TAPMI HR FORUM Where people matter

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HRiday

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HR Is About People: Back To Humans

Highlights:

Chat Over Coffee With Mr Shiv Kumar Head - T.A. , Lowe's India

Live Projects and Internship Experiences

Expert's View - Mr Kalpesh Raichura, Co-Founder, Connect Quotient

Contents

HRiday

1. Expert's View 4-5

2. Chat Over Coffee 5-6

3. Tech Trends in HR 7

4. Test Your HRQ 8

5. syncHRonise-Live Projects 9

6. Internship Experiences 10-11

7. Success Mantra 12-14

8. Students Speak 14-15

9. Book Review 15-16

10. HR Through A Lens 17-18

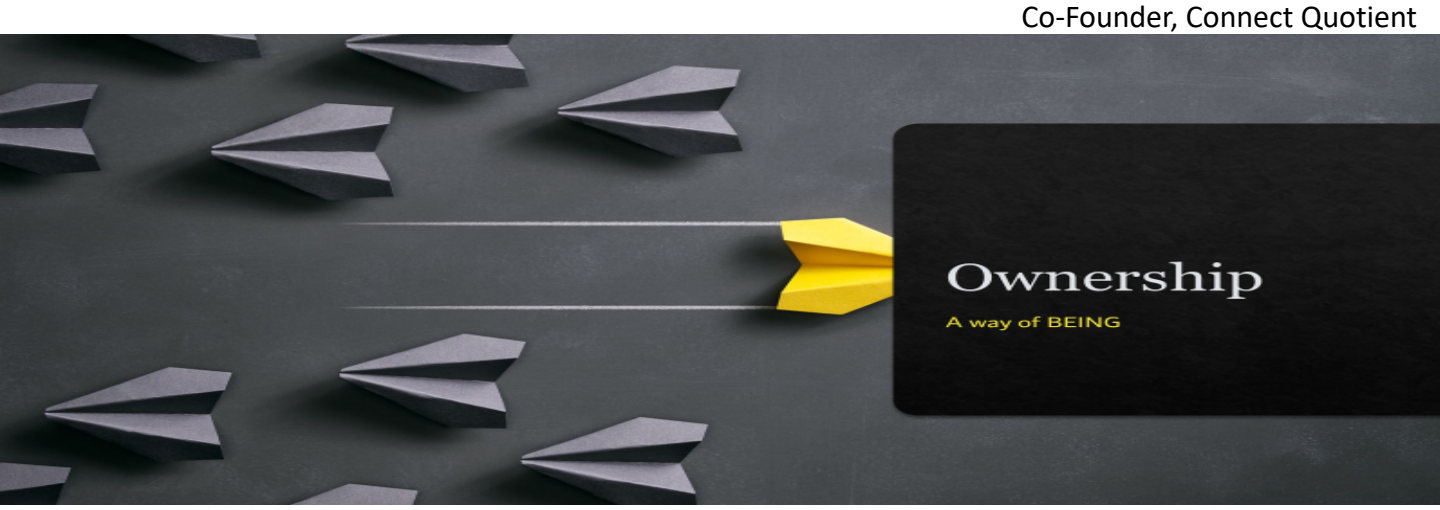
Appendix 19

“You can have the best strategy and the best building in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.”
-Renee West

Expert's View

Ownership – A way of being

Mr Kalpesh Raichura
Co-Founder, Connect Quotient



There was this young professional chef, Alex, working in a famous restaurant in the town. His specialty was making variety of juices using mangoes. The customers started to crowd into the restaurant and the business started growing. The customers, the restaurant owner and Alex, all were happy and satisfied.

As the Business started growing, the restaurant owner hired a Manager to look after the restaurant. The manager was very competitive and wanted to build efficiencies by selling more and reducing costs. He started looking at different vendors who could supply mangoes at a cheaper rate to the restaurant. Alex voiced out that the mangoes were not as per the expectations and that they may not taste better.

The manager was adamant, after all, his KPI was to build profit margins. Alex tried complaining about the manager to the restaurant owner, but he was too busy enjoying the growth, and Alex continued working with the available mangoes, the demand slipped, customers started moving out to other places and the restaurant, the best in the town until a few weeks back, started seeing a decline.

The restaurant owner saw that all the complaints and feedbacks were about the taste, he spoke to the manager and fired Alex.

This is a real time scenario and happens with individuals in organizations.

We can talk about how the owner was at fault and mistakes that he made, how the manager should have been open to take Alex's feedback and sympathize with Alex for there was no fault of his, and this is an appropriate analysis but it allows for people like Alex to become victims of such situations.

What do we mean by being a victim?

"A person who has come to feel helpless and passive in the face of misfortune or ill-treatment."

When does this happen?

There are a few behaviours that allow this to happen:

- Low self confidence – one feels low about themselves, not capable of handling a situation
- One dimensional thinking – thinking that there is only one particular way of handling the scenario
- What do I do? – Limiting themselves to think that they cannot do anything about it

All the above behaviours demonstrate how an individual thinks low of himself and allows inaction as justification.

Being an HR professional, that's the toughest part you will have to handle. You

may be wearing different hats of being an HR Business Partner, Talent Management or Talent Acquisition. The way you identify the traits of Ownership by the professional will be the key deciding factor.

Let us explore the above scenario and see what else could have Alex done:

- Spoken to the boss about the business impact rather than sounding like a complaint box about the manager
- Made two sample juices with both the varieties of mangoes and having both the owner and manager taste it to feel the difference
- Created a customer survey with different samples and taken feedbacks and gone back to the manager and owner
- Get the earlier vendor to meet the manager and see what negotiations can be done to improve margins
- Look at what other possibilities existed to reduce costs and share those with the bosses.

And the list goes on.

As a professional, you will need to bring this thinking to your profession, own what you do and get the people to own their roles.

Disputes, conflicts, complaints will be there and will need to be handled diligently. Just ensure that you are not doing that by letting people be victims and using you as a shield.

Chat Over Coffee

Mr Shiv Kumar is currently Heading Talent Acquisition at Lowe's India. He has over 15 years of experience in multiple domains of Human Resources namely — HR Business Partnering, HR Strategy, Talent Acquisition, Organizational Change Management, Learning & Organizational Development and HR Consulting (internal and external)

How does it feel coming back to academia after so many years? How has your experience been so far?

It always feels great meeting students. Young minds at TAPMI are extremely curious and had very interesting questions and perspectives. It is always a pleasure interacting with students who are curious to learn and unlearn.

The world out there is extremely competitive. Do you think certifications give students an edge?

In my view certifications are great. They not only endorse the knowledge & skills of the candidates but also validate them. However, I believe that certifications add value only when they are applied to real life scenarios. I strongly recommend students to find opportunities where they can apply their learnings to real-time organizational challenges through live projects.

This will help students go beyond academia and have an in-depth understanding of the problem at hand. Certifications alone may not provide the necessary edge.

There is a long-standing debate whether Startups or Well-structured organizations provide a better learning environment for startups. What is your take on that?

To me both are completely different and have something unique to offer. While startups provide you with speed, challenge and a dynamic working environment, large scale organizations provide scale, stability and structure. It depends upon what experiences the individual is looking for. If one is able to find an organization like Lowe's for example which preserves the dynamism of a young organization and provides exposure to working at scale, then it is an optimal balance. Either ways, every experience that a person is exposed to comes in handy.

One needs to be open and exhibit learning agility in either environments.

While there are organizations that are moving towards merit-based promotion, some organizations like Egon Zehnder still promote based on seniority. What is Lowe's strategy for promotion?

The concept of seniority-based promotion existed ages ago. Today's world is driven by skill, competence and impact. At Lowe's, we look at the impact the person has created in the past, essentially what he/she brings to the table for the future. If we don't go beyond the conventional ways of looking at things, we will lose our best talent to our competitors. We are extremely cautious on who we are promoting for what, why, and into what. Having said that, organizations need to allow associates to mature in the role and not use promotions as a retention tool. Role changes are a powerful tool which help build culture and it needs to be used judiciously.

A LinkedIn survey revealed that 75% of applicants now consider an employer's brand before even applying for a job. In this candidate driven market, what is Lowe's strategy to attract and retain the best talent?

We believe that candidates these days look for more than just a brand. It needs to be a holistic package including, but not limited to role content, company culture, performance of the organization and most importantly, at what stage of maturity the organization is at, in the GCC context. We are a Fortune 50 organization, which gives a candidate an opportunity to work with a big brand. Apart from that, we offer a challenging work environment with the potential to work on large scale projects. Though initially we faced challenges in hiring as we were relatively new in India and operate in a niche segment but eventually people now know us through the quality of work and people centric philosophy.

You have offices in USA, Canada, India etc. How do you harness the cross-cultural work dynamics?

We try to leverage on the different working styles of both the groups of people, their diversity of thought and talent and the different working environment. It is an iterative process where we learn together through this transformation journey which makes us stronger and better every time. This is a continuous journey and we continue to evolve.

The value the HR function adds to the organization can often not be ascertained monetarily. It therefore ends up being called as a cost center. How do you think HR adds value at Lowe's India?

HR at Lowe's is divided broadly into two parts, transactional and strategic. While the transactional part is less judgement driven and is a hygiene factor for any organization, Strategic HR partners work with business to influence their decisions or facilitate the process of influencing the decisions. Sometimes, it is not about being a profit center, it is about ensuring that the right consult is provided at the right time. Plus, the line between business and HR is constantly narrowing. HR folks today understand the business as much as the business partners, if not more. We as HR professionals need to stop calling ourselves a cost center. Imagine an organization without HR!

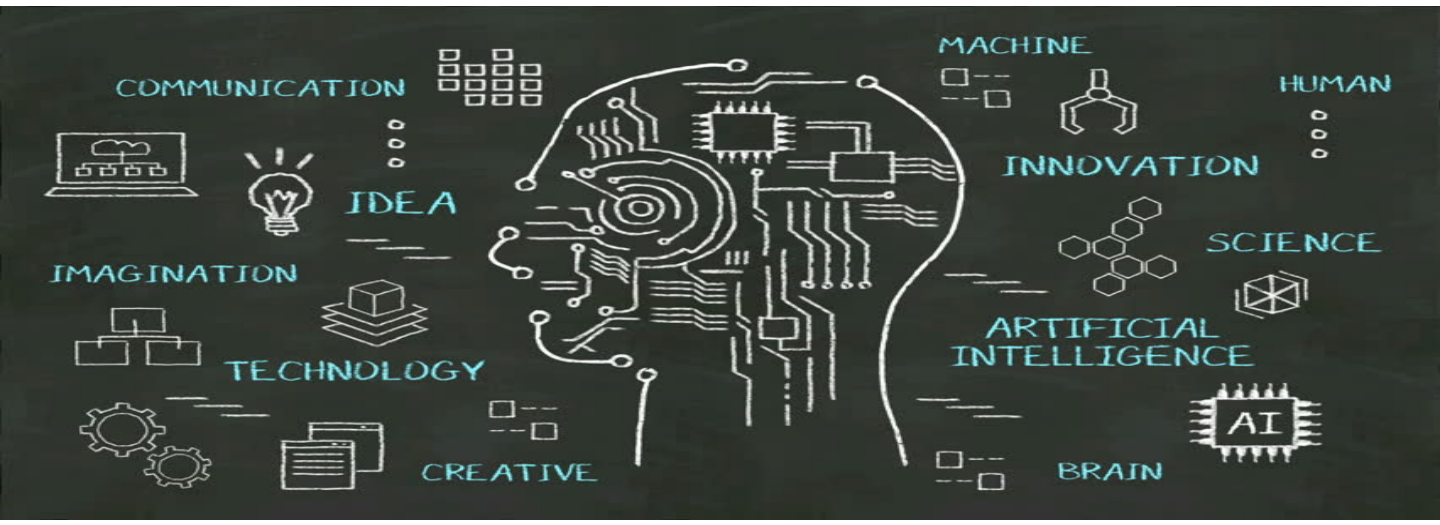
Technological advancements are taking place more rapidly than ever before. In your opinion, can it replace humans?

Yes and No. Repetitive tasks will get automated and those jobs may be impacted. Having said that, I believe that humans cannot be replaced by technology. The success of our business revolves around customer experience and delight. Lowe's is built on community and relationships which cannot be automated.

Can you share with us one parting thought for the students at TAPMI?

From my experience so far, I would tell the students to never stop experimenting. Explore work opportunities in different areas and pursue new things. Don't get too comfortable with one thing, be open to experimentation. Always look at the input measures, the output measures will take care of themselves. Putting this in context – gather experiences through experimentation and the rest will follow.

Tech Trends in HR



In 2020, HR in an organization will experience several disruptive technological trends including more scrutiny of artificial intelligence tools and continue to experience transition from their core HR systems to the cloud and employing more AI-driven technologies to automate communication between HR and employees. Technology trends such as Robotic Process Automation are aiming to transform the manual processes that involve the HR department and are looking to compress time consuming processes like employee onboarding. Disruptive trends in different HR domains are:

Talent Acquisition: Augmented Analytics is another noticeable trend that provides an approach to data that automates insights using machine learning and natural language generation (NLG). Augmented analytics platforms are user-friendly ways to analyse employee data and produce deeper insights. They combine AI capabilities of analysing large sets of data and identifying trends or important metrics. These trends will completely transform the several roles of HR into data-driven functions, right from hiring of candidates by leveraging talent acquisition analytics to giving them promotions and from employee engagement to analysing employee performance.

Employee Management: Cloud based HR platforms are also available that integrate a lot of core aspects of HR management like payroll, benefits, performance management, onboarding, and employee engagement. These cloud-based HR platforms incorporate several tools that are designed to create virtual co-working spaces, keeping the distributed teams connected and more productive, hence, enabling employees to use their soft skills and transforming remote working experience.

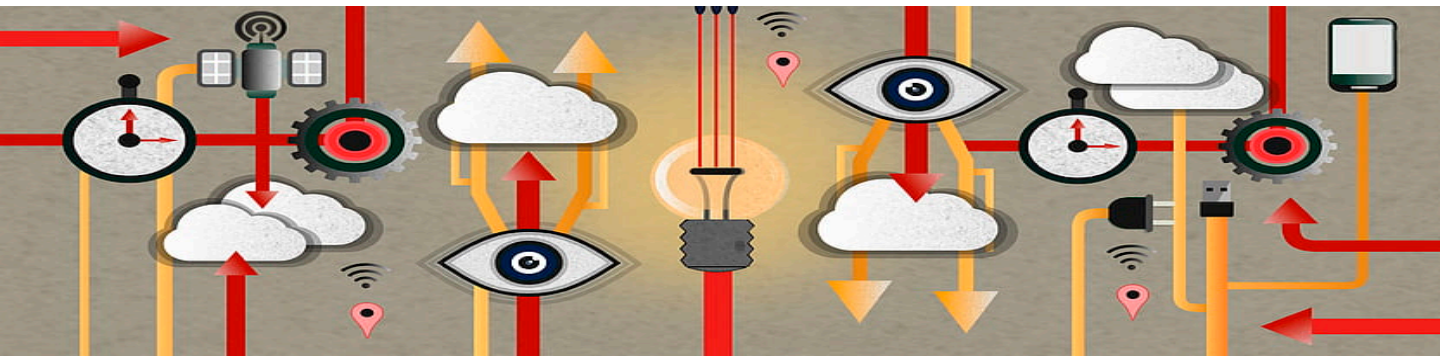
Using cloud-based HR tech solutions is slowly becoming the norm not only for globally distributed teams but It's much more scalable to be used for fast-growing businesses, by allowing HR professionals to work with real-time data.

Workforce Planning: These HR Tech solutions will also assist companies in forecasting the workforce demand, calculating the employee turnover rate, and even predicting the attrition existing in the organization. Companies are exerting effort on workforce planning in response to business needs and hence, forecasting for future requirements is playing an essential role in increasing the utilization of employees.

Performance Management: The technology advancements in HR have also enhanced the performance management as these tech tools can now send automatic nudges to managers reminding them to give feedback to employees as well as deliver short videos to provide guidance on how to conduct review discussions and give effective recognition. These disruptions in HR and the emerging HR trends would have a significant impact on boosting the organization functioning and achieving its goals in a smoother way.

Did You Know?
Applicant Tracking Software, the robot that read your resume, is able to quickly eliminate 75% of the applicants!

Test Your HRQ



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L G V P K E D W D I G X Z L H
H A W T H O R N E E F F E C T
Y G O L O H P A R G S X V D S

1. The organization's informal communication network
2. A pay structure that places less emphasis on hierarchy than job duties, skills and performance
3. Leave granted to an employee for study and travel
4. Technique that tests a person's personality trait by analysing his/her handwriting
5. A pleasant or curative stress
6. Effect observed as a result of an experiment conducted by Elton Mayo
7. Option of accepting an alternative position of lesser seniority within the organisation
8. Termination of an employee on the grounds of surplus labour or incapacity of employees due to some economic grounds
9. Search carried out in order to find key people – at the management and specialist level – with very specific personal and professional skills
10. Measuring system which rates employees or trainees according to their performance and specific behavioural patterns

syncHRonise - Live Projects

PGP-2 (2018-2020)

ELI LILLY
Project Title - Onboarding process for people managers
Students Involved – Vatsala Gupta, Uthara N., Vatsal Surotia, Sreyashi Chanda, Neha Setia

NAVNEET EDUCATION LTD.
Project Title - IT Controls & Security
Students Involved– Sonakshi Mehrotra, Vatsala Gupta, Uthara N

Project Title - Corporate Governance
Students Involved– Sreyashi Chanda, Mohit Rathi

COLLINS AEROSPACE
Project Title - Diversity Hiring
Students Involved– Rashi Agarwal, Kriti Batra, Suraj Jaganathan

PGP-1 (2019-2021)

KRETARO
Project Title - Digitization of Referrals
Students Involved– Gagan Bhardwaj, Kushal Lois Mathew, Krnaali Venkatachalam, Narmatha Jeyavel, Kavita Singh

V-GUARD
Project Title - Recruitment Effectiveness Through HR Metrics
Students Involved– Preetu Karen, Rizwana Razak

Internship Experiences

"Experience is knowledge. All the rest is information." –Albert Einstein

Project Title: Defining an effective EVP for LTFS
Company Name: L&T Financial Services
Duration: 2 months

EVP or Employee Value Proposition is the ability of an employer to attract the best talent that fits in their company culture. I conducted organization-wide primary research in the form of surveys, FGD's and interviews to arrive at the unique LTFS offerings. Post which, I devised a marketing and communication plan along with benchmarking the industry best practices. Autonomy at work, a trusted brand, and a great learning environment were my top three findings.

-Rashi Agarwal, PGDM-HR, 2018-2020

Project Title: Contract staff management and statutory compliance on leaves, gratuity and bonus
Company Name: Exide Life Insurance
Duration: 2 months

I got the opportunity to work on two projects. First was for improvement of the processes involved in the management of the contract staff by conducting a primary research with companies in and outside the Life Insurance industry. The second project was about studying the statutory compliance related to statutory bonus payout, leave policies and gratuity payment policies and recommending any changes for improving the policies of the company. The internship gave me exposure to the real-life problems faced by the HR department in a company.

-Vatsala Gupta, PGDM-HR, 2018-2020

Project Title: Building employee engagement by positive employee experiences
Company Name: Eli Lilly
Duration: 2 months

Truly a Great Place to Work, with a culture that empowers its employees, provides excellent platform for them to perform to the best of their capabilities and more, Eli Lilly gave experience of a lifetime. Even as an intern, I was given a chance to speak at Townhall; I regularly interacted with the Director and MD of the organization. My projects were right in my interest area- I had to create an Employee Handbook, a Managers Handbook, revamp their existing onboarding experience, introduce gamification, create an LMS amongst other things.

-Neha Setia, PGDM-HR, 2018-2020

Project Title: End-to-end integration and alignment of HR activities for a joint venture
Company Name: Manipal Education and Medical Group
Duration: 5 Months
The project was to ensure a smooth transition from one organization to another in terms of having standardized policies, employer branding, compensation, and onboarding practices during a merger. We created a shared vision and culture for the newly formed entity by having several FGD's and interviews with several levels of management. Other projects involved the restructuring of the organization through Hay Evaluation methodology, closure of a unit, deciding the severance pay, legal implications and like, which exposed me to crucial facets of the HR function.

-Kedar Bhosale, PGDM-HR, 2018-2020

Project Title: Implementing Robotic Process Automaton in HR processes
Company Name: Sterlite Power
Duration: 2 months
I was very fortunate to receive an internship project that matched my interest which involved implementing Robotic Process Automation (RPA) in HR processes. The project started with studying and analysing existing processes to gauge the readiness for RPA. Next, I performed feasibility and complexity analysis, build effort estimate and created appropriate automation solution design. The BOT was named Humano, which would help the company in building a smarter and intuitive HR operations function, that would improve the employees' service interactions experience and subsequently, the employer brand.

-Anshu Chaudhary , PGDM-HR, 2018-2020

Project Title: Designing an onboarding experience
Company Name: Vedantu Innovations Pvt Ltd
Duration: 2 months
Keeping in mind the young demographic of the employees joining, an end-to-end onboarding app was created to have uniform experience for all job roles. Features such as document submission and verification system, assigning buddy and mentors, calendar to keep track of the training schedule, an integrated podcast system and many others were put into the application. Vedantu is in the process of implementing the app organization-wide.

***-Sushruta Mukhopadhyay*, PGDM-HR, 2018-2020**

Success Mantra

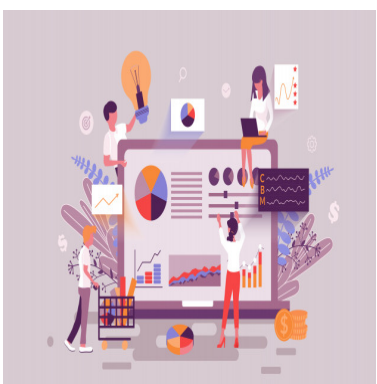
By: **Aakriti Singh** (PGDM-HR, 2019-2021)

How have the HR policies and practices changed today, in 2019? Traditional views suggest that human resource practices, particularly policies were formed to acquire compliance from employees. Most of these policies and practices were aimed at making the business tide smoothly in obedience to judicial rules and regulations. They were also intended to make sure that the employees understood their responsibilities and job roles as per what the company expects from them. Imagine a driver without a driving license who knows how the car functions but lacks proper practice and sense of direction. This sense of direction is provided by the HR policies which makes an employee a designated driver who drives the company towards accomplishing its goal and objectives. However, the role of HR practices in 2019 does not end here. With inbound trends of new technology, digitization, automation and progressively diverse workforce (in terms of culture, gender, ethnicity, thoughts), there must be a paradigm shift towards more inclusive and pioneering practices and policies such that sustenance of organizations is ensured in the long run. Due to sudden influx and developments in artificial intelligence, a lot of jobs are forecasted to be cut down while plenty of new categories of jobs with contemporary skill sets are anticipated to be introduced. This movement will put pressure on the hiring and firing techniques used by the HR departments of organizations which would need to familiarize themselves with these changing trends. Gamification of some of these practices might be a salutary way forward in today's unpredictable business world.

Taking evidence from the VUCA (vulnerable, uncertain, complex and ambiguous) business environment, many organizations have set forth numerable innovative methods to help their employees cope with the stress that befalls their demanding work scenarios. The pressure increases in domains such as information technology, where ordinarily an employee has to deal with something unusual and challenging, due to frequent developments in technology. One of the corporations which is acing at these practices is Facebook, Inc. Glassdoor publishes a list of best places to work every year based on employee reviews. Facebook has been ranked no. 1 in the best places to work in 2018.

Some of the things that stand out in many reviews include the fact that a challenging and fast-moving environment has been maintained in the organization with ample opportunities for growth and career progress. The social media technology firm's CEO Mark Zuckerberg has 98% approval ratings which stand out when compared to CEOs of other comparable organizations. Facebook encourages more energized and less formal work culture which fosters innovation and creativity. It has 45+ talent management techniques which are all unique and have been categorized into 10 sub-categories. These categories are explained in detail below: -

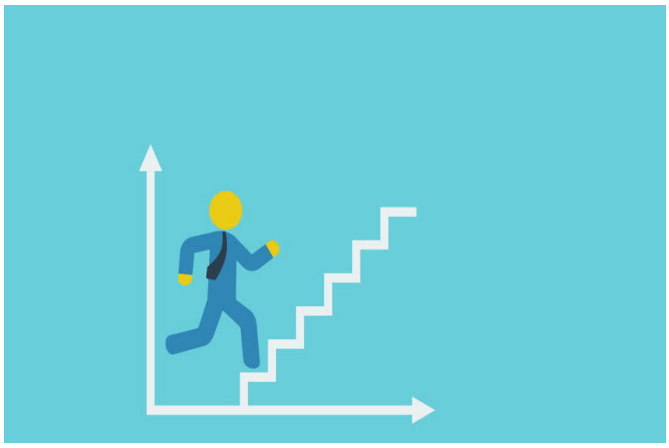
Employees are a high-value corporate asset: Facebook believes in quantifying the value of their employees. An engineer is pinned worthy of 1 million dollars and then explicitly told about that. Making sure that the recruitment practices employ the best talent is spiritually embedded in the hiring teams' heads and they're instructed not to bother about the minuscule cost of picking up these talents.



WOW features that provide employees amazing choices: The company gives its employees full flexibility in movement within the organization. They have a "Hackamonth" where an employee who has worked in a team for more than a year has an option to pick their next project, attempt it for a month and decide if they want to stay. The on-boarding process offers real-time projects where they are free to choose after the process which project they would like to work for.

Not just free food, it offers amazing food: With 3000+ employees from diverse cultures and backgrounds, Facebook offers a variety of food from across the globe. It has free BBQ which employees can savor

amid the California sun perching on picnic tables. Another striking feature is free ice-creams and cookies available which considers the health-conscious generation of today since it has fat free yogurts and other healthy alternatives at their disposal as well. When Facebook says it trusts its employees, it means it, since it has a "happy hour" on Friday plan, where employees are provided with alcohol at office premises. Facebook says, "what sort of credence do we have in our employees if we don't trust them on defining their drinking levels to what is fittest for the workspace"



Its management approach focuses on speed and risk-taking: Facebook goes as far as painting mottos and goals on their walls so that the employees see them every time they walk past and get a fresh whiff of energy. They are inspirited to take risks and be bold, quite like the thinking of the CEO where he believes that if you don't break anything you're not moving fast enough.

A focus on excellence in recruiting: Talent recruitment is taken very solemnly at this tech giant where it strives to retain the best of the people. It does not have "a college degree" as a prerequisite before hiring thereby being effective in capturing the most select of the talents way before other organizations. CEO Mark Zuckerberg personally goes to academia to hire students to attract ablest notable personalities.

Economic rewards and employee benefits: Benefits and rewards like unlimited sick leaves, amazing benefits for new parents like $4000 grant for "new-baby-arrival" and 3 months paid leave for both spouses, are the essence of the corporation. Differences between performance pays are as high as 300% between performers and non-performers portraying the value of accomplishment at the organization. The employees are given stock options which propel them towards organizational performance. They practice open-door policy at a next-level where employees are permitted to drop-by any time of the day or night for that matter.

The physical space encourages openness, collaboration, and innovation: Their floor plan is such that everyone is assigned a standing table to work on and they are not bound to work on it, unlike the cubicles and desks at conventional firms. Free bicycles are parked everywhere so that every employee can travel and collaborate with several teams throughout the enormous office property. It has "no meeting Wednesdays" where the engineers can have an entire day to themselves without interruption and the workflow can be maintained. Even though most of their products are online, they encourage a "come-to-office" culture by providing world-class amenities to their employees. All employee's personal needs are taken care of, from hairdressing to laundry services within the campus

Theaters, coffee houses, video game rooms, a print shop, skateboard lessons are all available for free at the disposal of the employees. Everyone can get the technology they require when they need it. They even have vending machines for regular hardware like keyboards and mouse.

Unique approaches for managing employees: While most organizations' decision making is influenced by tenure and position, at Facebook "code wins the argument" i.e. what can be proven by metrics and performance is accepted. Doing the best work of your life and having an impact on the world are two motivators that Facebook never lacks at providing their employees. When a coder knows his application impacts 1 million customers, they're compelled to produce excellency in their work. Converting into a manager is not promotion, it is a lateral movement at Facebook. Every manager is conferred with a mentor for 4 months who assists them in settling in their roles. There is a continual feedback policy where every person is evaluated by at least 7 people, every 6 months and the entire system is web-based. A person might have worked for 3 years in 3 different teams as Facebook provides fluidity and has a culture of project-based tasks, where when a project changes, the team,

the manager and the resources change with it. This allows an employee to work with almost all other people in the organization through his career at the firm.

Transparency and openness are emphasized: Open-book-management approach is at the heart of Facebook where they have confidence in their employees and believe that having as much information about the company as possible would heighten the work and performance of people. Every Friday afternoon the employees and the CEO have an open Q & A session which aids a healthy exchange of ideas that cultivates better creativity and performance.

Unique practices for solving corporate problems: War rooms can be set up by teams nearing their deadlines which gives them a dedicated space to achieve their ends and transmits signals to others that this project is pre-eminent to the firm. Hackathons are events where employees collaborate and work within the office for more than 8 hours and brainstorm about ideas even if dilemmas are not directly related to their projects. This gives a new kind of adrenaline rush to the employees to produce new ideas and build prototypes of proposed changes and new products.

Even though Facebook is at infancy stage with only 15 years into the industry, I think it deserves appreciation for its unique and out-of-the-box talent management practices which not only drives its employees to work hard and creatively but also aligns them with the overall mission and vision of the organization. All employees from the CEO to the bottom-most person in the hierarchy seems to know the purpose of Facebook's existence - "connecting the world" - and they thrive to achieve this through and through, with the nourishment of their practices and excellency in their work. Keeping employees at the core of its operations is the next-best-thing a firm could do to cope with the ambivalent business realm of today.

Students Speak

EMBRACING GIG ECONOMY: REDEFINING COMMITMENT

By: **Aastha Sinha** (PGDM, 2019-2021)

Is the new trend just a euphemism of something deeper than just a harmless three - letter word?

Gig Economy is the buzzword of the present times- one that is- for a fresh start, not devoid of meaning yet catchy enough to catch on. But is that all this word is? A catchy three-letter phrase to be used subtly in our analysis of where the present system of the working class of the economy is heading? Originally, a term coined by Jazz musicians that meant “engagement” in the sense of musical engagement. It has since then been used in popular culture for many references until now, whereas in this era, every job feels like a ‘gig’. Narrowly put, it means workers working as ‘independent contractors’ for doing discrete tasks, majorly for digital platforms. The evolution of the Gig economy has taken the world by a sweep, with its strokes slowly marching towards our country now more than ever. The only baffling thing is, does it fulfil what it promises- a life of an everyday entrepreneur? One thing that Gig economy has managed to do, is redefining commitment. The commitment we speak of here can be the one we have to ourselves- for ourselves and for doing right by us. To be able to live by the fact that we won’t have to institutionalise ourselves in order to work for our betterment. This can be seen by the new concepts which gigs have promoted: service aggregators, early stages of successful entrepreneurs, as well as booming white-collar jobs based on a project basis. But this commitment can take a dark side as well, as can be seen by Ken Loach’s new movie: ‘Sorry We Missed You’- where Investigative journalism exposed the degraded work conditions of “agile workforce” delivery drivers like the main character Ricky: immense pressure to meet delivery schedules, crossing over speed limits, eating meals on the run, urinating into plastic bottles rather than stopping, all to barely earn the American national minimum wage .. Though it seems like the concept is something new because of its offerings in the modern world, but in its roots- it’s a century - old concept of freelancing and franchising in most ways-all of which has its pros and cons.

I may say its Fiefdom! And you say its Freedom! But our subjective point of view doesn't take away from the fact that with whatever pits and glories Gig economy shows and is continuing to show it is the future of tomorrow

Or to put it more aptly, the future of now.

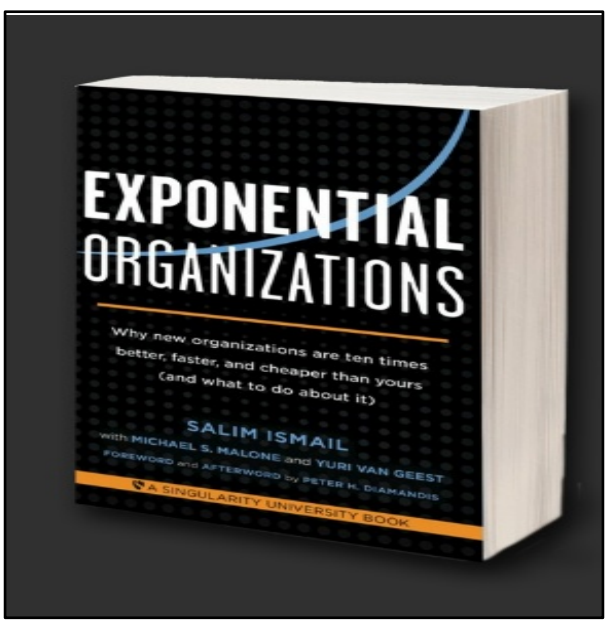
It may flummox most of us that majority of the Human Resources news we would have come across in the past few months corresponds to either companies changing their recruitment policies, their marketing strategy to attract prospective applicants for the same, or the major walk-outs that they face are for and from the agile workforce of the new-age economy- thus showing how acceptable and in-tune the whole concept has become with the pre-existing culture of our social and professional lives.

Even as students of Post Graduate education, we are, and we ought to get familiarised with the Gig economy forces at play, considering over 40% of the jobs taken by University Graduates in America are of the likes of consultants, independent contractors, de - giggers, freelancing agents and on-demand workers.

The word at stake may not live up to its earlier mentioned 'everyday entrepreneur' definition, but once we try getting into it, we can at least make it into our very own 'some days-an-entrepreneur'. With the kind of flexibility and freedom gigs allow, even institutionalised gig workers should be able to design a career path for themselves, to actually live up to it. The rise of agile workers doing gigs is also in need of some sort of a collective of a gig worker union, lest they are treated as low wage workers at the hands of corporations trying to cut down costs. The people involved, the future-you as well as the future-me must also know that not all gigs will sustain a definite career growth path and that is where the everyday (sic) some days-an-entrepreneur thinking comes to play: always plan ahead, and stay committed to what you plan.

Book Review

By: **Gagan Bhardwaj** (PGDM-HR, 2019-2021)



The book is an impressive take on the emerging realities of the corporate world and provides an effective framework to tame the many disruptive forces in the form of a super organization (Exponential Organization) that delivers 10x performance. Of the many externalities that the corporations of today are faced with, information and data explosion, accelerating technologies, talent crunch, new workforce mix, human-machine collaboration, and evolving people preferences are the most prominent ones necessitating organizations to transform their operating models, talent strategy, culture, processes and even systems. The first step at establishing an exponential organization that delivers 10x performance is to put in place a 'Massive Transformative Purpose' – a shared, impactful motive to drive one and all to achieve the desired outcomes. Just as HR is about people, organizations are driven by people.

True to the theme of 'Back to Humans', the book begins by emphasising in enough words that true 10x performance begins with a transformative purpose that pulls people together in a hypercompetitive, VUCA world and enables the right cultural shifts.

With the MTP in place, the other attributes of an ExO to be set up are:

IDEAS
I: Interfaces – setup platforms to bring the various attributes together
D: Dashboards – monitor growth and value metrics in real time
E: Experimentation – constantly experiment within controlled risks
A: Autonomy – setup self-organising, multi-disciplinary teams
S: Social Technologies – leverage technologies to engage, collaborate and drive transparency

SCALE
S: Staff on Demand – leverage community outside of the organization for talent needs (freelancers, hobbyists, enthusiast, innovators, professionals, etc.) enabling massive collection of intellectual capital (cognitive surplus)
C: Community & Crowd – set up trait-based communities that share belief, resources, preferences, needs, risks, etc. enabling crowd-sourcing of assets, funds and / or ideas
A: Algorithms – leverage massive data available at disposal using algorithms to uncover new insights and manage relationships (with customers or employees)
L: Leveraged Assets – move towards collaborative consumption (focus on access to rather than ownership of assets)
E: Engagement – engage employees and community

The book provides abundant examples of organizations, small and large, that have successfully, in part or full, established these attributes and achieved tremendous results.
A close look at all the above attributes highlight that most are anchored on 'people' (staff on demand, community & crowd, engagement, autonomy in particular). For the new age HR functions to be successful in the new paradigm, they must understand how the talent / people strategy fits together with the emerging operating model and realities / externalities and accordingly shape the policies, processes and systems and most importantly culture.
Beginning with small steps, entire enterprise transformation can be achieved by effective talent management. Conducting digital job interviews and meetings, hiring employees who ask the right questions, hiring based on potential and not just on track record and / or resume, leveraging neuro-recruitment and team formations, peer learning and coaching, P2P reputation systems, personal development dashboards and MTP alignment, quantified employee / teams, and neuro-enhancements are but some small steps that the HR fraternity can leverage to play their part in establishing high-performing organizations.

The book also offers a peek into their diagnostic survey used to assess organisations' current state and readiness for the key attributes of an exponential organization as well as the actions that the C-suite (including CHROs) can take to establish such an organization
The book brings forth decade long research and thought leadership, points of view and frameworks of world's who's who and is a must read for all professionals, especially the ones entrusted with the responsibility of managing talent and establishing cultures.

Did You Know?
An industry-wide survey study of over 2500 people showed that 55% of workers would take less pay to have more fun at work!

HR Through A Lens

By: **Gautham Ravi Varma** (PGDM-HR, 2019-2021)

IS HR A BALL GAME, OR IS IT THE OTHER WAY ROUND?

We all know that it is an indisputable fact that managing a football team is not a small deal. The dimensions which make the job difficult are not confined to making a strong dynamic strategy.

The job of an HR manager can be very attributable to that of a football manager, and I can tell you why

1) Learning and Development

It is well known by all the managers that creating a talent pool is not an easy task. This has to start right from building a strong academy in football. The future lies in the youth and therefore it is essential to build a solid foundation to create sustainable growth to the organisation. Classic examples of a strong academy in football and its correlation to success can be understood from observing the likes of Barcelona, Ajax, Manchester United, and Chelsea. Sir Alex Ferguson, arguably the greatest manager of all – time, depended on Class of '92 (consisting of World-class talents like David Beckham, Ryan Giggs, and Paul Scholes) during his initial years of success.

2) Talent acquisition

You might be having that aha moment right now. Yes, in football it is also essential to find the right kind of candidate for the right job through a proper scouting network. One of the most recent examples of building such a team can be understood by looking at the Premier League table of 2015. Yes, this was the year the Foxes outsmarted and outwitted the Big 6 of British football by bringing forth talents such as the likes of Riyad Mahrez from Algeria and Ngolo Kante brought from France.

3) Employee onboarding

After the player is brought into the team, it is essential that he feels connected to the team. Jurgen Klopp is a manager who excels in such employee onboarding practices. He built a solid team from the grass root levels, and made sure that each new player feels a part of the club through his undeniable charisma and people management skills.

4) Diversity and inclusion

When you bring together players from different nationalities, and cultures, the conflict becomes unavoidable. A healthy amount of conflict is essential to the club as long as it is supported by a strong conflict resolution policy. Therefore, a manager who can bring forth a conflict resolution policy is going to make miracles in the football world.

5) Compensation

Building a strong and supported compensation structure is often underestimated in football. This statement can be looked at by observing the wage structure of Manchester United. Alexis Sanchez, (currently on loan at Inter), while being injured is earning over 400,000 pounds a week even after constantly underperforming. Whereas, arguably their best player of this season, Scott Mctominay is earning 30,000 pounds a week. This destroyed their work environment as well as the wage structure.

6) Performance Management

Whereas, it is easy to measure the performance of football stars through key statistics, say goals, assists, key passes for forwards and attacking midfielders. Tackles, interpretation, and goals conceded for holding midfielders, defenders and goalkeepers. It might not be that black and white when it comes to managing the performance of employees in an organization.

Nevertheless, it is as important in football as in any other industry to build a performance management system that is linked to competencies desired by the organization.

Test Your HRQ – Answers

1. Grapevine
2. Broadbanding
3. Sabbatical
4. Graphology
5. Eustress
6. Hawthorne Effect
7. Bumping
8. Retrenchment
9. Headhunting
10. BARS

Appendix

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