HR Heads, CTOs, TA Heads and Senior & Mid- level HR Managers

PARTNERS: Aon Hewitt, Talview, Mancer and Oracle

22nd January, 2016

EVENT NAME: Are You In The List Gala Night

ORGANIZER: People Matters

VENUE: The Westin, Gurgaon

EVENT THEME: Emerging Future HR Leaders Awards

WHO SHOULD ATTEND: CHROs, HR Head, Past RUL Winners, Senior HR Managers

PARTNERS: DDI, KNOLSKAPE, Video-recruit, Jaipuria Institute of Management and AMSinform



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Jobs of the week

Vitasta Consulting Private Limited

Sr. Manager - HR

Location: Mumbai, **Job ID:** 17735182

Description: Responsible for recruitment through job portal, headhunting, referrals, consultancies.

Evolve XL

HR Manager (Recruitments)

Location: Noida, **Job ID:** 17706628

Description: Process for all employees from requisition through to on-boarding.

Quotient Consultancy

Talent Mgmt HR

Location: Mumbai, **Job ID:** 17737504

Description: Person should have experience in Talent Management and succession planning.

Talentbeacon HR Solutions Private Limited

AM-HR / Assistant Manager - HR / HR Business Partner

Location: Chennai, Noida, **Job ID:** 17737358

Description: Handling analytics pertaining to HR / Recruitment / SAP / LL&T / EOS / rewards / Headcount planning for all legal entities in India.

Microsoft

Regional HR Operations Lead

Location: Chennai, **Job ID:** 17736484

Description: Experience in HR Shared Services and HR Operations Processes with 10-12 years' experience as HR Generalist.

HIFS Recruitment Agency

HR Manager

Location: Pune, **Job ID:** 17732633

Description: Conducting recruitment interviews and providing the necessary inputs during the hiring process.

Morpheus Human Consulting Private Limited

Head HR

Location: Pune, **Job ID:** 17734918

Description: Plan, develop and implement strategy for HR management and development.

Career Placements

Recruitment Lead

Location: Kolkata, **Job ID:** 17649972

Description: Important attributes and must to have Good Communication- skill and style, Ability to connect with people etc.

AcuteSoft Solutions India Private Limited

HR Head

Location: Hyderabad / Secunderabad,

Job ID: 17676679

Description: Need a strong HR / L&D profile who comes with gravitas & can take over senior leadership interaction, etc.

Skiliantech India Private Limited

Asst. Manager - HR

Location: Hyderabad / Secunderabad,

Job ID: 15965117

Description: Responsible for Training & Development, Performance Appraisals, General etc.

Talent Solutions India

HR Recruitments

Location: Delhi, **Job ID:** 17741316

Description: Managing candidate trackers and report submission on daily basis to the immediate superior.

Smart 4 Talent

Training Manager

Location: Delhi, Chandigarh, **Job ID:** 17733355

Description: To support Probationers in clearing their probation through Joint Field Work (JFW) for Recruitment and Sales calls.

De Recursos Careers Services Private Limited

Lead Recruiter / Manager / Recruitment Head

Location: Hyderabad / Secunderabad

Job ID: 17725100

Description: Minimum 8-15 years of experience in US Based IT staffing.

Roljobs Technology Services Private Limited

Training Manager

Location: Cochin / Kochi / Ernakulam,

Job ID: 17409793

Description: 6-10 years of experience candidates with team handling experience in Customer Service Training preferred.

Topsource Infotech Solutions Private Limited

Assistant Manager - India Payroll

Location: Pune, **Job ID:** 17081496

Description: 6 Years Experience, with at least 4 years in the payroll process.

Axiom HR Services Private Limited

Asst. Manager - HR

Location: Valsad, **Job ID:** 17581704

Description: Knowledge of all Labour Laws, Knowledge of different returns, Responsible for HR Generalist profile.

Meritt HR Consultants Private Limited

Trainer / Training Faculty for HR

Location: Delhi, Gurgaon, **Job ID:** 17719227

Description: Candidate must have good communication skills.

Prolific HR Consultants India Limited

Senior Recruiter

Location: Bengaluru / Bangalore, **Job ID:** 17493754

Description: Conducting the 1st round of interview with the candidate on behalf of the client.

Genetics Call net

Team Leader-Recruitment

Location: Mumbai, **Job ID:** 17740562

Description: Screening, Sourcing, shortlisting, taking interviews, scheduling.

Heads2you

Manager: Employee Relations

Location: Mumbai, **Job ID:** 17461353

Description: Masters in Personnel Management / Masters in Labor Welfare / Post-Graduation in HR or equivalent.

Talent Corner Hr Services Private Limited

HR Manager

Location: Lucknow, Varanasi, **Job ID:** 17734740

Description: Co-ordinate with all the department if the work is done on time or not.

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SHRM India HR Awards 2015

SHRM India HR Awards – 2015 recognized the organizations with innovative people management practices that impact the society, business and the profession as a whole


By **Perzine Dadyburjor**



The SHRM India HR Excellence Awards stepped into its 4th year of existence in 2015 and has grown each year in its acceptance through the HR community

the company shared with watchmaker Titan Company Limited.

Among other categories, Excellence in Talent Sourcing and Staffing was awarded to WNS Global Services (P) Limited while Excellence in Diversity and Inclusion went to Aegis Limited. While Microsoft India bagged the award for the Employer with best Employee Health and Wellness Initiatives, the award for Excellence in HR for Micro, Small & Medium Enterprises (MSME) went to Kronos Incorporated. The award for Excellence in Human Resource - South Asia (excluding India) went to SriLankan Airlines. Tech Mahindra Limited also received the runners up award in the Employer with best Employee Health & Wellness Initiatives category. Whereas Hindustan Unilever limited was declared the runners up in the Excellence in Developing Leaders of Tomorrow category.

Other runners up included Cadila Healthcare Ltd. for Excellence in Talent Sourcing and Staffing, OSSCube Solutions Limited for Excellence in HR-MSME and Diesel and Motor Engineering PLC for Excellence in HR - South Asia (excluding India). 

ABOUT THE AUTHOR

PERZINE DADYBURJOR is Senior Knowledge Advisor at SHRM India.

The SHRM India HR Awards have been instituted as an exemplary platform to recognize organizations that put people first, deliver future-focused excellence in the field of People Management and understand the importance of human capital as a key contributor to business. These awards recognize the pioneering and innovative people management practices that impact organizations, business, society and the profession as a whole.

These awards were founded on the philosophy of recognising organizations, which have excelled in bringing next into their people practices and empowered HR to become a strategic business partner, thereby celebrating and acknowledging organizations that work passionately towards raising the bar for the profession through constant innovation.

The SHRM India HR Excellence Awards stepped into its 4th year of existence in 2015 and has grown each year in its accep-

tance through the HR community as well as its popularity. This year SHRM had over 55 organizations from over 21 industries participate and received more than 110 nominations across 11 award categories.

All award applications were put through a two-step evaluation process – the initial Screening jury evaluation and the Final jury evaluation. The jury evaluated the participating organizations based on the criteria of Innovation in the Initiative, Impact on Stakeholders and its Sustainability and Scalability.

The 24th of September, 2015 marked the culmination of this 3 month-long awards identification process. SHRM felicitated all the winners and runner ups at the Awards Night on Day 1 of the Annual Conference at the JW Marriott Hotel, in New Delhi.

Tech Mahindra Limited won the award in three categories - Excellence in Social Media – People Practices, Excellence in Developing Leaders of Tomorrow, and Excellence in Community Impact, which

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PRABHASH NIRBHAY

It's time to bust the myths

A look at the HR Myths that businesses must stop wasting colossal amount of bandwidth on

There are many myths that are being propagated in the HR circles nowadays which, if not nipped in the bud, have the potential to divide the workforce, make organizations assign their bandwidth and resources disproportionately, and create an environment of competition when collaboration is the key to success. Out of context bench-marking, scouting for best practices that may not fit in, targeting engagement nirvana by trying to do everything, well, it's all downhill. In this article, I will focus on just two aspects.

1. The myth of the multi-generational workforce

One of the main themes many HR managers are fad-surfing this year is the need to engage the so called millennials. There is copious amount of research being done on the subject. A lot of linkage is being established between the growth of the digital ecosystem and the consequent emergence of a 'different from others being' called millennial. Data is being thrown around and represented/misrepresented, interpreted/misinterpreted. New discoveries are being made like rabbits from a bowler hat!

- A certain significant percentage of millennials would like flexibility in work routine. Show me someone who wants rigidity?
- Millennials want to be recognized and rewarded. Really, and others don't?
- They want to be supported and appreciated for their efforts and want to be part of a team? Insignificant others from other generations therefore must be disruptive, immune and indifferent?

Yes, there is a multi-generational workforce at workplace, I am not brushing aside that fact. In fact most commentators on the subject will agree to the following classification by Anick Tolbize of University of Minnesota in 2008, modified by Hay Group as more research emerged*:

However, many of the stereotypes about the group under current focus – the millennials are untrue. According to a PwC study, most millennials, despite their digital comfort, expect face time with their managers

The workforce nomenclature

The classification of the workforce based on age as done by Anick Tolbize of University of Minnesota in 2008, and further modified by Hay Group as more research emerged

TRADITIONALISTS	1928 – 1944	Value authority and a top-down management approach; hard working; 'be heroic'; 'make do or do without'.
BABY BOOMERS	1945 – 1964	Expect some degree of deference to their opinions; workaholics; 'be anything you want to be'; 'eternal youth – retirement as freedom'.
GENERATION X	1965 – 1979	Comfortable with authority; want to be listened to; will work as hard as is needed; 'don't count on it'; 'take care of yourself'; importance of work life balance.
GENERATION Y	1980 – 1994	Respect must be earned. 'You are special'; 'achieve now'; technologically savvy; goal and achievement oriented. 'Slacker generation'.
GENERATION Z / MILLENNIALS	1995+	Many traits still to emerge. Digital natives, fast decision makers, highly connected.

**Important to note however, that there is seldom agreement on the time frame*

and colleagues. In fact close to 70 percent of them believe that technology cannot replace the human mind.

Let us take a deep breath and consider this; every generation has had constructive differences of opinion with the previous generation. There is nothing unique, nor anything of undue concern in this. This is just a part of the evolution journey which humans must live through their personal as well as their work life. At one point in time it was baby boomers versus the traditionalists era workforce, then it became Gen-X and baby boomers followed by Gen-Y, and Gen-X and more recently it is Millennials and Gen-Y.

Of course there are going to be differences, of course the latest generation to enter the workforce will be different and will see things in a new light, of course new opportunities for need-creation and hence consumer engagement will present themselves. This calls for even more

Most millennials expect face time with their managers and colleagues. Close to 70 percent of them believe that technology cannot replace the human mind

integration, even more mainstreaming, and even more negotiations to get everyone to collaborate.

The other aspect of this is the fact that there will always be rebels and abundantly, in every generation who do not comply with the generational norms and behave ahead of their times. In fact it is these rebels who blaze the trail for future generations.

Hay Group in a thought paper titled *"Managing a multigenerational workforce: the myths vs. the realities"* found the following about two key aspects of managing an organization's people:

- **Positivity at the workplace:** "However, whilst Gen-Y has the lowest positivity rating in the workplace, Gen-X and the Baby Boomers are not far behind. Also, we're looking at global data here. Defining experiences shared by generations may be different across countries and cultures, diluting the impact of any generational effects. This suggests that generational differences do not account for the difference in expectations."

"However, this doesn't fully account for the way in which current influences are impacting different generations. While Gen-Z – the digital natives – may be better equipped for today's workplace, thanks to changes in the education system, what explains the more positive perceptions of the Traditionalists? This suggests that period differences do not account for the differences."

- **Leadership:** "We have seen a distinct pattern emerge when looking at the experiences and expectations of different generations in the workplace. However, when it comes to what people are looking for from their actual leaders, there are very few differences... Leaders don't need to develop generation specific skills. They should be able to adapt leadership styles to suit the individual."

The challenge therefore is not so much about how we treat people differently, but how we celebrate the differences and still treat everyone the same. Equity cannot be sacrificed at the altar of differentiation.

To spend energies on those questions where even if we find an answer which demands differentiated treatment, we just won't have the resources to do so and may precipitate intergenerational rivalry instead, how smart is that?

2. The myth of work-life balance

Another myth that HR has now started wasting time on is the myth of work-life balance. There is no such thing. Work is an integral part of life and most people work to have a life. No one lives so that s/he can spend the entirety of living on working.



Businesses need to think of work as an extension of life & make life meaningful; & work will sort itself out


Forbes magazine, in its article *"Overcoming the destructive myth of work-life balance"* has this to say, "The idea is that you can compartmentalize everything into either 'work' activities (work, meetings, trips, conferences) or 'life' activities (spending time with family, staying out, eating right) and by doing so 'have it all.' In practice, though, this theory falls apart. The problem with the 'work/life balance,' work usually ends up coming first, neglecting life entirely. And when you neglect life, it comes back to bite you in the butt."

Harvard Business Review in an article titled *"The myth of work-life balance"* goes on to add that "Under continued stress an executive loses his or her perspective on issues and the ability to look at problems creatively. Molehills become mountains. Conflict with colleagues becomes personal. The 'flat spots' of our personality, such as, arrogance, inflexibility, aversion to risk or a tendency toward negativity, become evident. And most of us revert to tried and true solutions — the enemy of breakthrough strategies and new innovations."

The fact is, those employees who have little personal issues to think of at work are the most productive. Hence, it is worthwhile for businesses to think of Work as an extension of Life and do

everything in their power to make life as meaningful as possible and work will mostly sort itself out.

We can look at a series of such myths and folklores to continue this conversation, but another aspect that is important for us to consider is that while getting HR right, it's also important to keep our goals manageable short and hence a request to kill the above two myths first. It is important to focus on the fundamentals of HR, getting the basics right, and strengthening the HR presence on the decision making table.

What is required is a Best Purpose approach to HR. In this approach, instead of aligning ourselves to practices of other organizations which may work in their unique context and may be abject failure under our own significantly different context, or maybe downright flawed, we must discover our own need and find a set of purpose-led people practices. 

ABOUT THE AUTHOR

PRABHASH NIRBHAY is Worker - Business Sustainability for Flipcarbon Integrated Solutions Private Limited. He has had diverse experiences in Talent Management, Employee Engagement, Performance Management and HR Operations in organizations like SABMiller, Arvind and ACC.



As leaders, our job is to make winners. But making winners good losers is an equally good idea!

Making good losers of winners

Making good losers of winners? That makes no sense! Winners win, losers lose! We make winners of losers, not the other way round! That's the way it is and that's the way it's supposed to be. But winners are only angels, not gods. They're not perfect and, every now and then, they make mistakes and fall from grace. These fallen angels need appropriate assistance or they could become demons in the workplace – and their home.

So, as much as it is important to teach people to win, it is equally important to teach them to lose – gracefully.

High performers are usually 'Type – A' personalities. Ambitious, very high on success and acutely conscious of their status in the organization. Failure is not an option in the fast lane of top performance. But, the higher the climb, the harder the fall. It's noisy, painful, debilitating and often pulls the individual down into depths they didn't think existed – professionally and personally. Add on the professional ostracism, and the picture is complete!

When a person is going downhill, everything gets greased for the journey! For highly successful individuals, encountering failure is very, very trying and humiliating. Suddenly hated, with all the past successes and wins counting for nothing – forgotten in a frenzy of negativity.

Here are 7 things fallen angels can do to get their wings back:

1. **Admit:** 'Yes I failed' is something we rarely hear in the workplace. No surprise. Admitting is probably the most difficult thing of all. And the extent of difficulty is directly proportional to the individual's seniority. The bigger the role, the more inflated the ego! But admitting failure is the first step to success and it's got to be done, soon.
2. **Lie low for a bit:** The good news is that people have short memories. The others move on. Dust will invariably



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settle and it will be business as usual. Lying low gives time for the limelight to shift to another focus area. Lying low also creates the time to heal – for the individual and the organization along with planning a re-entry strategy.

3. **Introspect:** Analyze what went wrong, what could/should have been done, what can be done now? An honest self-analysis is a personal brainstorming session. It helps in understanding the situation, determines the learnings and charts out a roadmap to come out of the problem.
4. **Apologize:** 'Sorry doesn't make a dead man alive' goes the old saying. But it sure makes everyone feel better! People think better of those who admit to a failure and apologize. So, sorry

does work... but only once, max, twice. Making a habit of apologizing means making a habit of failing.

5. **Give that sweetie:** To those at the receiving end of the failure, an apology is usually incomplete unless accompanied by some retribution. The offender needs to pay – in some manner. Penance is the nicer sister of revenge – in the mind of the offended! When failing to serve the customer, many organizations have elaborate processes to save the customer by offering a sweetie of some sort. A discount, a freebie... just so the customer feels satisfied enough not to avenge the affront by going off to competition! Recovery has a cost but it's worth the investment!
6. **Don't give up!:** Not giving up may not assure instant success. But, giving up guarantees failure! Get up, dust those bruised knees, chin up and get back to work. Easier said than done. We humans are just too emotional! At the drop of a hat, we go into depression – funding a vast army of therapists! But nothing works like the power of individual will...
7. **Second is good too, by the way!:** Believing those who insist that first place is the only goal is a bad – and often expensive – idea! Remember the car rental company that publicized the fact that they were second best because 'we try harder. Or else!'. Being the underdog sometimes has its benefits!

As leaders, we know that no one is perfect. Instead of ostracizing a failed performer, offering a balanced outlook helps fallen angels start flying again. This time a wiser, more careful and better person who will fly even higher.

Ostracism, will also – eventually – yield the same results, but by then, the person may have joined competition... ☹️

(People Matters dedicates the Blogosphere section to the memory of Oscar De Mello)

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