



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Announces

2nd Program

PERFORMANCE IMPROVEMENT & MANAGEMENT : Creating Strategy & Process

A Two-day Experience Sharing and Learning Program
(Non-Residential)

Seeks to address key issues:

- ❖ What are the different strategy and design frameworks for PMS in HPOs? How are they customized and aligned with the organization's business, purpose and strategy?
- ❖ How does process and technology impact the effectiveness of the performance management system?
- ❖ How do organizations address process issues: care taken by them to ensure that the process experience is supportive of the system and its spirit?
- ❖ What do line and human resource managers do to make the system effective for better results?
- ❖ How performing and feedback culture created?
- ❖ Hewitt Associates Survey

October 17-18, 2008

VENUE:

Hotel Best Western the Emerald, Juhu, Mumbai

As organizations wake up to the reality of global competition and its ramifications on how they must conduct business and their internal affairs, performance management heads the agenda for most organizations today. Most organizations have come a long way from the days of 'performance appraisal' and have developed a more comprehensive performance management system (PMS). This signifies a growing interest in organizational ownership of the process and is certainly a great leap forward from the earlier times when the system belonged to human resource department alone. Though in organizations, their systems and their processes may be at different stages of maturity, the ideal continues to remain the goal they aspired for trying towards a strategic alignment of the design, process effectiveness, and organizational ownership of performance management in their effort to move towards higher levels of system and process maturity.

This program is designed to address the crucial strategy and process issues in organizational performance management. The strategy dimension requires a better understanding of the strategy – first the role of business strategy and then of performance strategy – in creating a high performing organization. The process involves contribution from both human resource professionals and line managers. The process of transferring the system from the drawing board and the domain of strategy to the ground level within the domain of action is the subject matter of the process domain. The program seeks to work out how high performing organizations (HPO's) strategize and create a capability within organizations to appreciate and recognize the various touch points of performance within their context. Processes such as communication, objectivity, training, culture building, recognition, rewards, grievance handling, etc. will be examined in order to build competencies within managers to enhance individual performance and team performance as well. The program will facilitate an exploration of the managerial roles in enhancing the effectiveness of the performance management processes and in turn make the system implementation effective within the organization. The uniqueness of the design is its distinct organization perspective – rather than a functional perspective.

Program Objectives:

The purpose of the program is to facilitate a better understanding of how organizations can develop a clearer focus of strategy, design and process in order to enhance the effectiveness of their performance management. More specifically to help participants vis-à-vis organizations to:

- 1) Give meaning to 'performance' within their respective contexts
- 2) Enhance the effectiveness of PMS through learning and sharing of High Performance Organizations (HPOs)
- 3) Knowing how HPOs designed their performance management strategies
- 4) Designing other organization systems and processes to back performance management strategies
- 5) Exploring how organizations have sustained their performance management process
- 6) Bringing about a greater integration of the human resource specialists and line managers within organizations for improved performance.

Program Contents

- Strategy and High Performing Organizations
- Strategies of Performance Management - Panel Discussion
- Execution as a Process Concern in Performance Management – the Organization Role
- The Managerial Role of Communication in the Performance Management Process
- Creating a Performance Culture- Company case-study with other experiences
- Developing feedback culture for performance
- Team Appraisal and rewards as a tool for performance management
- "e-enabled performance management system"
- Performance Linked Pay and recognition processes for sustained performance

Pedagogy

The deliverables essentially are designed through presentations of case-studies from traditional as well as some of the emerging sectors. A fair blend of lecture and discussions is made. Session designs will facilitate interaction between the participants, faculty, and the panelists. A CD on a performance review case-study also will be given as a material.

Suggested Participants:

- 1) Senior managers irrespective of any functional affiliation
- 2) Senior human resource management executives and other professionals
- 3) Owners and entrepreneurs of small and medium enterprises
- 4) Management teachers and practicing consultants

As an improvement plan of performance management requires strategic alliances, it is suggested that organizations consider sponsoring teams of two or more comprising of human resource managers and line managers.

Resource Persons

- 1) **Dr. Anil K. Khandelwal**, Executive Chairman, Baroda Pioneer Asset Management Company Ltd and Chairperson, AHRD; Fmr. CMD, BoB; Fmr. CMD, Dena Bank
- 2) **Mr. Amrut Rath**, Head HR, Godrej Sara Lee Ltd., Mumbai
- 3) **Mr. Aquil Busrai**, Executive Director, IBM India Pvt. Ltd., Gurgaon
- 4) **Ms. Dipti Sethi**, Professor, Academy of HRD, Ahmedabad
- 5) **Mr. H R Shashikant**, President Corporate HR, Aditya Birla Management Corp. Ltd.
- 6) **Mr. Harsh Bhosale**, Sr. VP-Group HR, RPG Enterprise, Mumbai
- 7) **Mr. Rajesh Dhar**, Head (Mid Cap Segment), Hewitt Associates, Mumbai
- 8) **Mr. Ranjan Acharya**, Senior Vice President HR, Wipro Technologies Ltd.
- 9) **Mr. Saurabh Singh**, GM - HR, ICICI Bank Ltd.
- 10) **Prof. Sunil Maheshwari**, Professor, IIM, Ahmedabad
- 11) **Mr. Uday Bhaskarwar ***, VP, Infosys Technologies Ltd.

* Confirmation awaited.

Participation 2006

In the first program, we had participants from TCS, HPCL, Tata Steel, NTPC, L&T, Infosys, C-DAC, Dale Carnegie Training India, IFFCO, Gujarat Gas, Galaxy Surfactants, Aga Khan Foundation (India); banks like RBI, Bank of India, Vijaya Bank, Indian Bank etc. They had represented both, line functionaries as well as HR professionals at senior and middle levels.

Where & When

Venue: Hotel Best Western the Emerald, Juhu Tara Road, Opp. Sea Princess Hotel, Juhu, Mumbai – 400049. A Four-star hotel near the airport. Those who choose to stay in Hotel Best Western the Emerald (at their cost), may reserve their own room. We have asked them for a bargain rate for our participants. Contact **Ms. Rebecca Jacinto, Banquet; eMail: banquets@theemerald.com; Website: www.theemerald.com; Phone No.:** (022) 6714 4000, 092233 79085

Dates: October 17-18, 2008. Reporting time: 9.00 am on October 17, 2008

Program Co-ordinators

Prof. Dipti Sethi
098240 96015, (079) 2909 6183

Mr. K K Verma
098796 13644

Fees

Categories	Basic Fees		
	One Participant	Two participants from same Group/Co. *	Three participants from same Group/Co. *
For Corporates	Rs. 22,000/-	Rs. 42,000/-	Rs. 63,000/-
For Foreigners	US \$ 800	US \$ 1500	US \$ 2100
For Early Bird (Payment received on/before September 20, 2008)	Rs. 20,000/-	Rs. 39,000/-	Rs. 58,000/-
Individual Professional Members of AHRD & NHRDN**	(a) Life Rs. 20,000/- (b) Annual Rs. 21,000/-	-	-
Fees for Social Sectors and Patron/Corporate/Institutional Members of AHRD & NHRDN**	Rs. 19,000/-	Rs. 37,000/-	Rs. 53,000/-

* of same/group companies

** Early Bird advantage additionally not applicable.

Fees include program kit with reading material, a CD of a case study, program fees, and lunch, etc.

About the Academy

The Academy of Human Resources Development (AHRD) is India's premier institution specializing in human resources development for all organizational forms. It was founded in 1990 by the National HRD Network (NHRDN) and subsequently registered as a trust and a registered society. Dr. T.V. Rao and Dr. Udai Pareek the then Professors of IIM-A gave the leadership alongwith a number of HRD professionals and people-management oriented corporates in supporting the formation of the Academy. Its governing board, over the years, had been headed by well known CEOs/academicians - Mr. M.R.R. Nair, Dr. Anji Reddy, Dr. Udai Pareek and currently Dr. Anil K. Khandelwal.

Over the years, AHRD has launched and nurtured a number of activities and programs in pursuance of the objective of knowledge generation and dissemination and capacity building for making HRD a vital part of a comprehensive management strategy. Academy's activities consist of running high quality HRD related Academic and Management Development Programs, Conferences, Seminars and Conclaves of practitioners, research and publication, collaborative diploma programs and consultancy. Our flagship program- the Fellow program- has turned out 23 Fellows of the Academy who are making a great contribution to the teaching as well as corporate professions. For more information, visit: www.academyofhrd.org

Last Date for Nominations: OCTOBER 13, 2008

Nomination form is attached herewith. Nomination form with Demand Draft / multi-city cheque of appropriate amount drawn in favor of 'Academy of HRD' payable at Ahmedabad may please be sent to –

ACADEMY of HRD

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