



Year XII, Vol. I, Summer 2011
Managing Change and Beyond...

|| tapasya ||



In Focus :
Employee Empowerment

*Fostering Excellence
Through Empowerment...*



THE ECONOMIC TIMES

Indira hits the high road !

pg 64

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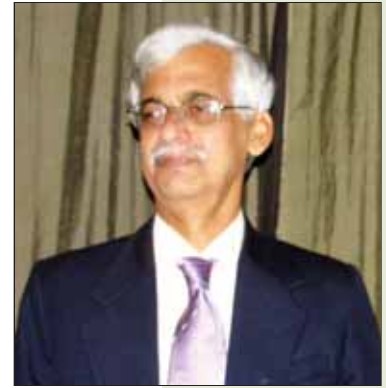
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Team work, understanding and empathy are what make for the employee's empowerment, necessary for corporate as well as individual growth. The cover represents this clinical resource as seen through the huddle on the cricket field, presided over by an inspired team leader.



In the rush of well-deserved anger of the last few months against the organized chipping away by a coterie of well heeled politicians-bureaucrats-businessmen in India, one must not forget that in another corner of the world, people were writing the script in temperance, equanimity and patience in the face of a monstrous tragedy that but strikes humanity once in an era. I am of course, referring to the multiple whammies that hit Japan with a ferocity that the rest of humankind has certainly not experienced in living memory. To be pummeled by an earthquake of nearly 9 Richter magnitude, followed by a tsunami that could have only knocked the living daylight out of ordinary humans, and then as if this was not enough, to top it with the deadliest nuclear disaster after Chernobyl must be the handiwork of some supernatural Force that had an extraordinary score to settle with the gentle people of Japan. Yet the Force did not really win as the suffering population did not slip into breast beating display of their sorrow, or cantankerous name calling of the Government of the day; or exploit the opportunity offered by the tragedy to browbeat and harangue a Government that surely would have its nerves stretched beyond reason. In this moment of severe grief, one must acknowledge the tenacity of the citizens of Japan and wish for them to reset their sights to attain the heights of prosperity and well being in the shortest possible time, which they had achieved in the space of just 20 years of being down and out in the Second World War, something that other countries are even now only aspiring for.

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The last few months have seen India's world image take a beating, what with the regular, if not daily, news of scams and crony capitalism exploding in our faces. Like landmines, they just could not be avoided, unless you kept your sensibilities totally out of the news. They have put in the shade some of the most talked about scandals internationally in recent times, Watergate, the Enron imbroglio and the AOL Warner scams not excluded! Yet, the Indian brand of scam has a unique flavour of co-operation, back scratching and mutual 'adjustments' written all over it, which makes it a classic case of the nefarious politician- bureaucrat- businessman teamwork to make a success of their 'venture' – be it for allocation of spectrum, or awarding contracts for the Games, or to grab public land and make a quick buck! Only, the venture was not for achieving the sacred goals of prosperity and growth for all, but the supremely criminal objective of cheating the honest tax payer out of his hard earned claim to the pie we call development. The exposés kept punching our collective conscience every day, until the country could take the stink no longer. The time had indeed come to disown the villains of the growth story. And much like the cat driven to the corner, the citizen responded by grabbing the straw offered by a 73 year old Gandhian, hardly known beyond the borders of his own State. And anyone, who desired a change in the way we deal with governance in India became a party in his fight. All sections of civilized society (not just 'civil' society as is often mentioned; btw, if 'civil' society is restricted to those outside the Government, by inference does the Government form part of 'uncivil' society?) – be it the student, professional, artist, businessman, Government official, social worker, farmer - irrespective of class, status or position in life poured out onto the streets, leaving the comfort zone of the office, farm, school, college, theatre or what have you.

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The oft expressed hope in the past that total liberalization would ensure that corruption was rooted out of the country, did not materialize; if anything, it has had the opposite effect of leading to the burgeoning of the black money industry through hawala and illegal transactions and the running of a parallel Government

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...if 'civil' society is restricted to those outside the Government, by inference does the Government form part of 'uncivil' society?

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with anyone who is anybody taking a potshot at ‘fixing’ for price – licenses, approvals, and even appointments in the Union Cabinet!

The gentlemen entrusted with the responsibility of awarding scarce resources to the most able, eligible and qualified in the business, could not care less about the message they were sending out to the rest of the world - that every form of approval was available here for a price if you had the right connections– and irrespective of the qualifications of the buyer. For long, we have been debating the quality of governance in India, in fact the newspapers have been replete with instances of well intentioned NRIs who landed in India immediately after the LPG process was initiated by the then Finance Minister and present Prime Minister Manmohan Singh; only to return to base with disgust and revulsion at the ubiquitous corruption at each level in the Government and local bodies. It is difficult to imagine that the perpetrators of the various scams were indeed public servants who were actually on oath to serve the interests of India; while the more fundamental question remains, what have they achieved except shame and ignominy for themselves and the nation, and a universal sense of revulsion at their acts of commission and omission ?

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It is difficult to imagine that the perpetrators of the various scams were indeed public servants who were actually on oath to serve the interests of India....

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The hardy growth story of a developing economy necessarily involves megabucks in investment in gigantic projects meant to catapult the country to a different level. The sheer scale of operations is too inviting for those whose resistance to temptation and avarice for money and power is too thin at best and well known at worst! In hindsight, it does feel like the checks and balances required for decisions involving huge volumes of funds were not enough, and if they were, they were brushed aside in the collective rush to declare ourselves a developed nation after all! In the process, it is the common man who has been shortchanged again.. and again... Are we anywhere near seeing the back of the scourge called corruption with the involvement of the civil society in the drafting of the Jan Lokpal Bill? Or rather, are we anywhere near getting a Lokpal Bill in the first place?

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This issue aims to take a look at the changing face of Human Resource Management in the world of Business today. Corporates have come a long way since the Industrial Revolution to realize that employees are more than a number; and are indeed driven by the same sensitivities that drive the owners of the companies – primarily, the desire to achieve. This realisation has paved the way for a revolution in the way managements manage people, in turn making for corporate success stories that could hardly have been imagined even in the previous generation. In our quest we have brought to you as always, the best practitioners of the art and science of HR management, who bring to bear their years of experience and knowledge to make for more enlightened, aware and professional, people managers. In this effort, we do hope we have made a positive contribution to the readers’ knowledge and awareness of the subject.

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Even as I am signing off this edit page, comes news of the most feared terrorist of our time (after perhaps Adolf Hitler) being ‘smoked out and brought to justice’ by a people who had pledged never to ‘forget and forgive’ 9/11. Any lessons in this masterly operation for India? Sadly, India is perceived to be a land of people who love to ‘forget and forgive’ and we seem to love the homilies. Other adjectives used for the same include, ‘weak-kneed’ and ‘pussy-footed’. In India, we have our own priorities. Bringing to book criminals who kill, maim, con, cheat the country, and barter our resources is not one of them, going by history. Do you get me, Steve?



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*All opinions expressed in the articles are those of the authors.
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This column focuses on and profiles individuals who, through the power of their hard work and the force of their personality have become success stories and have created a niche for themselves in society.

Profiling **Dr. Vandana Shiva :** **Numero Uno Eco – Evangelist**



If ever appearances were deceptive in a positive kind of way, it is the one worn by Dr Vandana Shiva which can put you way off the mark! For, going by looks alone, Vandana Shiva is the archetypal replica of the traditional Indian woman traditional in attire, the signature silk saree draped effortlessly around her, the more-than-life size bindi accentuating her indianness. Her external appearance tends to confirm our opinion of the average Indian woman - docile, non-confrontational, meek acceptance of the status-quo, which is definitely what she is not. If anything, it is the opposite. When she speaks you never doubt the passion that generates her thought process, and she articulates her views with such clarity and honesty, one can understand why the corporates she has targeted the world over, run for cover, whenever she takes up their devious machinations to hoodwink

the unsuspecting world citizens and to deny them the splendours of natural products and processes by resort to 'sophisticated technology'.

Dr Vandana Shiva is a world-renowned environmental leader and thinker. Before becoming an activist, Shiva was one of India's leading physicists. She holds a master's degree in the philosophy of science and a PhD in particle physics. As a Physicist she did her Ph.D. on the subject, 'Hidden Variables and Non-locality in Quantum Theory', at the University of Western Ontario in Canada. She later shifted to inter-disciplinary research in science, technology and environmental policy, which she carried out at the Indian Institute of Science and the Indian Institute of Management in Bangalore, India. She is the Founder Director of the Research Foundation on Science, Technology, and Ecology, and has authored many books, including Water Wars: Pollution, Profits, and Privatization, Biopiracy: The Plunder of Nature and Knowledge, Monocultures of the Mind, The Violence of the Green Revolution, Staying Alive, and her most recent Soil Not Oil: Environmental Justice in an Age of Climate Crisis.

Shiva is a leader in the International Forum on Globalization, along with Ralph Nader and Jeremy Rifkin. She has addressed the World Trade Organization summit in Seattle, as well as the World Economic Forum in Melbourne. Time magazine recognized Shiva as an environmental hero, and Asia Week has called her one of the five most powerful communicators in Asia. Shiva is a recipient of Global 500 Award of the United Nations and Earth Day International Award. She has also received the Alternative Nobel Prize Right Livelihood Award and is a member of the Order of the Golden Ark. In 1991, she founded Navdanya, a national movement to protect the diversity and integrity of living resources, especially native seed, the promotion of organic farming and fair trade. For last two decades Navdanya has worked with local communities and organizations serving more than 2,00,000 men and women farmers.

On genetically modified foods, climate change and global 'warming'...

Normally the issues of climate change and that of genetic engineering are not talked about on the same platform. They are discussed under different treaties. One is the climate change treaty and the other is conventional biological diversity treaty, under which I am proud to say that I was able to put article 19.3 on bio safety that led to a bio safety protocol at the Earth Summit of 1992.

I avoid the usage of term 'global warming' in my lectures as the issue of climate change was never about linear increase of temperature but about an average increase of temperature over time. Most scientists have agreed that more than two degrees will be catastrophic for the planet.

I come from the Himalayas and have noticed that the cultivation of horticulture plans has moved and the pollination patterns have changed. Add to that erratic temperatures. There is so much instability, thanks to climate change. However, the two most significant repercussions of climate havoc are unpredictability and extreme conditions like droughts, floods and cold waves. All these conditions prevailed even



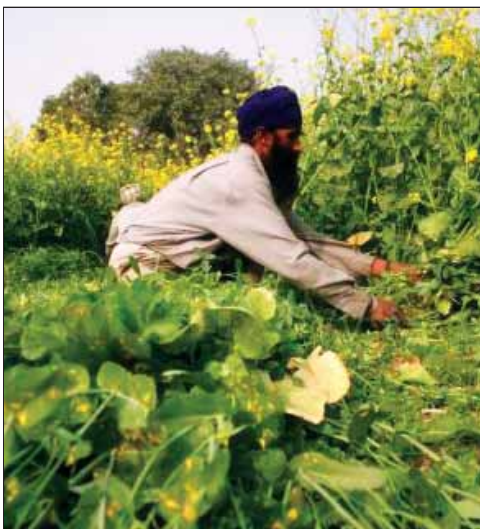
before the climate change set in, but their intensity has changed now and their frequency has increased.

Now there are cyclones named after women. But they are being created by corporate bigwigs sitting in board rooms. Take the case of Andhra. The entire politics here revolves around the cyclone damage to farmers.

Last year there was a collapse of monsoon. Till September there was no rain and then there was sudden and heavy rain. There occurred in one year 30 billion dollars of losses. There were discussions galore internationally on how to mobilize 30 billion dollars till 2020. Paradoxically, the 30 billion dollars of loss was for one country in merely in one year. Thus, the measures to meet the crisis are so discordant from reality.

On the deviousness of the rich and uncaring developed world...

On the climate front too there were anomalies galore. For instance, the subversion of the international legally binding treaty for the UN frame work that was signed in Rio de- Janerio in 1992. It had led to the Kyoto protocol. The polluters were the historic rich industrialized countries and the protocol was applied to them. The objective was to reduce the emissions caused by them by a mere five percent. During this period, there was a 17 per cent increase in emissions rather than a five percent decrease. One of the reasons



behind this anomaly was that those who caused the pollution found new ways to escape paying for the pollutants.

Alarmingly, we now have solutions that say the polluter gets paid for his sin, rather than the other way around! Among these there are things called emissions trading schemes in which the polluter continues to pollute and finds someone who is not polluting and can get credits from them as a share. A parody can be drawn between this situation and that which prevailed when the Catholic church was collapsing in Europe. That's when Martin Luther King emerged. There were the bishops, the rulers, landlords and other officials who enjoyed bribes from sinners. There was huge corruption everywhere. These bribes were called as indulgences which could be paid to the bishops and priests for allowing a person to continue to sin. Here's a resemblance. The environmental trading of the current day is much akin to these indulgences and can be called as modern day indulgences of the industrialized countries. One continues to sin as one keeps polluting the environment but if the polluters can bribe their way through to the authorities and keep committing pollution.

On how the Copenhagen summit was hijacked by the rich...

Another serious concern for the environment emerged at Copenhagen. Here was the biggest ever convergence of people on environment issues. There were hundreds of thousands of people who gathered to protest the inequity of the rich versus the poor worldwide. Negotiations were going on among 190 countries and all heads of state were present. The US President, Barack Obama, went into a tiny room of the Chinese delegates, where four basic countries as we are known - India, China, Brazil and South Africa were having a discussion (There is a new consensus that we are the new polluters so we need to hold discussions on this front). He came out and declared what is now called as the 'Environment Accord', which clearly states that any nation cannot be fined for pollution. So there is as good as no treaty now on climate pollution. If anything, it has ended up justifying the continuing damage being heaped upon the environment by the developed nations.

The result of climate change is devastating on the ground. Take the case of the river Indus. The Ganga is a flood prone river as it gets monsoons but not the Indus as its source falls in a rain shadow region. Also, the Indus has half its stream under snow. However, in recent times there were massive floods in Pakistan along the Indus. In Ladakh too, the river doesn't get rain but is full of snow. But In August last year, the Leh valley experienced massive floods and



homes were seen washed away and about 200 people died. When we talk about these life and death issues, we are not talking about them in recent times or a century ago. These are happening today... in our presence.

On climate Havoc, and why the Indian Farmer knows best...

Climate havoc is indeed taking place today and we need to measure the cost of this havoc. No matter what the skeptics say, villagers are often quoted as saying, "There is a climatic imbalance." When asked how the weather is, they often report climatic imbalance. These villagers are unaware about concepts like green house gases and global warming, yet every villager I come across in this country says that "Insaan ne bahut pollution kar diya hai. Yeh asantulan uska natija hai (Human activity has led to a lot of pollution and the climatic imbalance is because of that)". The phrase that I have borrowed from illiterate villagers is 'ritu asantulan' which means imbalance of the seasons. In Sanskrit *rita* means the order of the universe. *Ritu* is etymologically derived from there and means 'the seasons of the universe in the right order'.

It is now commonly observed the world over that the glaciers are melting everywhere. The Gangotri glacier, that used to be 21 metres thick is only about one metre thick now. The Ladakh region has recorded a four degree rise in temperatures and this causes melting of the snow cover. Add to this the fact that there is no replenishment of the snow. The overall situation is so alarming.

On the futility of unproductive research...

It is interesting that there are crores of research endowments and fancy equipment that go into atmospheric research. All this research is pointless unless it connects you to reality. There is a centralized approach to education and research on climate change and most of it is impertinent as it is away from the ground situation. For me, the most knowledgeable people on environment hazards are people who suffer the most. For instance, in conditions



A farmer surveys his parched land in Agartala...

like drought, rural women who walk miles for a pot of water are the best authority to discuss water scarcity. Their knowledge has to be respected as it stems from practical experience. This exposure to traditional wisdom has made me modest as I realize that there is a strong link between reality and practical knowledge. The illiterate women who had no idea about modern theories are so knowledgeable even if not educated. This realization humbled me.

COLONIALISM AND AGRICULTURE CONCEPTS: There prevails a strong link between the whole climate challenge and the issue of genetically engineered cultivation of crops. Indeed there are multiple changes in the agriculture pattern in India. Also, in our text books, there are a plethora of wrong narratives about the competency of Indians on agriculture. One such narrative is about the infamous Bengal famine. It was falsely reported that there was famine in Bengal. The British were feeding their troops during the world war and carting away huge quantities of food from Bengal, thus, a shortage of food grains cropped up in Bengal. The British government then charged heavy taxes to zamindars and were collecting fifty percent of the produce. That's when the women of Bengal, during the great famine which killed two million people, came up with the 'tibhaga' movement under which they said that they would spare only a third of their produce. Armed with the mere brooms that they had, they protested, "Jaan debu, dhan debu na (we shall sacrifice our lives but not the grain)". So, the polity of colonialism created the famine.

On Organic farming....

In 1905, during the colonial era, the British brought in the concept of economic botany. The term used then was 'economic botany' as the concept of agriculture had not yet emerged. A wheat expert of those times, Albert Harvard was summoned to study the feasibility of growing wheat commercially in India. He went to Pusa in Bihar and noticed that the



lands were fertile and pest free and said that he had thrown away his spray guns. He imbibed so much from the native cultivation styles here. This wheat expert studied the organic cultivation methods native to India and learned how to have germ free, fertile soils fit for cultivation that were so naturally known to Indians as part of ancient wisdom. Five years all he did was learn from nature and how to do good farming. He eventually wrote a book called Agricultural Testament, which forms the basis for organic farming. Interestingly, this book is omnipresent at major agricultural organizations and establishments the world over and is known as a guide to modern organic farming. But indeed, it has travelled from Bihar to the world over.

My work on agriculture began in 1984 after the Bhopal Gas tragedy. It is now considered that organic farming methods are 'imported concepts'. However, the truth is, they have prevailed in our country for ages since time immemorial. There was never any drought in our country, thanks to farming methods. There was only some sugar shortage in cities and industrialized areas in 1965. I was immersed in studying scientific agriculture and concepts like green revolution until 1984.

SCIENCE PUZZLE: During my detailed study about the agriculture in India I unraveled quite a few mysteries. Studying science is like solving a puzzle and the biggest puzzle that I solved was about the colonial tactics of chemical warfare during the world wars. The European countries had then amassed huge quantities of chemicals that they had deployed during the wars. They had huge stocks of chemicals left over after the wars. These were pesticides which were pushed for use in agriculture. There was a thrust on using these.

The money angle to Genetic Engineering...

The companies that pushed these chemicals during the wars and later onto agriculture realized in the 80s that they could make more money because of genetic engineering. They decided to acquire



Will he be lucky with such a harvest next year?

intellectual property rights about cultivation via genetic engineering as they thought they could gain control over seeds. The intellectual property laws came in then as also the Intellectual Property Committee. This is how Monsanto emerged as the biggest company dealing in genetically engineered seeds. Twenty years ago, it had no presence at all. It controls 95 % of the cotton seeds now in India.

In 1987, I came up with Navdhanya, an organization that builds community seed banks across the country. This was done with the foresight of having a healthy seed bank base in lieu of the fact that the IPR might rob the villagers of their seed stocks and right to hold seeds. We have about 55 community seed banks. There's nothing wrong about having patents against inventions but how can life on earth be patented for inventions? I do not believe that there can be patents against seeds. Monsanto slowly entered the Indian market in late 80s. It is wrong that these companies are collecting rents on these products which pertain to 'life' on earth and we are allowing them to do it. Monsanto doesn't hold a big patent on BT cotton in India as it entered the Indian territory illegally and I filed a supreme court case against them. They could not commercialize their cotton until 2002.



Gazing into a bleak future - a farmer with child in India's suicide belt – Vidarbha

FARMERS' SUICIDES : Let's look at the bizarre statistics about farmers' suicides. There have been nearly 2.5 lakh suicide cases so far, the maximum in Vidarbha in Maharashtra. Alarmingly, most of the suicides have been in the cotton belt. Let me reminisce an incident when I had visited the small hut of a Vidarbha farmer who had just committed suicide. The widow of the deceased was cooking for the family when we went there. There was just a small box lying on top of the cooking fire, which was apparently intrusive in that small hut. I asked her what was it that got her husband into debt and drove her husband to suicide and she pointed out to that small box. I opened the box and to my surprise found 20 brand names of BT cotton lying in it. The naïve farmers are unaware of the varieties of BT cotton in the market. Once a certain crop fails, they try another and then another. But they are not sure that the varieties they are trying are all BT cotton. The BT cotton has taken a massive toll on the financial condition of the farmers. Now there are lakhs of widows of suicide victims who pick cotton in fields as there is nothing but cotton to work on, because, BT cotton seeds once used in the farm, renders it unfit for growing any other crop. BT cotton lands them in major debt.

BIO PIRACY : Then there is the issue of bio piracy, where richer countries claim patents on biological wealth and knowledge of other cultures. For instance the patent on neem and basmati rice. I have been successful in fighting against patents claimed on these products. Now the term bio piracy is common in the lexicon of environmental negotiations.

Genetically modified plants were supposed to have given us plants in hostile zones like deserts, toxic wastelands and on the moon too. Have they been able to do it? Not really. All that the GM plants have done is wreak havoc on the natural organisms in the soil that can produce endotoxins

and resist pests on their own. The wide use of GM cotton in Vidarbha has robbed the soil of these vital organisms. As a result, a range of new pests have cropped up. This study of science pertaining to the behaviour of genes and the environment they are in is crucial. As a result of introducing genetically engineered crops, there is a backlash of new pests resistant to fertilizers and there is no extra yield as promised. Also, there is soil depletion. There is rampant genetic contamination. At administrative levels, companies selling GM seeds have totally corrupted our decision making powers. We know that GM is not the way to go, but our ministers are being convinced about the 'miraculous' properties of GM plants. This is corrupting science too. We need to look at the false promises made for GM plants as a scientific and democratic issue.

SOLUTION IN OUR HANDS : The solution lies in the hands of the people by helping farmers to choose organic farming over modern methods. That's the only way to stop climate change, to help in rural development and in having a healthier food pattern. Most of all, it will stop farmer suicides. Organic farming is not a luxury but the need of the hour. Having organic farming could be a rural development mission. The debt creation behind per acre for an average farmer is much lesser in organic farming too. The solution to a wealthier, healthier and better rural India is in our hands. A lot depends on our choice for using the proper kind of food, grown organically. Organic farming methods can offer us great solutions indeed and keep away the scourge of chemically induced problems because of fertilizers and GM plants.

(The above is an edited transcript of Dr Vandana Shiva's address to the students of Indira Group of Institutes under the auspices of the Tapasya Gyanganga Lecture Series - Transcribed by Ms. Surhuda Kulkarni)

You can't trust water: Even a straight stick turns crooked in it.

W. C. Fields

THE REBIRTH OF HUMAN RESOURCE MANAGEMENT

Years ago, I remember that the Personnel Department (as it was then known) of the biggest nationalized Bank where I worked was more like Osama bin Laden's mansion in Abbotabad – highly hush- hush, claustrophobic to the extreme and its occupants trained to keep one eye over their shoulder, as though they handled more sensitive State secrets than even the R&AW did for the country! Perhaps employees' promotions, postings and transfers, which was all the Division did, were more important for the occupants than the precious State secrets and accordingly were given the appropriate iconoclastic treatment. Times, they have changed today and beginning with the change in nomenclature, the function of the Human Resource Department in the organization has become much more broad based and integrated with the business of the organization. Therefore, it is more common to see HR being a part of the discussions on business strategy as it contributes its bytes to the man management aspect of productivity in the business. Recognition that the employee is much more than a mere number has contributed to the positive involvement of the employee in the affairs of the organization; one may say with reasonable assurance that this has been one of the reasons for Indian business doing so well in its swelling top and bottomlines – within India and globally.

The belief that the HR function is the most insensitive among all the tools that go to make up an organization has been there for quite some time more particularly because of the lack of application of mind by those entrusted with the task of integrating the employees fully with the objectives and vision of the organization. Therefore, as a recent article on the subject on an internet portal said, if a 360° feedback on an employee is going to mean 50 pages of charts, graphs and pie diagrams used for appraising him, you can imagine the paper work that each employee's yearly assessment involves for the stakeholders around him! A case where the objective is laudable, but the execution untenable!

Enough of the past though. Today, HR has come a long way and can hardly be said to be the target of criticism as above. Today, employee empowerment is the name of the game since it has been realized that the employee is not just a statistical

Curtain Raiser

figure, but a walking-talking-feeling entity that thinks, responds and reacts to impulses from the employer. Self-esteem and self-worth are now the corner stones of the employee's career in the organization. Companies go out of their way to ensure that the employee is heard with respect, his views on all aspects of business – be it production, marketing, selling or supply chain management, are taken with the seriousness they deserve; space and opportunities provided to stimulate his ingenuity and innovative capabilities in the organization. This has put the employee at the centre of all activity, adding to the self-worth that he feels in the organization. While employee empowerment is the name of the game, the process of taking on board employees has undergone a subtle change in the post-liberalisation era with a multitude of checks and tools that ensure the most appropriate talent required gets ingested into the company. Having selected the right kind, it is now for the organization to nurse this talent and ensure that he makes the best of his knowledge, experience, skills and mind for the organizational growth. This is where the need to empower the employee makes a presence, and the organizations that have the best of working environment that nurtures the spirit of ownership have made it good and are the envy of the world. What makes a company a sought after entity among the job seekers? Building a brand as an employer is today as important as branding the product or service and organisations like Google and Infosys have made to the list of Best Employers to work for repeatedly because of the empathy and synergy they feel for the aspirations of the employee and the environment they create for them to give of their best to the company. With this the organization can only hope to gain in terms of performance and growth.

Tapasya spoke to some of the best practitioners of HR in the country to find out what it is that drives the employee and how the organization goes about meeting these needs for its benefit, the challenges HR will face in the coming decade. The accompanying articles are some of the responses and show how organisations respond to emotional, psychological and social needs of the employee as distinct from the material. Organizations have developed their unique practices to ensure employee delight, much to their own advantage. After all, its not just all about the money, honey!



If you are a candidate in the job market and when you look at Starbucks or FedEx name or logo what is the reaction? For many the dream is “Can I work in that company?”

As a fresher whenever I looked at Mickey Mouse, I always dreamt of working for Walt Disney. Disney holds that dream for many young talents through intense brand image creation worldwide. Such is the power of brand image in attracting and retaining people.

Origin and Adoption of the Employer Brand Concept

The term ‘employer brand’ was first publicly introduced to a management audience in 1990 and defined by Simon Barrow, chairman of People in Business, and Tim Ambler, Senior Fellow of London Business School, in the Journal of Brand Management in December 1996. This academic paper was the first published attempt to ‘test the application of brand management techniques to human resource management’. Within this paper, Simon Barrow and Tim Ambler defined the employer brand as: the package of functional, economic and psychological benefits provided by employment, and identified with the employing company

Brand image is “the image as a ‘dream place to work’ and that image creates lasting impression in the minds of existing employees and in the potential ones. Employer branding is not merely an advertising effort but the combination of job experience, commencing with creation of brand awareness, that continues throughout employment life span, even extending into retirement. Employer branding is a distinguishing and legitimate opportunity for HR function to differentiate the company from the competition by creating its USP.

Employer Branding and Talent Acquisition

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He is a Ph.D MBA, trained in Arthur D’Little School of
Management. Conference Speaker and Trainer.*



Outside marketing or PR function two decades ago, employer branding was not known to any. Communication with talent was often indistinguishable from other corporate communication. Talent focused communication was then concentrating on general messages directed to everyone outside the company...

In today's employer branding world, focus shifts from "top talent" to "ideal talent for specific culture." In other words, the level of academic skill is less important than the person's ability to apply those skills within the specific company culture. Employers have also realized that diversity – academic as well as ethnic – strengthens the image.

Creating an image as an "employer of choice" is only part of employer branding. Turning that image into a working pull power between an organization and its potential recruits is a series of process steps. "Understanding that relationship is often a process of discovery," says Jo Bred well, senior partner at JWT Specialized Communications. "All employers need a brand, but what they really need is to discover what the reality is inside".

"I bet McDonald's used to make a very good hamburger. Not today... I bet Quiznos used to make a very good sandwich. Not today. I bet Taco Bell used to make a very good taco. Not today... Very few companies retain its specialness after it decides to scale up. At some point, too many compromises are made for the sake of growth and all those nuanced compromises, when added together, result in a product that no longer resembles the original intent. As the organisation grows it becomes increasingly tough to maintain the same brand image or quality just as the original product image or quality. Thus over a period of time the image building exercise has to be supported by the product and service offerings consistently.

According to Sigmund Freud, people project themselves by their possessions. The ego and superego control to a large extent the image and personality that people like others to hold of them. A brand's personality by telling a powerful story to its target audience creates vivid and

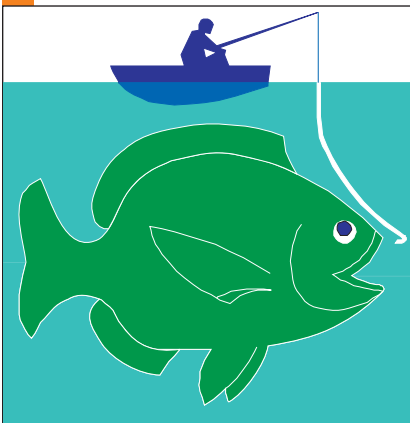
lasting pictures in minds of the people and creates powerful purchase influence, through recognition, recall and identity. HR draws inspiration from marketing discipline to create brands for organisations and employer branding has thus become a powerful means of attracting and retaining talents.

Corporate branding and also Employer branding, is about creating an emotional bonding, between an employer and employee. Branding message conveys "value proposition" the totality of culture, systems, attitudes, and employee relationship. An employer branding is thus deliberate focus on the development of a lasting image in the minds of potential employees. Nearly half of all American workers (49 per cent) indicate their company's employer brand or image played a key role in their decision to apply at their respective workplace"... 2001 Maritz Poll..

A corporate understanding of employer Branding concept across the Globe

American Express, Cisco Systems, Amgen, Starbucks, and Intel, all are on the list of 100 Best Companies to Work For in America and are leaders in Employer Branding. "They all share one common trait of treating their employees better than their peers in their industries, and all invested heavily in employee training and development".

Companies who don't invest in developing an effective Employer Brand, in the long run, find it tough to attract or retain the high-performing employees .2002 Gallup survey reported that less than a quarter of American workers are fully "engaged" in their work, costing the US economy \$300 bn (and £50 bn in the UK) per year. Gallup surveys in Great Britain, France and Singapore revealed similar findings in 2003.





Gallup estimates that actively disengaged workers cost the British economy between £37.2 billion (\$64.8 billion U.S.) and £38.9 billion (\$66.1 billion U.S.) per year due to low employee retention, high absentee levels, and low productivity.

Gallup survey results in 2003 also showed that only 12% of French workers are engaged in their work, with approximately 2.5 times as many workers (31%) being actively disengaged, or disconnected from their jobs.

Name is the most important factor at entry level. On a scale of 1-10, he says, most students would place brand name on top. An opinion that is also influenced by parental views, he says. "At campus placements, parental consent plays a critical role. Most candidates choose big brands because of this, unless of course they have specialized in niche subjects like robotics which big brands may not offer. Thus as per the organization requirements employer brand or the Trust generating factors should be culminated in the system

Why Branding works?

Employment branding works because it appeals to the hearts, minds and dreams of potential employees. It gets potential employees to rethink on a message that conveys clear and powerful reason to consider employment.

Employees seek job satisfaction and they value the opportunity to engage in challenging ways and to learn new skills that

will optimize their future; they want flexibility, life work balance, and control in their life. Therefore a normal storyline like family like or informal culture, fair treatment, respect, etc. are no longer effective.

While it's important to develop an external employment brand, the strategy won't be effective unless the image truly validates the situation inside. In other words, the brand must connect with and resonate with all of the employees because every day, they go home to their families and to their peers or communities with a personal message about their work place. When the message is unflattering and inconsistent with the company public relations efforts, a huge "disconnect" occurs and the message is lost or discounted.

The end goal of any employment branding initiative is to attract, engage and retain talent. Which means building and reinforcing an organizational culture that creates trust between leaders and employees? It means focusing on the creation of a positive experience during the entire life cycle of an employee so that when external opportunities come their way, they'll choose to stay.

Employment branding as a long term strategy has proven its value. The Corporate Leadership Council, a US based research think tank, for instance, reports that branding employment and communicating the value of employment can result in an estimated 29 per cent increase in access to passive job candidates.

Proof of employer branding is ensuring identity with the organization. Employer branding begins with the creation of a brand image, supported by what everyone in lead role want to communicate about financial and psychological benefits; in effect, this is an account of the employee value proposition (or brand promise). It also aims to influence wider public perceptions of an organization's reputation since both potential and existing employees also see their organizations in the light of what they believe. The autobiographical account is driven by an organization's identity, a collective answer by employees and managers to the 'who are we' question, revealed in its shared knowledge, beliefs, language and behaviour. The second driver is the





corporate identity, which is an organization's projected image expressed not only in the form of tangible logos, architecture and public pronouncements, but also in its communication of 'what it is' – its mission, strategies and culture. Both of these drivers are products of the more deep-seated notion of organizational culture – the hidden values, assumptions and beliefs that define 'the way things around are done'.

An important feature of employer brand reputations is that it works at two levels - the instrumental needs --physical and tangible benefits, and the symbolic needs of meaning. Branding going beyond cases of so-called 'best practices' is very rare even these days.

Certain kinds of recruitment best practices are being used effectively to market brand, At Saama Technologies a pure BI player in bay area USA California and in Pune India' use Thomas Profiling as tool for senior hires and study their personality and many others use MBTI as well. When candidates at hiring stage are promised of bespoke report they carry a very high image of the company. The Armored Saamaite - programme is an unique programme offering to internal and external people with opportunity to build their career as BI consultants across 7 dimensions. This is not only identity creation but lasting value proposition.

A recent Danish study involving 10,000 graduates showed they were more interested in the prospects of professional development than either workplace conditions (autonomy, work-life-balance, work hours, etc.) or the corporate communication of leadership, performance or products and ethics. Most often familiarity with the brand was not closely correlated with its reputation.

The positive supportive image is seen as the best predictor of job satisfaction and affinity (identification with the organization). The perceived competence of the organization was not found to influence managers' perceptions of its uniqueness, their loyalty, job satisfaction or affinity.

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An important feature of employer brand reputations is that it works at two levels - the instrumental needs -- physical and tangible benefits, and the symbolic needs of meaning.

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Employer brands that were seen to be arrogant, aggressive, authoritarian and controlling surprisingly produced greater affinity in manager's mind.

The process is more complicated. First, where the balance of power lies in an organization between marketing and corporate communications vs HR to determine the formal employer brand identity is shaped to the extent to which image triumphs over substance. Second, given the multiple expectations assigned to an employer brand image is it one image or multiple images.

Implications and Lessons for HR Managers -

- HR managers need to understand methods to brand and how branding works.
- Context and the history of an organization matters in telling a novel, compelling, credible and sustainable story about the company.
- HR cannot talk only about best practices, or promising opportunities.
- HR managers must create anecdotal evidence-based work regularly.
- Senior managers have to strike a balance between different and being genuinely different
- Responsible message and actions to match are likely to appeal to potential employees.
- The factors that attract outside people to organizations may be same as that lead existing employees to identify with them.
- HR people need to understand that Symbolic aspects of the employer brand that carry more weight than



instrumental aspects,

- Young people in particular are attracted by professional development and, to a lesser extent by philosophies of the organization, its leadership and performance characteristics.
- HR needs to understand 'extended' enterprise and, therefore, to resort to continuous innovation in corporate communications and talent management.

Brand name is the most important factor for entry level hiring. On a scale of 1-10, he says, most would place brand name on 9 or 10. Employer choice is influenced by parental views. At campus placements, parental consent plays a critical role. Most campus candidates in IT choose big brands because of brand pull unless of course they have specialized in niche subjects like robotics which big brands may not offer. Thus as per the organization requirements employer brand or the Trust generating factors should be culminated in the system.

The foundation for employer branding

When aggressively and consistently executed, an employer branding will bind employer and its employees, build a strong rationale for a 'memorable working arrangement', and establish compelling reasons to stay longer, perform better and speak as ambassadors .

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Companies who don't invest in developing an effective Employer Brand will not be able to recruit or retain the high-performing employees.

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Me, I'm dishonest, and you can always trust a dishonest man to be dishonest. Honestly, it's the honest ones you have to watch out for.

- Johnny Depp



Building a Great Place to Work®

Anita Borate & Joyoti Banerji



Anita Borate

Anita has a rich experience in strategy and human resource consulting. She has been involved in assignments related to organization restructuring, compensation benchmarking, designing performance management system, job evaluation and employee engagement in the course of her career. As the head of India's Best Companies to Work For Study-2010, she has studied cultural practices across 400+ organizations. She has a keen interest in the area of employee engagement initiatives and has worked with organizations in power, telecom and heavy engineering industries for the same.



Joyoti Banerji

Joyoti is a Partner and the Director for Consulting Services at Great Place to Work® Institute, India. She has experience in Human Resource management and Consulting across varied industries. She started her career with Eicher Consultancy Services (ECS) delivering consulting engagements across private and not - for - profit organizations in the areas of diagnostics, training, change management and HR systems. She has worked with Hutchison Telecom (now Vodafone) and BOC India Ltd in Kolkata and Hyderabad, in varied roles.

She was the head of Learning and Development function for ICICI Prudential Life Insurance and then as Vice President HR at ICICI Venture (the private equity firm), she has supported internal HR interventions and advised small to medium sized portfolio companies in the financial services and health care domain.

Since last year, the markets in India have picked up and many companies are on a growth trajectory once again, but does employee sentiment echo the same? Are organization actions in sync with employee expectations? Our study of more than 400 organizations in India points to some interesting findings.

Inspired by the vision of 'Making India a Great Place to Work®, the Institute has been conducting workplace studies and recognizing the best companies in India for the past 7 years. "India's Best Companies to Work For" Study, conducted by Great Place to Work® Institute, India in collaboration with The Economic Times, is by far the largest workplace study in India.

These studies have given us valuable workplace insights, which have become increasingly important in the last three years with radical shifts in the economic landscape not just in India but across the globe. In 2008, when the economy was growing at the rate of over 9%, the manifestation of this hyper growth was palpable in never seen before salaries, promotions and job mobility. All of this underwent a sea change as a consequence of the global recession in 2008-2009, resulting in a shift in employee expectations and leadership challenges. Today, the volatile market sentiment poses unique dilemmas before business leaders and human resource managers.

Though we hear about recovery from the global economic shock, businesses and especially employees still seem to be facing the repercussions of this, in the form of salary freezes, fewer promotions, reduction in benefits and even downsizing. But did



that stop organizations from seeking employee feedback in the midst of such turmoil? We think not. This is evident from the fact that 427 companies registered to participate in our Study this year. Out of them, 395 met our eligibility requirements and were, therefore, considered for being ranked as one of India's Best Companies to Work For in 2010. Only 50 out of them made it to the coveted Top 50 in our Study—roughly one in eight who participated, making this perhaps the most exclusive list of best employers globally. The coverage is across 20 sectors encompassing not only Indian and multinational companies in the private sector, but also public sector and not-for-profit organizations.

Key Trends in Best Companies

As the nature and complexity of work has changed considerably in the last few years, combined with enhanced social demands, work life balance has now occupied a significant space in corporate India's people agenda. We have studied the trends in employee survey responses of the Top 25 companies in the last seven years and have observed that employees' perception about work life balance has increased by a phenomenal 13% in comparison to 2004. It is interesting to note here that apart from work-life balance, employees feel more positively about flexibility at work and 84% of the employees in the Top 25 companies have responded positively to the statement, 'I am able to take time off from work when I think it's

necessary'. It was also observed that the best workplaces are focusing on providing unique and special benefits that cater to different employee segments e.g. day care centers and lactation rooms for working mothers, education assistance, ESOPs as a tool to retain middle to senior managers, concierge services, health awareness programs, etc.

The study also revealed that the best workplaces have increasingly made efforts to keep employees informed about important issues and changes. Additionally, these organizations have recognized the importance of encouraging their employees to contribute suggestions and ideas. In the best companies, employee involvement and openness to feedback is not a onetime initiative, but a way of life.

Our studies across the globe reveal that the toughest facet of managing workplace dynamics is ensuring fairness in the form of equity, i.e., balanced treatment for all in terms of rewards and impartiality, i.e., absence of favoritism in hiring and promotions. The best workplaces however differentiate themselves on this very aspect, which is evident from the fact that the score of Top 25 companies is 133% higher than that of the bottom 25 on the statement, 'I feel I receive a fair share of the profits made by this organization' and 83% higher on the statement, 'Promotions go to those who best deserve them'.

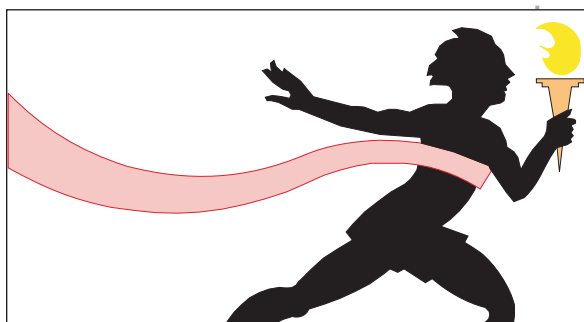
Industry Trends

During our last study, we did not observe any significant impact of the downturn on employee responses and the average scores for most industries had in fact, increased. This year however, as most organizations were still taking corrective actions to deal with the downturn, most of which were related to employee compensation, benefits and career growth, the impact was of a higher magnitude. Managing employee expectations was a critical challenge for leaders. A decline has been observed in the average scores for most industries, the largest being in the construction and real estate industry (7%) followed by

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....these organizations have recognized the importance of encouraging their employees to contribute suggestions and ideas. In the best companies, employee involvement and openness to feedback is not a onetime initiative, but a way of life.

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FMCG (6.5%) and IT & ITES (6%). However, average scores have increased in the following industries - Media & Entertainment, Hospitality and Biotechnology and Pharmaceuticals. In particular, hospitality industry scored higher on all counts vis-à-vis other industries. Their scores were exceptionally high on areas related to equity in profit sharing, employee support in times of need and involvement of employees in important decisions.

Organizations have built great workplaces by leveraging their unique value proposition in a manner that aligns the needs of the business with those of their talent profile. Media and Entertainment companies have succeeded in making fun at work a unique value proposition for their employees. This is evident from their score on this element which was 9% higher than the average. Biotechnology and pharmaceutical companies have established high levels of management credibility and 85% of the employees in this industry agreed to the statement, 'Management is competent at running the business.'

Demographic Trends

A common trend across industries is that women continue to have lower positive perceptions about workplace experiences in comparison to men. This has become increasingly important given the fact that the percentage of women in the workforce is on the rise and is projected to increase significantly in the years to come. The biggest gaps perceived by women are in areas related to

the roles they are offered within the organizations, appreciation of their work and opportunities for recognition available to them. Initiatives like mentoring programs for women aspiring to take up leadership roles, external leader speak sessions, diversity training programs, etc. have distinguished some of the organizations as great places to work for women.

Another interesting trend observed in most companies is that the employee perceptions drop after spending 6 months in the organization. It highlights the challenge in managing new hire



expectations and the possible gap in employer brand promise and the actual experience. The drop in positive scores is seen largely in aspects related to credibility of the commitments made by management, openness in communication with seniors and recognition of work.

Key observations and learning

1. Ability of an organization to attract talented employees seems to influence overall perception of employees about the organization in a big way. In fact, 80% of the employees in the Top 50 companies agree to the statement, 'Management does a good job of attracting talent for key positions'.
2. It is not enough to be open about sharing information and being personally accessible. Leaders of the best workplaces realize that they need to be open to responding to difficult questions from their employees. This is evident from the fact that more than three fourth of the employees in the Top 50 companies feel that they can ask their management any reasonable question and get a straight answer.
3. The best workplaces have differentiated themselves by ensuring highest level of management credibility. Employees want to work for management that

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Organizations have built great workplaces by leveraging their unique value proposition in a manner that aligns the needs of the business with those of their talent profile.

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is trustworthy and keeps its commitments. Interestingly, the score of Top 25 companies is 92% higher than that of the bottom 25 on the statement, 'Management's actions match its words' and 90% higher on the statement, 'Management delivers on its promises'.

4. Workforce is mobile and markets are dynamic like never before. In such a scenario, talent retention and loyalty to the organization are the key factors that the best employers take into account when designing and implementing their people initiatives. What are the factors that contribute to this loyalty? We find that fair treatment irrespective of position, the opportunity to make a difference, pride in the organization and a high sense of commitment by all employees to common organization goals have a significant influence on the employees' willingness to work in the organization for a long time.

Thus, we truly believe that a great place to work® is one where employees trust the people they work for, have pride in what they do and enjoy the company of the people they work with.

Being a great workplace is not a onetime affair. It is not enough to have great people practices unless they meet employee expectations and needs. Even the best workplaces need to revisit their plans and constantly seek employee feedback to be aligned to employee expectations. In fact, only five organizations have the distinction of being a part of the Best Workplaces List continuously for the last six studies - namely Classic Stripes, NTPC, Godrej Consumer Products, Intel and FedEx. This year's Top 50 list has emerged from organizations belonging to 17 different industries with employee strength in the range of 100 to 33,000 proving that there is no correlation between being a great workplace and belonging to a particular industry or size. Any organization can become a great place to work; all it takes is the intent and commitment to be one.

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Being a great workplace is not a onetime affair. It is not enough to have great people practices unless they meet employee expectations and needs.

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Suppliers and especially manufacturers have market power because they have information about a product or a service that the customer does not and cannot have, and does not need if he can trust the brand. This explains the profitability of brands.

- Peter Drucker



Pains and Pitfalls in Performance Management

Harish Devarajan,
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PEOPLE UNLIMITED



Harish has over 23 years of experience in corporate organisations. He was Vice President HR in Hindustan Unilever Limited responsible for the HR function across India, Pakistan, SriLanka, Bangladesh and Nepal. In his last assignment with Unilever he was a key player in the transformation of the HR Function across 40 countries in Unilever (Asia, Africa Australia Region). Since 2008, he is working with a wide variety of organizations in the realm of Organisation Performance and Leadership Effectiveness. He is also an Associate Coach with Center for Creative Leadership (world renown Leadership Development Institute). He is the current president of the NHRD Network, Bangalore Chapter. His consulting and coaching practice is called "PEOPLE UNLIMITED". www.peopleunlimited.co.in

Performance Management is probably the most talked about HR process. It is, also, potentially the most effective lever in organizations. In this article, I have attempted to share some of my observations and experiences in the use of Performance Management by managers in Organisations.

Performance Management frameworks vary quite considerably from a simple year-end, one-page note on an individual's performance to a comprehensive performance assessment covering deliverables against pre-set targets, competency mapping, potential assessment, identification of development needs, rating of performance on a discrete scale, and qualitative comments on the overall performance.

Typically, organizations have kept making the framework more and more comprehensive as they gained experience in using the process. However, there is also a fair number of organizations who have gone in for the most elaborate process and framework without creating adequate appreciation and capability building amongst their people and managers; therein lies a challenge.

Performance assessment carries with it all the issues related to judgement of one person by another. Not all managers are able to practise objectivity in the assessment of their subordinates.

Achievement of Targets : The first issue that is often a common malady in this process is the casualness with which the rating of target achievement and overall performance is carried out. Today, most organizations have adopted a Management by Objectives (MBO) approach. This requires every employee to have a set of Objectives / Targets to be agreed with his/her manager at the beginning of the year. The problem is that these targets /



objectives are often stated in an ambiguous fashion and at the year-end when the achievement is measured against the set targets, it results in much debate and disagreement.

The recommended “SMART” (Specific, Measurable, Aspirational, Relevant and Time bound) target setting approach is a good way out of this problem. However, when it comes to commenting on the extent of achievement even against SMART targets, the manager has to be objective in deciding what should be considered as Target achieved, when should it to be rated as not achieved, and when should it be rated as partially achieved.

This is often left to the imagination and decision of the manager. Some managers are quite strict in their assessment and even a percentage shortfall is treated as “not achieved”, while others use a more liberal scale of treating 90 % of target met as “achieved” and 50 to 90 % as “partially achieved”. Therefore, it leads to much variance in the way it is dealt with across the organization; and objectivity and uniformity of assessment is, also, given the go by.

There needs to be an organization-wide approach to how the assessment of target achievement will be done. This is important to ensure that there is no individual bias or rancour that is blamed for the disappointment in performance. With objectivity, people begin to appreciate that full achievement is more often than not a truly commendable feat. Partial achievement, if sensibly defined, is also worthy of some appreciation. If this is understood by all, then the problem of “calling a spade a spade” is manageable.

Quality of Assessment Commentary : Quite often, at the year-end, when the manager has to complete the performance assessment of his/her team members the factual inputs are missing to make it specific and meaningful. In many cases, this is on account of the lack of efforts by the managers in engaging with their team

members to understand the real context of performance and what has been their approach to it. The task completion often dominates the mind-space of a manager that he/she does not spare the time to understand the building blocks including the team capability and individual member’s issues.

This often leads to a very broad brush and generalistic commentary, which hardly does justice to the individual’s real performance. Many managers tend to take the safe path of saying positive generalities –

‘Q’ did a good job and addressed all expectations of the role. He has steadily improved and is a well-regarded member of the team. He responded to the demands of the job very well.

All of the above are generic phrases that could be used for anyone without reference to their specific context and contribution. It is this approach that builds the foundation for lack of distinction between the performance of one and another.

On the other hand, if the articulation of the performance actually covers the context and the challenge, the efforts and the contribution, the impact and the result; the whole exercise gains genuine appreciation of the performance –

Q was assigned the task of project management for the establishment of manufacturing facility in the new tax-free zone. He developed exceptional project monitoring skills and played a key part in the tracking and highlighting of the project schedules. His strong coordination efforts with the electrical and plumbing contractors to reschedule their respective delivery time made it possible for us to complete the project within the revised deadlines.

A good performance assessment commentary will bring to life the true picture of the individual’s contribution every time it is read (Quite often many months or years later).

Personal discussion : In most cases, the performance assessment is done and completed by the manager unilaterally and the inputs for various decisions are sent on that basis. This is often the trigger for heartburns and frustration amongst employees. Even in cases where the manager has a performance discussion with the team member, it is more to communicate the appraisal rather than to have an engaging conversation.

The positive effect and value of a performance discussion is beyond measure. The purpose of this discussion is to share and understand the different aspects encompassing the employee and his/her performance at



the workplace. It is not only about the year gone by, but also about the holistic relationship and feelings around the job and the dreams / aspirations held by the employee.

It is an opportunity to sense the cares and concerns that the employee harbors in his / her mind. The manager has a great opportunity to understand how the employee views his / her journey so far and what may be ways in which he / she may be supported going forward. A well-engaged personal discussion is a firm step in building the commitment of the employee to the organization. It is bound to help him / her to strengthen the performance contribution in the coming years.

Performance Rating : The struggle for most managers is in terms of assigning a rating for the performance of their team members. Organizations typically have a 5 or 7 point scale for evaluating the performance. Many organizations also prescribe a norm for the distribution (e.g. Bell Curve) of the performance rating for every team / unit / entire organization.

Since this is a relative rating of the performance, it willy-nilly indicates how the individual employee compares in terms of performance with respect to all others in their team. Managers who are not sure of their assessment, or managers who are uncomfortable in discussing their true assessment of their subordinates struggle with this requirement of differential rating.

Many managers prefer to give same and similar rating to all their team members (good, or above average rating). This ensures that they do not have to explain the reasons for differentiation. While in some instances genuinely there

may be no case for differentiation, in a majority of cases differences do exist in the actual performance; and if the line manager pays close attention to his / her team members' contribution, he will be able to use the differential scale to good benefit.

I have noticed that when the manager is able to support his assessment with examples of actual performance indicators (what and why), the team members tend to respect the judgment. The objectivity in such assessment needs to be of a high and sustainable nature. High-performing team members prefer

managers who differentiate and recognize high performance.

Bane of the Bell Curve : One issue that I have seen most line and HR managers fight over is the Bell Curve. The concept of the Bell Curve is that in any reasonable sample or population the performance scores tend to follow the shape of a Normal Distribution (Bell Curve).

Hence, the HR department expects the managers of every division / department to rate their team members in a manner that the distribution of ratings is Normal (take the shape of a Bell Curve). This is understandable when the population is large and random.

However, in many high performing organizations, the population of team members is a highly distilled team of quality resources, who have been hand-picked for their assignments. Over the years, the variation in performance pattern is eliminated by the exit of team members at the lower end of the performance curve.

Thereafter, the team is made up of people, who are typically at the middle to higher end of the performance scale; and to expect that their performance rating will be normally distributed is a tall order. The new situation demands that the manager must distinguish fine differences in performance.

Statistically speaking, the Normal Distribution can be achieved; but practically speaking, it will call for exceptional judgement on the part of the line managers and a framework of assessment that works like a "tooth-comb". The reality is that neither the framework nor the capability is of that order and, hence, this is a perennial fight.

Consequence Linkages : The mood in a number of organizations around the performance assessment time is dreary and despondent. The reason for this is that most employees fear that they are going to be misjudged and have to bear the burden of biased assessment, while managers

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in many high performing organizations, the population of team members is a highly distilled team of quality resources, who have been hand-picked for their assignments.

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postpone the (uncomfortable) task of determining who gets how much reward.

Yes, the performance assessment is equated to reward decisions (at least in the minds of the employees). The reason for this is that over the years they have come to realize that the main purpose of the performance assessment is to decide annual increments and bonuses. No doubt, that the reward lever is a crucial one for managing the performance of people and, therefore, it is linked to the performance assessment so that the loop is closed. Further, it can lead to reinforcing the impact of the lever.

The real value of the linkage is when it is used in an objective and balanced manner. Earlier in this article, I have outlined how the objectivity of the process can be enhanced.

As regards the rest, one has to understand that the performance of individuals is a function of many factors: aptitude, capability, context, capacity, motivation, attitude, and aspiration being the key amongst many others.

In a large number of organizations, the realization of the multiple factor linkage is absent. They operate in a uni-dimensional fashion assuming that the reward linkage is the one and only factor that will lead to performance enhancement. The overuse of this lever leads to dysfunctional behaviours and results. Quite a few organizations are aware of the capability dimension and use development approach to enhance performance.

Very few organizations (especially the sustainably high performing ones) tend to look at multi-dimensional factor linkages to enhance the performance of individuals. Whereas we need to look at individual performance achievement and its support in the same manner in which we assess and address the performance of project teams and business as a whole.

Good performance management should look at factors such as: the

appropriateness of the goals / targets for the individual; the intrinsic flair and comfort of the individual to operate in the specific arena; availability of the resources needed to achieve the goal; the context in which the performance is being expected and the changes that are taking place therein; the existing knowledge and skills of the individual; the aspiration of the individual and how it relates to the performance demands and achievement; the willingness of the individual to actually respond to the challenges presented by the manager / organization, etc.

Key Leadership Tool : I have seen and heard many people comment that the problems with Performance Management are universal and everlasting. I consider that to be a fatalistic approach to the subject. It is such attitudes that make it a problem and a pain. Hence in this article I have focused on common issues encountered in the practice of Performance Management and also given my suggested approach to a better process / experience.

No doubt Performance Management is an arduous process but if sincerely approached it can prove to be a powerful process, which can enable the complete understanding and achievement of the potential in individuals, teams, and organizations. It needs to be seen and operated as an integral core of every organization. While it maybe facilitated by and considered as a part of the HR Professional's ambit, it needs to be owned and operated with passion and purpose by every manager in the organisation.

Leaders of business and teams can be more successful if they know how to unlock the hidden potential in their teams. People tend to flock to leaders who help them blossom into winners and heroes. Good HR Practice is positioning Performance Management as a key Leadership tool.

I have known a vast quantity of nonsense talked about bad men not looking you in the face. Don't trust that conventional idea. Dishonesty will stare honesty out of countenance any day in the week, if there is anything to be got by it.

- Charles Dickens

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Very few organizations (especially the sustainably high performing ones) tend to look at multi-dimensional factor linkages to enhance the performance of individuals.

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Cracking the Leadership Code

Harish Nandwani,
Vice President, HR,
TACO Group



Harish is currently Vice President, Tata Auto Comp Systems, Pune. He has an MBA in HR from N M University. He has been Chairman of HR forum of Kalyan-Dombivli-Ambernath Industries Association during 2005-07 and President of Wada Industries Association during 1997-1999. He has been associated with companies like Essel Propack and Garware Wallropes in senior capacity in their HR formulation.

He has a number of recognitions to his credit and is a recipient of the Indira Super Achievers Awards.

He considers people-relationships crucial to growth – for both the organisation and the individual.

There are rules to most games, just as there are winners and losers. In business, these factors are also evident, and effective leadership, for which there are five major rules, is a key strategy that organizations need to win.

Google the words "leader" and "leadership," and there are some 487 million hits. That's an awful lot of information to answer one simple but essential question: What attributes are necessary for leaders to actually generate strategic business results?

The research has uncovered a leadership code - five key attributes or rules shared by the majority of effective leaders.

To get there, we turned to recognized experts in the field who had already spent years sifting through the evidence and developing their own theories. These thought leaders have each published a theory of leadership based on a long history of research and empirical assessment of what makes effective leadership. Collectively, they have written more than 50 books on leadership and performed more than 2 million leadership 360s.

Two questions whose answers always had been elusive:

1. What percent of effective leadership is basically the same?

2. If there are common rules that all leaders must master, what are they?

Does an effective leader at, say, Wal-Mart in any way resemble an effective leader at Virgin Airlines? Does an effective leader in a bootstrapping NGO in any way resemble an effective leader at the famously bureaucratic United Nations? Does an effective leader in an emerging market resemble an effective leader in a mature market?

In response to the first question, the experts say that 60 to 70 percent of



leadership is basically the same everywhere. To find the answer to the second question, we synthesized data, interviews and the leadership code framework emerged.

Rule 1: Shape the future. This rule is embodied in the strategist dimension of the leader. Strategists answer the question "Where are we going?" and make sure those around them understand the direction as well. They envision and can create a future. They figure out where the organization needs to go to succeed, test ideas pragmatically against current resources - money, people, organizational capabilities - and work with others to figure out how to get from the present to the desired future. The rules for strategists are about creating, defining and delivering principles of what can be.

Rule 2: Make things happen. The executor dimension of the leader focuses on the question "How will we make sure we get where we are going?" Executors understand how to assign accountability, how to know which key decisions to take charge of and which to delegate, and how to make sure teams work well together. They keep promises to multiple stakeholders. Executors make things happen and put the systems in place for others to do the same. The rules for executors revolve around disciplines to get the right things done and the technical expertise to get them done right.

Rule 3: Engage today's talent. Leaders who optimize talent today answer the question "Who goes with us on our business journey?" Talent managers know how to identify, build and engage talent to get results now. They identify what skills are required, draw talent to their organizations, engage them, communicate extensively and ensure employees turn in their best efforts. They generate intense personal,

professional and organizational loyalty. The rules for talent managers center around resolutions that help people develop themselves for the good of the organization.

Rule 4: Build the next generation. Leaders who are human capital developers answer the question "Who stays and sustains the organization for the next generation?" Talent managers ensure people meet shorter-term results, while human capital developers ensure the organization has the longer-term competencies required for future strategic success. Just as good parents invest in helping their children succeed, human capital developers help future leaders be successful. Human capital developers build a workforce plan focused on future talent, understand how to develop that talent and help employees see their future careers within the company. They ensure the organization will outlive any single individual.

Rule 5: Invest in yourself. At the heart of the leadership code is personal proficiency. Effective leaders cannot be reduced to what they know and do. Who they are as human beings has everything to do with how much they can accomplish. Leaders are learners: from success, failure, assignments, books, classes, people and life itself. Passionate about their beliefs and interests, they expend enormous personal energy and attention on whatever matters

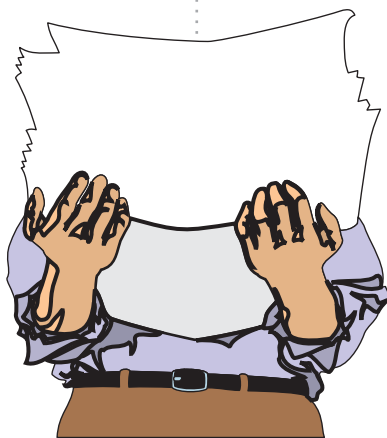
to them. Effective leaders inspire loyalty and goodwill in others because they themselves act with integrity and trust. Decisive and impassioned, they are capable of bold and courageous moves. Confident in their ability to deal with situations as they arise, they can tolerate ambiguity.

As we have worked with these five rules of leadership, we can make some summary observations.

1. All leaders must excel at personal proficiency. Without the foundation of trust and credibility, a leader cannot ask others to follow him. While individuals may have different styles - introvert vs. extrovert or intuitive vs. sensing - a leader must be seen as having the personal proficiency to engage followers. This is probably the toughest of the five domains to train, and some individuals are naturally more capable than others.

2. Effective leaders have one towering strength. Most successful leaders have at least one of the other four roles in which they excel. They may even be personally predisposed to one or more of these areas. These are called signature strengths.

3. A leader must be at least average in his or her weaker





leadership domains. It is possible to train someone to be strategic, to execute, to manage talent or to develop future talent. There are behaviours and skills that can be identified, developed and mastered.

4. The higher up the organization the leader rises, the more he needs to develop excellence in the other domains.

The Leadership Brand

According to our thought leaders, the leadership code explains about 60 to 70 percent of the leadership puzzle. To get an idea of the other 30 to 40 percent, think of giving Richard Branson, Chairman of the Virgin Group, and Jeff Immelt, CEO of General Electric (GE), a leadership code 360. Both likely would score high. Both are strong strategists; both know how to execute and to get their ideas implemented by others; both are high in personal proficiency; both are talent developers; and both are concerned about the next generation of talent and act as human capital developers. They have the core code competencies, but they are also quite different.

Immelt tends to be more corporate-looking than Branson. He wears his hair shorter, is clean-shaven and often wears a suit and tie when speaking with customers and investors; we're not sure if we've ever seen the shaggy-haired Branson in a suit, much less a tie. Branson is playful, while Immelt tends to come across as more conservative and businesslike. Immelt speaks in a measured manner, and Branson tends to use colorful language to make his points. They have some differences in style and perhaps some other important differences as leaders.

For a company to build branded leaders, its leaders must know the leadership code fundamentals and the unique leadership differentiators. Together, these equal leadership brand competencies.

The next step is to translate these firm brand descriptions into unique leadership differentiators, such as the leadership competencies that make the firm brand real to customers whenever they interact with an employee from the company. These leadership differentiators are always outside in; they bring the customer mindset to the table.

At Southwest Airlines, the

best firm leaders assure that whenever customers fly Southwest, they have a fun experience. Founder Herb Kelleher - perhaps one of the few leaders on the planet who makes Richard Branson look conservative - personifies fun at Southwest. It's easy to find pictures of Kelleher in drag, in a tutu or celebrating key milestones for his company in other outrageous and fun ways. On down through the ranks, Southwest selects fun leaders, rewarding people in any job who improvise to find ways to have fun with customers in a way the customer enjoys, and celebrates their successes. As a result of a culture reinforced by leaders at every level, most customers find flying on Southwest to be a unique experience they quite enjoy - even if they do not get a first-class seat or a free meal.

Jeff Immelt personifies GE's firm identity - organic growth and innovation with a lot of measurement and accountability. He is a role model to other GE leaders about how the firm should be seen by outside stakeholders. Virgin's firm identity is about fun, irreverence and challenging the status quo, and that's exactly what Richard Branson is constantly doing. He lives on an island and seems to enjoy the high life in ways the rest of us can only dream of. He personifies the leadership style of the Virgin brand.

GE, Virgin and Southwest develop leaders at every level that fit within the context of their differing firm identities, and the companies each have a leadership brand that is appreciated by customers and employees and rewarded by financial markets as an envied capability.

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For a company to build branded leaders, its leaders must know the leadership code fundamentals and the unique leadership differentiators.

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Ah, summer, what power you have to make us suffer and like it.

- Russell Baker



Employee Passion

Harish Nandwani
Vice President, HR,
TACO Group

The New Rules Of Engagement

A myriad of studies, articles, and research papers all support the concept that employee engagement is a critical driver of organizational productivity, profitability, and customer loyalty and conclude that an engaged, motivated, and empowered workforce is far more likely to work at optimal levels than one that is dispassionate, demotivated, and underpowered.

What isn't as clear or agreed upon in the literature are the components that comprise and influence employee engagement. In fact, 10 different studies and sometimes offer 10 differing opinions on the factors that comprise and drive engagement. What is not present in the literature is an agreed-upon definition for employee engagement.

Original Definition

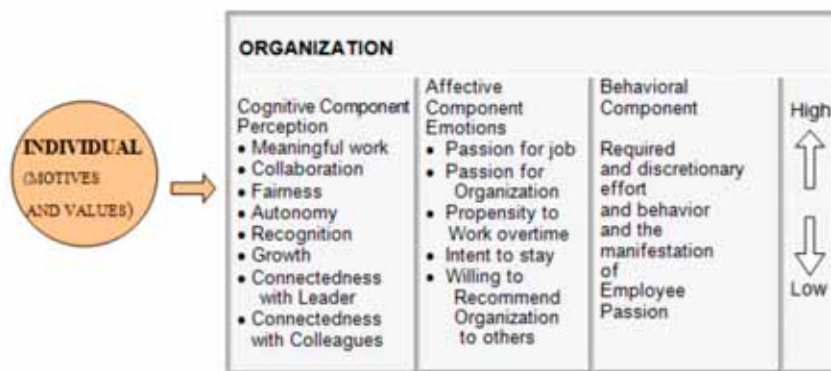
Employee Passion results from the overall satisfaction with the organization, its policies, procedures, products, and management practices. Hard measures of Employee Passion include retention, absenteeism, tenure, and productivity. Soft measures include employee perceptions of fairness, justice, and trust.

Through research in The Leadership – Profit Chain, determined the Employee Passion is dependent on the perceptions individuals have of organizational policies and norms. Our study on Employee Passion

measured certain aspects of job satisfaction but focused primarily on certain cognitive aspects of organizational commitment, thus defining and narrowing the variables that were most influential in forming positive emotional states of mind called Employee Passion – emotional perceptions of how people, through these norms, processes, and practices get work accomplished.

New Definition

Employee Passion is the positive emotional state of mind resulting from perceptions of worthwhile work, autonomy, collaboration, growth, fairness, recognition, connectedness to colleagues, and connectedness to leader, all of which lead to standards of behavior that include discretionary effort, long-term commitment to the organization, peak performance, low turnover, and increased tenure with the organization.



Eight Key Factors Influencing Employee Passion

- **Meaningful Work** – Employees perceive the organization's larger purpose through products or services produced, consider their work to be worthwhile, and are proud of their individual action and contributions that help the organization serve its customer.
- **Collaboration** – Employees perceive an organizational environment and culture that enhances collaboration, cooperation, and encouragement between all organizational members.
- **Fairness** – Employees perceive an environment where pay, benefits, resources and workload are fair and balanced and equitable, people treat each other with respect, and leaders act in an ethical manner.
- **Autonomy** – Employees perceive an environment where people have the tools, training, support, and



authority to make decisions.

- **Recognition** – Employees perceive an environment where they are praised, recognized, and appreciated by colleagues and their leader for their accomplishments, where they receive monetary compensation for those accomplishments, and where they are contributing to positive relationships with others.
- **Growth** – Employees perceive an environment where people have opportunities to learn and grow professionally, and develop skills that lead to advancement and career growth.
- **Connectedness with Leader** – Employees perceive an environment where they trust their leader and where the leader makes an effort to form an interpersonal connection with them.
- **Connectedness with Colleagues** – Employees perceive an environment where they trust their colleagues and where their colleagues make an effort to form an interpersonal connection with them.

A Model for Employee Passion

Exploring the Eight Factors Influencing Employee Passion

Meaningful Work

Meaningful Work relates to an organization where people feel that their work is worthwhile and is connected to both the organization and a larger purpose. When doing Meaningful Work, individuals understand how their work adds value and believe that their organization helps its customer's through its products and services.

Ultimately, employees need to understand where they are going in relation to the vision, to buy into the culture, to know what the company stands for, and to understand how to concept their work to the strategic imperatives.

Collaboration

Collaboration hinges on creating an environment that is motivating and inspiring and where people work together to help one another to succeed. A key trait of highly performing organizations is shared power and high involvement where participation, collaboration, and teamwork are the way of life. A corporate culture that encourages sharing and team spirit is essential to creating Collaboration. In addition, it is important for colleagues and

leaders to support one another on tasks and to express appreciation for one another's ideas.

Fairness

The concept of Fairness as reviewed in literature encompasses many things including an environment where pay, benefits, and workload are fair and balanced and equitable and in which people treat each other with respect and leaders act in an ethical manner. While we recognize that the concept of Fairness includes distributive, procedural, and interactive components, our study focused primarily on the distributed component.

Our research in Leadership – Profit Chain showed that employees need to perceive that leadership and the organization as a whole are treating both them and the customer fairly and justly. In fact, the research showed that the number of reasons that employees leave an organization is when they perceive that justness and fairness are not present in the organization.

Autonomy

Autonomy involves creating an environment where management style is collaborative and participative, allowing people to feel empowered to make decisions about their work and tasks, in control of their work, and in their ability to achieve their goals. We defined Autonomy as providing the tools, training, support, and authority to individuals to allow them to make decisions.

People need to have input and influence over how their tasks are performed and they need to feel that they have the ability and information necessary to make decisions about their work. Additionally, clear guidelines must be in place to allow individuals to succeed in regard to making decisions about their tasks.



Recognition

Most people appreciate being praised and appreciated, or otherwise recognized for their achievements. Most individuals value being recognized for their accomplishments by team members and their leader. Individuals also value monetary recognition as well as verbal and written recognition and they can find intrinsic recognition in the fact that they are doing work that improves relationships with people.

Growth

Having opportunities to learn and grow professionally and develop skills that lead to advancement in one's career are core to the concept of growth. Having a manager and organizational systems that provide these opportunities as well as being in an environment or department where colleagues can learn from one another, or coach each other are important dimensions that support individual growth. In addition individuals need to feel that they are part of the process in terms of career planning.

Our research indicates that the items most strongly correlated with the concept of growth include having a manager who assists with the concept of growth include having a manager who assists with future career planning, the ability to learn from coworkers to enhance one's current job, having opportunities to grow and improve, and having the ability to influence one's own career path.

Connectedness with Leader

Having a solid relationship with one's leader and colleagues that is based on integrity and trust is a key component in creating Employee Passion. People need leaders who share information and make an effort to build rapport. A leader who takes an interest in his or her employees and share personal information is more likely to establish and maintain

connectedness with direct reports than one who does not.

As stated earlier, we tested items relating to connectedness to leader and connectedness to colleagues together to determine which group influenced the issue of Connectedness. The factor analysis revealed that the data correlated to two clusters, one connected to leader and the other connected to colleagues; and that the two sets of questions needed to be separated to create a new item, which we titled connectedness with colleagues.

Connectedness with Colleagues

Just as a solid relationship with one's leader impacts Employee Passion, so too does a strong relationship with colleagues and coworkers. People want to have personal connection with their coworkers in addition to a professional work relationship. People want to care about others, and they want others to care about them. There is a human need to connect.

While an informal ranking of the eight Employee Passion factors that emerged are as follows:

Meaningful Work, Autonomy, Connectedness with Colleagues, Connectedness with the Leader, Collaboration, Recognition, Fairness, and Growth, the differences between the means was not enough to establish a ranking that was significant. This led us to believe that all of the eight factor must be present for true Employee Passion to be present in an organization. However, we did conclude that there is a significant difference in the highest and lowest scoring factors and that the highest scoring factor, Meaningful Work, was more commonly present in organizations than the lowest scoring factor, Growth.

Conclusions

Employee Passion is the positive emotional state of mind resulting from perceptions of worthwhile work, autonomy, collaboration, growth, fairness, recognition, connectedness to colleagues, and connectedness to the leader, all of which lead to standards of behavior that include discretionary effort, long-term commitment to the

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organization, peak performance, low turnover, and increased tenure with the organization.

Employee Passion is a concept that extends beyond the meaning of some of the present reach on employee engagement. It includes but is not limited to satisfaction, morale, and performance. Employee Passion arises from a combination of hard and soft measures that include satisfaction, engagement, motivation, and willingness to exert discretionary effort. It is a complex end state, dependent on, and achieved through, a balance of the eight critical success factors, which included

- Meaningful Work
- Collaboration
- Fairness
- Autonomy
- Recognition
- Growth
- Connectedness with the Leader
- Connectedness with Colleagues

Organizations must provide meaningful work, autonomy, and opportunities for growth, encourage collaboration and recognition, and address the concept of fairness in order to maximize Employee Passion. When Employee Passion is maximized, it in turn, leads to devoted customers, which results in sustainable growth, profits, and higher stock value.

I don't believe you have to be better than everybody else. I believe you have to be better than you ever thought you could be.

- Ken Venturi



As we cross the first decade of the twenty first century, there is much debate about what is in store for us in the next decade. For those of us who deal with people (who doesn't?) it is particularly interesting to debate on the future of HR. HR means different things to different people. For some, it is a function called Human Resource. For others, it is another name for people – we are all human resources. Yet for others, it is the way humans are managed so that they become effective “resources”. In this article, I would like to focus on both, the function called Human Resource, as well as, the way people are managed in Organizations. By now you would have already read a number of books and articles on the future of HR. What can one more article add to the vast body of knowledge and wisdom that already exist?

As I pondered over this question, I was reminded of Abraham Lincoln's saying, “The best way to predict your future is to create it!” Which are the organizations that are well placed to predict what people at workplaces will be like in future? While the answer to this question is not so simple, I took the easy way out. I sought my answers from some of the companies who are amongst the best employers today. They are the masters in creating great workplaces, and their employees endorse them as some of the best employers. How would they predict the future? In order to understand how the future is going to be different, I tried to compare the future with the present. This article, therefore, is relevant only for the “creamy layer” in the organized sector in India.

Needs of talent today :

When I asked some of the best workplaces what talented employees wanted from employers, top on their list were –

1. Compensation and esteem needs –

HR 2020 – Will HR be a bottleneck or a facilitator?

Prasenjit Bhattacharya

CEO,

The Great Place To Work® Institute, India



Prasenjit has two decades of experience in Indian and multinational corporations like HSBC, Eicher Consultancy Services (ECS Ltd.), Siemens, and Crompton Greaves. Prasenjit has worked closely as an internal HR consultant and as an external consultant with senior leadership teams at various organisations in the area of change management. Prasenjit heads the Great Place to Work® Institute, India. Great Place To Work® Institute is the world's leading Institute doing research in creating great work places. In his previous stint in consulting, Prasenjit has worked widely in various areas in HR, and in Service Quality and TQM in industries ranging from telecom, cement, heavy engineering, automotive components, dairy products, software and hotels. Prasenjit has done his MA in Personnel Management & Industrial Relations from Tata Institute of Social Sciences (TISS).



Compensation comes high up in most employee surveys as one of the most important needs of employees. Even in the best workplaces, fair pay & fair share of profits are key drivers of employee perceptions about the attractiveness of their Organization. While many of the best workplaces score poorly in this dimension, often by design, it does not diminish the role of compensation as a key need of people who work. Money is often linked to esteem needs of people since it fuels “upward mobility” in society. Joining a brand name like Google is another way of meeting one’s esteem needs. When I asked a Google employee why he joined Google he gave a telling reply, “I wanted to see if I could get in!”

2. Opportunity to grow professionally, exposure & self-development – Joining a CSC, Intel, Adobe, Marico, RMSI or a Google is like enrolling in a university. Learning and professional development are a core part of their employee value proposition. Which university offers 9100 separate courses? It is Intel University, Intel’s worldwide training organization!

3. Accelerated career growth – HSBC in India is more than 150 years old. In 2007 it appointed as HR Head one of the youngest HR professionals to hold this position in the banking industry in India. Today, being a CEO at 24 does not make the kind of headlines it used to make earlier. Young professionals love the challenge that comes with accelerated career growth. Many of the best workplaces have “career managers”

to help young people manage these challenges as they pursue an accelerated career growth.

4. Instant Recognition – Organizations like Wipro have a budget for recognition available to each supervisor. Qualcomm has a recognition site on the intranet – as a resource centre for managers.

Needs of talent in 2020 :

What will be the most important needs of talented employees a decade from now? While the above will continue to be important, another set of needs may become much more important. Prominent among these are:

1. Autonomy & Freedom - A peek into the future is visible in organizations like Marriott and Google today. Both are magnets for young employees. Both have an extremely high degree of freedom and empowerment. And both have open and transparent communication processes to share information required by employees to exercise their freedom.

2. Higher flexibility and work - life balance – Employees are increasingly going to differentiate between selling their skills and selling their life. Contracts will be based on deliverables and not on time spent. Developed economies like US have more than 22 per cent of their work force in the form of “free agents”- people who are not on the rolls of a company. Even traditional forms of employment will change. IBM, for example, has more than 50 work-life balance programmes and a significant section of employees who work from home.

3. Customised career paths – Infosys has recently devised 24 career streams, most Organizations have 1 or 2! Why stop at 24? How about one for each employee? Seems impossible in a paradigm where structure follows strategy and people follow structure and roles. Yet in reality, the growth of each person is unique; why should his career growth not be unique?

4. Transparency - Mindtree has a rule called 95:95:95. In 2020 this rule will become 99:100:100 i.e. 99 per cent of the information will be available to 100 per cent of the people, 100 per cent of the time.

5. Opportunity to make a difference globally – For many people, work will move from being a source of living to providing meaning to life. The social impact of business will

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For many people, work will move from being a source of living to providing meaning to life. The social impact of business will transcend national boundaries.

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transcend national boundaries. Social networking using technology will override man made boundaries. Google, for example, will not be able to justify to its own employees that censorship of its search results is not acceptable elsewhere, but acceptable in China.

Seeming Contradictions in needs of employees :

The coming decade will also see some key contradictions in employees' expectations from employers, as an increasing quality of life co-exists with heightened uncertainties in the economy.

Employees will want -

1. Entrepreneurship and Job security
2. well defined roles and variety at work
3. Challenging work and work-life balance

How can Organizations meet such seemingly contradictory needs of employees?

Google offers amazing opportunities for entrepreneurship in the form of their 20 per cent projects – Google Foundation is willing to fund ideas that Google is not – for example, social entrepreneurship ideas. However, the best & the brightest in Google would still like their jobs to be protected during a recession. While roles and bands in Infosys are clearly defined across their 24 career streams, they recognize that attrition goes up if an employee continues to do the same job for 3 years or more. Yet, frequent changes in jobs, while promoting multi-skilling, prevents the employee, and by extension the organization, from acquiring depth. The career streams of Infosys are designed to help employees grow while acquiring depth. A “Fellow” in Adobe is recognized as a global expert not only in industry, but also by leading edge Institutes like MIT in US and IITs in India. Adobe has some of the best work-life policies to accompany challenging work, including a five week annual leave policy that is more

generous than most organizations.

It is in the above context that the Human Resource function or HR as the way people are managed in Organizations must be assessed.

HR as a bottleneck :

A cross-section of CEOs and HR Heads of some of the best companies to work for in our database identified the following as the most reasons why HR might be a bottleneck in meeting the needs of employees in the future.

1. One size fits all approach

– This is, by far, the most common refrain against HR, even by HR managers! Amazon or Google is able

to track the unique needs of each customer, yet there are businesses where the HR policies for different businesses, say IT and ITES, are the same. Why are employees treated as one composite group, while each customer is acknowledged as unique? Can we still take pride in imposing “uniform policies for all”? “Show me the person and I will show you the policy” might just be the norm for the future! How do we customize our approach for each employee, and yet be a fair employer? Some companies are showing the way. RMSI, for example, has an intranet site for employees to apply for any policy exceptions by giving reasons. Decisions are taken within a specified time frame and posted on the same site. Employees know that HR policies are meant to attract & retain people and not do the opposite.

2. Straight jacketed and inflexible career paths -

Traditional career paths (specialists, people managers, project managers etc) force people to keep trying to climb the corporate ladder since it is the only way to meet their financial and esteem needs. While this system produces some outstanding professionals, organizations have to pay a heavy price in the form of raising a large number of people to their “level of incompetence”. We all know of good performers who would have happily contributed for a long time, forced to leave an organization, upon being promoted to a job for which they were not ready. There are few organizations like FedEx which allows an employee to introspect by going to a special programme, “Is Management for me?”

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The supply- demand equation in the market, and hence the balance of power between the employer and employee has changed, however, in many cases, our mindset has not.

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before promoting anyone to a managerial role. Most don't because they have precious little to offer, apart from promotions, to meet the financial and esteem needs of employees.

3. Yesterday's assumptions about people

- There are managers who are still conditioned by yesteryear's assumptions about people. They often forget that talented people now have far more choices than before. While the rest of Bharat still lives in a patriarchal society, the talent base for most people reading this article has changed. They can no longer expect blind submission to authority, denial of

self-expression and sacrifice in the present for unnamed future rewards- all of which were taken for granted during a different “No vacancy” era of the past. The supply- demand equation in the market, and hence the balance of power between the employer and employee has changed, however, in many cases, our mindset has not. A typical example of this is the way we design our recruitment or leadership development process – based on the assumption that all we have to do is put a filtering process and a vast multitude of talent will surge through the filter to enable us to pick up the best.

4. Lack of people skills in line managers - This is too well known to need elaboration. This, perhaps, is the single biggest people challenge in all organizations. In the absence of unionization, it is often masked in many organizations. Attrition does not lead to the kind of management reaction that a strike does. A friend was narrating the story of his industrial unit where a “Go slow” by the workmen came to an end once the local MP gave his signal. “Why should my employees take commands from the local politician, and not their own supervisors who have been with them for twenty years?” The answer in this case was to clarify that the supervisors were not with the workmen for 20 years, just as the management team was not with the supervisors. Organizations like Infosys are now deliberately looking at people skills before promoting people. How will this be taken by employees used to being promoted regardless of their people skills, is yet to be seen. The HR function

is in a Catch 22 situation – they spend all their energy in recruiting people, and the rest of the managers in driving them away!

5. Manages people, not adequately focused on developing people

- Many organizations, including HR functions are responsible for this. HR is focused on HR processes, a large part of which is compliance driven. How about clubbing all HR processes as a separate support function, and putting development of people as a “core” HR function?

6. High level of attrition in the HR function

- In my organization, we try to maintain a database of HR professionals. Till last year, the primary unit was the organization.

However, keeping this database updated was a herculean task, since many organizations kept losing their HR professionals regularly. This year, we are changing the primary unit to the individual. We will track the individual and keep the organization as the secondary field which will need to be changed at regular intervals. I have rarely come across an HR head that has words of praise for his predecessor.” You should have seen the state of affairs when I joined...,” is a common refrain. Three years later, the next person who takes the role says the same thing! There are few organizations which have been able to retain their HR heads, and have enabled them to be successful, over a long period of time. The Aditya Birla Group is one such example.

7. HR does not report metrics important to business

- Agilent has 35 headcount reports with business wise cuts. The HR function has to play a consulting role with around 25 meetings with business heads every quarter, exploring ways to help them align people and business. This requires an understanding of business. HR is sometimes, unfairly, accused of being “Event Managers”.



The notion of HR as a bottleneck is reinforced if they do not report metrics important to business, and do not coach business managers on aligning people and business.

8. Not enough crystal gazing –

Momentous changes are currently on, changes that will redefine workplace relationships and the way we look at employers. You have to go no further than the Business Today issue of 7th February. The magazine came out with a list of Best Companies to Work without a single company officially participating! Yet they rated 1000 companies! The trick was an online survey taken by 8742 respondents, an arithmetic average of 8.7 employees per Company! While you can debate the methodology, it is increasingly clear that your employer brand, much like your corporate brand, is not controlled by you. If you think you have significant control over your employer brand, please visit vault.com and glassdoor.com to find out what your employees are saying about you behind your back. Just as your employer brand is slipping out of your hands, so will your employees, as a significant majority in future, be happy to be “free agents” – who sell their expertise and are loyal to themselves.

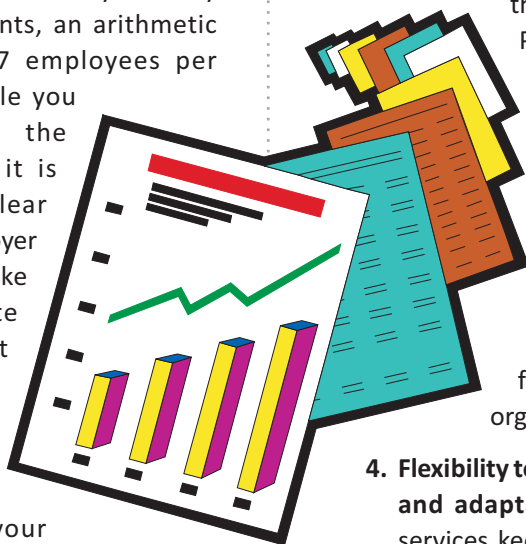
What will be the expectations from employees in the coming decade and how can HR be a facilitator in the coming decade?

Expectations from employees in future :

Students of management institutes and young entrants to the employment market

often wonder what it takes to join one of the Best Workplaces in the country. For the first time we asked this question to the best workplaces. Here is what the best workplaces are seeking today.

1. **Domain knowledge** – On the one hand, there is a feeling that industry continues to reward shallow performance in industries like IT and ITES, while on the other hand, there is continued dependence on the West for cutting edge scientific talent in industries like Bio-pharma. The Intel advertisement that says, “Our heroes are different from yours” is a case in point of an organization communicating the need and celebrating super experts in domain.
2. **Professionalism** – This is hard to define, but the nearest is making and keeping commitments. I do not know of many management institutes that do this. Sadhna Institute in Pune, started by Professor Pillai, is one among the few that teaches self leadership and discipline.
3. **High ethical standards** – A KPMG Study in India estimates that up to a quarter of CVs floating around are fake, and one-third misrepresent facts. Published news reports, not too long back, talked about 30 placement agencies being blacklisted by Wipro for faking CVs to place people in that organization.
4. **Flexibility to cope with different business situations and adaptability** – The nature of products and services keep changing all the time. An employee may join the financial services to sell simple products like savings account, but may have to shift to insurance products due to changes in regulations. While insurance is more complicated and requires certification, very soon, the employee realizes that to grow she needs to build relationship management skills which is completely different from mastering product knowledge. Start ups and small businesses often complain that bright young employees from institutes, while being good at doing well defined tasks, are often not capable of looking at contingency planning and risk management, even simple tasks like ensuring that the security software in their PCs is updated.
5. **Result orientation and execution ability** – A quarter or three months is all that one person has today to prove his abilities. Any amount of “case study analysis” in class does not guarantee actual execution





skills. Some MBAs might look at job requirements as the ability to motivate a team and delegate work. Very soon, one realizes that you have to get your hands dirty and deliver. A case in point is a young person I was planning to recruit. This person has very good experience in social networking. To test him I offered to double the salary he had agreed to join, on the condition that it will initially be a 6 month contract, after which he will be absorbed as a full time employee, subject to achieving the project deliverables. "My father would like me to take up a permanent job," he replied while declining the offer little realizing that there are no "permanent jobs" any more in the private sector!

This should not convey that young people entering the workforce do not have the above. On the contrary the best workplaces are good at attracting and recruiting people who demonstrate the above. So if you aim to join any one of the best workplaces (www.greatplacetowork.in) ask yourself if you have the above.

While the above are important today, in the next decade a few more expectations will gain prominence.

6. Understand global business environment - What POSCO, the mining and metals multinational has to learn about local conditions in Orissa, Vedanta, an Indian company in the same industry, is learning in Zambia. Ability to link dramatic increases in coking coal prices in Australia with investing money in a new technology in US that enables production of pig iron with ordinary coal, all in a matter of weeks, will be a legitimate expectation. This also assumes that tomorrow's sought after employees will be adept at using technology to navigate the real and the virtual world.

7. Partners in co-creating future businesses – More organizations, particularly the best workplaces, will encourage employees to co-create new businesses. There will be many more examples like the Kaya Skin Clinic of Marico and Google products like gmail, all created by employee entrepreneurs.

8. Creativity and Innovation – Needless to say, the above would require employees with good skills in creativity and innovation. The

nature of many industries e.g. telecom and semiconductors will change dramatically in the near term, so their employees will have adapt fast to changes.

9. Maturity and emotional intelligence – The new generation in the workforce is more knowledgeable, more savvy, and sharper in many ways from the preceding generations. This does not necessarily mean more maturity and emotional intelligence. Indeed, if you look at any of the popular programmes in television, you will be forgiven for jumping to the conclusion that the opposite is true! Put any two bright people in two internal customer-supplier departments and in many cases you will end up with a game of one-upmanship, as opposed to mutual collaboration, as both race against time to prove their competence and rise in the organization.

10. Managing self – While organizations have not put this as an expectation, this could perhaps be more important than any of the above points. There is enough evidence to suggest that self- management issues like physical and psychological health have increased and the cost to organizations is increasing. More importantly, society as a whole will pay a big price if people coming into the workforce are not aware about how to manage their physical, emotional, intellectual and spiritual health and balance.

How can HR function be a facilitator in the above context?

How can the HR function be a facilitator :

People in HR function, while having to meet all the above expectations from employees, have the task of playing a facilitator in the process of meeting the needs of the organization and its people.

“

There is enough evidence to suggest that self-management issues like physical and psychological health have increased and the cost to organizations is increasing.

”



Expectations from HR function as a facilitator does not seem to have changed much, indicating that HR is still struggling to meet these expectations, or the current lot of CHROs and CEOs are focused on HR meeting current expectations. Chief among these expectations are:

1. **Understand business** – After all these years of Dave Ulrich and Wayne Brockbank the number one expectation remains the same! HR needs to understand business and changing business needs. This, in turn, will help HR anticipate talent needs better, and position the organization more effectively in the talent market.
2. **Align stakeholders around a shared purpose** – There is an unique opportunity for HR to oversee the meaning that the organization creates for different stakeholders by driving a shared purpose. Facilitators in the HR function, called Sherpas, take all new joiners through the “culture journey” at Hilti, the real estate equipment manufacturer.
3. **Facilitate change in mindsets** – HR can play an important role in facilitating a win-win relationship with associates and employees by aligning the business goals of the organization with the life goals of the employee (and not the other way round!)
4. **Obsessed about development and renewal of people** - This should be true not just about senior management talent, but should extend to developing talent at the bottom of the pyramid, and developing a strong and robust talent and leadership pipeline.
5. **Establish HR as a distinct profession by building appropriate competencies** - While the best workplaces recognize the role of the HR function, HR is still not perceived

to be a distinct profession by many. But the marriage of technology, work and careers is set to make the HR function not just a business partner, but a business differentiator. For HR function to be taken seriously, HR has to impact business results and show linkages of HR initiatives with business results. However, increasingly, core skills in HR include understanding global HR (e.g. compensation trends globally, creating global talent pipelines, etc.), as well as, deploying appropriate consulting skills within the organization. HR cannot do this unless all transactional aspects of HR are outsourced externally or internally.

6. Attract and build a diverse workforce, including those who do not come to office - HR has to not only promote diversity at workplace, but also be adept in using virtual collaboration tools. This calls for new ways to build values and culture in a virtual environment, using multiple channels of communication. One of the challenges for HR is how can employees who do not come to office bond with the organization?

7. In doing the above, HR should not forget its fundamental role as employee champions!

In conclusion, there seems to be good clarity about how needs of the organization and those of talent are going to change over the next decade. What is still not adequately clear is how HR function will transform its own role to meet these changing needs. This article will achieve its objective if it provokes some of us to reflect on the same.

“

There is an unique opportunity for HR to oversee the meaning that the organization creates for different stakeholders by driving a shared purpose.

”

I often quote myself. It adds spice to my conversation.

- George Bernard Shaw



The 25 Best places to work in India

Aon Hewitt, the global human resource consulting and outsourcing business of Aon Corporation, has announced the results of its 7th Best Employers in India 2011 study. Aon Hewitt said that 200 companies from various industry segments -- Banking and Financial Services, Manufacturing, IT, Telecom, Hospitality, FMCG and Pharmaceuticals -- registered for the study.

The study involved 3 key stages:

1. Data gathering through various diagnostic tools;
2. On-site Audit (for random sampled organisations); and
3. Judging of companies by a panel of independent judges

A five member panel of judges evaluated 'masked' inputs to select the 25 Aon Hewitt Best Employers in India. The company names were not shared to ensure 'blind' judging. The judges evaluated a wealth of data that provided a 360-degree view on each organization -- views of employees, leaders, as well as insights into its HR practices. The study received opinions from more than 40,000 employees.

Only the companies that participated in the Survey are included in the list.

1. Hindustan Unilever Ltd.

Hindustan Unilever Ltd. is India's biggest Fast Moving Consumer Goods company. It's parent company – Unilever – has a 52 per cent stake in the Indian operations. It was ranked as the best employer in India.

Headquartered in Mumbai, the company employs more than 15,000 people directly and provides indirect employment of more than 50,000 people. Earlier called Hindustan Lever Ltd., the company was rechristened Hindustan Unilever Ltd. in June 2007.



Top executives : Nitin Paranjpe (CEO and Managing Director), Harish Manwani (Chairman).

Employees : Over 65,000 direct and indirect employees.

2. Aditya Birla Group

Aditya Birla Group is an Indian multinational headquartered in Mumbai. The group was ranked as the nation's second best employer. It has operations spread over 25 countries with interests in metals, cement, fibre, yarn, apparel, chemicals, fertilisers, financial services, telecom, BPO and IT services. It is a \$30 billion conglomerate.



Top executive: Kumar Mangalam Birla (Chairman).

Employees (worldwide): 130,600



3. LG Electronics India

LG Electronics is a Korean multinational headquartered in Yeouido, Seoul. It is the parent company of LG Electronics India. LG is the world's second-largest manufacturer of television sets and third-largest producer of mobile phones. The study ranked LG Electronics as India's third best employer.

LG India is currently drawing up strategies which will help it become a \$10-billion corporation in India by 2015, making it the second largest market after the United States, ahead of even its home market, South Korea.

Top executive (in India): Soon Kwon (Managing Director)



4. Godrej Consumer Products

The Godrej Group was founded in 1897 and is headquartered in Mumbai.

It has interests in real estate, FMCG, industrial engineering, appliances, furniture, security and agri care, with revenues exceeding \$2.7 billion. Godrej Consumer Products was formed in 2001 after the demerger of Godrej Soaps Ltd. which has been rechristened Godrej Industries.

Top executive: Adi Godrej (Chairman)

Employees: About 10,000



5. Bharti Airtel

Bharti Airtel is an Indian telecommunications multinational firm. It has operations in 19 countries across South Asia, Africa and the Channel Islands.

Airtel is the world's fifth largest telecom operator in the world and also India's largest cellular service provider. Sunil Mittal, Chairman of Indian telecom giant Bharti Airtel, is the 9th richest Indian and ranks 87th in the world.

Top Executive : Sunil Bharti Mittal (Chairman)

Employees : Over 25,000



6. NTPC

NTPC is India's largest power-generating public sector unit, with the government's take in the company at 84.5 per cent. The power major currently generates 34,194 MW electricity and has plans to ramp up power generation to 75,000 MW over the next six years.

Top executives: Arup Roy Choudhury (Chairman and Managing Director)

Employees: 26,000





7. Becton Dickinson India

Becton Dickinson and Company is a USA-headquartered medical technology and equipment giant.

The products it manufactures include medical devices, high precision instrument systems and reagents.

Top executives: Ram Sharma (Managing Director), E J Ludwig (Chairman and CEO, worldwide)

Employees: About 30,000 worldwide



8. Aircel

The Aircel Group began life as a result of an alliance between Maxis Communications Berhad of Malaysia (74% equity) and Apollo Hospital Enterprise Ltd of India (26% equity).

The Aircel Group, formed in 1994, offers mobile services to a vast subscriber base in India. It is India's seventh largest GSM mobile service provider with a subscriber base of over 52 million.

Top executives: Sandip Das (CEO); Gurdeep Singh (COO)

Employees: About 1,000



9. Wipro

Wipro is India's third largest IT company with headquarters in Bengaluru.

Just recently, the IT major realigned its organisational structure to accelerate growth. Wipro started the process earlier this year by deciding on a single chief executive officer instead of the earlier joint model with an aim of creating a 'simpler organisational structure'.

It appointed an insider, T K Kurien, as CEO of the information technology business from February 1. The company has created six strategic business units from the earlier seven.

These are energy and utility; manufacturing and hi-tech; media and telecom; retail, consumer packaged goods, transportation and Government; pharmaceutical, healthcare, life sciences and services (pharma and HLS); and finance solutions, which comprises the banking, securities and insurance divisions.

Top executive: Azim Premji (Chairman)

Employees: Over 120,000





10. Marriott India

Marriott India is the Indian division of the Marriott International chain of hotels. The US-based chain came to India in 1998. Its first hotel -- Goa Marriott Resort -- came up in 1999. Since then the hotels major has spread to many more cities in India, providing excellent service and top-of-the-line experience for its clientele.

Top executives (worldwide): J W Marriott, Jr (Chairman and CEO); William Shaw (Vice Chairman); Arne Sorenson (President and COO)

Employees (worldwide): Over 155,000



11. Kotak Mahindra

Mumbai-headquartered Kotak Mahindra group is a financial major established in 1985. This year it was ranked as India's 11th best employer. It was previously known as the Kotak Mahindra Finance Limited, a non-banking financial company. In February 2003, Kotak Mahindra Finance Ltd, the group's flagship company was given the license to carry on banking business by the Reserve Bank of India. Kotak Mahindra Finance is the first company in the Indian banking history to convert to a bank.

Top executives: K. M. Gherda (Chairman); Uday Kotak (Executive Vice Chairman and Managing Director)

Employees: Over 20,000



12. Scope International

Scope International Pvt. Ltd. provides back-office processing services. The company offers wholesale and consumer banking operations, HR services, finance and accounting services, software development and maintenance, IT services and helpdesk support services. Its banking operations comprise transaction processing in the areas of secured and unsecured lending, wealth management, private banking; and wholesale banking services in trade, payments, credit operations, message centre, payments and securities services, foreign exchange, money markets, fixed income, and derivatives.

Top executive: Edwin Nevis (CEO and group head of banking operations)

Employees: 6,500



13. Dr Reddy's Laboratories

Dr Reddy's Laboratories was founded by Dr K. Anji Reddy in 1984. It is currently India's second largest pharmaceuticals manufacturing company.

Top executives: Anji Reddy (Chairman); G V Prasad (CEO)

Employees: About 14,000





14. Whirlpool India

Whirlpool, right from its inception in 1911 as first commercial manufacturer of motorised washers to the current market position of being world's number one manufacturer and marketer of major home appliances, has always set industry milestones and benchmarks.

Its parent company is headquartered at Benton Harbor, Michigan, USA with a global presence in over 170 countries and manufacturing operation, in 13 countries with 11 major brand names such as Whirlpool, KitchenAid, Roper, Estate, Bauknecht, Laden and Ignis.

Whirlpool acquired Kelvinator India in 1995 and marked an entry into Indian refrigerator market as well. Whirlpool is one of the most recognized brand in home appliances in India and holds a market share of over 25 per cent.

Top executive: Arvind Uppal (Managing Director)

Employees: Over 2,500



15. Maruti Suzuki India

Maruti Suzuki India is the nation's largest car maker, and enjoys a market share of about 45 per cent in the Indian automobile sector.

Top executive: Shinzo Nakanishi (Managing Director and CEO)

Employees: About 7,000



16. Canon India

Incorporated in 1997, Canon India Pvt. Ltd. is a 100 per cent subsidiary of Canon Singapore Pte. Ltd.; a world leader in imaging technologies.

Canon has offices in more seven Indian cities. The company sells a large range of digital imaging products, like digital copiers, multi-functional peripherals, fax-machines, inkjet and laser printers, scanners, all-in-ones, digital cameras, digital camcorders, dye sub photo printers and multi media projectors semiconductors, card printers, etc.

Top executive: Kensaku Konishi (President and CEO)

Employees: 850



17. Ford India

Ford India is a wholly owned subsidiary of the Ford Motor Company. The auto major's India headquarters are in Chennai. The company is India's sixth largest car maker.

Top executive: Michael Boneham (President and Managing Director)

Employees: Over 10,000



**18. Tata Teleservices Ltd.**

Tata Teleservices Ltd is a subsidiary of the Tata Group headquartered in Mumbai. It operates under the brand name Tata Indicom.

Japanese telecom giant NTT Docomo bought a 26 per cent stake in Tata Teleservices in November 2008 for \$2.7 billion. The company provides mobile services under three different brand names: Tata Indicom; Tata DoCoMo; and Virgin Mobile

Top executives: Ratan Tata (Chairman); Srinath Narasimhan (Managing Director)

Employees: Over 34,000

The logo for Tata Teleservices, featuring the word "TATA" in blue and "TELESERVICES" in a lighter blue.**19. MindTree Ltd.**

MindTree Ltd, headquartered in Bengaluru and New Jersey (USA), is an international information technology consulting company.

It has operations across the world, especially Asia, Europe and the United States.

Top executives: Krishnakumar Natarajan (CEO); Subroto Bagchi, Vice Chairman; S Janakiraman, President

Employees: Over 9,500

**20. NIIT**

NIIT is a global information technology solutions company, with operations in North America, Europe, Asia, Australia and the Middle East.

It offers solutions focussed around applications development and management, managed services, cloud computing, packaged implementation and business process outsourcing.

Top executives: Rajendra S. Pawar (Chairman); Arvind Thakur (CEO, NIIT Technologies); Pratibha K Advani

Employees: Over 4,800

The logo for NIIT, featuring the letters "NIIT" in a bold, blue, sans-serif font.**21. Tata Steel**

Tata Steel is the world's seventh largest steel company with an annual crude steel production capacity of 31 million tonnes.

It is part of Tata Group. Tata Steel is also India's second-largest and second-most profitable company in private sector. Its largest plant is in Jamshedpur.

Top executives: Ratan Tata (Chairman); B Muthuraman (Vice Chairman); H M Nerurkar (Managing Director)

Employees: Over 35,000

The logo for Tata Steel, featuring the words "TATA STEEL" in a bold, blue, sans-serif font.



22. Jubilant Foodworks Ltd.

Fast-food operator Jubilant Foodworks Ltd, which runs the Dominos Pizza chain in India, may soon launch Dunkin' Donuts in the country. Dunkin' Donuts, owned by private-equity firms Carlyle Group, Thomas H. Lee Partners and Bain Capital, is the latest in a series of US restaurant chains to tap into the booming demand for fast food in India. The Indian fast-food sector is growing at roughly 30 per cent annually as an economy growing at over 8.5 per cent.

Top executive: Ajay Kaul (Chief Executive Officer)

Employees: Over 5,000



23. Cognizant Technology Solutions

With 50 global delivery centres, Cognizant combines a unique onsite/offshore IT delivery model infused by a distinct culture of customer satisfaction. A member of the Nasdaq-100 Index and S&P 500 Index, Cognizant is a Forbes Global 2000 company and a member of the Fortune 1000 and is ranked among the top information technology companies in BusinessWeek's Info Tech 100, Hot Growth and Top 50 Performers listings.

Top executives: Francisco D'Souza (President & Chief Executive Officer); Lakshmi Narayanan (Vice Chairman)

Employees: over 104,000



24. FirstSource

FirstSource is a provider of business process outsourcing services headquartered in Mumbai. It provides customised business process management to customers in the banking & financial services, customer services, telecom & media and healthcare sectors. Its clients include Fortune 500 financial services, telecommunications and healthcare companies. FirstSource has operations in India, America, Britain and Philippines. It was formerly called ICICI OneSource.

Top executives: Shailesh Mehta (Chairman); Ananda Mukerji (Vice Chairman); Matthew Vallance (Managing Director and CEO)

Employees: Over 24,000



25. Aegis Ltd.

Essar Global Ltd, the parent company of Aegis, is a business corporation with a balanced portfolio of assets in the diverse manufacturing and services sectors of steel, energy, power, communications, shipping ports and logistics, and construction. Privately owned and professionally managed, Essar has judiciously invested in the commodity, annuity and services business segments. It is a \$15 billion group operating from 20 countries.

Key executive: Aparup Sengupta (Managing Director and Global Chief Executive Officer)

Employees: More than 41,000





Emotional intelligence (EI) is a relatively new and growing area of behavioral science research, having caught the attention of the general public, the management professionals and the academic community. Emotional intelligence also connects with several cutting-edge areas of psychological science, including the neuroscience of emotion, self-regulation theory, studies of Meta cognition, and the search for human cognitive abilities beyond “traditional” academic intelligence. Application of EI has been most frequently documented in the professional workplaces. Corporations have used EI for organizational development as well as for enhancing managerial effectiveness. EI improves management practices and also helps in leadership development. EI has been instrumental in motivating and creating a culture of high performing workplace. EI applications in the workplace include organizational initiatives like recruitment, leadership development, team building, succession planning, organizational effectiveness and performance management. Harrison (1997) has portrayed EI as a core competency of many corporations. EI has strong linkage with sustainable competitive advantage. EI facilitates innovations in the work place and also helps in enhancing employee creativity and risk taking ability.

Organizations have traditionally had better human resource management systems as compared to those at the individual level because of a far more evolved research base on organizational behavior. Organizations manage human capital through recruitment, training and performance review and recognition/reward mechanisms. With EI, organizations have become far more alive to the emotional engagement that they offer their employees. From assigning tasks to engaging people is a journey that most organizations have embarked upon, after understanding EI. Human resource

Emotional Intelligence – Applications and Evolution

Shamira Malekar



Dr. Shamira Malekar is an Assistant Professor with Aruna Manharlal Shah's Institute of Management and Research (AMSIMR) with several research papers to her credit published in Management journals of repute. She is one of the founder members and Joint Secretary for the Forum of Emotional Intelligence and Learning (FEIL) in India. She is the recipient of the 1st prize of the Best Doctoral Paper Competition at the Association of Indian Management Scholars (AIMS – 7) International Conference organized at Indian Institute of Management – Bangalore in December 2009. She also won the Best Thesis Competition at the doctoral Conclave at ICFAI Business School (IBS) in February 2010. She also received Certificate of Merit for the 3rd position at the Emerging HRD Thinker's Award of the Indian Society for Training and Development (ISTD) for the paper entitled "Attracting and Retaining talent with Emotional Intelligence: A Study on Social Relationships in Organizations" in March 2010.

Dr. Shamira has compiled and edited the 1st book of FEIL entitled "Emotional Intelligence and Leadership - Better work and learning environments" published by Excel Books - 2011 (ISBN No. 978-81-7446-902-1). In March 2011, she won the Best Paper Award at a Corporate Social Responsibility (CSR) National Conference organized by Babasaheb Gawde Institute of Management with a empirical paper presentation on "Social Responsibility".

She was nominated as the representative of India to Israel for a Diplomatic seminar by the Consulate of Israel in July 2010, Nahum Goldmann Fellowship in February 2009 and to Germany for a 2 day conference on Judaism and Ethics in October 2006. She has also participated in a 21 day Leadership Program held in Israel in July 1999.



managers strive to attract good people by measuring EI, and retain them by developing EI. Beinhocker (2000) and Rijamampianina and Maxwell's (2002) study mentions that EI of a company is an aggregate of EI of individuals. Beinhocker (1997) mentioned that effective and continuously appropriate decision-making leads to long-term superior performance. Firm needs innovation acquired by development and adaptation of competitive advantage. This is achieved by focusing on flexibility, adaptability and creativity - the three innate characteristics of the people in an organization - the methods to gain competitive advantage.

Organizations have traditionally had better human resource management systems as compared to those at the individual level because of a far more evolved research base on organizational behavior. (Bastian et al., 2005) Organizations manage HC through recruitment, training and performance review and recognition/ reward mechanisms. With the evolution of the theory of EI, organizations have become far more alive to the emotional engagement that they offer their employees. From assigning tasks to engaging people is a journey that most organizations have embarked upon, after understanding the impact of the emotional context. Assessments of EI dimensions have facilitated training and development modules for customer service skills, conflict management strategies, and stress management programs. Similarly, HR professionals have used EI measures as components in individual development plans, organization wide competency models and executive coaching interventions.

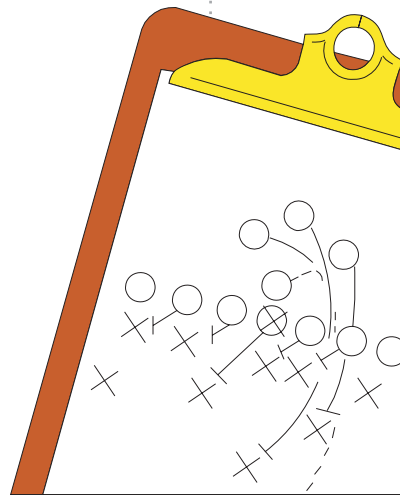
Cherniss and Golemann (2001) claimed that EI has emerged as the most influencing concept in the contemporary corporate world and has made profound impact on the areas of societal development, education, and health care. Thus it seems that research and majority of the organizations believe that emotional intelligence skills are critical. A person with high EI can better perceive emotions, use them in thought, understand their meanings and manage emotions better than others. Solving emotional problems requires less cognitive effort for this individual. The person also tends to be somewhat higher in verbal, social, and other intelligences, particularly if the individual

scored higher in the understanding emotions portion of EI. The individual tends to be more open and agreeable than others. The high EI person is drawn to occupations involving social interactions such as teaching and counseling more so than to occupations involving clerical or administrative tasks.

So, perhaps even more important than scoring high on an emotional intelligence test, he knows his level at this group of skills. Discovering one's level means that you can know whether and how much to be self-reliant in emotional areas and when to seek others' help in reading the emotional information that is going on around oneself.

Whether one is high or low in emotional intelligence, is perhaps not as important as know that emotional information exists and that some people can understand it. Knowing just that, one can use emotional information, by finding those who are able to understand and reason with it. High levels of EI creates a climate of trust where healthy risk taking and learning flourish; on the contrary, low EI creates

a climate of fear and anxiety. EI is carried through organizations like electricity through the wires. Also, EI is sine qua non of leadership without which a leader would not be effective. With this in view, identification and enhancement of EI competencies among managers/marketing professionals have been receiving considerable attention during recent times. Positive association is noted between leadership and EI; hence with EI intervention, leadership abilities of an individual can be enhanced. However EI has its roots nearly 300 years ago. Let's see the evolution of the concept in the next section.





EVOLUTION OF EI

In the 17th century, Descartes discussed that a person's intelligence was responsible for creating knowledge and validating the truth. He recognized that intelligence is at least partly responsible for what it is that makes each person unique. He also maintained that mind and body are separate entities. In the same century, another English philosopher - Locke believed that a person was born as a blank slate and that intelligence was the ability to reason built up over time by interactions with the environment.

Spinoza (1677) is believed for the measurement of cognition, emotion and intellect together. He asserted that cognition comprised of emotional cognition, intellectual cognition and some level of intuition. Despite the introduction of the concept of 'intelligence', there was low empirical evidence and introduction of psychometric testing.

The classification and sequence of continuous evolution of EI in four distinct phases explained in a time frame as depicted in Fig 1.

First phase (1900 – 1919) Theme: Development of IQ measurement scale

This phase is the nascent stage of the development of intelligence. In this phase, 'intelligence' was explained. Intelligence testing began in earnest in France, when in 1904 psychologists Binet and Simon were commissioned by the French government to find a method to differentiate between children who were intellectually normal and those who were inferior. The purpose was to put the intellectually inferior students

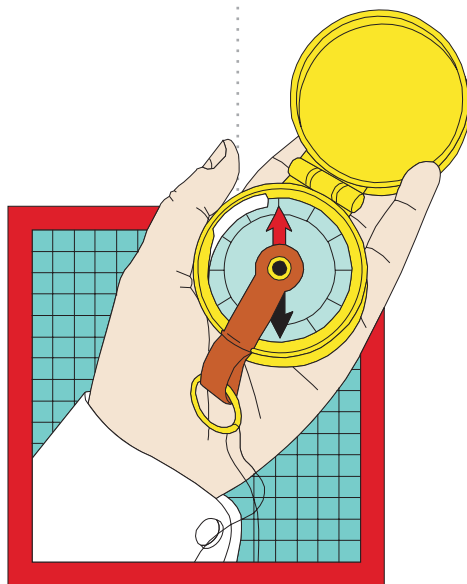
into special schools, where they would receive more individual attention. This led to the development of the Simon-Binet Scale. The test had children do tasks such as follow commands, copy patterns, name objects, and put things in order or arrange them properly. Binet gave the test to Paris school children and created a standard based on his data. For example, if 70 percent of 8-year-olds could pass a particular test, then success on the test represented the 8-year-old level of intelligence. Following Binet's work, the phrase 'intelligence quotient' or 'IQ' entered the vocabulary. The tests were soon available for widespread use. In 1916 Stanford and Binet modified the IQ test with the exclusion and inclusion of relevant components. Thurstone believed the existence of a small set of primary mental factors that are relatively independent of one

another and are measured by different tasks. Thurstone nominated seven such factors: verbal comprehension, word fluency, numerical fluency, spatial visualization, associative memory, perceptual speed and reasoning. Identifying these flaws in IQ, psychologists researched further.

Second phase (1920 – 1972) Theme: Expansion of the theories of intelligence

This was the developmental phase of intelligence. This phase markedly showed a lot of research conducted on the development of IQ, introduction of personality parameters and social intelligence. The roots of EI can be traced

back to the concept of 'social intelligence' coined by Thorndike (1920) to refer to the ability to understand, manage and act wisely in human relations. Thorndike (1920) first identified the concept of 'social intelligence' (SI). He defined SI as the ability to understand and manage men and women, boys and girls - to act wisely in human relations. From 1920 through 1937, seven of the ten published studies discussed a measure of SI known as the George Washington SI test, developed by Moss and his colleagues at George Washington University. Thorndike and Stein (1937) criticized the test as there was no data to indicate impact of personality, interests, or academic / abstract intelligence from the social intelligence scores. Also the test was found to be heavily loaded in verbal ability resulting in its similarity to the existing measures of academic intelligence. These 17 years were the only serious attempt to measure social





intelligence, which unfortunately did not succeed.

Wechsler (1940) observed the impact of non-cognitive and cognitive factors of what he referred as 'Intelligent behavior'. Maslow (1954) wrote about the enhancement of emotional, physical, spiritual and mental strengths in people. His work set to life the 'Human Potential Movement' and to the development of many new sciences of human capacity in the 1970s and 80s. Other researchers Cattell and Butcher (1968) tried to predict both school achievement and creativity from ability, personality, and motivation. The authors succeeded in showing the importance of personality in academic achievement. Studies to more fully assess the relative importance of both ability and personality variables in the prediction of academic achievement were also conducted. There was identification of cognitive as well as non-cognitive behavior. Researchers succeeded in showing the importance of personality in academic achievement. One contribution of this stage: Ability as well as trait personality dimensions are responsible for individual's success.

Third phase (1973 – 1995) Theme: Development of EI

There is an identification of limitations of cognitive abilities in an individual in this phase. Existence of multiple intelligences in an individual is identified and concluded with the introduction of EI. McClelland (1973) launched an entirely new approach to the measure of intelligence proposing a set of specific competencies including empathy, self-discipline and initiative. Research in the seventies focused on high academic achievement and the reasons for the same. Gardner (1983) discussed intelligence to entail a set of skills of problem solving – enabling the individual to genuine problems or difficulties that one encounters when appropriate to create an effective product. It must also entail the potential for finding or creating problems that lays the groundwork for the acquisition of new knowledge. Gardner (1983) included intrapersonal and interpersonal intelligences in his theory of multiple intelligences. Intrapersonal intelligence includes attributes leading to self-understanding and mastery with awareness of feelings, psychological insight, ability to manage emotions and behave in ways that meet one's needs and goals. Interpersonal intelligence involves social competence with the capacity for empathy, altruism, and emotional intimacy.

Gardner (1983) proposed that there are seven primary types of intelligence: verbal, mathematical-logical, spatial, kinesthetic, musical, intra physical abilities (insight, inner contentment) and personal. The personal intelligences consist of interpersonal intelligence, the ability to

understand others, and intrapersonal intelligence, the ability to develop an accurate model of the self and use it effectively to operate throughout life. Gardner (1983) noted that the IQ tests have predictive power for success in schooling but relatively lesser predictive power outside the school context. This is applicable especially when more potent factors like social and economic background are considered. Gardner introduced his theory of the various frames of mind, which opened doors to other theories.

Triarchic theory as developed by Sternberg (1985) stated that in addition to academic performance, adaptation to environment, experience and the internal world of the individual was equally important. The triarchic theory comprised the following:

- a. Intelligence and the internal world of the individual
- b. Intelligence and experience and
- c. Adaptation to the environment

Each part of the theory highlights a different aspect of intelligence that is applicable to different groups as well as individuals. Sternberg's theory also included the concept of practical intelligence. Practical intelligence depends on tacit knowledge that is acquired through day-to-day practical experiences and is basically – what to do in a given situation. Sternberg's theory focuses beyond the cognitive aspect of intelligence and acknowledges Meta intelligence comprising of social, practical and emotional aspects. The theories of Gardner and Sternberg were seen as expansive theories of intelligence and with these base researchers on EI have considered system theory account of intelligence more than the cognitive theories.

The first of the three major theories on EI to emerge was that of Bar-On (1988). In his doctoral dissertation he coined the term



emotional quotient (EQ), as an analogue to intelligence quotient (IQ). In 1990, Salovey and Meyer described that over the last few decades the beliefs about emotions and intelligence have both changed. Intelligence was once perfection, and the people soon recognized that there was more than intelligence to life. Whereas emotion was once perdition and people were recognizing that it might have substantive value. Golemann published his famous book on EI 'Emotional Intelligence: 'why it can matter more than IQ' in 1995 which lead to mass awareness. Additionally a paper published in Harvard Business Review vitalized the concept.

Thereafter, articles on EI began to appear with increasing frequency with empirical work on the construct along with scientific theoretical literature with academic interests.

Fourth phase (1996 – 2011) Theme: Corporate Cognition

The theme of the fourth phase is "corporate cognition". Cognition is a concept used in different ways by different disciplines, but is generally accepted to mean the process of thought.

Path-breaking introduction of EI marked this phase. Many accreditation programs, corporate training programs, training students have been developed to enhance cognitive as well as non-cognitive skills of individuals. EI is being recognized as a set of competencies to develop leaders and decision makers. Emotionally intelligent leadership appears to be one key contributor to the development of a psychologically healthy workplace. Leaders are directly influencing morale, retention, commitment, satisfaction and perceptions of stress. A variety of approaches are being tried by corporations to consider deploying EI in the development of a healthy workplace. Formation of a consortium for research on EI for the western countries and FEIL (Forum for Emotional Intelligent and Learning) in India concentrates on research, education, corporate training and generating social awareness of EI. Thus in conclusion, I wish to quote that the notion of EI with its wide applicability to many organizational issues such as performance, commitment, leadership has considerable appeal.

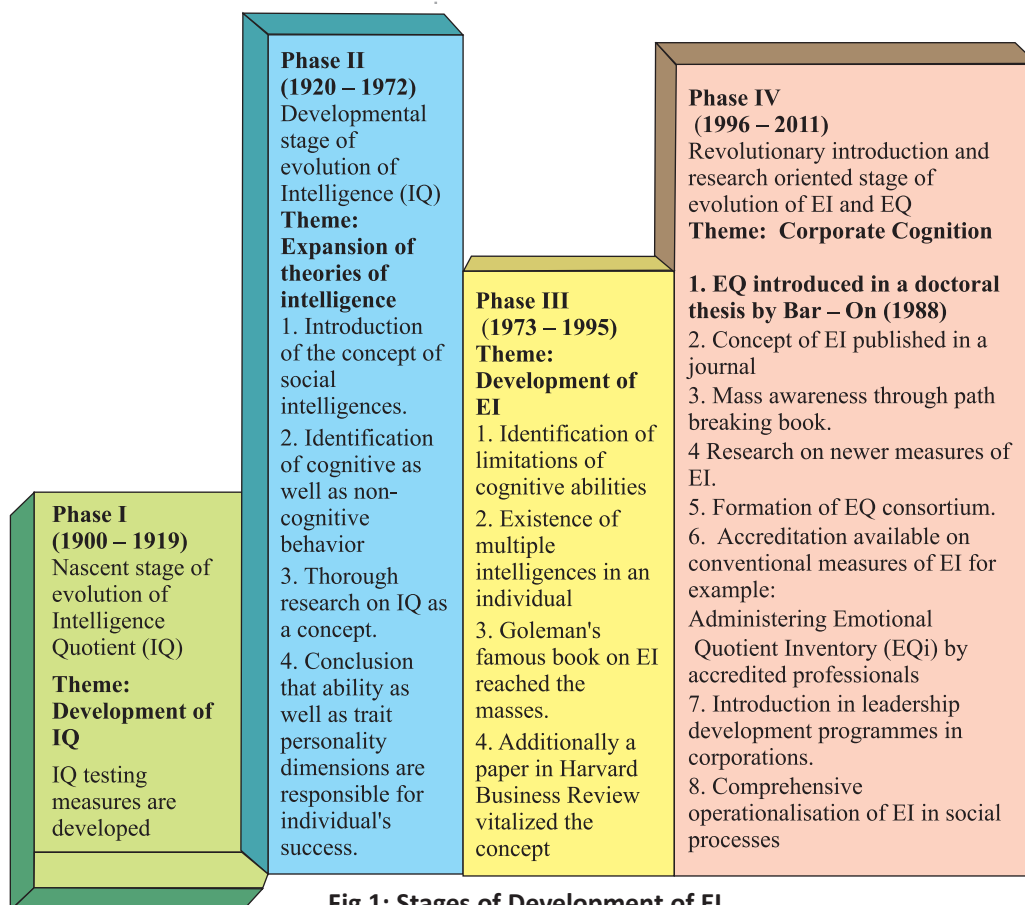


Fig 1: Stages of Development of EI



Employability Gap : A challenge for India 2020

Deepak Menaria,
Associate VP, Globallogic Inc.



DEEPAK MENARIA is an Entrepreneur and Management professional. He is currently Associate V.P. – HR with GlobalLogic and has around 15 years of increasing responsibility and success in human resource functions including People Development, Talent Acquisition and Management in the IT industry. He specializes in Employee Engagement, Retention and Training.

Deepak has a MBA degree from the Nagpur University. He also holds a Bachelor's degree in Engineering in Computer Science and Bachelor's degree in Psychology. He also holds MS degree in Counseling and Psychotherapy.

His current role includes leading Learning & Development function for all India locations of GlobalLogic. He is Advisor for a leading counseling & training organization in Nagpur - Lighthouse People Services providing services in career counseling, personal counseling and training.

Deepak was among top 3 finalist for Young HR professional of the year award by India-Pacific HRD Congress in year 2008 at Mumbai. Deepak was conferred with prestigious Super Achievers award by Indira Group of Institutes (Pune) in the year 2008 for outstanding work in the field of HR

Deepak was recognized as outstanding Alumnus for achievements and contributions made by Yeshwantrao Chavan College Engineering, Nagpur as part of silver jubilee celebrations in the year 2009 and by Datta Meghe Institute of Management Studies, Nagpur for his contribution in Management and HR in year 2010.

He was the youngest member to be felicitated.

There has been significant growth in educational institutions over the last decade with increasing number of engineering graduates passing out year after year. One of the good things to happen in India in recent times has been that professional higher education has spread its wings to reach the common man and ordinary citizens now dream of becoming an engineer or doctor or management professional unlike few decades back when it was for few privileged class getting into limited government colleges. This clearly means that thousands of qualified graduates pass out every year and get started with journey to fulfill their dreams. One of the studies has put increase in number of professional's colleges as 3 times in last decade.

Also recent times have witnessed explosive growth in various sectors in India with IT emerging as one of the major surprise sectors in the last decade. IT sector has been a popular choice for youth because of its charm, dignity, high income and "white collar" status. Bio- medicine/ Pharma has been another technologic/ research field gaining momentum in last few years. Standing of Infosys on global platform is manifestation of IT revolution in India in last decade. Projections indicate that industry would require additional 6 million software professionals over the next ten years India wide. This clearly means opportunity is huge even going by moderate estimates for youth which open flood gates for youth to fulfill their dreams. India 2020 dream of becoming a super power and big stakeholder in international matters would need talented and employable workforce with India's youth population becoming one of the major prime movers for our growth.

Let's examine following two set of statements,

Set 1 : The supply end (academic institutions) looks healthy,



The demand end (Industrial sector) looks healthy

Set 2 : Not all graduates get suitably employed,

Companies struggle to get their demand fulfilled by quality talent.

Looking at set 1 and 2, one thing is clear there exists some problem because both sets do not justify each other. So where is the problem?

This problem can be suitably defined as problem of “employability gap”. This gap exists because youth passing out from various professional colleges in IT education and other sectors are not suitably equipped to get employed in industry.

“The shortage of appropriately skilled labor across many industries is emerging as a significant and complex challenge to India's growth and future. According to NASSCOM (National Association of Software Companies), each year over 3 million graduates and post-graduates are added to the Indian workforce. However, of these only 25 percent of technical graduates and 10-15 percent of other graduates are considered employable by the rapidly growing IT and ITES segments. Hence, what we have today is a growing skills gap reflecting the slim availability of high-quality college education in India and the galloping pace of the country's service-driven economy, which is growing faster than most countries in the world. As businesses propose to double and treble their workforces and India Inc. strives to maintain its position in the global marketplace, it has become imperative to prepare and plan for a world-class, competent, talented and innovative workforce.

It is widely held that knowledge, skills, and resourcefulness of people are critical to sustain development, economic, and social activity in a knowledge society. Given

the current high-paced growth and dynamic investment climate in India, the demand for knowledge workers with high levels of technical and soft skills will only increase. It is estimated that India would require a workforce of 2.3 million employees in the IT and IT-enabled service sectors by 2015. However, over the past fifteen years, India has produced 1.6 million professionals and faces the uphill task of producing another 0.8 million in the next two years.

In this demand-supply gap scenario of employability, a look at the Indian education system will reveal that the number of technical schools in India, including engineering colleges, has actually more than trebled in the last decade, according to the All India Council of Technical Education.

Part of the skills gap problem is that only a small percentage of India's young go on to higher education. No more than 7 per cent of Indians aged 18-25 go to college, according to official statistics. Even a more fundamental level of education is proving difficult with nearly 40 per cent of people over the age of 15 being illiterate. Ironically, it is becoming even harder to create a robust and continuous pipeline of talent. The university systems of few countries would be able to keep up with such demand, and India is certainly having trouble. The best and most selective universities generate too few graduates, and new league of colleges are producing graduates of uneven quality.

Further, universities and educational institutions have been unable to update their syllabi in tune with the high speed changes taking place in the world of technology. Hence, the students churned out are not equipped to meet the current industry requirements and often companies have to incur additional expenses (time and monetary) to train the newly hired.

One of the approaches to tackle the problem of lacking job readiness in the Indian IT sector is partnerships between the industry and academia. Many organizations have taken such initiatives to provide hands on experience, practical skills and soft skills to bridge this gap and provide training in high-demand job skills. But such limited initiatives can meet numbers to a limited extent.

It's high time now for our education system to reboot itself and joint initiatives by the industry and academia will play an important part in plugging the talent gap in the years to come. Training individuals for the jobs of the future and allowing them to visualize what is possible today will not only make a difference in their lives but will enrich our

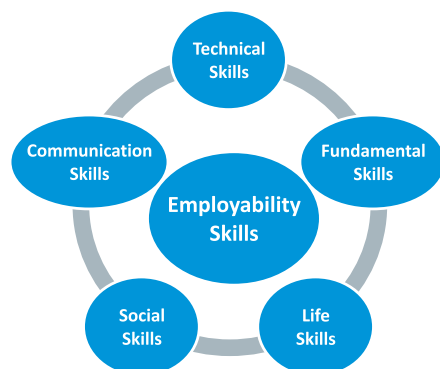


communities now and for the future.

In such an environment of high interaction, the existence of any business/economy is dependent upon not only the optimal utilization of current available resources, but also on innovation and communication. However, there is often a gap between what college students learn in theory and what is actually practiced in industry. This further attracts cost when industries conduct training programs internally to make their Fresh talent “deployable”. Industries also struggle to maintain bottom-lines in a competitive environment and this ‘gap’ further creates a dent on profitability. There is an opportunity here. Those involved in college recruitment can help address this tension by facilitating the relationship and by providing a basic framework for understanding why difficulties occur when trying to collaborate between different value sets as in industry and academia. Both industry and higher education involve knowledge creation, dissemination and learning. Those involved in college recruitment can serve as a bridge to help industry and academia become collegially networked institutions.

For India to maintain its competitive advantage, the educational institutions need to produce industry-ready candidates

There are multiple competencies and skills people acquire during education and many are acquired by experience. The requirement of each job demands for different set of competencies and skills; for example, what is required for a marketing job would be different from what is required for a software development job. Each job with different work environment and team dynamics requires different abilities to meet the objectives of the job. These abilities or capabilities are learned during education and some are acquired through general experience of co existence in society. Many such skills are naturally acquired over years by own experience and understanding the world around.



These abilities can be broadly categorized into following five buckets:

Fundamental skills are basic abilities which are naturally required to perform the specific job. Generally the wider term like Aptitude is used to refer to these fundamental skills. Normally these skills are acquired during school education and these skills become like a foundation for career progression.

Technical skills are competencies which are learned and acquired during college/ professional education as per the specific job. These are normally knowledge based skills which are taught during various courses to prepare an individual for specific jobs. Technical skills are different for different job as per the knowledge requirement for the job and industry. The key aspects of domain knowledge and practical application of knowledge are also part of technical skills.

Communication skills are abilities required for effective communication in professional environments. These are part of basic life skill but because of their significance in changing work environments they have been identified as a separate category. These include language and primary skills for communication such as reading, writing and speaking. Information is supreme and effective communication plays important role for people to work together.

Life skills are basic skills which are required for human existence and success. Normally these are generic skills which are typically common for various professions. These skills are acquired through experience, aging and self driven understanding. Most of the attitudinal attributes would be part of life skills. It is rightly said that right attitude and right aptitude is a good blend for successful career. Life skills have relevance beyond work life and are relevant to personal as well



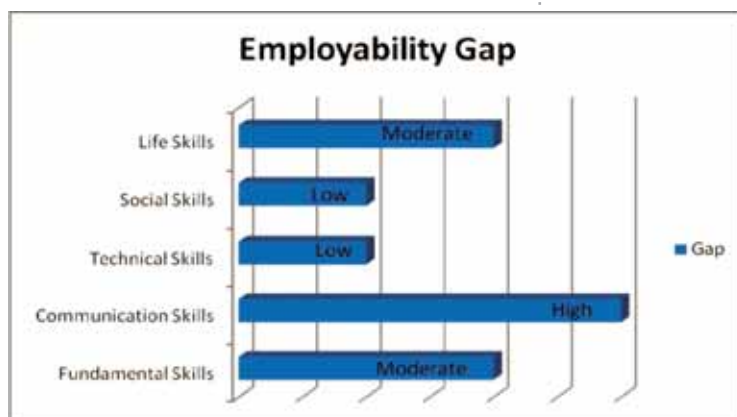
as social lives of people.

Social skills are abilities to work and perform in social environments. Professional environment has a strong social dimension because of many individuals working together for a common objective and mission. Managing relationships at work is a key requirement for performance and ability to lead and work in team, decides the accomplishment of the larger objective of an organization.

Academic institutions work towards making students ready for industry and meet the requirements of software industry. Various subjects are taught during college education to meet these requirements of Industry. The ultimate purpose of such professional institutions is to produce employable talented work force to meet the growing needs of the industry.

A study has found and described various components of this “Employability Gap” in terms of Skill Gap. A comparison was done between ‘What skill/knowledge is imparted during education’ versus ‘What is required by Industry’. The findings have thrown up some exciting facts.

Communication Skills have the highest ‘gap’ from employability perspective



whereas Life Skills and Fundamental Skills have moderate ‘gap’. Another observation has been that the Social Skills and Technical

Skills have low degree of ‘gap’ on the employability barometer.

This “employability gap” needs immediate attention and in order to fulfill our dream of India 2020, we have just 10 years to go. Communication skills need highest focus during academic times for youth in order to bridge this ‘gap’ from industries perspective followed by Life Skills and Fundamental Skills. Academic fraternity and industries needs to join hands and contribute towards this mission. A small effort by all partners in the ecosystem would make a difference.

How can we meet this challenge and work towards reduction in Gap and making youth industry ready for future. Here are a few recommendations:

Efforts are required for focused Industry-Institution interaction to bridge this Gap. More experts from Industry need to come forward and contribute in academics: Reverse Osmosis.

Industries need to explore ideas such as “Academic Sabbatical leaves” to encourage people from industries to take up short/long term assignments in academics.

More soft skills interventions at college level on communication skills, social skills and life skills would help in reducing this Gap and make today’s youth as Industry ready.

Industries prioritize fundamental competencies and colleges needs to focus on fundamentals and basic skills in order to inculcate industrial readiness.

Industries need to encourage research orientation among their people and collaborate with Academicians for much more meaningful research and development.

A small step in right direction by all members of education fraternity as well as corporate/industry world towards getting close to each other and work towards “Youth Transformation” would ensure we achieve our dream of India 2020.

Any idiot can face a crisis - it's day to day living that wears you out.

- Anton Chekhov



Powering The HR Engine

Ragland Thomas
Vice President, HR,
Zenta Ltd.



Ragland is a HR Professional with experience in Manufacturing, Information Technology, BPO & KPO Industry verticals. He has worked for organizations like Visteon, GE Capital and HSBC. Ragland currently is the Vice President – Human Resources & Organization Development at Zenta. He manages the Human Resource function for the KPO Division of Zenta, which is the largest Real Estate KPO in the world.

He has performed multi faceted roles in Organization Development, Talent Acquisition, Employee Relations, Performance Management, Training & Development and Compensation & Benefits. He has delivered a broad spectrum of assignments in all these roles involving operational & strategic interventions. He has strong expertise in Talent Acquisition, Talent Engagement & Retention, Talent Assessment & Management and Learning & Development.

He is a post graduate in Personnel Management & Industrial Relations from Madras School of Social Work and is a graduate in English Literature from St. Josephs College. He is a Six Sigma Green Belt Certified and a Certified OD Professional. He is a certified Coach, Assessor & Facilitator in Strategic Leadership Development, Leadership Simulation, Emotional Intelligence and Value Systems.

In 2008 he was awarded the Indira Super Achiever Award by the Indira Group of Institutes, Pune.

“The time will come when people will travel in stages moved by steam engines from one city to another, almost as fast as birds can fly, 15 or 20 miles an hour....” – Oliver Evans, 1800.

Little would Oliver Evans have known in 1800, the tremendous improvement the railway industry would have made since then. His words were futuristic yet not futuristic enough when we realize that the current day railways have made quantum leaps and will continue to race to the next level. Technology, Customer needs, Innovation, Futuristic Mindsets and Entrepreneurship came together to drive the change in the railways so far and going forward as well.

If we apply this to the Human Resource function we will see many parallels. From being an Attendance/Payroll function HR has evolved into a Strategic Partner for the business. While this transition has been made in some organizations, the transition is still on in most organizations. This transition is dependant on many variables and it is critical that HR Leaders understand these before they embark on a change drive. What are some of those variables?

Organizational Context – The HR Function should complement the organization it supports. This blending is required to gain the acceptance and support from all stakeholders. However the function should have an understanding of the strengths & development areas of the business and work towards highlighting the bottlenecks and gain support for change.

HR Team – The success of the team depends on the skills of the team. The knowledge, skills, motivation and attitude of the team are critical to not only to ensure the effectiveness and efficiency of the service but also in interpreting / understanding the moods, expectations and dynamics in the organization.



Technology – The technology used by HR Function to deliver the services is a critical factor to know how updated the function is in using the latest available tools. While this is dependent on the need and approved investment, a HR Function which leverages relevant technology will be more able to achieve its objectives.

Process & Metrics – The HR Function should learn to let Six sigma, Lean, Operations, Finance experts to share their tools to make the HR process and metrics better and more aligned to the organization and other functions.

Stakeholders – The perceptions, expectations and dynamics of the Stakeholders – Line Managers, Executive Leadership Team and Investors are to be accounted for and it will have a direct impact on the functioning, available budgets and collaboration to execute.

HR Leader – It's needless to stress the importance of the HR Leader in all of these. The HR Leader drives the HR Engine and the skill, experience, attitude, mastery of the Leader will determine how well the engine is being driven – be it a Steam, Electric or Bullet Train.

Regardless of the above variables every HR Function should have a few basic practices which will serve as the foundation on which the change initiatives can depend upon when engaged anytime. Let's look at a few of those

Align HR Structure & Roles – The HR Structure will determine the effectiveness and efficiency of the HR Team. The most appropriate structure to support the business should be designed for maximum effectiveness, efficiency and cost optimization.

Competency mapping – Mapping competencies and using them to hire, develop, identify HiPots, etc. will be a key differentiator for any organization. A lot of

work will go into this during set up phase but once completed it will help to remove disconnects during hiring, provide clarity for training and identifying talent.

Frontline Managers – More things can be accomplished if the front-line managers take more responsibility for managing people effectively and both HR & FLMs are able to appreciate each other's priorities.

Employee Life Cycle Engagement – Given the dynamic workforce we have, it requires us to ensure their engagement at work. How can we ensure that the employees give their best? Try engaging employees across their lifecycle through recognition, focus groups, surveys, rewards, career growth, etc. The combination will depend on what each organization can offer and the HR Team can work on the most appropriate set. Employees will experience the heightened sense of importance through these initiatives.

Responsibility – What is HR responsible for? Is HR solely responsible for those we don't directly control? For example unless HR & other functions jointly own retention how can the retention initiatives be successful? This is something that the HR Team should be clear about and this clarity will save a lot of time, energy and money for the organization.

Acquiring Talent – Given the growth of the business post the slowdown there will be tremendous pressure on the hiring teams. There are a few points we can leverage

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....every HR Function should have a few basic practices which will serve as the foundation on which the change initiatives can depend upon when engaged anytime.

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for increasing effectiveness :

- Increasing the clarity in hiring requirement, Job descriptions and understanding of the Hiring teams will increase the effectiveness of the hiring team.
- Hiring Process – Use a process which requires maximum objectivity, clear documentation and makes decision-making easy.
- Planning – Most of the times hiring efforts fail due to lack of planning or ground level information on where the talent is available.
- Tools – Do you have a hiring tool kit – Job Previews, EVPs, Thankyou cards, Bouquets, Information Kits and anything else specific to your organization?

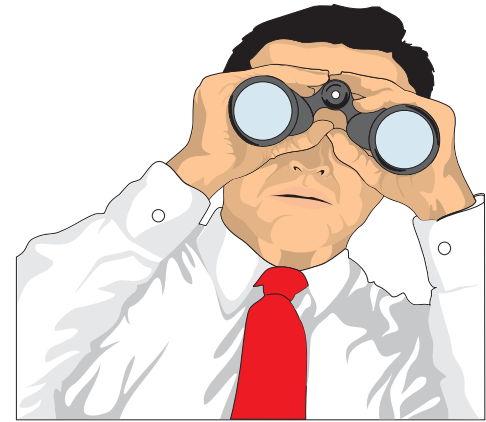
Retaining Talent has become the biggest challenge after hiring. We should first understand the business model, business cycle, vintage of business, opportunities within the organization, career paths and placement in the industry before we beat ourselves up for attrition. An understanding of the above will also help us to structure the appropriate retention strategy for the business. Let's take the example of the railways again. Which train would be getting the highest repeat passengers and what would be contributing to that? If we study those employees who have stayed and replicate more of them or situations which favored their stay would be a better option. Let's look at a few points on how we can retain better :

- Supervisors play a critical role in retention and it's our responsibility to recognize and retain the best supervisors which will in turn impact retention.
- Career paths which engage employees with a mix of growth, skill complexity, variety & responsibility, with right compensation, with leadership teams that motivate and mentor.
- Increased focus on performers, identifying critical employees, identifying critical positions, retention training for supervisors can add to the strength of the retention efforts.

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Retaining Talent has become the biggest challenge after hiring. Well we should first understand the business model, business cycle, vintage of business, opportunities within the organization, career paths, placement in the industry before we beat ourselves up for attrition.

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Retention should be an organization-wide initiative facilitated by HR and that alone can assure any results.

So the transition is still on and HR Teams are working towards making the change across the HR Spectrum. The responsibility lies with the Engine Driver as the driver knows the engine and the carriages it pulls, the tracks, the facilities, technologies, etc. The driver has to reach the destination on time with minimal discomfort to the passengers, retain or increase the passengers. The task certainly looks challenging and that makes this role the most interesting role.

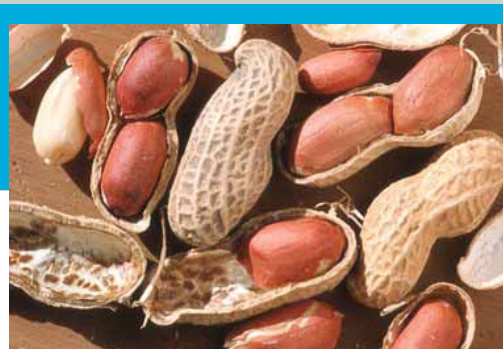
Here is the test to find whether your mission on Earth is finished: if you're alive, it isn't.

- Richard Bach



Often enough, we tend to take basic concepts and thinking on most human endeavours and issues for granted. This includes Management and its many hues. Some of the principles and concepts of Management subjects like Marketing, Organisational Behaviour or Human Resource Management would do well to be reignited in our minds and jog our awareness, so as to make our functioning in the workplace more effective and rewarding – both for the organization as also for ourselves. With this in view, through this column, Tapasya brings the thoughts of eminent writers on Management related subjects back on stage, which could remind us of the basic purpose of management – to get the best out of every stakeholder in the business and bring satisfaction in the process through better results for one and all.

(For more on the subject of Strategic Management, readers are recommended to read “Crafting and Executing Strategy” by Arthur A Thompson, Jr, A.J. Strickland III, John E. Gamble, and Arun K. Jain published by Tata McGraw Hill (16th Edition).



In a Nutshell

What Do We Mean By Strategy?

A company's strategy is management's action plan for running the business and conducting operations. The crafting of a strategy represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations, and improving the company's financial and market performance. Thus a company's strategy is all about how management intends to grow the business, how it will build a loyal clientele and outcompete rivals, how each functional piece of the business (research and development, supply chain activities, production, sales and marketing, distribution, finance, and human resources) will be operated, how performance will be boosted. In choosing a strategy, management is in effect saying, "Among all the many different business approaches and ways of competing we could have chosen, we have decided to employ this particular combination of competitive and operating approaches in moving the company in the intended direction, strengthening its market position and competitiveness, and boosting performance," The strategic choices a company makes are seldom easy decisions, and some of them may turn out to be wrong - but that is not an excuse for not deciding on a concrete course of action.

In most industries companies have considerable freedom in choosing the hows of strategy. Thus some rivals strive to improve their performance and market standing by achieving lower costs than rivals, while others pursue product superiority or personalized



customer service or the development of competencies and capabilities that rivals cannot match. Some target the high end of the market, while others go after the middle or low end; some opt for wide product lines, while others concentrate their energies on a narrow product lineup. Some competitors position themselves in only one part of the industry's chain of production/distribution activities (preferring to be just in manufacturing or wholesale distribution or retailing) while others are partially or fully integrated, with operations ranging from components production to manufacturing and assembly to wholesale distribution or retailing. Some competitors deliberately confine their operations to local or regional markets; others opt to compete nationally, internationally (several countries), or globally (all or most of the major country makes worldwide). Some companies decide to operate in only one industry, while others diversify broadly or narrowly, into related or unrelated industries, via acquisitions, joint ventures, strategic alliances and internal start-ups.

At company's intent on gaining sales and market share at the expense of competitors, managements typically opt for offensive strategies, frequently launching fresh initiatives of one kind or another to make the company's product

offering more distinctive and appealing to buyers. Companies already in strong industry position are more prone to strategies that emphasize gradual gains in the marketplace fortifying the company's market position and defending against the latest maneuvering of rivals and other developments that threaten the company's well-being. Risk-averse companies often prefer conservative strategies, preferring to follow the successful moves of pioneering companies whose managements are more entrepreneurial and willing to take

the risks of being first to make a bold and perhaps pivots move that reshapes the contest among market rivals. There is no shortage of opportunity to fashion a strategy that both tightly fits a company's own particular situation and is discernibly different from the strategies of a rivals.

In fact, a company's management normally attempts to make strategic choices about the key building blocks of it's strategy that differ from the choices made by

competitors - not 100 percent different but at least different in several important respects. Strategy stands a better chance of succeeding when it is predicated on actions business approaches, and competitive moves aimed at (1) appealing to buyers in ways that set a company apart from rivals and (2) carving out it's own market position. Simply copying what companies in the industry are doing and trying to mimic their market position rarely works. Rather, there needs to be some distinctive "aha" element to the strategy that draws in customers and produces a competitive edge. Carbon-copy strategies among companies in the same industry are exception rather than the rule.

STRATEGY and the Quest for Competitive Advantage

The heart and soul of any strategy are the actions and moves in the marketplace that managers are taking to improve the company's financial performance, strengthen it's long term competitive position and gain a competitive edge over rivals. A creative, distinctive strategy that sets a company apart from rivals and yields

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The heart and soul of any strategy are the actions and moves in the marketplace that managers are taking to improve the company's financial performance, strengthens it's long term competitive position and gain a competitive advantage....

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a competitive advantage is a company's most reliable ticket for earning above-average profits. Competing in the marketplace with a competitive advantage tends to be more profitable than competing with no advantage. And a company is almost certain to earn significantly higher profits when it enjoys a competitive advantage as opposed to when it is hamstrung by competitive disadvantage. Furthermore, if a company's competitive edge holds promise for being durable and sustainable (as opposed to just temporary) then so much the better for both the strategy and the company's future profitability. It's nice when a company's strategy produces at least a temporary competitive edge, but a sustainable competitive advantage is plainly much better. What makes a competitive advantage sustainable as opposed to temporary are actions and elements in the strategy that cause an attractive number of buyers to have a lasting preference for a company's products or services as compared to the offerings of competitors. Competitive advantage is the key to above-average profitability and financial performance because strong buyer preferences for the company's product offering translate into higher sales volumes (Wal-Mart) and/or the ability to command a higher price (Haagen-Dazs), thus driving up earnings, return on investment, and other measures of financial performance.



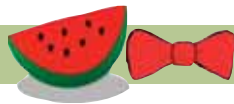
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The test of courage comes when we are in the minority. The test of tolerance comes when we are in the majority

- Thich Nhat Hanh



Deadlines. Targets. Timely delivery. Competition. Relationships. Personal life issues. Office Politics...Life-Work Balance, the list seems endless. The upshot of all these challenges is a seemingly unbearable dose of stress. Dinesh Nathani takes a look at the DNA of stress and finds ways to manage, if not eliminate it...

Challenges of a Fast World.....

Dinesh Nathani



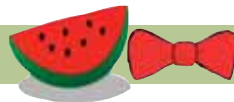
Dinesh is a Self Transformational Energy Evangelist and has been in the field of Self Development, Self Motivation and Life Management skills for almost a decade. His experiential workshops are life enriching sessions that are conducted for Corporate, Industries and Educational Institutions on a Pan India platform.

It's a rat race out there and no matter how fast we run, at the end most are yet struggling. There is an invariable sense of incompleteness no matter how best we put forth ourselves. The World Health Organization says come 2020, one of every three human beings is going to go through depression at some stage in their lives further adding that it is going to be the second largest disease after Aids.

Today, world over personal and professional challenges of productivity, competition, recession, financial meltdown, lay offs, attritions, retention, etc. have become a burning issue and are instrumental in causing various levels of STRESS.

Why the STRESS? We all have one life. Have we ever paused and examined how we are leading our lives? Are we living life or is life living us? Are we truly enjoying our short existence on planet earth? Our average existence of 65 years equals to approximately 24000 days out of which 1/3 goes in sleep, 1/3 to personal activities and a balance 1/3 of 8000 days towards our professional service or business to contribute towards making a difference to humanity which helps us earn to provide for ourselves and our families.

Agreed we all have much to achieve in this short period of time to realize our personal and professional goals, wishes, dreams, ambitions & expectations. I believe to EXCEL in the 21st century, it takes more than just academics, degrees, jobs designations, financial compensations, material aspirations, acquisitions & possessions for us to get HAPPY & SUCCESSFUL in LIFE....



We are all made of mind, body and soul. We have been focusing all our lives on the mind and body and neglecting the soul, our true spirit, without whose existence the mind and body is of no use. The soul gives the mind the power and the energy to make its choices and on the basis of the choices made, the body acts on it. It is said and proved that all diseases start from the mind... DIS – EASE causes stress. We blame our stress on to the external people, situations and events. But the fact remains that we all cause our own stresses as we have handed the remote control of our minds to people and situations and re-act each time they press the remote button.

The problem is not outside. Our outside world is the reflection of our inner world. It's our own mind that has the power to be our best friend or our worst enemy. We give a bath everyday to our bodies but how often do we give a bath to our minds which has accumulated layers and layers of toxic negative feelings and emotions which in turn affect our actions and form behavioral patterns. How do we cleanse that?

The simple time tested answer is Meditation. Meditation is the medication to cleanse and purify the mind of all its stored toxic negative emotional energies and release it from our consciousness. Meditation is not only about focus and concentration of the mind. It's more about de-cluttering the mind from all the unwanted thoughts which cause undue stress. We are all born meditators. We meditated for nine months in our mother's womb. We have been programmed by the creator to sleep for at least 7 to 8 hours daily. Its sleep, which rejuvenates us and recharges us to start the next day. Sleep is unconscious meditation and meditation is nothing but conscious sleep. There are almost seven billion souls on planet earth, each one of us down here for a definite purpose. Each being has to evolve in its own soul's journey. Every meditation experience is unique and different.

For the beginners the main query is How, What, When, Where and Why?

To answer them simply, start by spending five to ten minutes sitting crossed legged on the floor or on a chair in a quite place. Make sure your head is straight back and spine is erect. Put your entire focus on your breath. Thoughts will rise from your consciousness and enter your mind. Irrespective of its nature whether it is positive, negative, right, wrong, pure or impure just continue focusing on your breath. The breath is the vehicle to connect the restless mind with the calmness and tranquility of the soul. As one goes deeper within, shift your awareness into being an observer of the mind and its activities. Do not get entangled into its commotion. Just become an observer of the mind activities in the screen of the mind without being judgmental about the visuals, feelings and emotions that may rise. A steady practice of this will bring about the desired changes to distress the mind and calm the nerves. It is said and experienced that the best time to meditate is between 4.00am to 6.00am in the morning. It is advisable to keep aside a set of clothes to be worn only at the time of meditation as it retains all the cosmic positive energy that has been generated during meditation.



In the initial stages creating an ambience and atmosphere with the help of light instrumental music or chants, incense sticks or exotic aromas/essences will help in making the exercise more enjoyable.

True meditation is just being – not doing. It helps us explore and connects us deep with our true SELF and that is the true purpose of our human existence.

When did I realize I was God? I was praying and suddenly I realized I was talking to myself.

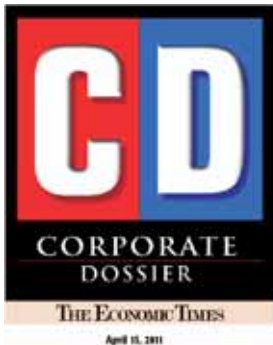
- Peter O'Toole



Y a h o o o o !



Truth to tell, humility prevents us from yelling from the rooftops !!



If achievement is the elixir for sure growth, there is no doubt Indira Institute of Management, the flagship Institute of the Indira Group of Institutes, is reaching for the skies! Don't take our word for it, but the Economic Times, among the world's largest circulated financial dailies is saying it! And who's word is ET taking that we're among the best in the country? It's the recruiters who having tried and tested our students over the last 15 years, have placed us at 29th in a list of 50 best B-Schools in India in the survey conducted by ET and validated by Ernst & Young.

If the proof of the pudding is in the eating, the corporates who have been visiting us time and again, and again, are sure enjoying the meal! And we at Indira are enjoying serving the corporates who have placed their faith so firmly in us! Thank you, Corporate India, and we would like to reassure you that we will not just keep your faith, but improve on it in the years to come!!

Roll Call: The Nifty Fifty

1	Indian Institute of Management AHMEDABAD	11	Indian Institute of Management PUNE	21	Symbiosis Centre for Management and Human Resources Development PUNE	31	South Indian Education Society's Institute of Management Studies MUMBAI	41	University Business School, Pune University PUNE
2	SP Jain Institute of Management and Research MUMBAI	12	Indian Institute of Management BANGALORE	22	Department of Management Studies, IIT BOMBAY	32	Vitve Institute of Management MUMBAI	42	Stanish J Mehta School of Management, IIT MUMBAI
3	Amity Business School GURGAON	13	Indian Institute of Foreign Trade NEW DELHI	23	Indian Institute of Management CALCUTTA	33	Loyola Institute of Business Administration CHENNAI	43	Pune School of Management PUNE
4	Sydney Institute of Business Management SYDNEY	14	Indian Institute of Management LUCKNOW	24	Indian Institute of Management UDAIPUR	34	Department of Financial Studies, IIT Bombay MUMBAI	44	National Institute of Agricultural Extension Management HYDRABAD
5	Indian Institute of Management KOZHIKODE	15	Indian Institute of Management ROHTAK	25	Indian Institute of Management NAGPUR	35	Indira Institute of Management GANDHINAGAR	45	RI Puri Institute of Management Rajasthan University JAIPUR
6	Indian Institute of Management RANCHI	16	Indian Institute of Management VARANASI	26	Indian Institute of Management GANDHINAGAR	36	Indian Institute of Management RAIPUR	46	Alliance Business School MUMBAI
7	Indian Institute of Management BHUBANESWAR	17	Indian Institute of Management JAIPUR	27	Indian Institute of Management BHOPAL	37	Indian Institute of Management BANGALORE	47	Gan Institute of Management GANDHINAGAR
8	Indian Institute of Management UJJAIN	18	Indian Institute of Management BHOPAL	28	Indian Institute of Management BANGALORE	38	Indian Institute of Management BANGALORE	48	Department of Management Studies, IIT MUMBAI
9	Indian Institute of Management PATNA	19	Indian Institute of Management LUCKNOW	29	Indian Institute of Management PUNE	39	Indian Institute of Management PUNE	49	Faculty of Management Studies, IIT MUMBAI
10	Indian Institute of Management GANDHINAGAR	20	Indian Institute of Management GANDHINAGAR	30	Indian Institute of Management GANDHINAGAR	40	Indian Institute of Management GANDHINAGAR	50	Chhatrapati Institute of Management & Research MUMBAI

29 Indira Institute of Management
PUNE



tapasya Gyanganga Lecture Series

Justice Santosh Hegde Calls For Return To Contented Living

As the scams multiply, so does the size of each scam. When in earlier days, the scandals rarely ran into five digits, today these are nothing less than seven or eight figures strong and so is the brazenness with which each such scam is committed. This was the reflection of Justice Santosh Hegde, Member Committee for drafting the Lokpal Bill, Retired Judge of the Supreme Court and present Lok Ayukta of Karnataka as he spoke to the students of Indira Group of Institutes on Wednesday under the aegis of the Tapasya Gyanganga Lecture Series. Speaking at the concluding lecture this year, on the topic, "Probity in Public Life: Need of the Hour" Justice Hegde redefined the meaning of "Zero Tolerance" to corruption; it did not mean NO tolerance to corruption as we would normally have believed, instead it was increasing our tolerance to the number of zeros in corruption, as he wittily put it!

Making a fervent pitch for ethical living, Justice Hegde said corruption was an addiction that cannot be shaken off once it gets hold of an individual, unlike other habits like alcoholism or drugs which can be de-addicted with treatment. Once a person falls prey to temptation, the demand for more ill gotten wealth can only grow with devastating results for himself, his family and for the society in which he lives. Corruption kills the moral fibre of the individual and the nation. He refused to believe that a person cannot lead a Spartan life and yet be contented – and he gave his own example, having never applied for any facilities and discretionary amenities from the Government, other than what he was entitled to. That is why, he said, he is today leading a very satisfied life with the modest apartment he has purchased and declared all his assets the day he was appointed Judge of the Supreme Court in 1999.

The student community in the audience responded with



a huge round of applause when it was announced that he was on that day, declared the Indian of the Year by a prominent news

channel for his Anti-Corruption Crusade. The interaction that followed his talk, which was monitored by the Group Director Chetan Wakalkar, was reflective of the concern the younger generation had of the falling standards of probity in public life. Justice Hegde said the interest shown by the students made him more confident that the country would be safer in their hands in the future than it was in the present generation's hands.

Earlier, Prof P. G. Vijairaghavan, Convenor, Tapasya Gyanganga Lecture Series, introduced the guest, while Dr. Nulkar, Director, ISCS proposed a vote of thanks.



Indira makes winning a habit...!

Its the same old story. At each Awards function for B-Schools, Indira walking away with the bulk of the Awards is virtually a foregone sight. There's the list of accolades won by Indira recently! Great team work, Indiraitees! Congrats!!

Innovative B-School Awards Retail Asia Congress & World HRD Congress 7th to 12th February, 2011 Hotel Taj Lands End, Mumbai

S.No.	Award Detail	By	Awarded to
1	B-School professors / Teachers Who Continuously Innovate in Style And Substance for Academic Excellence	DNA Innovative B-School Awards	Pro- Pranav Vyas Dean – Indira Global Business School
2	Outstanding Engineering Institute (west)	STAR NEWS National B-School Awards 11	Indira College Of Eng And Management
3	Innovation in Building Academic and Industry Interface	DNA Innovative B-School Awards	Indira Group of Institutes
4	Best Student in Management	DNA Innovative B-School Awards	Aniruddha A Shahapurkar IIMP Pune
5	Best B-School with innovative Marketing to The Target Segment	DNA Innovative B-School Awards	IGI
6	B-School with industry related Curriculum in International Business	STAR NEWS National B-School Awards 11	IGBS
7	Outstanding B-School (west)	STAR NEWS National B-School Awards 11	IGI
8	B-School with Excellent Industry interface	STAR NEWS National B-School Awards 11	IGI
9	Inspirational Leader Award	STAR NEWS National B-School Awards 11	Tarita Shankar Chairperson - IGI
10	All India Outstanding B-School Awards in the Non-IIM Category	DNA Innovative B-School Awards	IIMP – Pune
11	Innovation Leadership Award	DNA Innovative B-School Awards	IGI
12	Best B-School using Technologies in Training/Education	STAR NEWS National B-School Awards 11	Indira College of Engg. and Management
13	B-School with Industry Related Curriculum in Retail	STAR NEWS National B-School Awards 11	IGI
14	3th Global Youth Marketing Awards Most preferred destination for distance education	Kama Sutra Presents 3th Global Youth Marketing Awards	Indira international Distance Education Academy
15	Star Youth Icon Award	Kama Sutra Presents 3th Global Youth Marketing Awards	Prof-Chetan Wakalkar Group Director-IGI
16	5th Indy's Awards for Excellence in Mass Communication, Best Media School of the year	Stars of the Industry Awards Presents	Indira School of Communication
17	Best B-School Communication Plan and Admission	Stars of the Industry Awards Presents	IGI
18	Best B-School Communication Plan for Placement	Stars of the Industry Awards Presents	IGI
19	Best B-School Academic input Syllabus in mass com	Stars of the Industry Awards Presents	IGI
20	6th Rasbic Awards 2010–2011 Recruiting and Staffing in class Awards 10th Feb 2011 at Lands End Hr Leadership Award	Recruiting and Staffing in class Awards	Mr. Sandeep Gaikwad Dir- Admin and HR IGI



tapasya Gyanganga Lecture Series

Vandana Shiva Exhorts Youth To Put Environment At The Centre Of All Development



The credibility of Dr Vandana Shiva's work and passion for the cause so dear to her was what simply moved the large audience of over 450 students, faculty, and invitees at the Tapasya Gyanganga Lecture, organized under the aegis of Tapasya, the tri-annual journal of the Indira Group of Institutes. She spoke on Global Warming and GM Foods : Is Economic Development Misreading the Risks? She made a fervent plea to the youth of the country to keep the environment at the centre of all development if we wanted future generations to be able to benefit from the largesse offered by nature. Without mincing words, Dr. Shiva tore into the machinations of the mercenary corporates who are with gay indifference, almost bordering on contempt, poisoning the very sources of sustenance of the human population all over the world. Be it vegetables, grains and pulses, drinking water, or simply pushing fast foods that prompt faster ageing and entail untold health risks, she charged them with making their livelihood out of spreading poison in the name of edible commodities produced with grossly unethical aims. She mentioned that India has been the granary of the world for generations; and even the great Bengal famine of the 1930s was a result of not shortfall in production, but the shipping out of the rice and wheat from the Northern States by a patently opportunist British establishment, to feed the troops during the war! And now, the western world has spied



an opportunity to use food as a tool of war to subjugate the people by manipulating science and scientific facts to suit their ends. She was at pains to explain how GM food protagonists have worked overtime to ensure that the organic seeds for farm produce actually disappeared from the farms so that farmers are left with little alternative but to buy at exorbitant prices the GM seeds which are patented; and reuse of seeds so patented results in charges of piracy by these companies! What is worse, the country's Government has shown exemplary lack of will to combat this kind of active commercialism indulged in by the multinationals, at the cost of the country's food security.

The address was followed by a dynamic and lively interactive session, moderated by Mr Chetan Wakalkar, Group Director, at which she answered a host of questions on the need to go back to the basics – as regards farming and respect for the evolution process of nature. Dr Shiva was introduced by Mr PG Vijairaghavan, Convenor of the Series and a vote of thanks was presented by Dr Renu Bhargava, Director, ISBS.

(An edited transcript of her address to the Indira Group of Institutes appears under the Tapasya Bears Fruit Section of this issue)





tapasya Gyanganga Lecture Series

Get security conscious, Maroof Raza tells students



these countries could spill over to India. Added to this, the extraordinary militant atmosphere of violence and killing innocents which is threatening the country is enough for India to be ever ready and alert to face these

challenges. Despite being one of the worst affected by terrorism in the world, the average Indian has yet to wake up to the reality and it is the low priority that security occupies in the Indian mindset as compared to countries like the US, Israel and other West European nations that sees so many innocents falling prey to blasts and indiscriminate killings. He urged the young Indian to be more proactive in matters of national security and to put India at the pivot of their scheme of things, and the security of Indians at the centre.

India has been consistently talking of being a potential super power. Yet, its actions do not match its intentions in this regard. He pointed out instances of India capitulating to arm-twisting by countries inimical to its interests in the recent past and lamented that these did not represent the aspirations of a would-be Regional Super Power.

The lecture was followed by a dynamic interactive session with the Expert at which he fielded questions from Kashmir to Kasab and the state of preparedness of the Armed Forces to the Indo-US nuclear deal.

The third lecture under the Tapasya Gyanganga Lecture Series 2010-11 featured a captivating and gripping address by Mr Maroof Raza, noted Strategic Expert and Security professional. Speaking on Security Challenges and Economic Growth, he made out a clear case for India to tighten its external security to ensure her domestic peace and thereby its economic growth.

In an hour long speech to the students of the Indira Group of Institutes he traced the problems of security in India's neighbourhood and the present instability in the Region that is threatening the country. He was critical of the approach of our political class to the highly crucial question of India's security and berated them for putting political advantage ahead of national interest. In a Parliamentary democracy it is necessary for political parties to have a convergence of interests where issues as important as security – both internal and external – are concerned.

The neighbourhood of India was replete with unstable States for lengths of time – Pakistan, Bangladesh, Nepal, and Sri Lanka were cases in point; and it was not unlikely that the unrest in



Indira Institute of Management Investors Awareness Program



Welcome Speech



Felicitation of Guest Speaker by Prof. Pandit Mali (Director In-charge) and Dr. Shriram Nerlekar (Dy. Director - Academics and Research)

Indira Institute of Management, Pune, as a part of its Community Outreach Initiative, in association with Central Depository Services (India) Limited had organized a free session on Demat and Share Market on 8th January, 2011. The session was conducted by Shri Chandrashekhar Thakur (Head – Investor Education, CDSL).

REFLECTIONS 2011 (Indira Annual Day)

Indira Institute of Management, MBA department celebrated its Annual Day-'Reflections 2011'. The function was presided over by the Chief Guest, Mr. Tarit Roy, Chief Operating Officer, Pune Power Development Corporation and Guest of Honor Mr. Vivek Matthai, Assistant Vice-President (Sales), Mount Everest Mineral Water Ltd in the presence of the Hon'ble Chairperson, Ms. Tarita Shankar, Indira Group of Institutes, Director-In-charge Indira Institute of Management, faculty members and students.

Mr. Tarit Roy presented the three prestigious awards along with a cash prize to the alumni – Asset of Indira, Star of Indira, and one award to the promising student of current batch, Brand of Indira, which felicitates the exceptional performance of the students in academics, placements and management skills, in the recent past.

The event was held on Saturday, 22nd January 2011 at the Indira Universe Campus – Dhruv Auditorium. The Annual Day began with Panel Discussions by the 28 alumni, and was followed by a cultural programme performed by the students of Indira.





Indira Institute of Management

CURIOUS'11 - A National Level Case Study Competition

"CURIOUS'11"- A National Level Case Study Competition, for Post Graduate, Management Students, was kicked off on 05th February, 2011 by Mr. Madhukar Gokhale, in the presence of the Director, faculty and students of Indira Institute of Management.

CURIOUS has proved itself to be a platform par excellence for aspiring managers to showcase and prove their problem-solving and analytical mettle, with a record 85 management institutes from all parts of India participating this year.

The live case, written by renowned Consultant & Author Dr. D. M. Sarwate, inspired by the incredible true life experiences of entrepreneur, Mr. Arvind Gokhale and his budding enterprise 'ABC Manufacturing Company Pvt. Ltd.' (Surgical Power Tools) was given to participants for written analysis. The judges had a tough time judging the contest and the winners were declared by Dr. D. M. Sarwate.



Winner : PUMBA - University of Pune.

(Cash Prize of ₹ 31,000 sponsored by Ecole Solitaire)

1st Runner Up: PUMBA - University of Pune.

(Cash Prize of ₹ 21,000 sponsored by Stratecent Consulting)

2nd Runner Up : Rizvi College - Mumbai.

(Cash Prize of ₹ 11,000 sponsored by Stratecent Consulting)

Union Budget 2011

Indira Institute of Management, Pune, under its Community Outreach Activity had arranged a talk on Union Budget 2011 by Mr Chandrashekhar Tilak, on 4th March, 2011.



Dr. Mali introduced the subject and the Guest while Mr Tilak commented on how the budget has been structured and presented so as to attract foreign investment. Mr. Tilak spoke on the additions and deletions of various items in the Union Budget 2011. He explained with help of recent events how it will affect the industry and other sectors. He also informed

that the 7 sister states of North East India have subscribed 100% to the New Pension plan of the Government of India and how every one should subscribe to it.

Mr. Saurabh Kulkarni spoke on how his organization can contribute to the wealth generation and requested the participants to contact him for their needs.



Dhruv Again...

IIMP are the proud winners of the prestigious "DHRUV" intercollegiate event organized by PUMBA, for the third time in a row...



Indira College of Engineering and Management (ICEM) National Conference on Advances in Engineering and Management



The first National Conference on 'Advances in Engineering and Management, 2011' was organized by Indira College of Engineering and Management. More than 200 technical papers on various topics were received, of which 125 were shortlisted for presentation. The three day event drew 180 delegates.



The conference was inaugurated on 13th January, 2011, by Dr. A. S. Padalkar, Dean, Engineering Faculty – UoP and Prof. Chetan Wakalkar, Group Director, IGI.



Eminent speakers then took the podium to share their thoughts and experiences with the audience. Amongst them were Dr. Sinnikari, Professor at COEP and GCOE, Karad; Dr. Ashish Lele, Scientist, NCL; Dr. J. P. Modak, Dean, R&D Cell, Nagpur University and Mr. S. D. Pradhan, Founder President, Tata Technologies. Benefits accrued from the event :

- Providing a platform for young researchers to present their work
- Created a huge, creative impact
- Has taken the ICEM name to the farthest reaches of Maharashtra

Wave Theory and Antenna Workshop



Two day workshop on 'Wave Theory and Antenna' was organized on 25th and 26th Feb. 2011 under guidance of Prof. V. K. Kokate to assist all teachers of Pune University for laboratory session and theory. This workshop was recommended by Academic Dean (Engineering) of Pune University.

This workshop was scheduled in different theory and practical sessions. It was inaugurated by Dean of Pune University Prof. Padalkar on 25th February 2011. On first day three theoretical sessions and two practical sessions were conducted. The chairman and speakers for the three sessions were called from various colleges. Dr. Prof. S. M. Sutaone, Head E&TC Dept. COEP Pune, Prof. Bhdade Cummins College of Engineering, Prof. Khedkar & Prof. Mohani, COEP Pune; and Prof. Lawate, Dr. Shingare Cummins College of Engineering Pune delivered valuable speeches and showed practical aspects of the said subject.



Many staff members from various engineering colleges of Pune University were involved and engaged as a participant. These participants gained full practical as well as theoretical knowledge from the session.



10th Marketing Excellence Awards Night enthralls Pune

The annual Marketing Excellence Awards Night of the Indira Group on Saturday, 12th March, was once again an event to be remembered – by the invitees, the staff and faculty, and the students. Not forgetting the Award Winners who had made it to the top in the race for the memoir that will adorn their showcase ! The over 5000 strong audience went ballistic with their cheers for the winners as they stepped up to receive their mementos.

The theme of the event was 'Circle of Life' choreographed by Dr R L Bhatia. On the occasion of the 10th anniversary of the Awards, the winners from the previous years were also felicitated and their words of inspiration for the upcoming generation sought. On this occasion one of Pune's best known personalities and industrialist, Dr. Leela Poonawala was honoured with the Lifetime Achievement Award. The icing on the cake was a scintillating musical programme featuring the legendary trio of Shankar, Ehsan and Loy who kept the audience literally on its toes as they swung to their lilting music.





Innovations addressed..Innovators awarded !

4th Consecutive year of The Indira International Innovation Summit



The 4th Indira international Innovation Summit an endeavor by The Indira Institute of Management, to expose academia to the leading edge innovation practices from across the world and to create a platform for intellectual exchange of ideas, was recently organized in Pune at the Dhruv Auditorium of Indira Group in January 2011.

This was the fourth consecutive year of this summit and was being organized for the first time in Pune. The Summit offered a great learning experience to the students of Indira. It showcased the participation and address of renowned dignitaries from all across the globe to name a few David Wittenberg - Chief executive officer, The Innovations workgroup, Sunil Gupta- Life time Master Trainer Dr. Edward de Bono Tools, Pradeep Kumar- Global Chief technology officer, Suzlon Energy Limited, Makrand Phadke- Sr. VP Innovations, Reliance Innovation Leadership Centre, Reliance industries Ltd., Dr. Balajith Shetty- Project Head (Oxyrich), Manikchand Group.

Talking about this initiative of IGI, Chetan Wakalkar, Group Director, Indira Group of institutes said, “we started this summit four years ago with an aim to promote the Industry – academia linkages and for the summit to become a platform for rekindling the power of creativity and Innovations which would drive the engineers passing out from ICEM towards cutting edge Innovation in the Industry”.

Initiating the proceedings, Mr David Wittenberg, spoke about the immense opportunities in India for business growth in a growing economy, but it required innovative minds to capture this market.

The Summit also showcased the 4th Excellence in Innovation Awards 2011 to honour the best in Technology, Innovators & Entrepreneurs, wherein awards were conferred on individuals as well as organizations for their excellent innovations. The individual entrepreneurs were given the Star Entrepreneur award for excellence in their Innovative entrepreneurial initiatives. The young entrepreneurs were also awarded with the Star Young Entrepreneur Award.





tapasya

tapasya, the triannual journal of the Indira Group of Institutes, Pune, has made it its mission to bring to the readers – comprising corporates, Government officials, professionals, academics and of course students - the best of corporate knowledge first hand i.e. from the practitioners themselves. The lay reader may not necessarily be involved in managing his daily work schedule with the latest in all aspects of corporate thinking. Yet the truth is that he cannot afford to remain insulated from it. To enable such a readership to keep in touch with today's business world, we request the best of practitioners from India to write and share the wealth of their knowledge and experience. Over the years, **tapasya** has been fortunate to feature the most gifted and clear thinkers and doers in the world of Indian business. Is there scope for further improvement? Excellence is a never ending mission; and we are forever trying to reach it. But we need help in this endeavour. And your feedback certainly can help.

Tucked in this issue is our Feedback form which we request you to fill in and send to us, with your candid opinions and suggestions for improvement of the content, layout and style.

And yes, if you are moving address, kindly do inform us of your new address along with your old address in order to enable us to update our mailing list. We would like to bring **tapasya** to you uninterrupted by changed address or postal inaccuracies and your informing us will go a long way in ensuring this. Also, as **tapasya** is not a priced publication, any changes if informed to us can help us in saving cost in printing and mailing the same to our readership. We seek your co-operation and assure you of our earnest effort to make **tapasya** your must – read journal, issue after every issue. Your communications are welcome by snail mail at the address mentioned on the front inside cover or by email at : vijai@indiraedu.com

