



**ACADEMY
OF
HUMAN RESOURCES DEVELOPMENT**

THE HUMAN ODYSSEY

NEWSLETTER

Vol: 6, Issue : 2
July-August-September 2020

Academy of Human Resources Development
211, Ayana Complex, Thaltej– Hebatpur Road
Ahmedabad, Gujarat
www.academyofhrd.org

From the Editor's Desk

Dear Readers ,

*Greetings from Academy of HRD,
Ahmedabad!*

We are delighted to bring forth the latest volume of "The Human Odyssey". As the organisations across the globe have quickly adjusted to the new normal, the humanity too has undergone sea changes in the way they lead their "life" in the shortest time frame possible.

AHRD also witnessed a sea change in the design and delivery of the signature Fellow program that we offer. The digital convenience encouraged Senior Professionals to join the program this year and we are delighted to introduce them to you. Webinars, digital classes delivered by expert sessions and customised workshops have all enabled learning at a faster pace than ever before.

The academic curriculum has been uplifted at par with the international standards.

Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers.

The HR Oath is also a great step for shaping the HR fraternity behaviour post covid era.

Hope overall it will be a delight to go through the volume.

Look forward to your suggestions and feedback .

Best wishes

Nidhi Vashishth
Director
AHRD

CONTENTS

1 Events — A Snapshot

2 Digital class – Fellow Program

3 AHRD News

4 Knowledge Sharing — Selected Articles from Fellows

Fellows who contributed in this edition

- Mr. J.K Chattopadhyay
- Mr. Karan Sadarangani
- Mr. K.S. Murthy
- Ms. Lalita Gowda
- Dr. Naresh Mehta
- Ms. Niharika Kumar
- Mr. Venkat Subramanian

5 HR Articles & Trends to look for

THE HUMAN ODYSSEY TEAM

Editing :

Dr. Nidhi Vashishth & Ms. Merlin George

Design & Layout :

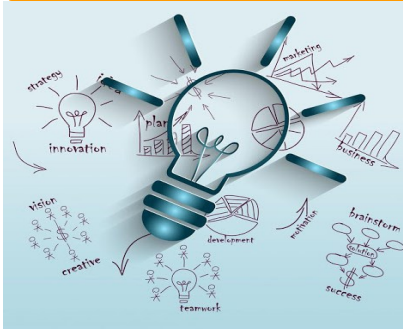
Ms. Savita Gopalan

For Feedback mail to :
admin@academyofhrd.org



Academy of HRD

EVENTS



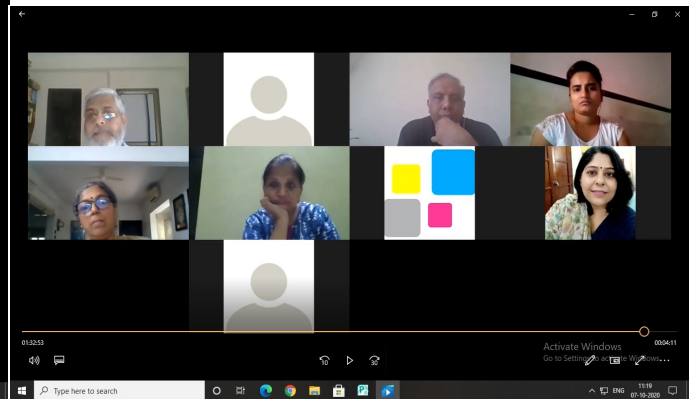
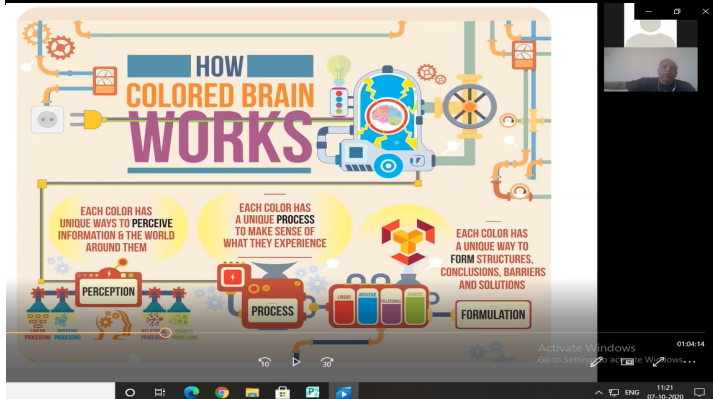
AHRD GYANSHALA

WHAT IS COLORED BRAIN MAPPING & HOW IT BENEFITS SELF & TEAM PRODUCTIVITY



The world is filtered through our Colored Processor

Many Encoded Assumptions are created because of the way our Brain Genetically Interprets the world



Gyanshala –a series of session by our Alumni & Fellows was conducted in the month of July 2020. In its first series session Dr. Sanjeev Dixit, Alumni AHRD & Ideapreneur conducted a session on **“What is Colored Brain Mapping & How it Benefits Self & Team Productivity”** on 05 July, 2020.

How our brain is trained to react in different circumstances and the design of brain and the way we respond to the environment has a strong link to our success & failure was very well related in the session. The session was the reflective learning of Arther Karmazi– an Italian-American writer / speaker living in Asia and expert on Psychological applications to Leadership and Organisational Culture Enhancement and Development.

How colour brain mapping can be done not only in personnel life but can also be applied in the companies and enhance the companies human resource was well explained.

VIRTUAL WORKSHOP ON “COMPETENCY MAPPING & ASSESSMENT CENTRES” FOR NIRMA INSTITUTE OF MANAGEMENT

Speaking: 208128 Rushabh Dinesh Ramani

Participants (44)

Search

- 2P 208124 Parthvi Pareshkumar Patel
- 2C 208125 Piyush Chandravanshi
- 2A 208126 Raechel Anthony
- 2G 208127 Rakshita Gupta
- 2R 208128 Rushabh Dinesh Ramani
- 2U 208129 Saloni Sanjaybhai Udani
- 2N 208130 Sanjogita Nayak
- 2L 208131 Sardha Lunawat
- 2C 208132 Sarthak Kamalkumar Chandar...
- 2B 208134 Seher Bhatia
- 2T 208135 Shashwat Sharan Tripathi
- 2S 208136 Shivam Srivastava

AHRD conducted three day virtual workshop for students of NIRMA University . It was a delight to meet the bright minds and budding HR Professionals Dr.Nidhi Vashishth, Director AHRD was the facilitator of the workshop.

WEB - PANEL DISCUSSION

"Prospects for Research and Beyond for Working Professionals"



Management theory is largely built on practices that are successful. Indian managers sit on bundles of data and at times do not use the data to add to the management knowledge. In this lieu if the research culture is enhanced amongst working professionals it can lead to work effectiveness and enhanced productivity. Prof. Rajesh Chandwani, Chairman, AHRD chaired the session along with Ms. Minakshi Balkrishna, Education Consultant.

OUR PANELISTS & FELLOW STUDENTS OF AHRD



Prof. Rajesh Chandwani
IIM, Ahmedabad,
Chairman AHRD



Dr. Sanjeev Dixit
GM , HR
Himalaya Drug Co.



Mr. Rajan Sinha
CEO, Mantrana Consulting Pvt
Ltd



Mr. L.S. Murthy
COO and Global Delivery Head
Radiant



Mr. Sanjiv Jain
Director, Enabling World



Prof. Ravindra Dey
Professor, Head of OB, XIMR



Ms. Minakshi Balkrishna
Education Consultant



Mr. Vishu Srinivasamurthy
Sr. Manager, ERICSSON

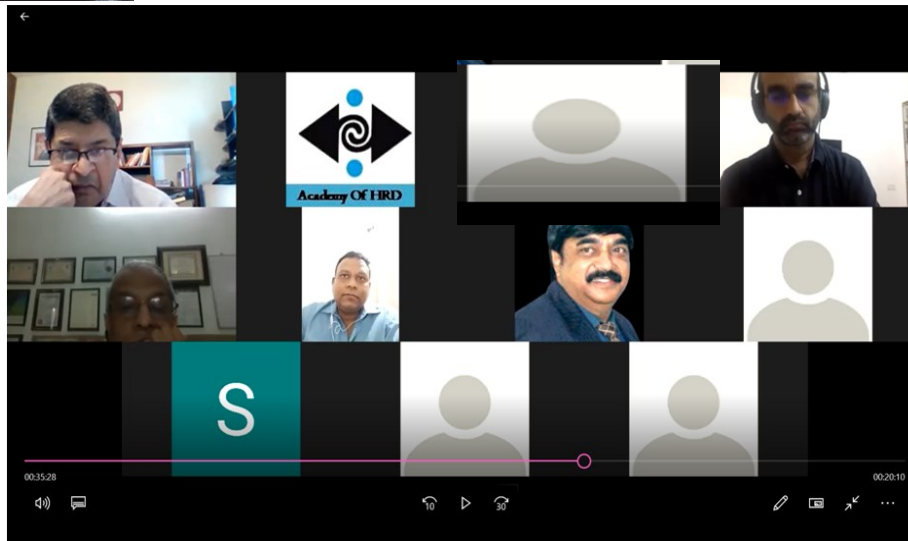
DIGITAL CLASS

SYSTEMIC THINKING: A BURNING NEED FOR AN IMBALANCED WORLD

By Bosco D Mello

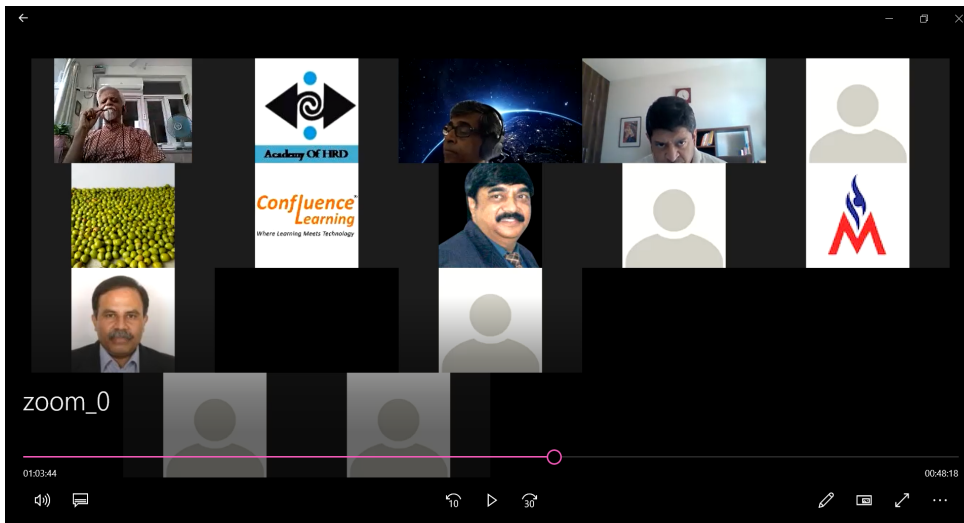


Bosco D Mello , Leadership Coach, OD Consultant and Facilitator conducted session for the fellows on 18th July 2020. The session was organised virtually. Fellows had the opportunity to learn from this esteemed faculty and shared their experience . Overall the session was engaging.



RESEARCH—A PERSONNEL ODYSSEY

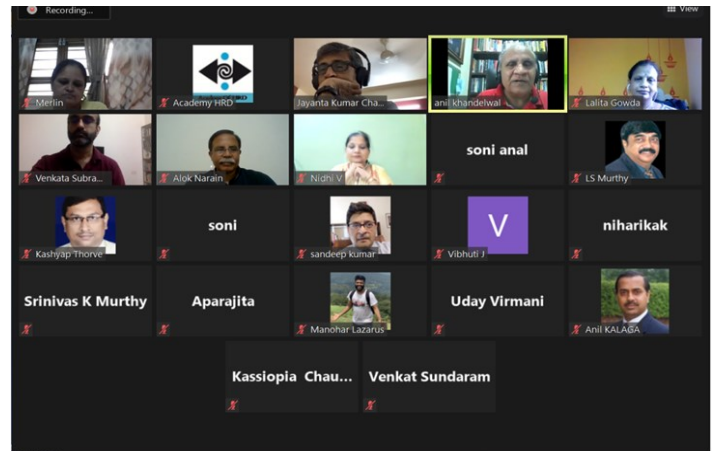
By Prof. Rajen Gupta



A journey of research can be rigorous but is the most exciting journey in a scholars life . It is this journey and experience which inspires the future scholars to move ahead in their research work.

It was this experience that was shared with our fellows by Prof. Rajen Gupta, Professor (Retd.) MDI, Gurugram & IIM Lucknow, session conducted on 20th Sept, 2020. A 50 years of his journey was what he shared in a nutshell with the students. It was such an inspiring story he shared and helped the fellows in their journey of fellowship.

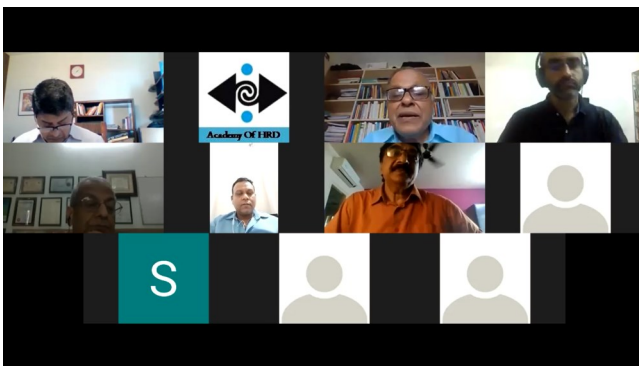
PUTTING RESEARCH INTO PRACTICE By Dr. Anil Khandelwal



AHRD had the pleasure to learn from the stalwart Dr. Anil Khandelwal , Former Chairman and Managing Director, Bank of Baroda on “ **Putting Research into Practice: Developing Organizationally relevant research problem , qualitative research methodology and using research in practice.** A session conducted for our fellows on 12 Sept 2020.

The fellow students had the opportunity to gain insights from his remarkable journey of rising from Probationary officer to Chairman with his energy, enthusiasm, excellent leadership and execution skills. He also shared how he used research tools extensively for professional Excellence.

ORGANISATIONAL DEVELOPMENT By Prof. N. M Agrawal



AHRD fellows are currently undergoing a course on OD. The course is being delivered by Prof. N.M Agrawal, Adjunct Professor at IIM Bangalore .

Professor Agrawal's areas of research interests are essentially organization focused and multi-disciplinary in nature. He superannuated as a full professor in July 2014 prior to joining IIMB, Professor Agrawal worked for 24 years with Hindustan Aeronautics Limited.

The classes are conducted every weekends on online platform

AHRD NEWS



AHRD WELCOMES BATCH 2020-23



Soni Ignatius	MRF Ltd.	Dy General Manager-Human Resources, Human Resources and Services
Kalaga Anil Kumar Venkat	Adani Group	Group Head (L & D)
J. K Chattopadhyay	LARSEN & TOUBRO Ltd.	General Manager , Head of Business Unit , Control of Automation
Lalita Gowda	Consultant	Sr Manager I HR Business Partnering I Coach I Mentor I
Alok Narain	Emergence Learning Solutions Pvt Ltd	Director
Uday Virmani	Indian School of Business	Director (Career Advancement Services)
Kuppa Srinivasa Murthy	NTPC	Addl GM(HR) HR Dept
Venkat Sundaram	SAR Group	Head Of Learning & Development - HR
Vibhuti P N Jaiswal	ICMR -CIBioD (PGIMER)	Senior Research Fellow
Niharika Kumar	Open Text Technologies,	HR Business Partner – Corp Functions and Talent Management
Kashyap Thorve	UltraTech Cement Limited	Vice President – BCOE Learning & Development; Human Resources

INDUCTION DAY

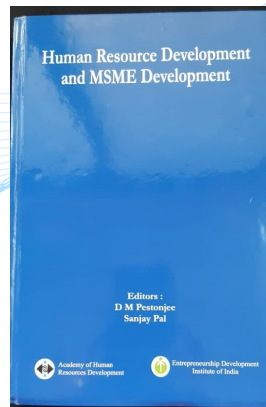


Induction of new fellows was held on 05th Sept, 2020 . Dr. T.V Rao, Founder AHRD, Dr. D.M Pestonjee, Chairman, AAC, Prof. Rajesh Chandwani, Chairman, AHRD and Prof. Pradyumana Khokle, Board AHRD interacted with the new fellows and also all fellows were introduced to the AHRD team.

CONFERENCE BOOK PUBLISHED



International Conference 2019 on Human Resource Development and MSME Development



Papers presented at the 3rd International conference on
“**Human Resource Development & MSME Development**” held on 24-25th Jan
2019 at EDII was published in the month of September 2020.

VIRTUAL HR SUMMIT



**IMPACT
GLOBAL**

IN ASSOCIATION WITH



**Academy of Human
Resources Development**

Academy of human resources development, Ahmedabad
partnered with Impact Global for an virtual HR Summit 2020
held in the month of August 2020.

With more than 90 speakers the summit had exhibitions and
workshops.



VIRTUAL HR CONFERENCE



**IMPACT
GLOBAL**

HRM SUMMIT INDIA

3-7 August 2020 | hrmsummit.in

Conference | Exhibition | Workshops

RESEARCH PRESENTATION

12th Aug 2020

Impact of Spiritual Climate on Customer Retention: Examining the Role of Employee Engagement, Employee Service Encounter and Customer Brand Relationship

Research study – Progress status
Sunil D A G Kuty - Academy of HRD, Ahmedabad
Ashish Pandey – SJMSOM, IIT Powai, Mumbai
12 August, 2020

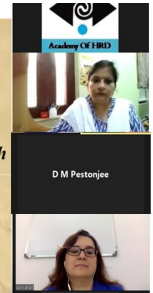


Sunil D A G Kuty
Research Progress Presentation

Sonal Soni
Title Defense Presentation

RESEARCH TITLE

Societal Change And Operational Efficiency Through Organisation Development (OD) Intervention – A Case Study of Vidya Bharti - GUJARAT



Research Title



A Study of People-Rebadge Transition Processes & critical HR factors influencing deal success select ITeS organizations

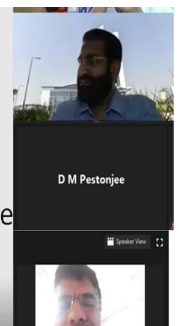


Manohar Garikapati
Title Defense Presentation

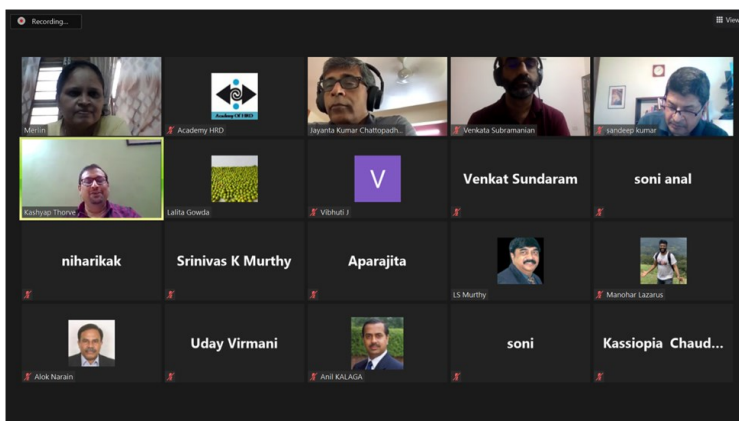
Manoj Sharma
Title Defense Presentation

Research Study Title

“Casual Social Work: Evaluating the perception of corporate plant executives opting social work as a career post-retirement”.



FELLOW BUDDY INTERACTION



The new joiners had a wonderful time interacting with their fellow buddies from the previous batch. It gave an opportunity to the new entrants to know about the expertise pursuing fellow program in AHRD. It also sets a culture for future collaboration



KNOWLEDGE SHARING



HOW TO IMPROVE EFFECTIVENESS OF CONFLICT RESOLUTION AND NEGOTIATION CONVERSATIONS – ENGAGED LISTENING

When we are with people there is a realistic possibility of walking into a discussion with others to resolve conflicts or to negotiate. Especially in the Human Resources function dealing with people in situations where the conversations frequently lean towards resolving conflicts or negotiation.

In this article we would be exploring one of the key elements of communication during conflict resolution and negotiation discussions, one that is simple to practice, yet most neglected.

About 78% of the people I have spoken to over the years, felt that the ability to articulate, forcefully present one's view point is the key to conflict resolution and negotiation effectiveness. A significantly large percentage of this group felt, even though an agreement was reached, they were not fully happy with the outcome.

A relatively small percentage of individuals spoken to stressed on the importance of listening and understanding the other party as a key element for conflict resolution and negotiation effectiveness. A significantly higher percentage of individuals from this group who emphasized on listening were happy with the outcomes and related to what was perceived as a win-win outcome.

During a negotiation or conflict resolution conversation there is a good possibility that the discussion might not progress the way you had planned. One of the key quality to be effective is “to be alive to the situation” in any people interaction involving conflicts or disagreements. I would like to explore a deeper understanding of listening in this context .

Reflect on the following points:

Are you only listening to “What” is being said, missing out on “Why” it is being said?

Listening to what is being said, gives us an understanding of the “Position” or “the Stand” taken by the other party on an issue. By asking & listening to the “Why” behind “What” is said, gives us an understanding of the persons “Interest”, in other words the needs, concerns, fears etc. of the other party, resulting in him/her taking a particular position.

Are you listening to “What is said” and “What is not said”?

Listening is a powerful way to “gather information”, at the same time is the key to “identifying the emotions”.

Are you listening is to follow “How it is being said”? (para language)

Look for cues about the other party on aspects such as their confidence, their openness or being receptive to resolving a conflict or to negotiate.

Do I listen through my eyes?

To Listen means To Pay Attention, to cues from the body language of the other party – listening through your eyes, this gives us insights on their comfort levels, on areas such as who is the key decision maker / influencer in a discussion involving more than two people etc.

All of us know how to listen and will listen when we want to listen. In other words – listening is a mindset when we interact with others. A person who listens, is more “alive” to the situation.

The above learning's led me to explore the concept – I refer to as “*Engaged Listening*” during

conflict resolution or negotiation conversations enabling a win-win outcome, perceived as satisfactory by both the parties. The perception of each other as a listener also impacts the Trust quotient between individuals.



Venkata Subramanian ,
Fellow AHRD,
Co-founder & Director
Confluence Learning Technologies Pvt
Ltd



HIGH PERFORMANCE WORK SYSTEMS FOR COMPETITIVENESS



Alignment of people and business strategies is extremely important for the practicing HRD and training managers to create sustainable competitive advantage through people, develop synergies, and build resilience power of organization in a competitive business environment. The synergy between people and business strategies fosters improved productivity, higher profitability, larger market share, exceptional creativity and disruptive innovation, enhanced customer value, and happier people in the organization which leads to sustained competitiveness.

In the twentieth century, one of the major challenges faced by practicing HRD and Training managers is to understand the business strategy of the organization. As a result, it limits their ability to design and execute an appropriate people strategy and bring alignment with business strategy to create synergies.

Let us take various examples to understand the scenario; any business conglomerate comprised of various businesses which are into different stages of their life cycle, like some SBUs (strategic business units) in their incubation phase, stable and matured phase, growth and expansion phase, and/or in their decay phase. In such a wide-ranging situation, the practicing HRD and Training managers must design and implement comprehensive strategic HR systems at the corporate level, which is the highest in the organization. Whereas, at the SBU level, the practicing HRD and Training managers must design and implement an appropriate HR policy to drive various employee-focused programs that influence the choice of various HR practices. Further, the practicing HRD and Training managers must design and implement appropriate HR practices at departmental and at employee levels to achieve a specific outcome in each SBU. (e.g. cost reduction skills of people working in SBU which is in the decay phase, merger and acquisition competencies of people working in SBU which is in the growth and expansion phase, etc.). Let us take another example. An organization engaged in designing, manufacturing,

and selling stand-alone engineering equipment for a long time, and now, the organization changes its business strategy to reposition itself in the marketplace as a total solution provider. This change in business strategy calls for reviewing its people strategy in terms of vision, mission, culture, the mindset of people, skills, and competencies of people, business systems, structure, and processes. The practicing HRD managers must re-align people strategy (e.g. new skills for solution designing, selling skills for solution providing, project management capability, etc.) of the organization given new business strategy. Let us take one more example. An engineering business conglomerate, knowing the market potential and core competency of the organization, now decides to launch a new venture in the space of renewable energies as a part of their inorganic growth strategy by acquisition. The question to the practicing HRD and Training managers is that the cultures of two different organizations need amalgamation or stay as two different cultures. The practicing HRD and Training managers will have to re-align people strategy from the viewpoint of multiple cultures of existing and newly acquired organizations that the people will now live their lives under one umbrella. (e.g. induction program sensitizes the people of the newly acquired company about values systems and culture of the existing organization, etc.). One other example worth taking note of is of a business conglomerate operating in the space of B to B (business to business), B to C (business to consumer), and C to C (consumer to consumer) through various SBUs altogether. This business conglomerate would have offerings of engineering products, consumer products, banking, financial and insurance services, health care, hospitality, pharmaceuticals, IT and ITES, buying and selling on the internet, infrastructure and power, steel, and mining, automobile, etc. under just one umbrella. For such a business conglomerate, vision, mission, and culture would also be different for each SBU. In addition to this, their corporate strategy, business models, and business strategy would be different

for each SBU. In such a wide-ranging business environment, the practicing HRD and Training manager working at the corporate level will have to take a bird's eye view to design and execute people's strategy in alignment with corporate business strategy at the corporate level. Not only would this, but the chief of the HRM will have to design broad level SHRM systems at the corporate level. Followed by this, the practicing HRD and Training managers working at various SBU level will have to customize HR policies most appropriate to their SBU along with various HR practices at the departmental and individual employee level.

Therefore, what emerging out is;

(1) at the lowest level, **HR practices** reflect specific organizational actions designed to achieve some specific outcomes, (2) at a higher level of abstraction, **HR policies** reflect an employee-focused program that influences the choice of HR practices, (3) an **HR system** operates at an even higher level of analysis and reflects a program of multiple HR policies that are espoused to be internally consistent and reinforced to achieve some overarching strategic objectives. In this context, the HR Systems, Policies, and Practices are to be deployed spanning across the continuum of two extremes ranging from high performance to more control oriented. The net effect of any HR Systems, Policies, and Practices depends on the presence or absence of each other. If all the HR Systems, Policies, and Practices fit into a whole coherent system, the net effect on performance should be greater than the sum of the individual effects from each HR System, Policy, and Practice alone. This leads us to understand the potential significance of the entire set of HR Systems, Policies, and Practices when deployed together rather than used separately. Besides this, the integration of technology, organization structure, and processes for value creation is extremely important.

Now, let us take a few examples. **HR systems** for several domains can be designed and deployed at the highest level such as;

(1) organizational competitiveness, (2) high-performance work systems, (3) employee involvement and engagement, (4) digital culture, (5) commitment and organization citizenship behavior, (6) creativity and innovation, (7) value creation for customer, (8) occupational safety, health and environment, (9) administration and control, (10) contractual and out-sourced manpower, etc. **HR policies** can be designed and deployed at a lower level to ad-

dress the basic needs of an employee in various domains such as;

(1) develop knowledge, skills, and abilities of employees to perform effectively and efficiently,

(2) motivate employees and increase their effort levels and contributions to enhance organizational performance,

(3) create opportunities for employees to perform and contribute outstandingly, etc. **HR practices**, at the lowest level, for various functional areas under the umbrella of a particular HR system and HR policy domain can be designed and deployed such as;

(1) annual off-site Business Stimulus Workshop for strategy planning and communication as an HR practice as a part of HR systems for organizational competitiveness and within HR policy domain of "motivate employees and increase their effort levels to enhance organizational performance". Similarly, quarterly strategy execution meets to evaluate and validate the strategy for achieving the strategic objectives of an organization.

(2) On-the-job, off-the-job, team and leadership training, continuing education, industrial visits to learn best and next practices, attending seminars and symposium, foreign study tours, visit exhibitions as an HR practice as a part of HPWS, employee engagement and involvement, and HR systems for commitment within HR policy domain of "develop knowledge, skills, and abilities of employees to perform effectively and efficiently" and "motivate employees and increase their effort levels to enhance organizational performance"

3. knowledge sharing sessions, the voice of an employee, empowerment, job rotation, job enrichment, job enlargement, autonomy, semi-autonomous teams, Gemba Kaizen Circles, cross-functional teams, off-line teams, etc. as an HR practice as a part of HR systems for employee commitment and engagement within HR policy domain of "create opportunities for employees to perform".

(4) statutory compliance, fair wage practices, equal canteen facility, and other hygiene requirements for contractual and outsourced employees as an HR practice as a part of HR systems for contractual and out-sourced manpower within HR policy domain of "motivate employees and increase their effort levels to enhance organizational performance". (5) production incentives, reward, and recognition for ,

superior performance, long service awards committed employee of the month, etc. as an HR practice as a part of HR systems for HPWS and commitment for all types of employees within the HR policy domain of "motivate employees and increase their effort levels to enhance organizational performance".

Although this sounds too basic, there is hardly any visibility of High-Performance Work Systems, Policies, and Practices especially in the small and medium scale of organizations that have tremendous potential and aspiration to become big corporations by remaining competitive. This calls for commotion in Human Resources Development philosophy and thought processes.

Adoption of High-Performance Work Systems, Policies, and Practices is a matter of researching, deploying, and continuously measuring the effectiveness of "The Best Package of HR Systems, Policies, and Practices" in varying competitive situations that offers competitiveness.



Dr. Naresh Mehta ,
Alumni AHRD,
Founder Researcher at
Transformatory



LEADERS INFLUENCE TO EMPOWER Coaching to Channelize Performance Enhancement



Traditionally enhancing employee performance leads to efforts in assigning goals and reviewing performance periodically. Most often delayed feedback doesn't contribute to imbibe lessons immediately. Constructive feedback helps in addressing performance issues and channelize efforts productively, however, managers are trained to provide feedback from the perspective of guidelines provided and an aim to complete the review process.

David Rock in his book "Quiet Leadership" describes the - Six Steps to Transforming Performance and demonstrates tested techniques in coaching aimed at developing and improving thinking.

He further states that our performances are driven by our behaviors and triggered by our experiences, thoughts, beliefs that are hard-wired. Different people look at the same situations very differently owing to the patterns designed basis past experiences. But it is possible to develop new habits to overcome hard-wired pathways.

When the focus is shifted to locate a solution, it triggers to increase our thinking and guided approach to culminate in forming steps to develop individuals.

Changing the way people think is a tougher challenge at the hands of leaders. Individuals don't respond immediately to the external changes that occur and require time to change. Creating a space to facilitate this change works towards adapting to change.

Every manager aims for his team to succeed and to contribute towards the organic growth of leadership development. Identifying talent potential and with the right approach to coaching can develop leaders leveraging coaching approaches.

"The role of a Great Leader is not to give greatness to human beings but to help them extract the greatness they already have inside them" – J. Buchan

place is a new dimension gaining momentum leading to employee success by creating an inclusive and collaborative approach in achieving goals. Progressive organizations are now incorporating coaching as part of their employee development culture creating a sense of ownership and accountability.

Constructive feedback aligned with coaching skills would go a long way in building trust and empathy, an objective approach that shall impact positive and long-lasting performance effectiveness. Teamwork will be at best by combining the principles of coaching that engage employee performance and build leadership qualities by adapting to coaching as a mechanism for employee development.

Coaching is encompassing thought-provoking discussions that explore the individual potential in a journey of self-realization. The coach does not direct, instead has a guided conversation to plan for performance gaps and improvements. The Coach need not be an expert in any subject, the focus is more inward, centering the employees to own their development plan and direction.

Coaching isn't an option only when a poor performance surface. Coaching opportunities can emerge in every conversation as the primary beneficiary is the employee and the commitment and accountability to achieve are owned by the individual.

Coaching benefits in building strong collaboration between employees and managers and is intrinsic for employees to experience job satisfaction where the organization exhibits a culture of development. This will also incline the retention rates in the long run. Coaching can smoothly weave to become an integral part of organization development, however, the question that arises is the readiness of managers to be coaches.

Coaching for leadership development at the work-

Many benefits that translate individual performance to business goals, like:

- Increase in team's productivity and goals
- Collaborative work environment and better interpersonal interactions
- Clarity in communication
- Higher accountability at work leading to maximizing deliverable
- Satisfaction at work & motivation to enhance better performance.

Managers by nature gain competency to manage situations, projects, issues, and concerns related to project deliverables but managing employees or behaviors that can avoid the occurrence of issues or concerns become insignificant. Managers must recognize and learn the skills to be an effective coach.

"The key is not the will to win. Everybody has that. It is the will to prepare to win that is important" – Bobby Knight

An effective coaching model is one that focuses mainly on managing employee performance and has easy adoption by Managers. The making of great leaders lies in identifying and preparing for future leadership not just at the surface level but in a holistic approach aligning individual thinking and incorporating behavioral changes.

One of the simple yet powerful techniques for coaching is a structured coaching approach known as the GROW model designed by Sir John Whitmore and his colleagues. GROW is a universally accepted coaching model that involves a 4 step process.

G – Goals, R – Reality, O – Options, and W – Will/way forward.

Powerful questioning uncovers what one is stuck at and makes insightful self-awareness in finding solutions that are derived by the client/coachee/employee. This empowers the individual/employee to be accountable and responsible for what they decide as actions for self-development. Let us look at the steps briefly.

Establish the Goal: The key lies in setting an aspiring goal that is defined along with the SMART framework(S – specific, M – measurable, A – achievable, R – Realistic, T – time-bound). Once the goal is identified it is easier to focus upon the

way forward. Goals can be short term or long term.

Reality: Here we discuss what are the potential barriers in the current situation keeping one away from achieving their goals, ask relevant questions to help employees find what is blocking them to progress and what can be done to overcome the obstacles in their way. Rephrasing helps in getting more clarity and brings out the underlying fears preventing coachee to take necessary actions in reaching their goals.

Options: Explore all possible options/ideas that are feasible to move forward. The challenging questions will encourage us to come up with creative options and insights in achieving the goal.

Way forward: These are the specific actions within a certain time frame that will move forward in achieving the goals. It is pertinent here to check the extent of commitment to achieving the goals.

Applying this model involves a collaborative approach, active listening, and powerful questioning to bring out creative solutions. It is a reliable process in identifying what makes one get stuck and blocks progress and thereby identify and design a path by self-exploring possibilities to achieve milestones. This model is used widely for effective personal and leadership development and thrives in an organization that focuses on culture for employee growth and development. Performance management and development can make a great difference to reap the positive benefits of organization development and incorporating these benefits of coaching will fuel long term organic development.

"Leadership is about making others better as a result of your presence and making sure that the impact lasts in your absence" Sheryl Sandberg

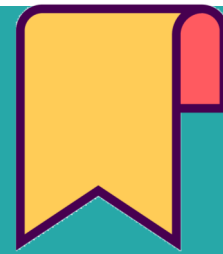


Lalita Gowda ,
Fellow AHRD,

Sr Manager | HR Business
Partnering | Coach | Mentor |



Re-skilling: An imperative for the future



“Today’s skills will not match the jobs of tomorrow and newly acquired skills may quickly become obsolete” -

LIO Global Commission on the Future of Work

This statement gets most of us thinking. As any professional, it makes us think about the vulnerability of our jobs; as HR professionals it makes us think about how we will get talent for the emerging roles of the future, and as CXOs it makes us think how the lack of required skills could stall the growth plans of the organisation. Outside the corporate world, it makes educators think about the pressing need to upgrade and contemporize the academic syllabi and it makes governments and policy-makers think about the lurking possibility of massive unemployment.

The rapid changes in the world have led to the emergence of new ways of living and working. Organisations are seeing the emergence of new jobs, technologies, and business models. Skills and capabilities have to be constantly updated to match new paradigms. It is in this context that re-skilling has become an imperative for countries, organizations, and individuals themselves.

Re-skilling is the training of employees on a completely new set of skills so that they can take up a new role within the organisation. Most often, this happens when the employee’s current job faces the risk of redundancy. It is widely believed that re-skilling involves training employees on the new-age skills of technology, analytics, engineering etc. This is not entirely true because re-skilling also involves training people on the behavioural skills like creativity, agility, resilience, design-thinking etc., which are essential in today’s times. Josh Bersin

defines these so called ‘soft skills’ as the Power Skills for the future. It is evident that some of these new age skills are due to the advancement of technology (man’s doing), but others are due to nature (Covid as an act of God).

Re-skilling is beneficial for both; the organisation and the employees. It enables organisations to address the problem of talent scarcity. According to Josh Bersin, it is six times more costly to hire a person from outside as compared to filling up a position from within. Once the organisation’s own employees have been re-skilled to take up emerging roles, the need to scout for talent outside is eliminated leading to substantial savings on hiring costs. This also increases employee productivity and strengthens change and transformation initiatives. Re-skilling initiatives also help to provide a robust, long-term career path to employees thereby increasing their engagement and loyalty towards the organisation.

Stakeholder groups across the world have started taking up a number of re-skilling initiatives. The International Labour Organisation (ILO) has called upon member states to create life-long learning systems. In January 2020, the World Economic Forum launched an initiative called the ‘Re-skilling Revolution’ with the aim to re-skill a billion people across the world. In 2018, the Government of India, launched the ‘Future Skills’ initiative to re-skill employees in ten emerging technologies like AI, block chain, cyber security etc. Coming to the corporate sector, many organisations have started taking steps towards re-skilling of their employees. Global E-commerce giant, Amazon, plans to invest \$ 700 million to re-skill 1, 00,000 employees by 2025.

Retail major, Walmart has also launched an initiative to re-skill its frontline and back-office employees for IT and customer-service roles. Closer home in India, large Technology companies like Infosys, Accenture and Zensar have introduced initiatives to re-skill their employees on new age and digital skills like cloud Computing , AI/ML, UX etc.

In organisations, the task of enabling employees with the required skills to do their jobs rests largely with the Learning and Development function. A broad approach of how re-skilling can be introduced in organisations involves the following steps: 1) identify the skills needed for the future 2) identify the roles and employees that are at the risk of becoming redundant 3) train these employees on the new skills.

HR and L&D professionals need to increasingly look at talent and skill-building from a long term and futuristic standpoint. Availability of future-ready talent and the agility with which they can be made to take on new roles will become a major source of competitive advantage for organisations. The efforts and initiatives taken towards this will be a major contributor towards societal welfare, organizational success, and individual fulfilment.



Soumya Malkani
Chief Manager L&D,
Tata AIG

Karan Sadarangani ,
Fellow AHRD,
Instructional Designer





CSR for Employee Engagement & Employer Branding in Knowledge Intensive Industries in India Inc.



With the leapfrog advancement in transportation and communication technology in the 19th century, followed by the economic liberalization in India in 1991 and rise of WTO in 1994, the Multi-National Corporations entered India. The boom of IT in India and many Indian organizations springing up in entrepreneurial wave, most of the Indian working population are now termed as knowledge workers.

The workforce is the most valuable asset of the company. They are generally termed as talents. Although internet has made traditional sources of competitive advantages more accessible and less significant (Hess, Rogovsky & Dunfee, 2002), top management has started to focus more on the new, hard to imitate sources of competitive advantage. In a high-tech company, the knowledge workers are those working in research and development labs. In consulting, the knowledge workers are those creating unique tailored solutions to solve business challenges of customers. These are just a couple of examples. There are various such groups in every industry. This set of workforce are highly educated employees. A study among high-tech industries found that the human capital is the most influential component of the company's intellectual capital (Martin de Castro & Lopez Saez, 2008). They become strategic resources, adds capabilities such as creativity, experience, and teamwork. The quality of talents in the company thus becomes the main source of competitive advantage and main indicator of market leadership.

In an environment of skill shortage, the companies are trying to motivate and retain staff by keeping them engaged throughout the employee lifecycle to maintain market leadership (Johnston, 2001). Engagement right from recruitment to exit is hap-

pening through various programs such as connect, on boarding, performance management and productivity enhancement, etc. In each of these stages, engagement with the brand's presence in the market, career paths, experience with team & manager, challenging projects, etc. are done which focuses on the job satisfaction aspect of an employee, which are lower-order psychological needs, or as per Herzberg, they are hygiene factors. Once these personal needs are met at work, they are more likely to identify with the company. They match their own values with organizational values.

When employees perceive the company to be socially responsible, they strongly identify with it and feel a sense of belonging (Bhattacharya, Sen & Korschun, 2008). As a result, the company's CSR programs satisfies the higher-order psychological needs of the employees, leading to external behavioral outcomes, such as contribution to achieve corporate goals, reduced absenteeism, increased pride in the company, increased employee performance and retention (ibid). Even at the time of recruitment, CSR has considerable impact, as it has the ability to leverage by attracting increasingly sought-after, value-consistent, and like-minded employees. Greening & Turban (2000) established in their research that prospective job applicants are more likely to be attracted and accept job offers by socially responsible companies.

Now that we have established that CSR plays a pivotal role in the employer branding and employee engagement and we know that on April 1, 2014, India became the first country to legally mandate CSR by adding new rule in India's Companies Act. This means that even though all companies operating in India do their legally mandated CSR

investment, the talents are not yet fully engaged and thus the Increment Trend -2019 report by OMAM Consultants show that overall, in India, companies see an average 13.1% attrition. This means that companies are not effectively utilizing CSR as an employee engagement tool. Moreover, the Reputation Institute has found that while social responsibility is a significant driver in attracting employees in US (62%), it is even more important in India (69%), China (79%), Germany (71%) and Argentina (80.6%). Thus, we can clearly establish that CSR can play a key role to strengthen the Talent engagement model.

Companies can take different approaches to engage their employees through CSR. The approach they choose depend on the strategic intent and the purpose.

There are 3 models of Employee Engagement through CSR cited in Mirvis (2012):

1. Transactional approach – programs are created to meet the needs and interests of the employees who want to participate in the CSR initiatives. IBM has taken this approach by its On Demand Community program which matches the employees to their area of interest, and skill-based volunteering. Companies can partner with an array of NGOs working for various causes, giving employees an option to choose the one that is closest to their heart. This kind of program provides self-satisfaction to the employees.
2. Relational approach – organization and employee together for the CSR initiatives, creating a socially responsible culture. For e.g., salesforce.com mandates all new hires into community service activities as part of their orientation program. Company can engage employees in activities such as “all staff” volunteer days or recycling programs. Best Buy is another example. They have launched venture citizenship program & Geek Squads utilizing the employee energy in community-based pro-

grams. This helps employees to embrace an organization's shared vision, mission and values that stresses CSR. This way employees become “citizens” and are recognized at their workplace as a whole self. For employees, it fulfills the value of collective service along with self-expression, encouraging them to express their identity at work. This approach creates employees whose aspirations to live and work responsibly are met at work through the company and they serve as effective brand ambassadors.

3. Developmental approach –The engagement scope here enlarges to “all of us” – company, employees & stakeholders as well. This approach takes organizations in a transformation journey moving the CSR thrust of the company into commercial space, and provides the employees an opportunity to interact with the stakeholders to enhance its impact on the business and society.

IKEA has adopted CSR in their end-to-end model. They source from local communities and sustainable sources, create products that are made using renewable and recycled material and provides opportunity to employees to take part in multiple community initiatives, such as mentoring and coaching young students in finding solutions, improving quality of life of senior citizens. They also encourage customers in their “Better Living” initiative to be sustainable to socially aware in their daily life actions.

This way they are making an impact right from Source to the Consumer, allowing their employees to interact at each stage, learning new skills such as time management, teambuilding, leading teams and initiatives, etc. by involving themselves. Many companies spend huge sum to get their employees trained in classroom or simulated situations, where learning is not that high. Unilever is another best example of this approach.

Now, the biggest question is what approach should the company adopt? Companies should evaluate and identify whether the CSR Agenda meets the business case, understand thoroughly what stage of CSR they are into, focus areas to serve the society better, and what level of engagement outcomes are being targeted before finalizing the model, and enabling knowledge

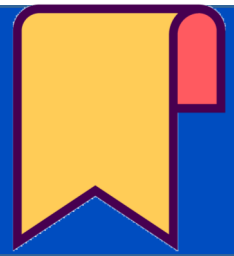
workers to actually do “something more” than just the job.



Niharika Kumar , Fellow AHRD
HRBP
& Talent Management,
OpenText India



HELLO IR! ARE YOU THERE?



HR Professionals who have built their career in large industrial / brick and mortar organizations during the period 1980-2000 have a lot of anecdotes to share with their mentees and younger professionals eager to emulate the recipe for success and popularity of the seniors. The heroics of such seniors are rooted in an industrial setting replete with union-Management relations, dynamics of collective bargaining being led craftily to fruitful settlements, deciphering the mood of the larger labor force ahead of the union leader and preempting with welfare initiatives etc.

Come Circa 2020: The winds of change are sweeping harder than ever. The landscape of the industry has changed. On the employment front, the component of unorganized labor force remained high at 85.2% of total workforce during 2004-05, 85.6% during 2011-12 to 83.5% during 2017-18¹. INTUC, the largest of the central federations of trade unions in India, represents about 0.5% of India's labor force in organized and unorganized sector. In 2010, over 98% of Indian workers did not belong to any trade union and were not covered by any collective - bargaining agreement². In terms of the report of the union ministry of Labor & Employment, there is a steep fall of 63% in number of man days lost due to strikes and lockouts in 2019, as compared to 2018³. During the last two months, many state Governments, especially MP and UP have introduced dramatic pro-industry labor reforms. While MP has been more discreet, the UP government has declared that factories will be exempt from all but five labor laws. At least 44 central labor laws would be internalized under four labor codes in 2020, making it a year of reforms as the union government struggles to attract investments and revive the economy from slow down.

A more stark and degenerative development that is more worrying than the disruptive labor reforms is the silent revolution of “lack of dialogue” with unions, who represent millions of workers and their interests. Our nation, as a founder member of the ILO, ratified the “Tripartite Consultations” convention C.144 and is bound to consult stakeholders like trade unions. In a democratic society, dialogue with stakeholders would be a much needed virtue. Outsourcing of core functions, off-shore workers, Increase of remote workers, Work from Home, the emergence of gig workers etc all have contributed to the fragmentation of workforce. The detachment and disconnect between the workers, work and workplaces, aided by the availability of ‘Enabling Technologies’ is the last proverbial nail on the coffin of workers “unity and bargaining strength”. Suddenly, our factories and industrial empires are no more temples of modern India.

The HR profession adopted itself rapidly to the emerging reforms and demands of the business. The Industrial Relations portfolio, which occupied prime of place in HR, just vanished from the scene. HR-IT or HR Technology is the shining new lad, who is working overtime to connect, digitize and analyze data and provide new revolutionary solutions.


No single organization may be in a position to reverse or resist these changes. However, we should acknowledge the fact that in the final analysis, Human Beings make an organization and he / she needs socializing for mental and physical health. He / she cannot live in isolation. The HR function should elevate itself to a new self appointed role of care taker of such the worker.

HR should prepare the new age workers to participate in Management through social groups by teaching them new norms and expectations. HR should create a new protocol for fragmented workers to come together for developing a conscience, preparing them to perform certain social roles/ leadership roles and cultivating shared sources of meaning and value. Then the HR function would have succeeded in bringing a better coherence between an organization and its people


and the result of such a coherence would be “Industrial Peace”.



K.S. Murthy ,
Fellow AHRD,
Addl GM(HR),
NTPC Ltd



Is pushing Theory X again creating inequality & Dissatisfaction among workers?



Evolution of Theory Y

In the year 1990 Frederick Taylor introduced the so called “Scientific Management” where he argued that engineers know the best way to produce & worker are to execute, as per that “way”, to run an efficient production process. This trend caught the attention of the managers & crossed the production shopfloor to entered white-colour workplace as well. Production engineers were calling the shots & were taking the lion’s share of the salary bills and the workers were heavily controlled. Labour was treated as commodity. This led to worker unrest & agitations fuelled by workers unions on various issues like low wage, unhealthy working conditions etc.

After two-three decades’ organizations realised that workers are holding back their full potential to produce & organizations started experimenting on partial de-linking of wage from numbers of units produced. Elton Mayo and his colleagues at Harvard Business School documented these results which “centred on paying attention to the psychological and social needs of employees....to feel as though their work mattered, and to be involved in decisions.” (Ref. Sept-Oct’2020 HBR) .

Famous social psychologist Douglas McGregor observed, in an HBR article in 1957, that one set of managers view that “workers had to be tightly controlled & directed” to get the best of them and other believed that “workers contributed much more when they had the freedom to express their ideas and take initiative”. In 1960 in his book “*The Human Side of Enterprise*” he labelled the first approach Theory X, where workers performance is controlled through “rewards & punishment” and the second Theory Y, where participation of worker in decision making lead to high productivity.

In 1970s Theory Y got big momentum by Toyota’s “Lean Production Methods” where the central theme was to give more authority to workers to improve quality & productivity without much supervision.

Measurement metrics of top management changed

So far things were going in right direction in the economic world & post World War II, the wealth was getting reasonably well distributed. But since last 40 years, excessive emphasis of shareholder’s value creation by organizations created new set of problems. Organizations were driven by stock-market performance more rather than creating real sustainable value for their other stakeholders like customer, vendors, employees, society etc. Majority of organizations, to satisfy stock market performance, sometime stop expansion / R&D program which could have given sustainable growth on long term, instead started resorting to short-term myopic techniques like job-cuts, to reduce cost & boost profits.

Designing the compensation, linking to stock performance, for top-end executives is further aggravating the problem to disdain for Theory Y. Alec MacGillis’s *New Yorker* story about Boeing’s restructuring and cost cutting on process improvement, once was a hallmark of quality and how that contributed to its travails with the 737 Max jetliner may be a glaring example of excessive emphasis on shareholder’s value creation.

Global financial crisis & cost pressure on organization .

Matter further worsen from 2008, year of global financial crisis. The demand fell considerably. Though after few years the economy gather steam, but still nature of demand started fluctuating. But the cost of workforce was pretty much fixed. “They were hard to cut when business was down and hard to bring back quickly if things suddenly picked up.

The gig economy suggested a different approach” (Ref. Sept-Oct’2020 HBR). Cut the fixed job & introduce contract workforce, who need not be paid all company benefits & when business fell.

This approach again swung the pendulum towards Theory X. New set of companies emerged to supply contract workforce & new terms like “labour on demand”, “Liquid workforce” came in the vocabulary of HR. Companies like LinkedIn armed with Artificial Intelligence (AI) added fuel to the reversal of Theory Y. The “labour on demand” model is now very common & popular in industries. Google has more contract workers than full-time employees, according to a 2020 story by Daisuke Wakabayashi in the *New York Times*, a phenomenon not uncommon among tech firms, car industries, delivery industry to name a few.

AI is helping to accelerate the process: From Theory X to Theory Y

The concept of “labour as a commodity” is gaining momentum again. The biggest push came from the gradual maturity of AI. Decisions are being taken away from employees & being decided by algorithm. Now AI can track each movement of an employee and accurately determine how much time it takes to complete a given task. Failing to achieve the target will lead to automatic warning & on repeated failure may lead to even dismissal. Even decisions like hiring, scheduling, performance appraisal are also being taken away gradually from middle management & pushed to algorithm, created by data scientist. “This is exactly the shift that Taylor advocated: finding the one best way using engineering principles”.

At this point it may worth looking a few data points of wealth distribution. “To those at the apex of the wealth pyramid, who comprise less than 1% of the adult population, but own 44% of household wealth”. (Ref. *Credit Suisse Data Bank - 2019*). The number of millionaires is rapidly growing. “According to our estimates, the century started with 13.9 million USD millionaires worldwide, just 0.37% of the adult population. In mid-2019, they number 46.8 million, or 0.92% of the world’s adults. In 2000, they collectively owned USD 39.6 trillion (34% of total global wealth). This has now risen four-fold to 158.3 trillion (44% of the global total). (Ref. *Credit Suisse Data Bank - 2019*)

Study shows that the percentage of growth of income of shareholders are disproportionately high as compared to employees over last few decades. “Lower saving by middle groups due to stagnating incomes also contributed to the fall in their wealth share between 2007 and 2013.” (Ref. *Credit Suisse Data Bank - 2019*) “...the percentage of the wealth held by the top 10 percent has steadily grown since 1980”. (Ref. *Book: Ten Years to Midnight by Blair H Sheppard*) .

Conclusion

More push to Theory X with excessive use of AI & convert “labour as commodity” and designing senior executives’ compensation by linking to Stock Performance leading the organization to think more short term stock performance rather than sustainable growth of the organization, keeping the workforce participatively motivated and engaged, and allowing them freedom to innovate. “Our data provides confirmation of the tendency for wealth inequality to increase when financial wealth grows faster than non-financial wealth”. (Ref. *Credit Suisse Data Bank - 2019*).

“The wave of strikes that created industrial unions in the 1930s was motivated as much by a desire to push back on management control and Taylorist job requirements....., as by dissatisfaction with wages” (Ref. Sept-Oct’2020 HBR). Is again the push of Theory X coupled with increase in inequality may lead to labour unrest in near future to repeat the history? Can a more balanced approach be taken by organizations between Theory X and Theory Y? “Finally, Theory Y approaches require a lot of leaders’ and managers’ time and energy....In contrast, optimization approaches can be stipulated by rules, delegated, and aligned with hard priorities, like maximizing efficiency and lowering costs, that make CFOs and Wall Street happy”



J. K Chattopadhyay

Fellow AHRD

General Manager,

Head of Business Unit , Control & Automation

Larsen & Toubro Ltd.

HR ARTICLE & TRENDS TO LOOK FOR



Workforce Strategies for Post-COVID-19 Recovery

As a result of the COVID-19 pandemic, an estimated 2.7 billion people, or more than four out of five workers in the global workforce, have been affected by lockdowns and stay-at-home measures. Organizations' first priority in crisis response has been ensuring the health and safety of workers. Now, as organizations begin to emerge from this phase, leaders are focusing on the next set of workforce challenges as they plan for recovery.

The biggest challenge organizations will likely face in recovery is the tension between getting back to work and rethinking work as they embrace a new reality. How leaders and organizations handle the recovery may define their brands for years to come, and ultimately whether they are truly operating as a social enterprise.

The future of an organization's DNA in the age of the social enterprise, and critical guideposts for workforce recovery, should focus on three core attributes: purpose, potential, and perspective. As we detail in our 10th annual global report, Human Capital Trends in 2020, these attributes are:

- Purpose—integrating the well-being and contributions of individuals in the organization's mission and work
- Potential—for what can be achieved by individuals and teams
- Perspective—with a focus on moving boldly into the future
-

We believe workforce-related strategies in the recovery are best orchestrated through five critical actions: Reflect, Recommit, Re-engage, Rethink, and Reboot. These can help bridge the crisis response to the new normal by laying the foundation to thrive in the aftermath of the crisis.

Reflect

Reflection may be the most important step in the recovery process. Leaders need to dedicate time to reflect on what has worked and what has been missed in the crisis response. Reflection also involves bringing in perspectives from all levels for input on what comes next. As with most parts of the recovery process, reflection will not be easy, and it will require deliberate action from leaders to make the time for it on an ongoing basis.

Recommit

Organizations should reinforce their commitment to well-being and purpose, addressing physical, psychological, and financial concerns at the workplace and at home. They will need to support workers through the transition to recovery, ensuring safe workspaces for those coming to the office and flexible schedules as workers continue to care for children and elderly family members. Organizations should communicate directly with their workforces on new priorities and business goals, recognizing that performance will likely take on new meaning in the post-COVID-19 workplace.

Re-engage

The recovery process creates opportunities for organizations to redeploy their workforces. While some employees will return on-site, others may continue to work remotely or engage in a hybrid model. In addition to arming workers with the skills and access needed to meet work requirements, re-engaging the workforce will involve assigning meaningful work.

As teams play an increasingly important role in recovery, leaders should provide their workforces with clear direction on new assignments and priorities. Given the ongoing challenges workers may face in recovery as they balance their work and home lives, team assignments should allow for flexibility while still supporting critical business needs.

How organizations prepare and support their workforces for these new priorities and routines will be a key driver of workforce performance.

Rethink Work, Workforces, and Workplaces

In this COVID-19 moment, we have seen rapid shifts to virtual and remote work, new partnerships across ecosystems, and unprecedented levels of adaptability. A critical goal of recovery should be to pivot toward a more resilient workforce, shifting away from rigid routine and structure.

As organizations rethink work, it is important they communicate how and why they are redeploying workers and identify how this supports new business priorities. This includes providing context and rationale for changes and clear communication on new workforce policies. Rethinking work also means rethinking the workforce—size, composition, and compensation—and performance management. Leaders should reassess and explain compensation and promotion plans for the short term while managing expectations through the recovery process and toward sustainable operations.

Reboot—HR Priorities

HR leaders are uniquely positioned to support their workforces through the recovery and position their organizations for a new era of resiliency. For many, this requires a pivot toward HR de-

signed for speed, new ways of working, digital first, teams, adaptable organizational strategies, and changing business requirements.

The HR function will need to focus its expertise on critical compensation, performance management, and promotion realities specific to the recovery period. HR leaders should ensure they have a thorough understanding and timely access to expertise on the complex legal labor requirements and changes in tax rules around the world, as well as the dizzying array of government programs and subsidies.

In the workplace of the future, HR can become the voice making bold decisions in the face of uncertainty. The choices HR makes today will likely define its impact in the recovery and its role in the future.

Conclusion

The recovery from the COVID-19 pandemic, given the human dimension of urgent workforce challenges and the uncertainties facing business leaders, will require workforce strategies that focus on both short-term recovery priority actions—Reflect, Recommit, Re-engage, Rethink, and Reboot—and reaching toward the future and a new normal. By anticipating and orchestrating these five priorities in the context of a future directed toward Purpose, Potential, and Perspective, organizations can lead, prepare, and support their workforces through the recovery phase while positioning themselves for the next phase: thriving in the new normal.

To read more click on : <https://hbr.org/sponsored/2020/05/workforce-strategies-for-post-covid-19-recovery>



Research articles worth reading

Applying Neuroscience to Talent Management: The Neuro Talent Management

Abstract:

This chapter discusses the opportunities and challenges involved in combining the two fields of neuroscience and talent management (often abbreviated as TM), starting from the assumption that the need to merge them is justified by their complementarities, rather than by the level of analysis they focus on. The authors discuss potential benefits and drawbacks for management research using methods obtained from cognitive neuroscience. Firstly, they discuss distinct advantages in applying techniques allowing researchers to track processes that are essential to the talent management field, warning that neuroscientific approaches and technologies are not commonly used. Secondly, they define main problems, which describe the limits within which management scientists can usefully apply these approaches. Thirdly, they suggest a new perspective that incorporates the complementary capacities of managers and neuroscientists to generate useful information and perspective for both disciplines.



Analyzing the Strategic Role of Neuromarketing and Consumer Neuroscience (pp.229-252)

Authors: Dinçer Atli, Uskudar University, January 2020

Post Covid 19 Fundamental Principals of HR

1. All people are equal irrespective of country, caste, community, religion, place of birth, materialistic possessions, position, power and any other thing. Every thing we have is temporary and every person born has to die.
2. All possessions, problems, pleasures, powers, poverty, designations, titles etc whatever we accumulate during life time are man made and are to be left here. Only thing each one leaves here is the memories of how much you made a difference in creating happiness or giving pleasures, solving problems and making lives better for others in your journey of life.
3. Each one of us is born talented and have the capacity to make a difference in the lives of others in our own way, irrespective of the context in which we are born or exist. The purpose of life is to recognise the talent or the power we have within and put it to use to make a difference in the lives of others.
4. People in professions like Education, HR, Health, Environment, directly impact the lives if others and have extra responsibility to work for multiplying and spreading peace, peaceful coexistence, happiness, and longevity of life.
5. The main development goal of all development agents (D) is to help people to recognise the power within to accumulate possessions that continue to remain and remembered with pleasantness for a long time. To help each one to create his or her own visiting card and keep upgrading it with good deeds is a great contribution these development agents like Teachers, Doctors, HRD professionals etc, can make.
6. There are only three categories of human needs: Need to live (basic needs or physiological needs); Need to be safe and secure (physical, psychological and economic) and Need for identify or self discovery.
7. Life is a struggle and never ending process to meet these and those who have got favourable circumstances to meet these could spend a part of it to help others fulfil these by creating circumstances for others to fulfil these and spread happiness.

Dr. T. V Rao
Co-Founder AHRD
Chairman, TVRLS

Oath for HR Professionals

Inspired by thoughts of Dr. T V Rao, Dr. Rajeshwari Narendran & Rajan Sinha have concretised several suggestions to propose the following oath statement that could serve as a covenant for those in helping professions, including HR, social work, coaching, etc. AHRD invites suggestions from readers to help create a final document that could be recommended for adoption by concerned individuals and organizations.

I swear to fulfil, to the best of my ability and judgment, this covenant :-

- I shall endeavour to add to the extant knowledge pool by helping distil, record and disseminate my learning, directly or indirectly.
- I shall work towards creating an inclusive, non-discriminatory, compassionate and nurturing workplace.
- I shall respect the dignity and privacy of every individual or group of people, except in public interest as mandated by law.
- I shall not be ashamed to say that "I don't know", and shall not hesitate to seek the counsel, expertise and wisdom of those better qualified, in the best interests of those I choose or am supposed to serve.
- I shall take steps to uphold, preserve and promote highest professional, moral, and ethical standards wherever I work. I shall not covet and claim any credit which does not belong to me ethically or morally.
- I shall endeavour to practice and promote values of trust, respect, authenticity, humility and empathy by setting right examples and inspiring others.
- I shall contribute to actively contribute to the sustainability of this planet by my thoughts, words and deeds.

Compiled by : Rajan Sinha
Fellow AHRD
CEO, Mantrana Consultancy



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HRD Professionals & Enhancing HRD Professionalism

FELLOW & ASSOCIATE PROGRAM

Academy of Human Resources Development

Ayana Complex, 2nd floor, Opp Suvarna Villa Bungalows Thaltej Hebatpur 100 ft Road
Thaltej, Ahmedabad Ph: 9227208875

E-mail : admin@academyofhrd.org or programs@academyofhrd.org website: www.academyofhrd.org