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from the publisher's desk

A warm welcome to the readers of our December edition!

An organization stands in a recognizable position because of someone's leadership, and many believe the leader to be in a preeminent position because of their dexterity and great vision. Well, for some, it is humility that matters the most in order to attract co-workers and form a talented team to help build an organization with a collaborative environment. This inspires the team to wilfully emulate actions on the basis of trust and confidence. But do these beliefs really give a foregone conclusion?

The 'Lead Story' of this edition underlines the importance of charisma in a leader in order to be the epitome in a successful business organization. The Greek word 'Kharisma' means 'divine gift' and charisma is the quality of extraordinary charm, magnetism, and presence that makes a leader competent of stimulating others with the same enthusiasm and devotion.

A study on charismatic leadership verifies that charismatic people are prone to become endorsed as leaders because of their high energy, unconventional behavior and heroic deeds. However, we must be aware of such personalities to dodge the risk of an organization turning into monarchy.

A leader does make sure about diversity in his work culture, speaking of which, we live in a world witnessing diverse workforce from two sets of generations (X and Y). The diversity brings in intensified concerns in a work culture where differences in opinion, thoughts, lifestyle and culture are the reasons for mismanagement. New age brings new problems and with it comes tacit solutions that are possible only when transformation is regarded, referring to the second part of Samudra Manthan by our consulting editor. Change is necessary, and anyone willing to stay in closure, it will befall everything.

To adapt to alteration, experts suggest having a flexible work culture that suits ranging employee profiles. Every talented employee matters to their organization and one of the best ways to retain them is to introduce

them to flexibility which gives them a sense of freedom which not only helps them derive passion towards the profession but also loyalty towards the organization while suiting needs of their own. Intuit India, is recognized to be the best Company according to the Great Places to Work® 2017. followed by American express India, Google India Pvt ltd. and Lemon Tree Hotels Ltd in the fourth position.

Flexibility, on the other hand, includes gig workers in today's economy, which proves to be a much voted-for option in case of millennials on the basis of employment surveys. The Gig Economy is one of the few options that gives financial independence to workers without their being bound by the culture kept on the table to be followed.

Furthermore, any changes talked about have to be gauged by the concept of Artificial Intelligence, which generates the most frequently asked question considering 'Automation', "Is HR still a Profession?" and the Opinion page will serve you with perspectives from a few professionals from established organizations who have proved to stand up for their role in the HRM.

Finally, we should never miss out on 'Generation Z' which holds the key to the future and the best way to start is to work on the roots of education - which is the foundation to Executive Education, for which you can follow the interview on 'Effective Executive Coaching' by Mr. Makarand Khatvakar.

We wish to provide you with solutions conducive to the corporate world through the eyes of HR leaders and experts in the industry.

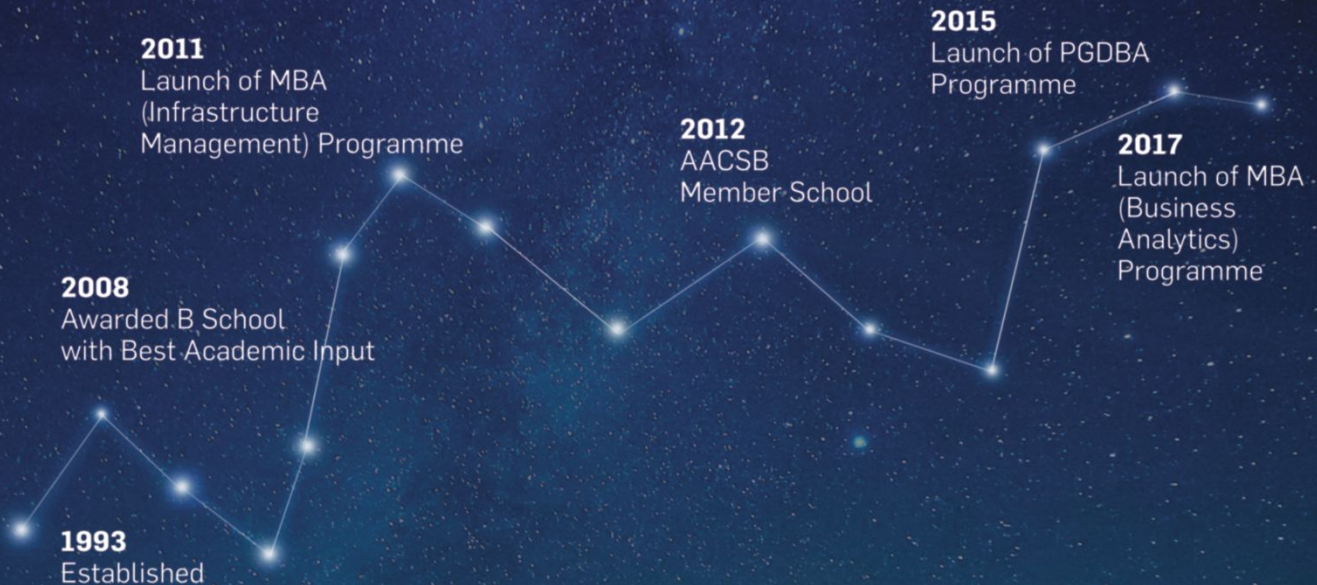
Wishing you a Happy read in this festive season,
Merry Christmas and a Happy New Year!

Linda Brady Hawke
Publisher



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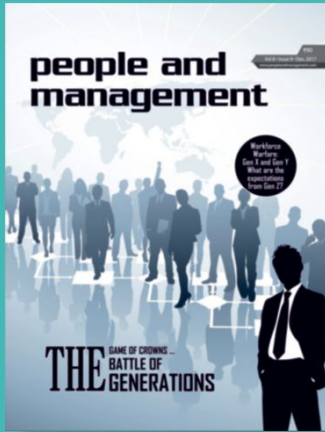
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Ashish Patel is the Managing Director & Founder Consultant of Euphoria Consulting, one of Asia's quite well known Organisational Development and Human Resources Consulting firm.

Ashish carries with him the wisdom of 18 years experience which is a stalwart combination of corporate milieu and consultancy.

He has conducted more than 1000 workshops spread over industry and academia in USA, UK, Russia, GCC Countries & India.

Ashish's proficiency is as -

- Champion Business Transformation Project - initiating organisational diagnosis followed by agreed planned intervention designs and necessary reviews / feedback
- Leadership Strategy Coach in defining and re-aligning individual leadership style in context to business strategy
- Role of an Internal Leadership Coach, initiating strategic & behavioural changes

During his coaching assignments, he has designed various interventions in consultation with the client requirement. He has done extensive work in the areas of Organisational Diagnosis, Business Transformation,

Leadership Development, Organisational Culture and establishing employee connect, Organisation Strategy Building, Cross Functional Synergy building, etc.

He is doing extensive research on the areas of entrepreneurship and family business models to extend co-creation concept framework in the family entrepreneurship.

Ashish also plays an important role as –

- Member of Company Operating board (corporate stint) to align the business strategy with day to day operational challenges.
- Empanelled mentor & Business Scaling up Coach for Entrepreneurship centre at 3 prestigious incubation centres
- Special invitation to be Jury and Mentor for “Power of Ideas – 2010” an initiative by Economic times and IIM – Ahmedabad.
- Board member for three fast growing startup organisations.
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CHARISMA & LEADERSHIP

A good leader takes a little more than his share of blame and a little less than his share of credit

Potential job seekers will be tracked and hired through virtual

A leader with charisma is always looking at creating the next generation with succession planning. Such leaders know that certain skill sets are susceptible to change and that the strategies are to be based on the latest trend. They are also expected to have the ability to merge ancient wisdom and modern technology.

I believe the solution to the problem can be achieved only when it is rightly known. Thus a leader is expected to have multiple channels of communication with various levels of stakeholders and spend time with the team to understand their challenges and at the same time appreciate the good work. Every individual has strength and weakness and thus the leader has to focus to get the best out of everyone. It has to be a combination of highlighting the strength and the improvement areas.

Leaders must create an impactful team and continue to foster a culture of excellence and commitment to openness and inquiry. Consider the opportunity to be developed and ability to face challenges within the organization. My view based on my corporate experience is that one should work in a Small team as it is easier to manage and has the advantages of better engagement amongst team members. A flat Organization structure, each manager has a relatively higher number of direct reports and need fewer approval levels in decision making.

Fewer layers of management can lead to better and more frequent communication between higher-level managers and staffers, resulting in improved understanding.

The key leadership techniques and qualities required are delegation and teamwork. Through delegation, a leader can actually multiply efficiency by rightfully dividing the work among colleagues. It not only empowers them but helps in achieving the dream of a progressive organization. Teamwork at the workplace does not only strengthen the bond among employees but also allow meeting goals at a faster pace, comparatively. Let me give you the example of Polaris India and Polaris Experience Zones that we created as a strategy to foster the ATV culture in the country.

Everyone was worried about how the ATV industry will be created in India when the products are expensive and have a limitation that ATV's cannot be driven 'on road'. We brainstormed and invited the views of all our team members. Based on the various suggestions which we received from the team, we went ahead and started Polaris Experience Zones. Today PEZ as a concept is growing rapidly and spreading across the country.

When the going gets tough then it is only the teamwork which can save the day. Brainstorming and preparing action plans and implementing the same with the team is the best way to



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Country Head & Managing Director
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CEO & Director- Eicher Polaris P Ltd.
Startup & Entrepreneurial Leader
and a TEDx Speaker



fight any challenging situation. The biggest lesson, as a leader, learnt is when the wind is blowing against is indicates to focus on our strength to find solutions and keep on checking the areas that need to be improved considering our weaknesses. To learn from your mistakes and ensuring that the same is not repeated again is something which will always hold one in a good stead. Above all, it is also important that during the course of failures, one should not forget to celebrate even the smallest win or hope for the team.

The secret to building a strong and efficient team lies in knowing each and every member of the team along with their strengths and weaknesses. A charismatic leader has to create a successful motivated team, which is disciplined and goal orientated. Sometimes a simple acknowledgement of an achievement serves a great motivation. Leaders are expected to keep close contact with each employee including caring about them and also their family circumstances.

A leader has charisma if he or she can manage people, solve problems and take the team to great heights. Leader, with charisma, is optimistic, principled, reflective, unique, have “never give up” approach, focused on future clear goals with definite

timelines and they lead by example. The leaders become charismatic when they can guide and motivate their colleagues all along the way.

Leaders who have charisma are internally controlled, so the fire to succeed has to come from within and they inspire the team to do the same. Building a strong, efficient team that can stay together for a long-term and inculcation of a healthy team spirit is of utmost importance.

A Charismatic leader must try to balance work and life. Work is important and so is to enjoy every moment with family and friends which is the key. A charismatic leader is expected to ensure the same with whoever is working with him or her to strike a balance between work and family. A leader is engaged to follow the passion and ensures that the free time is used to pursue hobbies be it any kind of activities.

The quality of a leader is that he always draws inspiration from leaders in respective fields. A leader is a keen learner and he draws inspiration from diversified fields. The leader having charisma is expected to reach the top echelon of the corporate world,

while he or she keeps the roots and originality intact and never forget the basic values with which he or she has grown, one of which includes having no room for bias and creating a work culture that includes diversity.

Today, we are witnessing a surge in the number of startups in India, which is a very good sign of resurgent India and will surely be instrumental in taking India back again to being ‘Sone Ki Chidiya’. It is always good to see the ambitious youth taking up challenges at an early stage of their life. I would like to extend my best wishes and will advise them to have charismatic qualities. Some of the key ideas to these budding future India leaders to be charismatic would be to believe in original ideas even when no one else does, “dream big as whatever you dream and act upon will become a reality. One will be criticized but take it positively to make your plan even stronger to achieve your dream. I believe all such leaders should give extra preference and opportunities to females to enable them to realise the potential and at the same contribute to the growth of the economy.”

DIFFERENTIATING THROUGH CHARISMA

Charismatic leaders through every one of their actions send out the right signals

Most of the greatest leaders in history possessed a star quality that drew others to them. Churchill, Napoleon and Martin Luther King had a magnetism which is often easier to identify than it is to explain. The Greeks were the first to notice this. They named it 'Kharisma', which referred to a rare trait including extreme charm along with innate and powerfully sophisticated communication and persuasive skills.

In our contemporary society, where people are buying brands and personalities, than products and persons, charisma continues to be as important as it used to be during early Greek era. Corporations, large and small understand that success begins at an individual level. They realise that charismatic leaders are the ones who are able to connect with subordinates and with customers at a deeper level, creating memorable experiences for them. They acknowledge that it is not just operational abilities, but charisma that would differentiate in the longer term.

So what does it take to be a charismatic leader?

At a very peripheral level a charismatic leader has three attributes, according to psychologist Richard Wiseman - they feel emotions themselves quite strongly, they induce them in others and they are impervious to the influences of other charismatic people.

A Bold Viewpoint: Charismatic leaders almost always have a view of the future that will excite people and convert them to followers. They talk about bold and lofty visions and share a dream and direction that other people want to share and follow.

Persuasive Speaking: Charismatic leaders not only walk the talk, but they even talk the talk, meaning they embrace every opportunity to convince others towards their vision. They always make it a point to speak in such a way as to create trust and personal integrity.

Silent Message: Charismatic leaders through every one of their actions send out the right signals. They consciously act in ways that make others feel great in their presence. They let people know that they matter and that they enjoy being around them; through their upright posture, direct eye contact, genuine smile and firm handshake. They always make an effort to appear enthusiastic and passionate through their dominant body language and articulate speech.

Charismatic leaders are always visible and will stand up to be counted rather than hide behind their troops

Strong Commitment: Charismatic leaders are always visible and will stand up to be counted rather than hide behind their troops. They make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, soothing and enthusing. It is their unswerving commitment as much as anything else that keeps people going, particularly through the darker times when some may question whether the vision can ever be achieved.




BY: Sangeeth Varghese

A leadership thinker from the LSE and Harvard and the founder of Leadburg, a mobile based behavioural analytics platform



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INFUSION OF CHARISMA IN A LEADERSHIP DRIVEN ORGANISATION

How can you have charisma?

*Be more concerned about making others feel good about themselves;
then you are making them feel good about you*

A leader is a person who takes charge of anything, a situation...

Leadership is perceived to exist at the top and that is the biggest myth. In any organization, leadership is fabricated in its culture. It might have flown from the top but it does not necessarily exist at the top or at the management level. According to me, there is a vast difference between a leader and leadership.

A leader is a person who takes charge of anything, a situation, a team or an event. While the leader is a person, leadership is a space where more leaders emerge. A great and visionary leader creates more leaders through empowering others and in that leadership space new leaders emerge.

Hence, organizations can be categorized on the basis of leadership, as:

1. Leader driven organization: As the name suggests, leader-driven organization majorly depends on the leader who is driving the

organization and people are merely following. The power and authority hence are highly concentrated at the top. The leader driven organization then becomes rigid, not allowing new ideas and processes or new leaders to emerge. In this organization, people experience being controlled and constrained. Therefore, there is little scope for individual growth, leaving people with a feeling of stagnation and routine. People do their routine work with no or little involvement or interest, the fabric of leadership is thus missing where everyone is restricting themselves to their roles.

2. Leadership driven organization: Leadership driven organization is an organization with a great leadership space. It allows new ideas, new leaders and new processes to emerge. In leadership driven organizations people experience freedom and are self-expressed. The focus is on a bigger picture and in the process, both the individual



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growth of people and the growth of the organization are attained. The organization will thrive with life as people actively contribute to their work and vision for the Company. Leadership driven organization grows faster and has higher customer engagement and employee retention.

How can one identify whether the organization is leader driven or leadership driven?

To identify the organization, we can look at the DNA of the organization. There are three genes of a leadership-driven organization.

2. N – New Opportunities:

If the organization creates new opportunities for innovation, leadership and processes, it results in higher ownership and oneness. The newer opportunities result in a natural growth of people and they have higher self-worth and new leaders naturally emerge. New dimensions of innovation in product, processes and systems take place. There is newness in ideas and enhanced value proposition. The leadership-driven organization fosters new opportunities constantly.



1. D – Development: If the focus of the organization is development and growth of customers, employees, managers, shareholders and society then the organization is development oriented. It is not only interested in profits for the owners but the contribution and value addition for all. The leadership-driven organization has a fabric development.

3. A- Acceleration: When the organization aims at accelerating the individual growth it results in a truly entrepreneurial organization. In such organizations, employees experience accomplishment and have an attitude of contributing to the vision for the organization. The employees are self-driven and the organization is well balanced, as a result, the organization is also highly

Charisma is an ability in a person to charm people naturally. A person with such special power not only influences people but also attracts their attention and admiration

accelerated thus creating the culture of acceleration, naturally.

The leadership-driven organization has all the three genes woven into its culture. A great leader can transform the organization from 'leader driven organization' to 'leadership-driven organization' by incorporating this DNA of the leadership.

How important is charisma in a leader?

Charisma is an ability in a person to charm people naturally. A person with such special power not only influences people but also attracts their attention and admiration. To be a great leader, a person has to have charisma. Charismatic leader attracts influences and inspires people by their personal qualities. A charismatic leader will have a greater appeal and possesses strong character and magnetic personality.

A charismatic leader can transform a leader driven organization into a leadership-driven organization. A charismatic leader possesses the charm and ability to transform people. Such leaders often become role models as they walk the talk and focus on transforming people and the organization. A charismatic

leader focuses on the organization's mission and is committed to the cause.

How can a charismatic leader transform a leader driven organization into a leadership-driven organization?

The transformation can be easily attained through the process that applies the fundamental qualities of a charismatic leader. A charismatic leader possesses essential qualities, known as the four C's, which facilitate this process of transformation.

The four C's:

1. Create: The charismatic leader creates a vision for the organization and for stakeholders that leads to the development and growth for all. The vision is further transpired into goals, both short term and long term; along with the action plan. The charismatic leader creates a culture of the organization where new leaders naturally surface.

The transformation can be easily attained through the process that applies the fundamental qualities of a charismatic leader

2. Communicate: The charismatic leader ensures to communicate the vision, goal and the action plan to all the employees. The leader also engages all employees and encourages them to create their personal goals. The possibilities of newer opportunities for their personal growth are well communicated to the employees. He very powerfully thus creates absolute

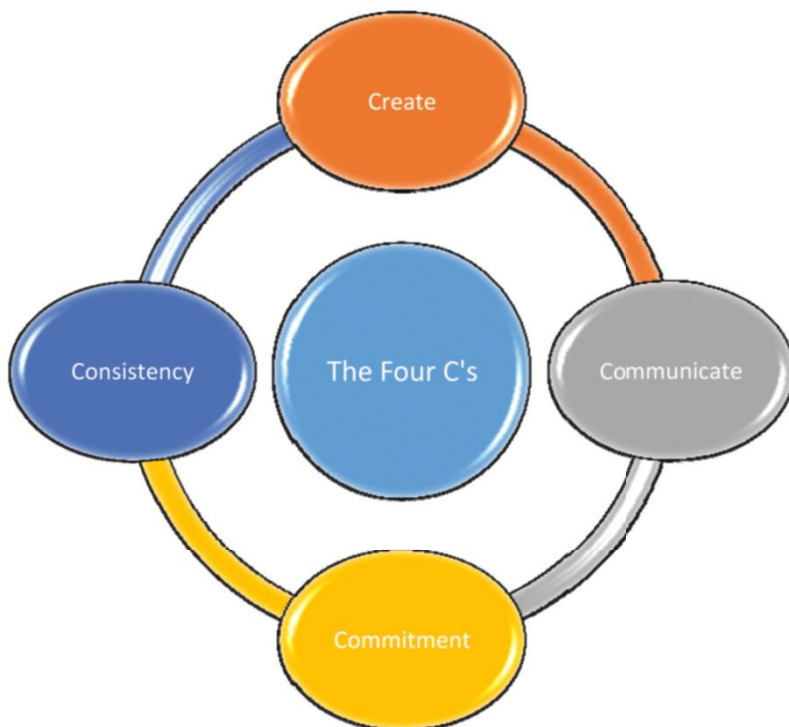
alignment and ownership of all the employees.

3. Commitment: The charismatic leader ensures that all the employees are committed to their own personal goals as well as the organizational goals. Higher commitment creates higher self-drive. He also commits full support to the employees and welcomes new dimensional thinking.

4. Consistency: The change from leader driven organization to a leadership driven organization will require time and hence consistency of actions are very critical. The charismatic leader ensures that the actions are consistent and congruent with the vision of the organization. The consistency of actions results in goal accomplishment.

The transition from a leader driven organization to a leadership-driven organization may be the uncomfortable and cumbersome process but it will undoubtedly be the most rewarding exercise. This process will require the support and handholding by the leader to facilitate the smooth transition and overcome hurdles. A charismatic leader possesses the maturity, confidence, and humility that help him undergo this painful process. He is self-driven and is able to see the long-term vision.

A leadership driven organization led by a charismatic leader can create charismatic leadership. Charismatic leadership is the magnetic or magic space created that inspires people to be a charismatic leader. Such an organization results in accelerated growth for all, individuals and the organization. Charismatic leadership organization leads to the quantum leap in growth.





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WORKFORCE WARFARE: GEN X AND GEN Y WHAT ARE THE EXPECTATIONS FROM GEN Z?

*No economy can succeed without a high quality workforce,
particularly in an age of globalization*

*Gen Xers, on
the other hand,
are highly
extrinsically
motivated*

The unprecedented is happening. Workplaces today are seeing five generations together under one roof for the first time. While the Traditional are close to retiring, the other four are still very active in the workplace dynamics.

Managing these often conflicting views and needs of a diverse workforce that may cover a wide range of generations—from the Baby Boomers and Gen X to Millennials and Gen Z—is a challenge for many organisations. The tension is visible between the highly experienced Baby



By: Kinjal Choudhary

*Sr. Vice President & CHRO, VE Commercial
Vehicles Ltd. (A Volvo Group and Eicher
Motors joint venture)*



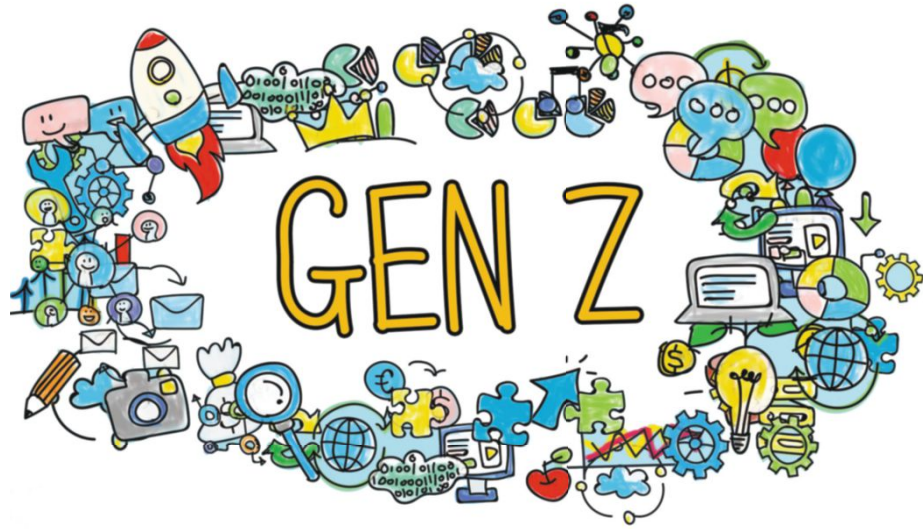
Boomers who are mostly at the helm in their roles, the disaffected Gen Xer and the technologically savvy millennials.

The foundation of these differences lies in the widely different values held by each generation. Baby boomers, having grown up in a post-war era of constrained resources and opportunities; strongly believe in the values of hard work and organisational loyalty.

Gen Xers, on the other hand, are highly extrinsically motivated. During their working years, they have paid off their education loans and home loans, while saving for their children's education and their own retirement. No doubt then, they work hard – sometimes very hard – for overtime, a promotion or a job change promising better prospects, and take nothing for granted.

As if the conflicts between these two weren't enough, a huge number of millennials or Gen Y has entered the workplace. It is estimated that by 2020, 50 percent of the global workforce will comprise of millennials. As per surveys, most millennials are happy working alongside other generations and they value older mentors – indeed, they have been raised in an era where the internet brought the world closer and live news feeds and Facebook ensured widespread collaboration.

However, there are underlying signs of tensions. As per a study by PwC (Millennials at Work, 2011) 38 percent, millennials say that older senior management does not relate to younger workers, and 34 percent say that their personal drive was intimidating to other generations. And almost half felt that their managers did not



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always understand the way they use technology at work.

There is some research to suggest that this may be true. The older generations sense entitlement in the millennials. It is not unusual to hear a millennial being described as “smart but lacking motivation”, but this could just as well have meant “smart but I don't understand his/her motivation”.

The millennial is not your average 9 – 5 workers. They are interested in business beyond their realm of work. They will ask questions about the company's vision, mission and purpose. They aspire to work for organisations which make a larger difference to the community. The culture and values the organisation stands for and the learning opportunities it offers them are key inflection points. Well, networked, millennials rely less on the organisation for these inputs and more on social media and word of mouth.

Once onboard too, Gen Y is posing an exciting opportunity – for the first time the workplaces are getting intrinsically motivated people, and this is where the key talent differentiator rests. Organisations that will leverage this intrinsic motivation will emerge winners in the long run. Whoever said this will be easy is certainly joking! Baby Boomers and Gen Xers will have to unlearn and relearn the dynamics of people management. They need to re-design work plans and use their imagination to “measure performance”. Structures and

hierarchies stifle the drive of most Millennials.

Other challenges in bridging this inter-generational gap are to create growth paths such that the Gen Y doesn't feel blocked. With fitness levels increasing, the Gen X is looking to retire much later. This will create blocks in the traditional corporate ladder, but if HR opens a plethora of learning and growth opportunities for them – in the shape of lateral movements, secondments, rotations and strategic projects – the millennials will find their calling.

HR also has to be prepared to face another demographic challenge – millennials will find themselves managing older workers, some of whom may be resentful of the same. Managing a multi-generational workforce demands strong leadership, recognition through the organisation that different generations may need different styles of management and a transparent performance management system that is progressive and transparent.

Getting future ready is the only way ahead. With Gen Z getting ready to jump into the workplaces sooner than any of their previous generations, are organisations ready to handle this flurry? Born just as the millennium changed, the Gen Z is the first truly digital cluster of workers. They can't be painted with the millennials brush – multi-taskers, easily distracted and entrepreneurial, this bunch of workers will not wait to complete their education to enter the workplace. Therefore, e-learning and sabbaticals have to become inbuilt into their career plans.

A progressive HR will replace traditional hierarchies with seamless work structures to effectively manage this melting pot of generations. 'One size fits all' programs will no



With fitness levels increasing, the Gen X is looking to retire much later

longer be valued and technology plays a pivotal role in this arena. Learning management systems (LMS) to map individual e-learning needs, leveraging digital media to attract and retain the right young talent, and using advanced people management software to track their progression, are just some of the areas where technology can lend an edge to organisations.

A lot of change needs to be created on the intangibles though. The multi-generational workplaces can either turn into war zones or can transform into collaborative, respected centres of excellence that are looked up to in organisations. The latter is possible by only focussing on the strengths of each generation. Mentoring programs are the best example here. Baby Boomers and Gen X come with a gold mine of tactical and strategic

experience, which is missing in the distracted millennials or Gen Z. The latter on the other hand are the best teachers on using technology and enhancing workplace productivity.

The biggest priority for HR thus becomes building trust. It is easier said than done, but once it is revealed to each of the generations that their drives and ambitions are exclusive yet complimenting each other, their insecurities can turn into synergies. Extensive coaching to senior employees on handling the younger workers, as well as sensitization of the millennials to adapt to the older generation is a way forward.

What's in it for the organisation, you may still ask? A lot! Beyond large savings in attracting and retaining the right talent, the organisations are assured a happy, engaged workforce who is motivated for the right reasons apart from pay. Their employees believe in the vision and work towards improved productivity, which in turn leads to increased customer satisfaction and quality. And the best benefit perhaps is knowledge management. The hard work and expertise of the older generations are fused with the energy and productive efficiency of the younger, to create a truly future-ready organisation.

SOS CHILDREN'S VILLAGES OF INDIA TRANSFORMS LIVES OF CHILDREN

SOS Children's Villages of India, a non-profit and global child care organization, has been a pioneer with 53 years of commitment to take care of the parentless and the abandoned. With the inauguration of the first SOS Children's Village at Greenfields, Faridabad, by Late Mrs Indira Gandhi, the organization has grown and spread all across India with the rapid expansion of its programs for children.

Today, it impacts the lives of over 25,000 children through community-based projects like -Family Strengthening Programmes, Schools, Vocational Training Centres, and Nursing Schools. Since its inception, it has settled over four generations of once parentless or abandoned children of the country and provided them with loving homes and enduring family ties.



This NGO has two flagship programmes, Family Based Care (FBC) and Family Strengthening Programme (FSP). The FBC programme provides the abandoned children with an identity and primarily covers aspects of education, health, opportunities and support for a holistic development. The FSP programme fosters children from broken homes and Below Poverty Line (BPL) families. Spanning 3 to 5 years, the program also aims at enabling families to move out of the

vicious cycle of poverty towards self-reliance and promote socio-economic empowerment of women through SHG formation.

This NGO is part of a large global network present in 134 countries and territories around the world. The first SOS Children's Village was founded by Hermann Gmeiner in Tyrol, Austria, in 1949. As a child welfare worker, Gmeiner saw how children orphaned as a result of World War II suffered henceforth, committed to help them by building families and supportive communities.

It is also one of the few International NGOs that have been empanelled with the National CSR Hub, Tata Institute of Social Sciences, the GuideStar, Give India, and the Credibility Alliance.

** SOS India Communication team*

Awards & Accolades



- First Child Care NGO in India to obtain CRISIL rating of VO 1A for Very Strong Delivery Capability and High Financial Proficiency in 2017;
- Recognized as a 'Great Place to Work' in 2017 and Accredited with Alliance under "Desirable norms", the highest form of rating for transparent and credible organization;
- "Best NGO of the year" award at the India NGO Awards 2014;
- Prestigious 'SR Jindal Award' in 2012 for the category of 'Education - with emphasis on "moral upliftment";
- SOS India received the 2009 PHD Chamber of Commerce Award for outstanding contribution to social welfare;
- SOS Children's Villages of India was felicitated as the Regional Awardee North in the large NGO category at the India NGO Awards 2007 for setting and promoting best practices, by the Resource Alliance in partnership with the Nand and Jeet Khemka Foundation;
- SOS Children's Villages of India awarded Best NGO for 2005-06 by National Trust (Ministry of Social Justice & Empowerment, Govt. of India) for remarkable work made towards the care of developmentally challenged children through a special project at Khajuri Kalan;
- SOS Children's Villages of India was awarded the National Award for Child Welfare – 2003-04 by Ministry of HRD, Government of India;
- The Award for the Best Childcare organization for the year 1998 by Ministry of HRD, Government of India;
- "State Award for the best work done in Child Welfare by an institution" in 1997 by the Government of Delhi.

THE GAME OF CROWNS ...

THE BATTLE OF THE GENERATIONS

The beauty of collaboration between older and younger generations is that we combine strength with wisdom

Gen Y, or the Tech Wizzes, is the growing workforce populace...

With an age divergence of almost 50 years spanning the oldest and youngest employees in many organisations today, there is a glaring need to address the contradictory perceptions, strengths, limitations, needs, attitudes and views dominating the workplace. The workplace we occupy today is a multi-generational space encompassing the Baby Boomers (1946-1964), Gen X (1965-1981), Gen Y (1982-2000) and Gen Z (all set to step into the workforce by 2020) co-existing simultaneously, each displaying their own set of ideas, expectations, work styles and value systems. While generational diversity should ideally translate into a wider range of skill sets, creativity and talent, it can many a time boil down to disagreements, stereotyping and blame game. Even as the globe struggles with many economic issues, terrorism, protectionism, new laws and a sputtering economy, the real big test ahead essentially lies in seamlessly managing a multi-generational workforce.

The mature Gen X that occupies over 50 percent of the workforce today is viewed as autonomous, creative, ingenious and highly flexible to work situations. Their independent streak coupled with their strong entrepreneurial spirit make them ideal candidates to step into prime leadership positions as the Baby Boomers retire. Their greatest

advantage is their ability to garner tech skills quickly, having a sense of responsibility, loyalty, transparency, and above all, willingness to adapt and change rapidly.

Gen Y, or the Tech Wizzes, is the growing workforce populace that is headed to occupy over 50 percent of the workforce by 2025. Tech savvy and fabulous multi-taskers, they have juggled a variety of roles since their academic years therein translating into their capability to multitask seamlessly. Given their massive exposure and knowledge thanks to the internet explosion, their impetuosity and desire for instant gratification can at times lead to great friction with their Gen X senior cadre.

While Gen X prefers one-on-one meetings, Gen Y prefers speed via virtual communications. Their goal revolves around meaningful careers that support their personal growth, which can translate into a rapid shift in careers and high attrition across industries. Even as Gen X focuses on loyalty, long-term careers, steady planning and growth, Gen Y displays a somewhat selfish “What’s in it for me?” approach which includes rewards, promotions and instant growth. Gen Y has grown in a global marketplace, with an entrepreneurial mindset surrounded by digital tools which prompt this mindset and facilitates the process. Therefore, Gen X faces



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a challenge as they deal with a future generation who don't see themselves as employees who need a job but as entrepreneurs who have multiple choices to explore. An increase of educated, outspoken female millennials in this workforce dynamic has further added fuel to the tension and re-jigging of the pre-established status quo.

The broad character descriptors itself show why there has been such a spate of Gen Y bashing over the years. Gen X views them as egotistical, self-centred and unscrupulous. But the key lies in gauging what motivates them to bring out their best, which in this case can be as simple as instant recognition and rewards, great training and exposure, and a chance to work in a very invigorating atmosphere. After all, this is the generation that will be taking businesses through to the next level in an uncertain future and an even more unpredictable world.

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Ironically both generations seem dissatisfied in the workplace with Gen X silently facing the brunt of balancing both senior and middle management even as Gen Y silently struggles with lofty aspirations and a fear that their academics and hard

work may not deliver their desired goals or career path. 'Age Warfare' is a great cause of angst between Gen X and Gen Y. As people live longer and work even longer, latent causes of conflict arise from fewer opportunities perceived for promotion among younger members of the workforce. Gen Y may feel deprived of growth opportunities as their older counterparts work past the retirement age, even as the older workers feel that their knowledge, abilities and wealth of experience are under-valued and unappreciated. Intergenerational conflict is getting more obvious as the global economy struggles and tough choices have to be made with regard to layoffs and a revisit on pay scales.

While it's easy to label and categorize each Generation further adding to their frustration and dissatisfaction, the solution may actually lie in steering away from these stereotypes and labels. Generalizing an age group for the sake of comprehension is fine, but when we tend to etch these aspects in our minds, stereotypes and bias develop. Instead of applying certain traits to an entire generation and pre-judging them, management should actually try to get to know each employee individually. The aim must be to encourage collaboration and diversity and move mindsets away from tags and labels. Another way of breaking down barriers is by making multiple generations work together in a team. Once employees self-assess their strengths they will collaborate and focus on taking up tasks that suit their skill sets, such as Gen X preferring research even as Gen Y prefers to step out on the ground execution part of the project. It is important that each member self-identify their strengths and preferred areas of work, therein mitigating tension and translating into greater mutual respect for each other's knowledge, strengths and



unique skill sets. Another means by which inter-generational harmony can be promoted in the workplace is by creating opportunities for employees to learn from each other. Knowledge share evokes respect and reciprocation of the favour. Cross-generational training and mentoring can open prejudiced mindsets and unlock so many avenues of teamwork and collaboration between Gen X and Gen Y.

So where does all this leave Gen Next, better known as Gen Z? Set to occupy 20 percent of the workplace by 2025, Gen Z has more of an entrepreneurial spirit, money not being the key driving force, and shocker of shockers they prefer face-to-face communication over digital tools. They are more realistic instead of the hyper-optimistic Gen Y, are extremely focused and career-minded, and can adapt rapidly to new technology. Also, since Gen Z has seen how much Gen Y has struggled through the recession years, they come

Gen Z will also be inheriting a massive number of monumental urgent problems spanning climate change, terrorism, social inequality issues, sustainability of diminishing natural resources and more

into the workplace better equipped, less entitled and more prepared to succeed in a tough environment. In a nutshell, they seem to reflect a return to the old school values of Respect, Reliability and Restraint.

One thing in common between Gen Y and Gen Z is that both generations

clearly expect to switch employers multiple times. But with a fresher outlook to life, an ability to navigate massive amounts of data, a broad and open perspective to previously taboo topics, and without an attitude of entitlement, this could be the generation that could bring about a great coalition and balance to the workforce. Gen Z will also be inheriting a massive number of monumental urgent problems spanning climate change, terrorism, social inequality issues, sustainability of diminishing natural resources and more. Not an easy mandate indeed! And the speed at which technology is headed, many of the jobs that Gen Z will be handling have not even been created as yet. The mind boggles at the challenges these youngsters will have to face, and it will be in all our interests if Gen X and Gen Y hone in their wealth of knowledge, experience and unique skill sets to support Gen Z as they take on these colossal tasks to ensure growth and survival in a complex and dynamic environment ahead.

REPORT ON 9TH MEGA HR CONCLAVE

DMA (Delhi Management Association) has successfully organized the 9th Mega HR Conclave on 16th November, 2017 at, Hotel Fortune Select Global, Gurgaon. The theme of this one-day Conclave was “**Leadership Learnings from The Legends**”.

The Conclave began with welcome address & conclave overview by **Mr. Rajiv Kapoor**, *Executive Director-Group HRM, Minda Industries Limited & Conclave Director-9th Mega HR Conclave*.

The Conclave was graced by esteemed speakers which included the Chairman/Managing Director/CEOs etc. from Corporate houses such as Dr. Lal Path Labs Limited, TATA Communications, Agarwal Movers Group, Honda Motorcycle & Scooter India Pvt. Ltd., Fortis Healthcare Limited, Minda Industries Limited, Tata Hitachi Construction Machinery Co. Pvt. Ltd. and Becton Dickinson & Co.

The Conclave was covered in six learning sessions. In First session, **Mr. Subodh Bhargava**, Chairman, TATA Communications & **Dr. Om Manchanda**, CEO, Dr. Lal Path Labs Limited were the speakers. They have shared their life experiences with participants. Mr. Bhargava shared some incidents which brought out the importance self-discipline/belief/confidence, imagination, ambition, relationship building, learning, credibility and values and work life balance etc. Dr. Om shared his humble beginning and various life events which shaped his today. Notable amongst it was hardwork, sense of insecurity, perseverance, exposure, seeking advice, ownership and role of Nazariya (perception).

In second learning session, **Mr. Ramesh Agarwal**, Chairman, Agarwal Movers Group and **Mr. Harbhajan Singh**, Director – General & Corporate Affairs, Honda Motorcycle & Scooter India, Pvt. Ltd. Mr. Agarwal shared his life journey, ups and downs of the life with the audience. Mr. Agarwal experience sharing was one of common man reaching to the top by sheer will power, ownership, giving

back to society or universe (referred to as Gurudakshina or FDR) and his creation of Nidradan Kendra for drivers in line with the same. Mr. Harbhajan shared his humble beginning from temporary worker to being the Director. He laid emphasis on being oneself, honesty & sincerity, deserve before desire, developing trust and doing everything from heart.

In third learning Session, **Mr. Daljit Singh**, President, Fortis Healthcare Limited shared

his leadership experiences which was pure essence. The role of life purpose and the need for one in profession and family life. He touched upon responsibility, contribution to success, recognition, happiness, role of strategy, plan, similarity between corporate & personal life, making right and balanced choices etc.

The conclave also witnessed a very special fourth session on “Focus@work” by **Mr. Anant Kasibhatla**, International Speaker, Trainer, Author at Memory Vision.

In fifth learning session, **Mr. Sandeep Singh**, Managing Director, Tata Hitachi Construction Machinery Co. Pvt. Ltd. discussed about his professional learnings and acquiring wisdom in which Toyota way working inspired him a lot. His focus on quality delivery, standardization and customer focused approach played a very important role.

The last session **Mr. Varun Khanna**, Former Managing Director, Becton Dickinson & Co shared his life learning’s & experiences.

All the sessions were very well appreciated by the audience. The Conclave concept & theme was very well appreciated and queries were answered by the panelists to the satisfaction of the audiences. The conclave concept was a brain child of Mr. Rajiv Kapoor and after the conceptualization, the theme and further development of the concept was done by Corenthum Elan Consulting.

The Conclave came to an end with vote of thanks proposed by Dr. Ekta Saxena, Conclave Convener for the 9th Mega HR Conclave, Vice President, DMA. The conclave was very well organized and coordinated by Conclave Convener **Mr. Rajan Pandhi**, Director-DMA.

SAMUDRA MANTHAN: AN ETERNAL TEMPLATE FOR ORGANIZATIONAL TRANSFORMATION

(PART-II)

In Part 1, we understood the story of Samudra Manthan as a depiction of the overall design for Organizational Transformation – about the diversity of HR roles, and the meanings of six aspects of the Template. We read earlier:

The Template of Change Management

Now, this episode from the epics is not just a mythical story. However, close examination reveals deep symbolism and a great template for organizational transformation. Like many other Puranic stories, Ksheera Sagara Manthan has a great learning for HR and other Managers, which becomes evident as you go through the following piece. The entire story represents the step by step process of change in organizations in a systematic manner.

Now, we continue to understand the significance of other aspects as well as examine a case in light of the Template:

1. The objects: Receiving the fruits/ benefits of Transformation –(Positive / Negative)

The various objects that came out during churning of the ocean symbolize the powers or prowess (siddhis), which manifest, once organizational transformation begins to gain momentum. As the organization realigns itself to the new normal (after having gone through the pains of change) and institutionalization of change happens, it will begin to enjoy the fruits of success, power from its new state.

According to scriptures, one has to be careful about such powers since they can seriously interfere with one's spiritual progress. They should be used with great caution and discretion for the welfare of the world, rather than for selfish gains. Similarly, this is exactly the time when organizations need to root itself firmly when enjoying its new

found glory (consider the exuberance brought by the runaway success of a new product or technology after years of struggle in the old mould).

Now let's take a look at some of the gems/ objects that came out from the ocean (there were 14 in all):

• Goddess Lakshmi

Among the objects that emerged during the churning, the most prominent one was goddess Lakshmi. Lakshmi symbolizes material wealth or abundance. Effective organizational transformation must (and often does) lead to prosperity. This may be the primary objective of many organizations, but ideally it shouldn't.

• Dhanvantari, the divine physician

Dhanvantari is the divine physician. He represents health or physical wellbeing. During the churning of the ocean he manifested in the end with the vessel, which



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contained the Amrit. Dhanvantari thus represents the physical, mental and emotional wellness of organizational stakeholders, its workforce included. Material benefits can only be enjoyed when holistic wellness accompanies it.

• **Apsaras, the celestial nymphs**

Apsaras are attractive and seductive nymphs. They represent the distractive forces which come with success – moving too early into more changes, non-judicious investments, rash expansions, and so on. Complacency can also begin to set in. These are the ones to guard against.

• **Kalpavriksha The wish-granting tree**

The Kalpavriksha, as the name suggests, could grant the wishes of everyone desirous of possessing a thing. This again is a distractive outcome of success – success often becomes a cause for failure – when the organization takes its eyes off the customer and gets led by its own ambitions of further glory. Arrogance is another dimension – the feeling that success is everlasting (it never is).

HR Leader's role during Samudra Manthan

Sri Mahavishnu was the pivotal

force behind the Samudra Manthan. The Lord had taken care of every little aspect while orchestrating the entire episode. In the story, it is only his Supreme presence that helped Devas regain their lost glory and power. Vishnu first advised Devas to acquire the divine Amrita.

Next, he also told them how to help in the Asuras and get their help during the Samudra Manthan process. Vishnu endured the tremendous weight of the Mandhara on His back during the Manthan.

He took on the aspect of Dhanvantari, wielding the pitcher of the divine Amrita. Finally, Vishnu took the form of a beautiful Mohini and charmed the Asuras into meek submission, in order to ensure that only Devas could get their share of the nectar. In distributing the Amrit to gods he did not show any partiality (as opposed to an initial impression). He simply performed his duty as an upholder of Reeta (order and regularity), Karma (action and reaction) and Dharma (righteousness).

The Asuras (demonic elements) were evil people, each with a long history of evil action and known for their cruel and evil actions and intentions. Vishnu's actions symbolize the role of God in creation

as the upholder of Dharma. It suggests that no matter how good you are, or how good your current action may be, you cannot escape from the sins of your past or the karma which you incurred as a consequence of your actions. By denying the distribution of Amrit to the demons, he saved the world from their oppression and protected Dharma.

Thus:

- The HR Leader, though may often be the initiator of organizational change, has to be a partner in shaping the vision: Picture of the future.
- She is the interventionist and planner because a single human resource is the smallest unit of this massive change and it is HR's expertise to anchor the entire effort.
- Next, HR is the communicator of urgency of transformation – by conveying the benefits of change and the perils of status quo.
- The HR Leader is not the change maker herself but a change agent: she helps by identifying the Change Leaders, and helps flagging concerns ahead of time.
- HR is both the energy builder and conscience keeper.

There is also another important message in this: organizations should not throw away the precious opportunity in transformation, by pursuing merely financial goals or engaging in selfish actions under the spell of hubris. The real objective is to be able to create organizational change that meets the three goals: satisfying Customer Need, enrichment of human life and preserving the environment. Financial benefit as an outcome is likely to follow.

Case of Organizational Transformation

Let's consider the famous case of IBM's historic turnaround towards the turn of the century as an example and examine how our Samudra Manthan template may apply -

After months of courting, Gerstner took over as chairman and CEO of IBM on 1st of April, 1993.

For Gerstner to save IBM, he had to take major business decisions as well as change culture which was 'inbred and ingrown'. Here is how Forbes Magazine describes it:

"For Gerstner, the first order of business was making the company solvent. Under his guidance, IBM cut billions in expenses (partly

through massive layoffs) and raised cash by selling assets. Gerstner says that few people even understood how perilously close the firm was to running out of cash.

He famously put the brakes on a plan, which was already well under way, to break up the company into several operating units. Gerstner characterizes this as "the most important decision I ever made—not just at IBM, but in my entire business career."

The rationale behind it was to leverage all of the pieces of IBM—hardware, services and software—to deliver top-to-bottom technology solutions. To colleagues, Gerstner may have expressed total confidence in that monumental decision, but here he concedes he didn't know how the company might deliver on the potential of that "unified enterprise." Early on, he decided that the whole of IBM was greater than the sum of its parts. But its many parts were far-flung and operated independently, with little accountability. Rather than work together as a team, divisions competed against each other both internally and in the field. He writes that management "presided rather than acted," and the entire company was dangerously preoccupied with itself rather than customers.

It is from this that we learn most about IBM's transformation. Changing a culture is not easy. That is probably why so many once-great companies disappear.

Gerstner and his advisers decided to tie employee compensation to the performance of the whole company rather than to the employee's particular division. This, the thinking went, would force them to cooperate and venture outside of the fiefdoms in which they operated. In that vein, IBM consolidated its many advertising agencies down to one, Ogilvy & Mather. The goal was to create one common brand message for all IBM products and services around the world.

To drive this change, IBM began rewarding teamwork and essentially put an end to consensus building. Gerstner learned, though, that it wasn't enough—"People don't do what you expect but what you inspect," he says—and therefore created a new way to measure results. Employees needed to know that their competitors were outside of IBM, not across the hall. Secondly, there would be no more "obsessive perfectionism" and "studying things to death." In the new IBM, people would be rewarded for getting things done fast. Gerstner says he estimated it would take five



years to turn around IBM's culture. (It took much longer, close to ten years)

That Gerstner had no emotional attachment to long-suffering products ultimately worked in IBM's favor. Could an insider have made the decision to cut OS/2 loose? Gerstner writes that his colleagues were "unwilling or unable to accept" that OS/2 was a "resounding defeat" that, despite its technical superiority, "was draining tens of millions of dollars, absorbing huge chunks of senior management's time, and making a mockery of our image." But even worse, focusing on the desktop ran counter to IBM's view of where the tech world was headed. By the end of 1994, IBM ceased new development of OS/2 software. It was the same story with big corporate software applications. IBM spent mightily to develop them, but they were losers in the marketplace."

Applying the Samudra Manthan template for Organizational Transformation:

1. Dev and Asur: Integrating Thinking & Feeling when planning

In the IBM story, as its chief, Gerstner had to play a wide variety of roles himself because the culture was so hardwired. Gerstner virtually had to do the thinking and feeling by himself in the strategy (and lead his people) – thinking for the business decisions and feeling when it came to cultural transformation.

2. The ocean of milk: Recognizing the current state of the Organization and the desired state

He recognized that the siloed culture and failing products were weighing down the Big Blue and that the organization would have to be integrated to leverage all capabilities.

IBM had to transform to survive.

3. Mount Mandhara, Kurmavtaar the tortoise and Vasuki the serpent: Focussed and stable mind to anchor change and Deployment of resources

There is no doubt that to make the Elephant dance, Gerstner had to sharpen his intellect and laser focus on the purpose – the turnaround of a massive sinking ship. He weathered many storms through his ten year tenure and utilized all the resources at his disposal with dexterity.

In the IBM story, as its chief, Gerstner had to play a wide variety of roles himself because the culture was so hardwired

4. Manthan: Churning – Execution & the emergence of change

The churn was immense – one of the largest being to jettison the legendary OS/2 product. Transformation of the inward looking culture was another. Cutting workforce and slashing costs were no less trying. These were painful – that's what a churn often is.

5. Halahal, the great poison: Facing the challenges of Execution

One can imagine the pushback when an outsider with no first-hand knowledge of Technology industry called out several shortcomings of the giant that IBM was. Also the major changes in employee reward created much heartbreak.

Employee morale was down. Naysayers were aplenty. Markets were confused about the direction IBM was taking.

6. Lord Shiva: Resolution of challenges with the help of stakeholder allies

The main communication ally, Ogilvy & Mather played a major role in resolving the crisis at the marketplace – the fears of the customers of IBM. So O & M's job was to create one common brand message for all IBM products and services around the world.

7. The objects: Receiving the fruits/ benefits of Transformation

From 1993 to Gerstner's retirement in 2002, IBM's market capitalization rose from \$29 billion to \$168 billion and of course with it came a rise in the fortunes of Gerstner himself. IBM was able to redeem its reputation. Customer and stakeholder perception of IBM went up considerably and there was renewed respect for the Big Blue.

There is no doubt that the IBM turnaround story, above all, was a gigantic HR transformation and Randy MacDonald, who was the chief of HR in the latter part of Gerstner's tenure, continued to institutionalize changes even after Gerstner.

Like IBM, almost any major transformation can be understood in the light of this frame work – the transformation of Indian Cricket Team under coach Kirsten and captain M S Dhoni, or the transformation of Surat from a dirty, plague ridden city to one of the top three clean cities in India.

Organizations can apply this template proactively during the considerations of large scale transformation.

PERFORMANCE MANAGEMENT – **BEYOND THE BELL CURVE!**

*To win in the marketplace you must first win
in the workplace*

*Let us
understand the
difference. If
your company
is very
particular in
selecting...*

What is wrong with Performance Appraisals using Bell Curve? Or, should one ask, what is right in that?

Perhaps the whole damage can be explained through the other name of the Bell Curve – “Normal Distribution Curve.” According to this, it is expected that normal human beings will conform to a normal distribution. May be, that would be so, if an organization was a random selection of some people as its employees. It is seldom the case!

Let us understand the difference. If your company is very particular in selecting, developing and retaining performers, you should not be degrading some of them, just because they are not as good as other colleagues. Even if an entire team is high performer, bell curve forces you to give a low rating to someone at the bottom. It is ridiculous to create losers in a team of winners. The solemn idea behind this may be that there will be healthy competition and everyone will try to get ahead of others. However, at the end of it, what effect can it have on the bottom-rankers, is hard to describe.... Is it demoralizing? Is it demeaning? Is it embarrassing? Is it devastating? Or perhaps much more than all combined! And remember, you term these people as a valuable human resource! The fact remains that they are far better than a big crowd your company does not even entertain.

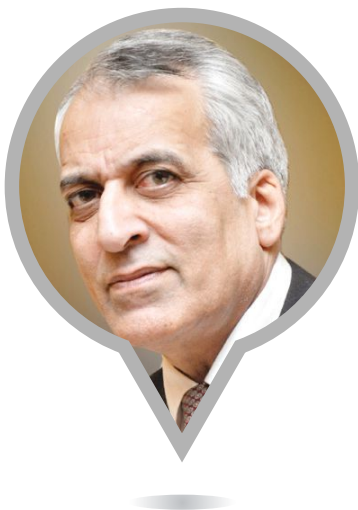
On the other hand, if your doors are wide open for all sorts

of people and you value neither skill nor performance, placing some employees on the right-hand side of your bell curve only means that you are rewarding the one-eyed amongst blinds. This too cannot be justified.

So, it should not be surprising that according to a research conducted in 2011 and 2012 by Ernest O’Boyle Jr. and Herman Aguinis (633,263 researchers, entertainers, politicians, and athletes in a total of 198 samples), the performance in 94 percent of these groups did not follow a normal distribution.

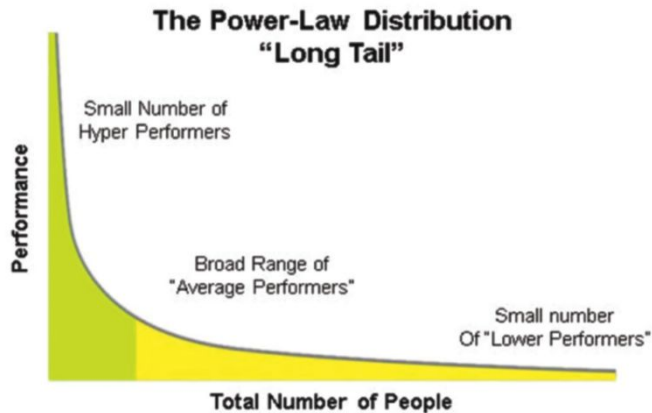
Did any other pattern emerge out of this study? Fortunately, yes! These groups followed what is called a “Power Law” distribution, also known as a “long tail.” A closer look at this curve reveals how it is different from the Bell Curve. This statistical model indicates that people are not “normally distributed.” Rather, there are a small number of people who are “hyper high performers,” a broadband of “good performers” and a smaller number of people who are “low performers.”

You will notice that in the Power Curve, most people fall below the mean. Roughly 10-15 percent of the population are above the average (frequently far above the average), a large population is slightly below average, and a small number far below average. The concept of “average” becomes meaningless, because the small number of people who are



By: Ashok Grover

*Director - Spearheading HR Consulting -
Assessment Centers; Coach, BSC Training &
Implementation;
Former CHRO, JBM Group*



“hyper-performers” account for a very high percentage of the total business value. This is perfectly in line with what Bill Gates used to say, that there were a handful of people at Microsoft who “made” the company and if they left, there would be no Microsoft!

The message is very clear. Your own experience will confirm to it that it would be suicidal to try to fit the hyper performers in a Bell Curve. A very small percentage of people delivering 10 times the average performance cannot be compared with the latter. And that’s what justifies the huge variations in the packages of executives.

The Power Law distribution forces us to think in terms of the importance of hyper performers. It is not the question of moving from one statistical distribution to another. The answer lies in adopting a model that sets the performance bar so that the employees can be measured against the performance standard rather than against their peers. The temptation to follow an easier route of forced distribution has been preferred since time immemorial and now is the time for change.

I remember, once when a company decided to implement Balanced Score Card and the consultant recommended a matrix with extraordinary performance bonus for

superlative performance, the finance people were quite apprehensive. During discussion, the CFO looked at the Chairman and argued that if everybody came in that bracket, imagine the kind of huge payout required! With a glimmer in his eyes, the consultant replied, “Can you imagine, if everybody really performed to that level, where would your company be... and at that stage, your Chairman perhaps would be the happiest person to shell out those rewards!”

So, it would be worthwhile to focus on hiring, retaining and further creating hyper performers rather than using damn statistics in a silly manner – for an important issue. Experiences tell us that the bell curve fitment de-motivates a much larger population as compared to motivate a few! The problem is that in this approach, employees are not competing against standards; but against their own colleagues. The reality of “resorting to whatever to get excellent ratings” reveals the hollowness of these programs. So, the stories of big organizations sinking down even with their teams of shining individual stars should not come as a surprise to anyone.

Further to setting performance bars that ignite a fire in your belly, regular feedback is the essence of any successful performance management

program. Clearly defined performance standards and a fair opportunity for all is a must. There is a need to tap the full potential of people who are intrinsically motivated; but need regular feedback and acknowledgement. So, here is the success recipe:

- Apart from making formal feedback a part of the process, encourage regular informal conversations between leaders and people.
- Encourage team performance through making team-performance an element of reward system;
- To shift the focus from a “negative control mechanism” to a “positive productivity enhancement tool”, add a process of bottom-up feedback by subordinates to the leaders.
- It may help to feed the self-interests and ego of the leaders by showing them the results that such a culture can have for them.
- It is often argued that too frequent review of Goals vs. Performance increases paperwork and bureaucracy. It would be true if an unnecessarily over-complex system is put in place. Otherwise, it is illogical to work on your goals every day and review the same only once or twice a year!
- Quantitative terms do help in making decisions; but over-reliance on them negates the fact that human beings and their behaviour are too complex issues to be measured by any means.
- Remember, it is always a very small percentage of problem people to start with. You ignore them and they will multiply like bacteria before you realize that a large part of the organization has already been infected.

And the most important - Understand your organization, its culture and its people to finalize what suits them the best. Don’t follow the crowd. If you are really looking for an “effective” solution, it is not available off-the-shelf!

WHAT DOES THE BOOMING
GIG ECONOMY DENOTE
FOR THE FUTURE OF
WORK AND

WHAT ABOUT ITS PROS AND CONS?

Gig economy is a labour market that is characterized by the dominance of short term contracted staff or freelance workers as opposed to permanent staff. It is a temporary staffing economy that serves the company and can be identified as the future of workforce growth.

Gig Economy in the Current System

First, Gig economy has made project hiring become a reality wherein companies ramp up hires on a need basis 'as and when' such need arises eg: peak sales period. Secondly, the conversion of unorganized sector to organized sector through Gig Economy has been a great booster to this new generation workforce. Lastly, companies continue to face challenges on attaining 'right talent for the right job', which exerts a huge burden of hiring & training expenses on companies to eventually discover non-suitability of such staff. In such cases, gig economy is a temporary but preferred option, to hire non-permanent staff given its agility in providing resources which could come in useful just in time.

Therefore, these parameters as mentioned above, have contributed towards establishing gig economy as part of the Indian workforce system.

The industry too has accepted that gig economy is here to stay and that it is, in fact, booming.

Gig Economy as the Future of Indian Economy

There are several reasons as to why gig economy is so prevalent now. Some of these are mentioned below:

The rising labour costs for all industries – be it service or manufacturing – has put a burden on the employer, who is already struggling with global competition and poor demand scenarios. Migration to cities and increase in middle class numbers has pushed governments time and again, to ensure better social equity for workers. What used to be once a collective bargaining strength now appears to be bolstered by the extension of such support from government and political class – including Structured labour reforms such as raising the costs of labour and other social compensation, which are here to stay – and India is just following global trends in developing economies. While the governance looks at such change as betterment of people with better purchasing power – which is driving consumption, the absorption of costs by industry would be over a period during which the Gig economy is a great help for industry. Employers can therefore have the advantage of setting clear costs for core workforce and for need-based workforce when augmenting is required.

Labour markets therefore, now clearly distinguish the workforce as: a) Core workforce, mostly comprised of Full time or permanent employees; and b) Need-based workforce which is known as Temporary employment or Staff. Temporary employment can be further segregated as full-time contract workers, part-time contract workers or freelancers who work from home.



By: *Subramanyam S*
The author is CEO, AscentHR

Decision-making on adopting a suitable model varies from company to company based on their analysis of labour cost arbitrage, work space arbitrage or work time arbitrage

Decision-making on adopting a suitable model varies from company to company based on their analysis of labour cost arbitrage, work space arbitrage or work time arbitrage. It also helps an individual to choose the mode of work he prefers as against a full-time employee who is bound for time and space during the period of work.

Gig Economy for Employer

For the companies that hire temporary staff, the pros would be:

Ease of Hiring: The Company does not have to spend too much on sourcing candidates, identifying the right talent, designing the job role etc. It becomes a much easier and hassle-free process which is shared by companies providing such resources.

Fixed-term Employment: Employers are at an advantage because they have the option of taking the temporary employee for a fixed period or reserving the right to let the employee go at any point without having to go through strenuous procedures of exit. The employee is aware of the limitations of such hiring and is easy to manage as compared to a full-time employee.

Expectation of the Compensation is Lower: In gig

economy, as it stands in India, the compensation expected by employees is much lower than for those in full time employment, reducing the costs for the employer and also providing the option for additional manpower where necessary to explore it fully.

Assess the Work Ethic of the Employee: The companies would have the advantage of exploring the actual work ethics as a character of an individual while at the job, as against to somebody who the company hires and has an objective towards retaining.

Gig Economy for Employee

The employee also wants to test the water of what he wants to develop into. Today, career options are vast, compared to earlier times when it was pretty much limited, one might take time to decide either to be a tech-guy, or be a trainer, or an operation person, or a material person; whatever career one might decide to pursue, he can pursue it in a gig economy more easily than what he might have been able to in permanent employment.

The insecurity of the job that permanent employment brings is missing in gig economy because employees assume that they are anyway on a short-term role. So, one is not too concerned about losing his job, when he is quite likely to get another one soon.

Also, in terms of development of education – today, employment and education are not connected – with the exception of vocational courses, general degrees are not aligned to a particular vocation. However, in gig economy, the employee has the opportunity to actually train himself on the job and decide what he is good at. If he wishes at any point of his career that he wants to study more, then he can go back to education, do another course, come back and

rediscover his market value. These are the advantages one has in a gig economy.

Cons for Employer and Employee

The company invests a certain amount of money in training costs for every person who joins, whether it's for full-time or part-time employment.

The employee's loyalty to the company is also uncertain because the company knows he is there on a temporary basis and can quit at any point. The employee does not have to think about the terms of employment or obey any instructions or align himself to the course of the organization in totality.

According to the education and employment rate in India, gigeconomy is going to be the last choice for the youth as temporary employment may harm his social status.

Future of Workforce in Gig Economy

The future of the gig economy can be estimated through the emerging picture of matured employment versus go-to employment.

Go to employment in the Gig Economy is largely dominated by entry-level positions and transactional level positions, which the fresher joining a workforce has to go through for learning skill and experience. An employer would have the opportunity of identifying the right person for the job while understanding productivity as well as such individual's character as opposed to a matured economy position where job insecurity and employee morale in attrition are both a drain on the company and its productivity. Gig economy, on the contrary, provides the right opportunities suiting one's ability in not just stabilizing their employment, but also in discovering their true passion.



WOMEN IN SALES IN CORPORATE INDIA:

BUSTING MYTHS, UNVEILING SUCCESS MANTRAS!

People will chronically underestimate you. Let that be your

we trained under the gender inclusivity spotlight...

These are critical, introspection-invoking times for businesses in the country. Add gender diversity dialogues and the introspection becomes indispensable! Especially when stakes involved include 48.5 percent of the country's people. Yes, women! I am delighted and humbled, that as an outcome of two successful editions (2016 & 2017) of India's largest gender analytics exercise – the 'Working Mother & AVTAR Best Companies for Women in India' Initiative, we have come up with a host of key learnings to supplement these introspections. The initiative has helped us reach key inputs to demarcate our searches.

gender diversity metrics that the "Best Companies for Women in India" study gave us, we inferred that a fresh approach was needed. **Why only look at industries? Why not look at functions within industries?** Thus, we trained under the gender inclusivity spotlight with various business functions in corporate India – Finance, Operations, Customer Service, Marketing, Technology and Sales. And the function of Sales caught our attention. And therefore, AVTAR's annual flagship research study, this year - VIEWPORT 2017 was themed 'Women in Sales: Critical Success Factors' – bearing in mind the truth that Sales is undoubtedly the fulcrum of all business functions.



By Dr. Saundarya Rajesh
Founder-President, AVTAR Group

An award-winning social entrepreneur best known for pioneering work done in creating second careers for women, Dr. Saundarya was felicitated by the Government of India in the inaugural 2015 #100WomenAchiever contest. Receiving the 100Women Achiever Award for her resilient efforts to increase women's workforce participation, she had the opportunity to lunch with the President of India. She was also named in the UN's list of "25 Women Transforming India" 2016

The search for that ONE silver bullet which would:

- Cure the problem of low women's representation
- allow the entry and retention of more millions of Indian women in our workplaces and
- thereby pave the way for India to become a truly developed nation, is one that stays top of the mind of all discerning talent managers.

The short answer is that the silver bullet is more a resolute process than a one-stop fix; it calls for sustained effort till we reach the magical tipping point. What could be that function/skill/area which would provide that critical mass required for a 23.5 percent workforce participation rate to shift to 50percent?? From the several thousand

Some crucial, pertinent questions: What are the myths associated with women's fitness for operational sales? What are the challenges that women overcome to build careers in sales? Is Sales only a function or is it a competency that helps smoothen' the path within all functions? What course-correction is required by women to break stereotypes? To make it big, what are the success mantras, the critical skills that could ensure success?

This report is based on a national research we undertook on two key social samples relevant to the cause. The sample candidates included– 1) Senior Leaders in Sales from Corporate India 2) Successful

Women Professionals in Sales. This was to get a 360-degree view of perceptions and give these significant stakeholders, indicative directions on the way forward. Leaders from over 25 organizations from across the industry spectrum contributed to the research while 200 women professionals successful in sales were surveyed to determine these critical success factors.

It was heartening to note that women no longer perceive “sales” as a male territory, with 88 percent of them agreeing with the fact that “sales is not a man’s world”. Women also feel that aggression and hostility aren’t trademarks of sales winners any longer and that building and nurturing client relationships matter a lot to clinching deals!

This led to the creation of the SUPTHAA Competency Model – 7 factors essential for the Indian Woman Professional to a) employing the competency of “selling” and b) being a successful sales professional in the Indian scenario.

And these skills are:

- **Survive:** Survive is the ability to look at every individual sales interaction as a matter of survival.
- **Urgency:** Urgency is the competency to infuse the sense of speed, responsiveness and urgency in every interaction.
- **Prospecting:** Prospecting is the skill of identifying the right customer groups who will satisfy both long-term and short-term business requirements.
- **Target Decision Makers:** This is the proficiency of locating the decision-makers’ matrix among one’s customers.
- **Hearing:** Hearing is the capability to listen, listen, listen – in an active and engaged manner.
- **A u t h o r i t a t i v e n e s s :**



Authoritativeness is the aptitude of sounding “in-charge” and “responsible”.

- **Approval:** Approval is the expertise in aspiring not for approval but for results by being more effective than likeable. Not only that, in the due course of the study, we also unearthed several implications of more women in sales - for the country and for businesses that thrive here:
- The first and the most obvious one being the meltdown of the subtle biases and the function transcending gender borders with more role models to look up to.
- The second and perhaps the most important implication is an eminent increase in women’s workforce participation. Studies on Indian women professionals show they are 3 percent more employable than men; that Sales & Business Development are amongst the top in demand job roles in the market. India is slated to add 110 million people to the workforce by 2020 and a safe estimate indicates a proportional increase in the

number of employable women owing to urbanisation. Studies on career aspiration of women indicate 91 percent of India’s women aspire for demanding job roles. Higher employability and greater availability for a role that is much in demand (and is demanding!) seems like a magic concoction to reverse the trend of declining female labour force participation in our country.

- The third is a subsequent leap towards gender wage parity as sales being a target driven function has high variable pay components and more women in sales would mean more women earning ‘more’, a definite leap towards bridging the gap!
- The fourth and the very last implication are businesses benefitting from a better understanding of their customer base. The better the gender diversity ratio of the sales wing, the more reflective it is of the customer/end-user psyche – a definite WIN-WIN!

Sales is a function that has the potential to not only exponentially increase the numbers of women professionals in the workplace significantly, it has the undoubted advantage of erasing gender bias. Numbers have no gender. Anyone who meets their sales target does so with gender being out of the equation. Proficiency in Sales is not only a mission-critical requirement; it is also one that has the power to remain relevant for millennia to come. If there is a formula for attracting, training and retaining Women in Sales, then we have a winner on our hands! I hope this report provokes your thinking and causes initiatives around Women in Sales to engender within your organization. I also hope that such learning efforts, recruitment practices and fresh perspectives result in more women leaders in Sales in India!

THE WORK-PLACE BREAKS THROUGH TIME BARRIERS

“Choose a job you love, and you will never have to work a day in your life” – Confucius (Chinese teacher, editor, politician, & philosopher)

Potential job seekers will be tracked and hired through virtual

Generation gaps have existed since time immemorial not only between parents and kids but even at the work place and across industries, be it Technology, Science, the Arts or even Education. The founding principles may persist but the techniques are upgraded with every passing day. While this is welcomed in Academics, the conflict of interests on subjects like flexible work options continues to create a difference of opinion and a deep rift between the various age groups.

Today, flexible work hours are no longer about wanting to be the doting adult concerned about the well-being of aging parents or the need to seeing their little ones off to school. Flexible working hours are becoming a norm of professional lives. Competition has given rise to the urgency of consistent skills enhancement, the desire to pursue higher studies, break free from the teeming crowds and automobiles while commuting and above all, the need to work in a free and relaxed manner. The freedom of flexible hours and working remotely within the confines of your home or from an out of office location serves as a panacea, motivating individuals to work in a more competent manner.

A well-known global fact is the ‘29 hours per week’ work policy religiously practiced in Denmark. From the start, this has augured well in the interests of the country’s economy making the World Bank rate Denmark as a high-income economy. This speaks volumes of employee dedication and employee trust. A



reduced number of working hours well complemented with highly robust ‘leave-with-pay’ programs ensuring employee well-being has led to higher levels of productivity and happy employees.

The country of Belgium has created history by making it imperative for every employee to indulge in what is termed as ‘career breaks’. This entails taking a one-year break (across a career span of a life-time) from their respective jobs and enjoying the expenses allowance offered by the government for that one year! Unbelievable BUT True!

Italy & Germany are exemplary with their ‘work-sharing’ programs which have helped prevent employee redundancy to a large extent. In Germany, if the number of working hours are reduced, the government comes to the rescue of employees with a part reimbursement for the wages lost; something which others would turn a blind eye to.



By Urvi Aradhya
CHRO, K Raheja Corp

The inter-dependency of nations and globalization has increased the work schedules resulting in longer hours and a disgruntled work force. A large number of countries have adopted flexible working schedules and are consistently attempting to



ideate on how best to make distinct working hours less grueling for their staff.

Technology has advanced to an extent that people are fully equipped to work from home and even while in transit. Organizations who have successfully implemented flexible working hours in several other countries have experienced phenomenal results in the form of increased productivity and low attrition of staff. Such results have instigated the management to introduce other initiatives to further promote the 'well-being' of their employees.

The spoke in the wheel for a successful implementation of flexible working hours is a lack of mutual trust between the management and the employees. Management is sometimes wary about the genuine dedication of employees towards their work commitments. On the flip side, the old school of seniors favors

traditional office timings because of the ease of monitoring employees, their efforts and the ensuing results. Flexible timings, according to them, lead to chaotic situations. A host of different reasons opposing flexible working hours include unfair distribution of work, negative impact on the culture of the organization, unreasonable distribution of work and a lackadaisical attitude towards work, all of which could trigger a backlash on productivity.

The management should be ready to promote a culture of trust and arrange for guidance and support systems for the implementation of flexible working hours to take effect. The Results-Only Work Environment (ROWE) concept, conceived by an e-commerce site abroad, has pervaded many work places today. A simple concept, it evaluates employees by performance, output and results produced by them and not by their physical presence at work. ROWE employees are visible by their actions. The flexible working hours enable them to be actively involved in futuristic plans and their successful execution instead of being physically present at the office. They are focused, value time, and are exemplary by the results their efforts produce.

The workforce in Singapore, one of the most progressive countries in South-east Asia has been witnessing a slow-down in recent times. It has now turned to adopting flexible working hours for its employees. A much-welcomed move, it has produced positive results from the employees with the younger crowd not only being overly active on the job but also undertaking additional classes for upgrading their skills.

K Raheja Corp is reputed as one of the most employee-friendly work places in India. The management team

recognizes the everyday concerns of commuting in cities like Mumbai and has gone out on a limb to offer a range of flexible work timings to their employees. These range from: 8.30 am – 5pm, 9am – 6.00 pm, 9.30 am – 6.30 pm, and 10 am – 7 pm

K Raheja Corpis also recognized for its liberal work policies which also offer 'work from home' option for any exigencies, something which they have embraced professionally. Employees are also given the liberty to work, when the situation demands, to work from a more comfortable environment outside of their work station. With numerous facilities at their disposal, we have witnessed a welcome change in the overall bearing of our employees.

The employees have been dedicated in their commitments towards the organization and realize that any/all demanding situations would require their complete commitment irrespective of the time schedules they have been pursuing.

It's been a while that we introduced flexible-work schedules into our organizational structure and till date, the management has had no cause for concern. The results speak for themselves.

At K Raheja Corp, we recognize the well-being of our employees and acknowledge the commitment the work force has towards their place of work and towards their respective families. We leave no stone unturned to help our employees maintain the perfect balance between their professional and personal lives. We have always welcomed suggestions, offered guidance and support whenever required and we will continue to do so. That is the essence of our organization and that is what we value the most.

LEARNING IN THE AGE OF TECHNOLOGY

Mr Makarand Khatavkar, Group Head- Human Resources at Kotak Mahindra Bank, shares his thoughts from the perch with Sandra Branger; Associate editor P&M-as a successful HR strategist and leadership Coach, excerpts...



Q Define the term 'Knowledge economy'?

The term 'Knowledge Economy' was popularised by management guru Peter Drucker. Intellectual capital is the foundation of a Knowledge Economy. However, knowledge economy or better understood as Digital Economy is more interconnected and globalised where elements like human expertise, digital adoption, trade secrets play an important role in economic growth. The digital revolution has touched every person's life, being digital is the new normal and is deeply ingrained in our lifestyle. In my view, the new economic order- call it by any name – gives freedom of expression, enterprise and creativity. This is perhaps the best time to live, work and creates.

Q What are the pitfalls of digital learning, how can it be avoided?

Digital learning is a phenomenal gift of modern technology. Digital makes learning available at your fingertips, offers flexibility and most importantly can be customised to an individual's unique learning needs. One of the key limitations of digital learning is the loss of personal touch. Looking back at my student days, I do believe that receiving personal attention from my professors was very beneficial. In the organisational context, learning from peers, superiors, mentors are priceless. We need the right blend

of experiential as well as digital learning to deliver the learning agenda effectively. The critics and supporters of digital learning tend to caricature each other but the truth is that we need both "fibre optic" as well as "Socratic" learning.

Q Why should you hire an executive coach? What are the criteria and process?

Executive coaches are hired broadly for two reasons- to bring about transformation and to prevent derailing behaviours. The context of engaging with an executive coach may vary, such as managing leadership transitions, coaching for women leaders, cultural adjustments etc. however, the underlying themes are always to bring about transformation or prevent derailing behaviours.

A coach, who has experienced real life professional challenges, managed tricky situations and yet delivered business results can coach others effectively with distilled wisdom gained through maturity gained over many years; coaching credentials with deep managerial expertise make an effective coach.

Q Can you talk about how ego can get in the way of effective coaching?

Ego is an unhealthy belief in one's own importance accompanied by a feeling of superiority. Ego has many ill-effects; however, some of

the most destructive ones are poor relationships, self-orientation and inability to learn. We all have come across successful and ambitious executives who refuse to learn. Very often success makes our ego cloud our judgements. Corporate hierarchies at times can also be the breeding grounds for self-importance as the qualities of candour and forthrightness are rarely encouraged by organisational hierarchies.

The good news is it is very easy to spot- egoist people demonstrate some common behavioural traits such as a strong desire to showcase their talent, irresistible desire to win at all costs, a tendency to attribute positive outcomes to their own skills, poor listening ability, the need to appear invulnerable to others etc. In fact, these traits are seen commonly in successful people. I must, however, clarify that this list is the result of empirical observation.

It is the coach's responsibility to uncover the coachee's ego tactfully.

Psychometric tests, 360-degree feedback, forthright dialogue and showing the mirror are some techniques employed by executive coaches. Ego can derail some of the smartest people and therefore one must always be on guard when you see ego in action.

At this digital age, what according to you is Artificial Intelligence, a boon or a curse?

Artificial Intelligence is the greatest gift of technology and possibly as revolutionary as the invention of the wheel. One of the biggest concerns is that AI will take away jobs and create unemployment. In fact, similar concerns were expressed at the time of the Industrial Revolution. Every new technology has created different kinds of jobs. Researchers speculate that we will lose routine cognitive jobs to AI and machines whereas non-routine cognitive jobs will continue to be performed by humans. One needs to evaluate which part of one's job may get redundant due to AI. For instance, even a radiologist's job is being performed by machines which can read X-ray and MRI reports with a higher level of accuracy. This means learning agility (learning, relearning and unlearning) will become more important than before.

My concern, however, is about social isolation, addiction to digital devices and social media. There are industries dedicated to capturing our attention 24x7. They exploit the human need to belong and connect: the FOMO effect (Fear Of Missing Out). We should not let our digital

footprints become the judges of our self-esteem and popularity. It is a bitter truth that our needs become our vulnerabilities. In this milieu, self-knowledge is priceless. Know thyself is the mantra that Socrates gave us and it still holds well in the digital age.

QWhat is your overall long-term vision and philosophy for the HR task?

I believe that regardless of the industry or sector, HR delivers three primary accountabilities which are universal. These accountabilities are: building the organizational capability through talent practices, performance management and leadership development is the core task for HR professionals, building a culture as it is the most powerful but invisible

building blocks of any organization and if managed well can be a critical competitive advantage and delivering a premium employee experience with progressive HR policies, processes and employee engagement determines employee morale.

Please remember that the first two deliverables- building organizational capability and building culture can be delivered with active engagement from line managers.

HR alone can rarely deliver these two tasks in isolation. Collaboration with line managers and influencing them positively will determine the organization's success. Delivering superior employee experience is largely in the hands of HR professionals.

What is company culture to you? How would you maintain it as the company grows?

Culture is not just a buzzword but an important element of conducting business. The critical complexity of our times is making two equal and opposing demands on leaders - a part of an organisation's culture must be preserved and a part must be changed fast to ensure a long-term success. Unfortunately, most management pays only lip service. Leaders have to get actively involved in building culture but, I do not see enough accountability for culture building, preservation and transformation of leaders. In my view, a lot of work needs to be done in this area. Holding HR managers accountable for culture is not enough.

What is the new paradigms @work?

Paradigms of work and working in organisations will undergo a huge change. In all forums that I participate in, I continue to stress on new patterns emerging in the workplace. For example, the first pattern that is emerging is that 'Every professional is a digital professional'. It is not enough to simply understand this new animal, it is equally important to appreciate and embrace it in one's area of work, in order to partner with intelligent machines and collaborate with humans. Dealing with these complexities simultaneously with seamless adaptations and skills will be the true test of time to demonstrate adaptability to prove their competency.

Managers will increasingly face situations full of uncertainty, ambiguity and unexpected disruptions. Managers will constantly have to sail through a volatile business environment and this will compel them to develop the competency of perpetual experimentation.

The first condition of human happiness is the possession of a sound body. This is an asset which will enable a human being to work effectively in everyday life.

INSTINCT TO INSIGHTS

(MAKE POWERFUL AND PRECISE PEOPLE DECISIONS)

Apple and Microsoft both are phenomenal companies to work at...

Genius and greatness who would not want one and/or the other in their organization?

Apple and Microsoft both are phenomenal companies to work at. However, would Jonathan Ive – who suggested glass iPhone screens and brushed aluminum Mac Books – have become a success at Microsoft? The man was offered knighthood, and that very man would have probably been given the boot at any other organization. This is actually what we call treading the thin line between genius and madness, a tightrope that could pull any human to either side.

Organizations are using the psychometric testing during their recruitment process to help give a better overall evaluation of a candidate to secure the best fit for the role. There is some debate over the value of psychometric testing, but those who use it believe that it can give a more objective overview of a candidate's character, strengths, weaknesses and working style.

It also gauges the future performance of a candidate and improved employee retention by making successful hiring decisions.

The word psychometric refers to the measurement of the mind. Unlike facets such as education, skills, experience, appearance and punctuality, the behavioral traits and personality of a candidate can be much more difficult to assess during an interview. In many ways is more than a matchmaker.

Would anyone buy an expensive machine without its operating manual? Similarly, why would anyone want to hire someone new and not know how he or she worked – Yes or No?

For instance, it is obvious to expect every iPhone to work the same way. However, not every technician does. Not every data analyst analyzes data using one process. Humans are beautiful and flawed that way.

Psychometric testing is a very broad-spectrum approach to understanding the specific traits and skills of extremely complex people.

Psychometric Assessments is a ship sailing between genius and greatness. However, for a ship to remain afloat, it needs architectural finesse – a feat impossible without experience, effort, time, blood, sweat, and tears.

If an arm is broken, it is obvious to feel more confident when multiple doctors diagnose it as fracture. If one equates that to psychometrics, a reliable test would produce consistent results over time.

Psychometric Assessment assists in Recruitments, Cultural fitment, Promotions, and for students to pick a career, teaching & Non-teaching staff, Mid-career assessment.

With increasing career options, high competition and increasing complexity, parents and students face a huge challenge when it comes to finalizing and pursuing a career.

At Dheya, we help you plan your career by working on your overall abilities, aptitude and personality. Based on these indications, our Career Development Facilitators (CDF) mentor & guide by 1 to 1 session & handhold.

Our tool enables Students to chart the Nature and Intelligence and form a personality matrix to indicate the careers which are best suited and which can achieve sustained success and satisfaction, evaluates whether student is motivated by competition, have the ability to deal with deadlines without stress and are an extrovert as compared to other students. In order to give the ability to perform well and succeed in the career path and consequently the stream of education to be chosen, psychometric assessment helps to identify issues and difficulties and work out strategies to overcome them.

We offer customized career pathway planning based on your identified strengths. In B schools we conduct workshops to render students to various career opportunities based on their unique signature strengths.



By: Sunanda Rao

Career development facilitator & Freelance Corporate Trainer facilitated training workshops for Schools, Colleges & Corporate



Indian Aviation Academy

National Institute of Aviation Management & Research Society
(A Joint Venture of AAI, DGCA & BCAS)-Govt. of India

An Ace Institute Shaping Executives of Aviation Industry

IAA is World Class Academy providing multifold training in all spheres of Aviation Management and Research. The IAA Academy is having strong base of In-house ICAO (The International Civil Aviation Organization) & IATA (International Air Transport Association) qualified instructors having expertise in all segments of aviation field. The ICAO experts are invited from abroad as faculty for various International Courses.



Director, IAA receiving ICAO TRAINAIR PLUS Full Membership

Credentials

- ICAO TRAINAIR PLUS full Member
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- INDIA-ICAO Fellowship Centre for Developing Countries

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Visit of Ambassador Tunisia at IAA

Proposed Future Plans

- Development of programme for Level 6 Proficiency in English for Air Traffic Controllers and Pilots
- Formation of Regional Association of Trainair Plus for Middle East and Asia-Pacific countries
- Collaboration with Tunisia for establishment of their Aviation Training Academy
- Aviation Awards for Best Air-Hostess/ATCOs, Pilots etc
- Tailor made courses in the field of Aviation Management for Airlines, Cargo, Airport Operators and others
- Consultancy Project to cater the need of Aviation Sector, Private & PSEs



Visit of Ms. Shabana Azmi at IAA.

Activities

- IAA has developed ICAO approved STPs for Runway Rubber Removal and Airfield Pavement Marking.
- ICAO TRAIAIR PLUS; Training Developers, Training Instructor & Training Managers Courses
- Specialised Courses for Airside Operation & Terminal Management, Aviation Security (AVSEC), Instructor, Supervisors, Management, Instructor Refresher, Auditors courses
- Civil Aviation Requirement (CAR) 66, CAR 145 & CAR M courses.
- Consultancy Services for conceptualizing & running tailor-made Courses not only for Aviation Sector but other Private & Public Sector Enterprises (PSEs).

IAA is headed by Director, Prof.(Dr.) Dewakar Goel who is also Executive Director (HR), Airports Authority of India, HR Consultant (ICAO, Montreal, Canada), Human Performance Technologist (IATA, Geneva, Switzerland) besides being ICAO & IATA Certified Instructor & Standing Committee member of ACI.

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CORPORATE AND EMPLOYER BRANDING IN THE ERA OF SOCIAL MEDIA

The employment situation in our country has widely transformed. The introduction of multi-nationals and widening of job prospects have made it difficult if not impossible to find and retain talent for companies; as today, potential employees are able to 'Google' about your organization and walk in with preconceived opinion about a company. Your customers are also aware of your reputation – through online and offline news. The information about your achievements and failures spread faster than ever and are available for the world to see before you have any chance to do anything.

So how do we really benefit from this situation? How can we portray a good image in the marketplace?

In today's world, things have become a lot simpler than it was, with the advent of social media. The



By: *Ashish Tandon*
MD, Egis-India

companies are able to have 'dialogues' with their potential employees on the social media platform, at almost zero cost and are able to showcase their values & beliefs.

So how does one really engage its target group on the social media? Firstly, one needs to work towards a strategy on how you want to see your target group to perceive you and then position it accordingly - a caring company, a trendsetter, an opinion leader etc.

Showcase Success Stories and share your information freely

Employees today don't just work for salary; they work for tangible and intangible benefits. They demand for a company who could also support their personal and professional goals in the long-term, along with a vision of the company; by showcasing small achievements like someone successfully completing a part time course alongside work, someone winning an award, or giving a platform to recognize skills in a workplace, which has nothing to do with work but comes under extra-curricular. Employees would most importantly want to work with an organization that not only offers reliable products & services but is also with impeccable corporate reputation.

There are so many options to blog, post on Facebook, tweet or upload short videos on success stories and achievements at a corporate level like winning a new business, client appreciation etc. with your target audience.

Earlier, Companies one only focused on key achievements and

was depended only on mass media. Since social media is inexpensive, it is easy to have multiple insertions at regular intervals and share the details with the community to follow your company's development on a regular basis as people have easy access to information and they like dealing with organizations that share information freely and most importantly the organization itself should be the original source of information to our stakeholders.

There must be a section on Frequently Asked Questions and other kinds of forums where discussions can be made possible. And companies need to ensure that the responses need to be quick and regular.

Educate and Guide

Education is also undergoing a sea of change in the digital world. More and more people are open to learning using online tools. Websites like Youtube offer short videos on various topics. There are lots of webinars conducted on Twitter which are live and quick. The information shared should be made sure to be impactful. This way if the company is seen friendly and open, people would gladly want to associate themselves with the company.

Conclusion

By implementing these basic tools mentioned above, companies can reach out and stay connected with their stakeholders. In today's world, this social media plays the trick of 'word of mouth' where the methods mentioned above can trigger a positive reaction which can spread like fire in the social media and work in the favour of companies.

JOIN JOBSFORHER FOR ACCELHERATE - INDIA'S BIGGEST B2B CONFERENCE FOR COMPANIES WELCOMING WOMEN BACK TO WORK!



JobsForHer was set up by Neha Bagaria in 2015, with a single minded mission to bring more women back to work from career breaks, in India. In almost 3 years, JobsForHer has partnered with 3000+ companies, all opening their doors to welcome this talent pool back to work.



Why Is Diversity Important?

- Companies with more women on their boards saw a **42% higher return on sales**
- Female-friendly, gender-diverse companies **outperformed the competition by 53%**
- Companies with more women board directors **turned invested capital into profit 66% more successfully**

female participation in their workforce, in March 2018 in Mumbai!

In September 2017, we organised our first major event - RestartHer. Companies like Epsilon, Facebook, Diageo, EY, Dell and Myntra, to name a few, came on board to connect with women returnees, and they were floored by the talent pool that these women represented, when meeting them in person.

AccelHERate will celebrate International Women's Day in March 2018.

The agenda will include:

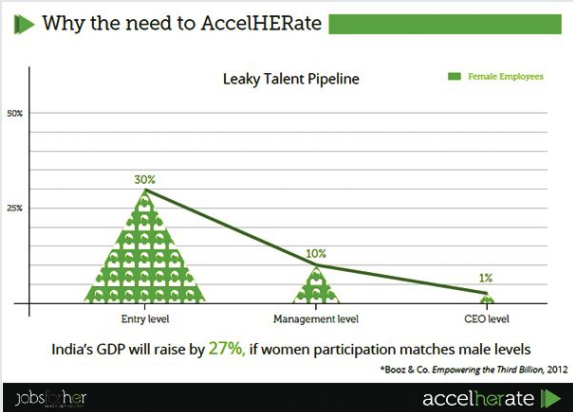
- Conference speakers,
- Roundtable discussions,
- Sensitization workshops, and
- Networking opportunities for companies of all sizes.
- An exhibitor zone,
- Awards,

Just like women returnees face several challenges when returning to work, companies also have pain points. How can the candidate pipeline be accelerated to include more women? How can more women be enabled to rise higher through the ranks? How can women's re-entry into the workforce be accelerated?

This event is exclusively for companies that are at various stages of the diversity spectrum - from new entrants to companies that have mature returnee programmes.

We hope to find the answers to these and many more questions, at **AccelHERate - India's BIGGEST B2B conference for companies committed to increasing**

It seemed only logical to follow up on RestartHer with a B2B conference. We've gone far beyond just being a jobs portal for women on career breaks. In almost 3 years, JobsForHer has helped women returnees in many different ways - from providing mentorship opportunities, to hosting events like the R3 Roadshow, where women could network with corporate leaders from across industries.



Who's Coming For AccelHERate?

Leaders in HR, Diversity, Talent Acquisition, L&D, Employer Branding as well as Business Heads, CEOs and senior women leaders from companies will gain immensely from attending this one-of-a-kind event. We aim to build a platform for companies to engage with each other and learn from each other's experiences, creating a collective effort to bring more women back to work in India.

So learn more about how your company can be a part of AccelHERate! **Write to kirthi@jobsforher.com TODAY!**

BUILDING CHARISMATIC LEADERSHIP THROUGH PERSUASIVE TOUCH

During the past 60 years, leadership scholars have conducted more than 1,000 studies in an attempt to determine the definite characteristics, or personality traits of great leaders. None of these studies has produced a clear profile of an ideal leader.

In this article, we have highlighted the strengths of Charismatic leadership to drive organisations towards success. Studies on Charismatic leadership brought out some interesting points that “Charisma is a special quality in a leader whose purposes, powers and extraordinary determination differentiate them from the others” (Dubrin, 2007). Weber (1947) emphasized the extraordinary nature of this personality trait but also argued that followers were important in that they confirmed that their leaders had charisma (Bryman, 1992). House (1976) provided a theory of charismatic leadership that linked personality characteristics to leader behaviours and, through leader behaviours, effects on followers. Weber and House both argued that these effects would be more likely to happen when followers were in stressful situations because this is when followers want deliverance from their problems. They argued that in charismatic leadership transformation followers view themselves and strive to tie each follower’s identity to the organisation’s collective identity (Northouse, 2007). In other words, charismatic leadership is effective because each follower’s sense of identity is linked to the identity of his or her organisation and the same vision for the organization is imbibed within all.



It is often questioned that whether charisma is something that you are born with –, research shows that Charisma is a process – an interaction between the qualities of the charismatic leader, the followers and their needs and identification with the leader. Charismatic leaders are often identified in times of crisis and exhibit exceptional devotion to and expertise in their fields. They are

people with a clear vision of business or politics and the ability to engage with a large audience.

But what makes a successful leader? When people describe the qualities that enable a CEO or other leaders to lead, the word they use most often is “charisma.” Charisma appears to be an invisible energy or magnetism. In addition to business,

this leadership style can be found in religious institutions and political and social movements. Biographers and journalists have spilt much ink trying to deconstruct the charisma of superstars from these fields, for example, Martin Luther King, Jr., Mother Teresa, Pope John Paul II, Ronald Reagan, Winston Churchill, and business leaders as Steve Jobs, Lee Iacocca, and Jack Welch. Nevertheless, charisma remains as difficult to define as art or love.

What sets charismatic leaders apart is that they are “essentially very skilled communicators, individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level,” said a famous organisational psychology professor.

In fact, Late Steve Job’s charismatic leadership style relied on the charm and persuasiveness and was driven by convictions and commitment to the cause.

QUALITIES OF A CHARISMATIC LEADER

Great Charismatic leaders think strategically with a vision to execute the plan with flexibility. They are politically savvy, yet have high emotional intelligence, compassion and empathy. They are assertive, yet humble; trustworthy, and trust others; they are relationship builders capable of filling the whole team with energy and enthusiasm. The charismatic leader is able to inspire loyalty and convince the employee of the value they bring to the organization by showing them how their contributions impact the strategic interests of the company.

In addition, the following are some of the most prominent qualities of charismatic leadership.

1. Ethical

Successful charismatic leaders are ethical and compassionate. Charisma alone may not be enough because there’s a very real possibility that it can disintegrate into mere hero worship. Compassion, integrity, honesty, and fortitude are also qualities that successful charismatic leaders exhibit.

2. Well rounded personality

Charisma can exist without substance, but only for a very short time. Flashy and glitzy behaviour may capture the attention of people, but eventually, they will want something substantial beneath the facade. Charismatic leaders do walk the talk. Charm gets him the face time, and substance closes the deal.

Leaders
continuously seek
feedback through
unofficial channels
and keep working
on it for self-
development

3. Candour and Self-confidence

It goes without saying that charismatic leaders are highly confident. They are comfortable with who they are. They understand themselves well and do not try to be anyone else. Charismatic leaders are secure and confident enough to be comfortable in their own terrain.

4. Character and Maturity

Though they have a robust personality, a charismatic leader also has maturity and character. They don’t believe in empty showmanship, but they draw on their wisdom and knowledge which they have

accumulated over the years of life and business experiences.

5. Authentic Stance

One of the things that you’d notice about a charismatic leader is their warm, open, and positive body language. They make eye contact with whom they are talking to, smile, and introduce themselves to strangers with the genuine joy of making a new contact. They have an endearing swagger, and they are authentic.

6. A Role Model

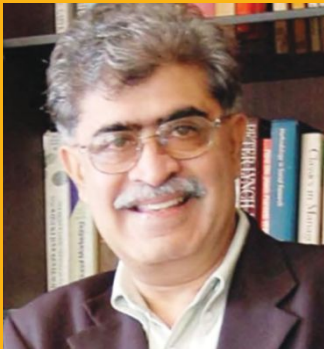
One of the attributes of charismatic leaders is that they often tend to watch themselves. They are aware of their powerful personality, and the fact that their followers are watching them constantly. For this reason, they consider it important to portray a good image of themselves to their followers. This can be achieved only with self-monitoring.

7. Feedback and Self-development

Leaders continuously seek feedback through unofficial channels and keep working on it for self-development. A charismatic leader understands that he has certain qualities that make him different from others and that these are the qualities that get him attention and make him charismatic. So, he also knows how important it is to continually improve himself.

While charismatic leaders may appear at any time, they most often emerge—or are called into existence—during a crisis. The ultimate destination for all leaders is sustainable value creation. This is reflected in the value of assets over time.

Rakesh Seth, Director ICPI, and Chief HR Mentor, Reecsys. Author, Speaker and Guest Professor.



**Dr Hiru Bijlani, Director
LMI India**

Actions are the words of your Attitude! To increase productivity one may be required to reshape some of the attitudes that now dictate how you use time. Consider these time use practices that affect productivity and see how attitudes are involved:

Concentrate on high priority activities. The quickest and most effective route to increasing productivity is to spend time on tasks that advance important goals starting with the one that is the most important. Working with the team may create new problems as they will just not be your own; hours may be spent solving problems that can be solved by others. Respond to concerns expressed by various team members by empowering them with probable solutions to solve their own problems. This approach saves you valuable time and gives others the opportunity to develop commitment, skills and a sense of ownership.

Exercise self-discipline. Self-discipline enables people to stay focused on a task and work on it until it is complete. Establish your priorities and then refuse to let distractions, interruptions, or happenings of the moment destroy your concentration. Alternatives

ATTITUDES AND ACTIONS GO HAND IN HAND

require thoughtful evaluation and consideration – and conscientious self-discipline.

Perfectionists, especially, must learn to exert the self-discipline to delegate selected job profile to someone who may very well execute his skill according to the requirements essentially meeting quality standards. This way one can effectively save time on up-skilling when resources are unavailable and also creating new opportunities by maintaining overall effectiveness and productivity.

Be persistent. Goal setting, Careful planning, determination and recognizing the benefits of reaching a goal are all vital to personal productivity. This combination of factors enables one to be persistent. Many people eagerly take on new jobs, new responsibilities and new assignments, starting with a great splash and making quick progress, but they soon lose momentum and never finish the work. In contrast, productive people set definite goals, plan carefully, and concentrate their attention on the action required to meet each goal.

Get started! The best way to guarantee completion of a project is to get started on it – now! Two reasons account for failure to accomplish important jobs – people either never start, or they never finish. Both of these unproductive time patterns fall under the debilitating umbrella of procrastination. Following these guidelines will enable you to avoid the pitfalls:

- Begin on required work and

continue without relying on “feeling like it.” Getting started is often the most difficult part of a project; once begun, “inspiration” often follows. Thomas Edison, the famous American inventor, put it well when he said, “Genius 1 percent inspiration and 99 percent perspiration.”

- Face the fact that some jobs will never be “easy” –Break the job down into logical steps to make it more manageable at each stage. Get started on the job, working in a systematic method, and you will enjoy a sense of mastery that enables you to complete the job!

Strive for results – not perfection. Overemphasis on perfection always renders negative consequences –



immobilizing fear of making mistakes, discouragement, and preoccupation with what others think rather than genuine productivity. Productive people distinguish between what is important and what is not. They set aside a reasonable amount of time to accomplish a specific task; then they stick to their deadline. They recognize some tasks simply are not important enough to lavish too much time or effort on them. Even on significant projects truly productive individuals simply strive for results – not perfection.

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*including repeat consumers in the last Ten Years.

NOT EVERYONE LIKES “CEREALS” FOR THEIR BREAKFAST

People Analytics team needs to know the varied expectations of the critical stakeholders and spend time on the metrics that matters the most.

People Analytics leader have the responsibility of deriving meaning...

Several of my friends want only cereals for their breakfast. Some needs just fruits. Coffee is a must to the most. I tend have craving for idly, Pongal or poori for my breakfast every day. It is always a challenge meeting varied expectations like this within family. Expectations of stakeholders of People Analytics function are also different. It is not only important for the People Analytics leaders to know these varied expectations but also understand what matters the most of the big picture and spend time in those that offers superior business value.

I am articulating some of the most common expectations that I have come across from business leaders, HR leaders managing business, HR leaders managing regions, line managers, finance and IT in this article.

The following are the most common expectations from People Analytics Team from my experience

Several organization, still argue about the human capital metrics published. People Analytics team tend to be happy publishing several reports and dashboard that not many of the stakeholders in business and HR even reads it. There is no clarity around how these insights help in organization transformation. The key concerns are around lack of time to go through every single report, not relevant to the stakeholders, not meeting the varied requirements of the stakeholders, not published in an easily, published too often or sometimes not credible.

People Analytics leader have the responsibility of deriving meaning from metrics and analytics and check the relevance and importance of a metric to business. John Sullivan, an author and professor of management at San Francisco State University states that delivering metrics that cover talent areas with the highest business impact, reporting them in terms of dollar impact and providing trends lines for predictive metrics helps increasing the strategic value of metrics.

The best way to build credibility of your analytics services is to answer the argument with the data itself. It is important that we need to make our evidences/metrics a supportive instrument for building an argument.

Collaboration with key stakeholders and including their input is an essential part of maturing the analytics function.



By: Sukumaran Mariappan
 Director - Global HR Analytics & Reporting,
 Trimble Inc at Colorado, USA



USING THE 'FESTIVE PERIOD' TO REFLECT

Taking time “off” during the festive period is an encouraged definite. It is a time when one withdraws from work, and focus on family and rest. After a long year, it seems fitting, however the human mind continues to function. Rest and a “time-out” can be beneficial in provoking creativity, personal focus and taking stock of one’s life.

Personally, it is the perfect time to start preparing for the new year, set realistic goals and energise your future that may have been lost in your “busy” self during the year. The festive period is a time of celebration and reflection. Here are few ways to reflect:

- Remind yourself of your past goals and decide if they are still relevant.
- Journal your new ideas.
- Sign your own contract. Commit by contract on actioning these goals.
- Create your boundaries and decide what are your areas of improvements and how will you focus on it.
- Reflect on your values, re-energise them, live them.

- Realign what is important to you and start focusing on them. It could be spending more time for family, no digital after 18h00 or a fruit a day.
- Meditate to clear your mind.
- Learn to say “NO” to things that don’t grow you.
- Discover your leadership and define it.

Sign your own contract. Commit by contract on actioning these goals

As in the words of Thomas Paine , “The real man smiles in trouble, gathers strength from distress and grows brave by reflection,” one must capitalise on the time to reflect as it creates the roadmap for a better you and future. In the article, “5 Powerful reasons to make reflection a daily habit and how to do it” by Leo Babauta, the importance of reflection is further highlighted:

1. It helps you learn from your mistakes.
2. It gives you great ideas.
3. It helps you help others.
4. It makes you happier.
5. It gives you perspective.

It is clear that reflection in itself is important for personal growth and development, yet as individuals we find it difficult to make the time to reflect on our lives. Self-reflection not only grows the person, but the external sphere of existence that the person functions within. It grows the self and improves the external. I hope as we enjoy the festive period with rest and joy, we also take a bit of selfish time to reflect on our lives to heal the wounds of the current year, reconnect with our true vision, drive our worth through our perspectives and begin the new year in good standing and a strong drive to be a better version of the self.



By: Lathasha Subban
Head - Knowledge and Innovation (SABPP)



‘CONSIDERING AUTOMATION, IS HR STILL A PROFESSION?’

SHOULD IT BE DIVIDED?’

Sushil Baveja, Executive Director - HR at DCM Shriram Ltd

“The statements that we occasionally get to hear that HR as a profession will die with the advent of technology is highly misplaced and misconceived in my understanding. HR is progressively getting into a much more business enabling role and is leveraging technology for the same not only to streamline all the transactional and operational activities but also to enhance the experience of all the stakeholders. The various technology streams and tools like Artificial intelligence are raising the capability of HR to deliver value in a much more effective manner and proactively meet stakeholder expectations. I strongly feel that every single HR process from Hire to Retire will become more meaningful and sharply focused to provide every stakeholder – Leadership, Line Manager, HR, Customer etc – a very enriching experience that makes them feel more delighted and engaged with the Organization and the larger business purpose and outcome. I think this is the perspective that most of the progressive Organisations hold for HR and Technology.”



CP Gurnani, MD&CEO, Tech Mahindra

“The world of HR has evolved over the years with an increasing dominance of digital technologies. The insistence on HR technology solutions is now towards real-time evaluation, consistent interventions, and convenient access. In line with these changes, digital technologies play a progressively prominent role in both the lives of employees and HRM, which seems to affect in multiple ways.

Virtual HR Systems, for example, allow employees to access self-service tools and virtual systems that commonly enable HR staff to automate many tasks such as payroll, information sharing and newsletters. In consequence, HR qualifications also show a clear shift to incorporating technical implementation of skills as this solves the problem of reduced time commitment while maintaining the incorruptibility of employee information. Certain jobs require skill sets and thus the necessary training procedures where mistakes can amount to extremely dangerous consequences. Thus, increased digitalization of HRM has shown to offer large opportunities for the discipline. In particular, it is to improve operational facets, such as expenses, speediness and quality of HR processes, improved trust among HR stakeholders, and also transformational aspects, such as the strategic direction and standing of the HR function. Against this background, a basic challenge of the profession is to identify, develop and utilize the positive potentials of digitalization, while avoiding or at least reducing the accompanying downsides in order to be a future ready organization.



Saurabh Sharma, Talent Acquisition Leader @ Ericsson

“It’s like even after robots & supercomputers coming in, we still need scientists. It’s just that they can now focus on core research whereas the rest of the transactions can be automated and simulations can be done very easily at low cost and low probabilities of failures. We also have amazing capabilities to process even Geopbyte of data (that’s the largest I have heard) which can make research backed up with even more data.

Today we are at the threshold of next Industrial Revolution which the World Economic Forum has termed as “Fourth Industrial Revolution”. The emerging trend is that The HR function of tomorrow is a combination of human and non-human technology.

For HR professionals, it’s a great time for transitioning to a true strategic partner by moving away from administrative transactions and focusing on value additions. It is when they can spend more time understanding business, looking at human capital trends and feeding that into a business cycle with predictive analytics.

While this changes the way we do things in HR currently, the main purpose of HR to unleash the power of human resources to achieve business objectives will continue to be there.

Vikram Sinha, Assistant General Manager-Vigilance, Bank of India

“HR profession is gradually shifting from administrative to strategic which is why considering automation of HR in the professional development in many organizations is an emerging movement which facilitates execution of the best human capital decision. HR automation is mostly based on the concept of self-service enabling the transition of paper-based HR processes into a streamlined computer-based online system. HR automation primarily achieves four objectives i.e. reduces time spent on administrative works, cost reduction, self-service and high morale. Yet challenges remain with HR professionals to select appropriate HR automation tools which would align company strategy, people strategy and business strategy to integrate together. No doubt, considering automation the HR profession is drifting from traditional to futurist.. Moreover, the moot questions remain: Is HR doing more with less? Or is it undergoing a transformation? Definitely, in this transitory phase alienating automation from HR will not be a fair option, however, depending upon the progressive outlook of the company, implementation of HR automation can be a software-based solution or web-based/cloud solutions.



Vinod Bidwaik, Director-HR at DSM India Pvt. Ltd.; An HR Leader Author, Coach and Mentor

“Human Resource function is now in a different state and their existence is at stake. Digitization and automation is a new way of working and this needs new skill sets. More HR respectabilities are now with Line Managers and HR managers are expected to facilitate HR processes, coach line managers and leaders on HR issues.

With the increased automated process, the human dimension may be missed by managers. Recent examples of lay off and terminations have also raised a few questions about the capabilities of HR professionals who handled such cases.

After all, the human resource function is related to people. It is understanding “human” into the human resource processes.

HR is the profession where the impact is not seen directly, but it has a major impact on the business. connections with employees will help HR professionals to identify the right talent, their strength and development areas and engagement drivers.

Feedback is the key irrespective of the owner of the processes. The HR business partner has to take the driving wheel to drive it pushing and pulling the response appropriately.

ROLE OF PUBLIC RELATIONS IN HUMAN RESOURCE MANAGEMENT

People do not buy goods and services; they buy relations, stories and magic

The basic common denominator between the two is communication

Of all the resources an organization employs in furthering its objectives, human resources are unarguably the most critical. As we swiftly move towards the close of the first quarter of the twenty-first century, we only see more clearly what enormous value human resources bring. Every bit of value that one can add to Human Resource Management (HRM) can significantly multiply the organization's ability to better face global challenges.

Clichéd as it may sound; an organization is only as effective as its least effective department. Any department that is less effective than the rest will ultimately impact the efficacy of the entire organization. Left unattended, a weak department has the dangerous potential to undermine seriously the organization's mission.

The Basic Connect between PR and HRM

When looked upon cursorily, PR (Public Relations) and HRM don't seem to have anything in common. That's because HRM primarily deals with internal stakeholders – employees – while PR largely deals with external stakeholders – the media, consumers, various authorities and so on.

And yet, at a deeper level, there does exist a connection. They both are built on some shared, common skills and values. Each of the two is

deeply people-centred. Each deals with variables that are not easy to quantify. They are both focused on building a better perception without compromising ethics the slightest. Therefore, they not only have more in common than meets the eye initially but also they can actively contribute to each other. Here, of course, I will talk about how PR can contribute towards better HRM.

The basic common denominator between the two is communication. PR strives to continually improve and optimize communication while HRM tries to use better communication as a tool to better engagement and better productivity, among other things.

Four ways I believe Public Relations can contribute to Human Resources:

1. PR can help the organization being perceived as the employer of choice

If there is one challenge that HRM grapples with it is talent attraction and retention. The issue is complicated on two paradoxical counts: concerns voiced by both developed and developing countries of lack of job opportunities and at the same time, complaints about getting an insufficient number of talented employees for vacant positions.

In his famous book *Work Rules!*, the ex Senior Vice President Google



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People Operations Laszlo Bock mentions Google receives over two million applications every year as against only a few thousand people Google actually recruits every year. Why is it that organizations like Google attract job-seekers at various levels in such humungous numbers while hundreds of organization face what has now come to be known as an NCNS (No Call No Show) problem in hiring and interviewing: candidates promise to appear for an interview but suddenly neither call up to cancel the appointment nor show up?

It must be remembered that talented people don't hear about the

organization the first time they see the Wanted ads; they hear about and know about it from a number of channels long before the ads. The image that various activities an organization engages in sums up to make a complete picture of the organization. And this where PR's image building exercise comes into play.

PR can help build a strong positive image of the organization. A good PR team can proactively support the HRM by projecting the organization's image as Employer of Choice. By skillfully communicating the right stories and conveying a positive image of the organization as a valuable,

responsible and growth-oriented entity, PR can make the HRM's task easier.

2. PR can help HRM in communication planning

PR is mostly about executing communication strategies. It showcases the organization's biggest successes and also faces the most unnerving questions when things sometimes go wrong. A good deal of it – though not everything – can be smoothed by planning.

HRM too relies heavily on communication to achieve its organization-wide objectives. PR. With its inherent skill in handling sensitive information, it can assist HRM in doing a better job. This is not to say HRM is inadequately skilled in doing so. It's just that PR has worked with a number of external stakeholders, not all of whom are emotionally or career-wise invested in the organization. With its exposure to turbulent times, PR has built a rich repository of strategies. HRM can draw upon this bank of strategies to reach out to potential and current employees.

In addition, HRM will find in PR an excellent partner in the timing of communications. HRM evolved from a relatively static Personnel Management discipline where the

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core functions were fixing and paying out salaries, deducting taxes, offering severance pays, counting leaves and so on. HRM itself added some real strategies and dynamic skills to that and earned the rightful respect it has today. This dynamism helps it grasp much faster the importance of timing of communication and framing of the message itself, something that PR can surely help with.

3. A strong PR helps establish Transparency

On the one hand, HRM is an extremely venerated department; on the other, disgruntled employees don't think twice when claiming their organization's HR department is secretive and manipulative. All the best practices that the HR department follows, occasionally struggle against a single employee's claims, whether the claims are appropriate or baseless.

Working in tandem with PR, the HR department can remain agile even better because the PR department is sometimes better equipped to smell a potential disturbance a little ahead of time. With that in mind, the PR

Working in tandem with PR, the HR department can remain agile even better because the PR department is sometimes better equipped to smell a potential disturbance a little ahead of time

can assist the HR department frame and execute some of its policies to not only remain employee-centred but also appear justifiably transparent. In simpler words, it is important that the HR not only remains transparent but also appears transparent.

Since PR as a function is distinct from HR, it can add further value by bringing an outsider's view. The HR department will benefit from the PR's third-party view and take action in advance by framing policies that are

better communicated and accepted widely as fair and transparent.

4. PR can help HRM address Employees' top Concerns

In a white paper published by National Business Research Institute (NBRI), it emerged that among the top 10 things employers dislike most about their employees, lack of communication is one of the biggest concerns.

This is a challenge all departments must combat, but PR and HR are typically are most effective in tackling. PR, as a tradition, has excelled itself in sending out communication proactively. Not all the information is statutorily required. For instance, declaration of a merger is required legally while talking about success in Corporate Social Responsibility program isn't mandatory. And yet the PR department effectively communicates both and ensures both are well-heard in the wider community.

It can employ the same in assisting HRM. It can help HRM word announcements regarding policy changes or new government notifications that require employees to disclose or share some additional information that was earlier not required. PR can help the HR department keep the employees connected with the latest developments within the organization and improve the engagement levels of employees.

In Summary

I'd say HRM is already doing a wonderful job; it's just that it may find a new team-mate in PR. Some of the skills that the PR department has honed over time can come in handy for the HR department. And that's what organizations are all about: after all, TEAM is Together Everyone Achieves More!



BUILDING A RESERVOIR OF 'HAPPILY ENGAGED' EMPLOYEES IS THE KEY TO ORGANISATIONAL GROWTH

In any organization big or small, people management remains one of the most vital factors contributing towards a company's success graph. Besides direction and structure, employees today even look forward to a conducive work environment, where their individual skills and knowledge are encouraged to develop.

First of all it is imperative to understand what defines an "engaged employee"? Someone who is fully absorbed, satisfied and enthusiastic about his work, looks forward to go to the office every day and feels responsible towards organization's reputation and interests, makes for a perfect example of the term 'employee engagement'. It is natural to ask ourselves when does that happen? Employees are engaged when they feel fulfilled by their work, are well supported by the company and their team, and feel they are contributing to the company's goals.

About one-third or 30 percent of human life is spent working. Even though employees may not always voice their expectations but several studies show what employees really want in the modern business world. If you as an organization want to improve your employee engagement and retention, you'll need a deeper understanding of their expectations, and best modern business practices that fulfill them.

Now coming to the most important part of HOW can organizations achieve that happiness index in its employees? To answer that, let's evaluate some of the factors determining an engaged employee.

Millennial work environment: Providing an upbeat, technologically driven, young working atmosphere is the order of the day and one of the prime requisites towards ensuring employee retention. By 2020, millennials will make 40-50% of the working population and their requirements are very different than previous generations. Every work place must adapt to these changes and advent of technology. Change in technology is accompanied by sharing economy where it's integral to provide employees with collaborative work spaces with sharing of knowledge.

It's important for any organization to be flexible in its approach and embrace new work culture where employees can work in pods, have impromptu meeting in the corridors & coffee rooms, hang on for team lunch – where 'out of the box' thinking is encouraged in non-restrictive age old pedantic policies. This translates into a strong brand, space

to be proud of and room to grow.

Amenities: In the new 24/7 work culture where the cell phones are forever ringing and everyone is just a text or a tweet away, workspaces should be able to provide a home living environment with access to facilities like gyms, resource, libraries, game rooms, pantries full of varieties of food and beverages.

Respect & Trust: Irrespective of their roles or designations employees, it is a must for the management to show respect towards one and all. Further it is essential to make them feel valued and trusted by showing they are capable of doing their job well.

Autonomy:

Allowing the freedom of letting employees choose when, where and how work gets done in order to deliver their best.

Recognition: Employees want to be recognized by their management and amongst colleagues for their contributions. Making recognition an inseparable part of your company culture shows incredible results in work output.

Hostcampus activities: that can boost motivation and encourage ownership for various responsibilities. If time, resources, and budget to prioritize these activities are in place, you'll be well on your way to creating an environment that puts employees as its center.

It is imperative to involve maximum employees in hands-on group activities right within your office campus. Holding recreational meetings like offsite departmental team building lunches, Tea-coffee sessions post lunch hours, wine sessions on the house once the work day is over and everyone would like to hang their boots. Interesting book reading sessions where everyone takes turns to read chapters or a monthly movie seen together are some of the examples of building unity and friendship among teammates.

Enable Health & Fitness: Physical health of any employee is a major contributing factor to their performance at work. Improving their macro and micro-nutrient consumption patterns by providing healthy breakfast offerings in the office pantry, holding fortnightly weight watchers meetings, scheduling fitness sessions like desktop yoga, weekly nature trail walks.

We at Smartworks focus at building a fulfilled and happy employee workforce by following most of the factors listed above and strive to do better to reach our long term goals.

PR AND HR INTEGRATION

Public Speaking: A dangerous skill worth teaching

Today, where information flow is viral, thanks to social media...

A senior business journalist is all ready to leave office. Just then his phone beeps and gets a message that says all ATMs of Bank of Chennai, in the city, are non-functional and it was the last working day of the month – where the frequency of transactions is high.

Within seconds, a Facebook notification becomes evident on his phone screen, as he browses the journalist comes across a viral video of a non-functional Bank of Chennai ATM in the neighbourhood. So he puts his bag down and gets into the journalistic act. He alerts the photographer who dashes to the site. He then calls the spokesperson of the bank and asks for a reaction to which she gives an unspecified answer; the spokesperson thus replies that she would try her best and hangs up.

Today, where information flow is viral, thanks to social media, the need of the hour is to create specialist experts at every level in the organization who not only have an in-depth knowledge about the company, its value systems, products, services and brands, but also rise up to the occasion in the event of a crisis which is commonplace now.

Such an employee branding and image makeover exercise would call for the interplay between the public relations (PR) and human resource department in a company. Right now, the public relations or corporate communication unit in most companies is structured as a staff role (and not a line function) that supports the marketing and sales team of a

company.

As I moot this powerful concept, I can already visualize the early adopters. This powerful self-branding tool can find takers in start-ups and other new age companies. That's because such companies are not 'people heavy' in the beginning and their overall marketing budgets would also be smaller when compared to software behemoths or FMCG majors.

I will illustrate my point further with a case study. Let us take a simple example. Mr Karthik Mahalaingam has started an online daily meal service in Chennai. As of now, his business is restricted to south Chennai (neighbourhoods like Mylapore, Mandavelli, Abhiramapuram and RA Puram). At the start, Mr Karthik seems to have got his business fundamentals right. He is in the food business and perished ability is a big concern in India in the absence of a strong nationwide cold storage chain. So he is slowly looking to scale up his venture instead of a full city online roll out.

The menu offerings on the website also look different. The daily food options advertised on his web page include items that are low in sugar and salt and other healthy foods like ragi and millet porridge. A close inspection and research reveal that Mr Mahalingam has got his customer base right too. A lot of seniors live in such neighbourhoods and old age brings in associated problems like diabetes and hypertension.

Now for the third step which will ensure a complete success of



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Brand-Comm

the overall venture and also an eventual possibility of a scale-up. Mr Mahalingam has to 'connect' with his customers. The 'connection' and a continued engagement with the senior citizen customer base can happen if Mr Mahalingam begins to advocate their cause through feedback and dialogue. So he becomes a brand ambassador for senior citizens by advocating issues close to their heart and advertising the same on his website by uploading YouTube videos and blogs. The personal branding campaign can begin with a simple health camp for residents in the area. The event in a video format can be uploaded to the website with a brief write-up below.

Let's assume the health check-up programme goes off well and becomes a talking point in the neighbourhood. Mr Mahalingam is now confident of taking his personal branding initiative to the next level. He organizes a geriatric care symposium in the month of July-August or in December when many NRI (non-resident Indians) kids come down to visit their parents. Again Mahalingam does not go out the whole hog but holds a daylong symposium at the Kalyan Nagar Hall in the Mandavelli neighbourhood in the city.

Slowly, his efforts start paying off. Karthik Mahalingam is now referred to as 'Agewell Mahalingam' as he constantly espouses the cause of older people. His oft-repeated mantra goes thus, "If we provide the right environment and support infrastructure, seniors can live extremely well in their sunset years."

While food perishability and cold storage still remain a concern, but 'Agewell' Mahalingam is now confident to start a second 'sub venture' even though the first food venture is still localized to south Chennai. Armed with extensive knowledge on needs and concerns

of today's seniors from a relevant sample population in south Chennai, he goes on to create an e-commerce venture that specializes in the needs of senior care, be it detachable ramps outside the driveway, to handlebars in the closet area, reclining chairs ergonomically designed keeping in mind preferences of seniors to even easy fitting designer clothes whose USP is velcro attachments in place of buttons on shirts. This venture gets noticed and gets good funding and valuation.

Let's assume the health check-up programme goes off well and becomes a talking point in the neighbourhood

Clearly, Mahalingam's personal branding effort as a mascot for senior citizens seems to have paid off. Remember, he started a simple neighbourhood venture but is now a serial entrepreneur.

Established companies have now and again toyed with the concept of personal branding at different hierarchies. The now defunct Sahara Group embarked on such an initiative with the company calling itself as Sahara India Pariwar with the chairman being referred to as a chief worker.

But it's also important to remember that fancy titles alone don't work. Companies first need to build compelling brands and create trust and goodwill amongst various stakeholders. Building a brand champion requires time, effort and commitment. Also, there is a legitimate

fear that after all the investment and training, the concerned brand champion gets poached by a rival competitor.

Such concerns can be addressed. As personal brand and image building entails heavy training and investment, companies can first ask employees to sign an indemnity bond. Among other things, the indemnity bond would specify that the concerned employee/employees who are shortlisted for the personal branding programme remain committed to the company for a certain time frame. This bond can be similar to something that software majors undertook at the height of the body shopping wave, where onsite employees were made to indemnify bonds to ensure they did not switch over to another company once they reached the land of the dream (USA) shores.

A second safety valve in the training method is to focus on the creation of industry experts. So an FMCG major can embark on creating a line of GST (goods and service tax) employee experts. In this scenario, not only would the employee empowerment goal get achieved but if the concerned expert professional hops to a competitor he still remains a spokesperson for issues concerning the FMCG industry at large. So not all training has gone waste.

In the current new world of social transparency, organizations can no longer afford to rely only on recruitment advertising to build a positive employer brand image. With employee advocacy growing more important, employer reputations will ultimately depend on the consistent values and vitality of their organizational cultures. The integration of HR and PR can take the lead in communicating the employer brand image by creating brand champions at every stage of an organization.



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