



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HR professionals and enhancing HR professionalism

NEWSLETTER, April 2009



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Live @ Board Room

The Governing Board Meeting of the Academy of HRD was held on March 7, 2009, under the Chairmanship of Dr. Anil K Khandelwal. The meeting was attended by Dr. Anil K. Khandelwal, Dr. Udai Pareek, Dr. Pradip Khandwalla, Dr. Gita Piramal, Mr. Arvind Agarwal and Mr. K. K. Verma. Mr. Aquil Busrai joined the board through teleconference. Mr. S.P. Agarwal had sent a note to the Chairman giving his views on couple of issues, which was circulated. The meeting was highly interactive with the exchange of many great ideas. A new Strategic Direction of Academy's policies are being discussed and road map being evolved. The Academy has already re-entered into the corporate consulting arena. Efforts are being made to find a new strategic direction. Board brainstormed and decided to launch 6 new programs to be announced to meet the current needs of the day:

- **Organizational Design and Development**
- **HRD Facilitation for Change Leadership**
- **Supporting CEOs with HR**
- **Program on Transition from Personnel to HRD**
- **Appreciative Inquiry**
- **HR in Board Room**

These workshops will be anchored by who's who of HRM in the country including Dr. Anil K. Khandelwal, Dr. Udai Pareek, Dr. Pradip Khandwalla, Mr. Arvind Agarwal, Mr. Joe Mascaranhas, Dr. Rajen Gupta, Mr. Vivek Paranjpe, Mr. KK Verma and Dr. Hardik Shah.

Dr. Gita Piramal has also consented to conduct a workshop for Fellow students & Faculty members on sharpening Research Papers writing skills.

Snapshots @ MDPs Conducted

9th Experiential Workshop: Learning Instruments in HRD & OD



(Dr. P.V.Bhide, Group President - HR. J.K. Group addressing Academy's Participants of Learning Instruments in HRD & OD during 17-20 November 2008)

MBTI, 16 PF, 360 Degree Feedback, Managerial Style Questionnaire (SPIRO), Transactional Style Inventory (TSI), Team Effectiveness Assessment Measure, Occupational Personality Questionnaire (OPQ), OCTAPACE and Organisational Climate.

As a part of its commitment to develop HRD professionals and to focus on HRD professionalism, the Academy of HRD had designed this workshop to provide basic knowledge and experience of certain selected instruments in the field of HRD and OD.

The workshop was for the assessment and development of personal and interpersonal orientation, managerial effectiveness, and development of personality, leadership, team building and assessment of organizational climate.

Experience with a variety of instruments develops insights and create testing skills. The instruments focused in this program included

The workshop was marked by the presence of 20 participants (from 15 organizations) from various sectors of the business and service. The knowledge transfer was facilitated by the top Gurus of HR in India- Dr. Udai Pareek, Dr. Anup Singh, Dr. Satish Kalra, Dr. Rajen Gupta, Dr. P. V. Bhide, Dr. Seema Sanghi, Mr. Prem Swarup and Dr. Hardik Shah. The program was held at India Habitat Centre, New Delhi in November 2008.

The feedback received from the participants was very encouraging. The participants found that the instruments learned during the program would be useful.

6th Experiential Workshop: Appreciative Inquiry for Organizational Change

The Academy of HRD organized jointly with the Indian Society for Applied Behavioural Science (ISABS), a 3-day experiential workshop at its new premises in Thaltej. It was a non-residential program exploring human process for change interventions in which 10 participants from different companies attended the workshop under the facilitation of Prof. R. Sankarasubramanian and Dr. Wasundhara Joshi,



(Interactive Session: Appreciative Inquiry 29-31 January, 2009)

Facilitators - ISABS. The participant group was very diverse with the experience of different business sectors including Pharma, Engineering, Chemical, Banking and Consulting. As regards the feedback, it speaks a lot to share that the participants were of the view that their knowledge has strengthened with the concepts and theories regarding appreciative value, group concept, change management (total system approach) visioning, SOAR, AI as methodology & philosophy and how to start appreciation, AI process (5-D) emotional side of change management, social construction, process to initiate and manage change in themselves and their organization, believing in strengths, and motivation through achievement. They mentioned that they would like to take initiative to introduce AI in their respective organizations in the areas of Innovation, making work fun, envisioning, training initiatives, TNA, creating AI culture through training more people, leadership development, consulting approach to clients in education, health and other areas, in other branch offices and in developing departments.

Second Contact Classes of the Fellow & Associate 2008-11 Batch

One Fellow & Associate Programs in HRD & OD is designed primarily for the working executives, management faculty and consultants. The Fellow Program is a doctoral level program and Associate Program is a M. Phil. level program of the Academy of HRD. These programs enhance research aptitude and inquiry mind in areas of HRD and OD. They also update knowledge and understanding of the theories and practices in the HRD, OD and OB areas, which prepare the participants for improving and realigning organizational and human processes. Between 1999 and 2008, twenty four scholars have been awarded Fellow titles. It is heartening to know that Fellows of the Academy enjoy very prominent positions. They have improved professional orientation of their job profiles, some shifted from business side to learning and development roles in their companies or to teaching institutions such as IRMA, NIRMA, XLRI, MIT (Manipal), etc. In corporates, many of them in roles as VP-HR, President-HR, Senior Director-HR, etc. Often they have reported that their research abilities aid their superior performance and stand by them.

The Academy organized the Second Contact program for students of Fellow and Associate Programs Batch 2008-11 from 5-24 January, 2008 at Academy's Campus at Thaltej. The contact program was a part of the preparatory stage of the Fellow and Associate Programs. Seven students from the current batch of Fellow and Associate Programs 2008-11, and one of previous batch 2007-10 attended the program.

Out of the nine modules of the program, five modules were covered in second contact classes of this year, which include Understanding Organization Structure and Dynamics, Strategic HRM, Managing Change and Organization Development, Managing and Understanding HRD Interventions.

Prof. Pramod Verma (IIM-A), Prof. Sunil Maheshwari (IIM-A), Mr. Vivek Paranjpe (Independent Consultant & CEO Coach), Prof. Pradyuman khokale (IIM-A), Prof. Neharika Vohra (IIM-A), Prof. D.M. Pestonjee(IIM-A), Prof. Harismita Trivedi (Nirma University), Prof. Nimrat Singh (CEO-TANGRAM), Prof. Vilas Kulkarni(B.K.School of Business), Mr. Sumeet Varghese (Independent Consultant), Dr. Santosh Dhar (Nirma University), Prof. Dipti Sethi (AHRD) and Prof. Hardik Shah (AHRD) were the distinguished visiting faculty invited to take sessions during the contact program and they provided their valuable inputs to enrich the learning of our participants and guidance to explore & initiate various research interventions back home. Mr. Verma and Dr. Pestonjee took the concluding session and enlightened the participants about the future course of action. The participants expressed overall satisfaction and gratitude.

Workshop on Organizational Change Leadership through Appreciative Inquiry @ SAIL

Steel Authority of India which is the market leader in the Indian steel industry with a vision to be a respected world-class corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction partnered with AHRD to develop potential leaders (HR E6 & E7) through conducting a 5 day workshop *at MTI, Ranchi*. The workshop created a newer outlook to their minds to create Organisational Change Interventions through Appreciative Inquiry. As a Navratna of India, such **proactive initiative** to create a positive culture of appreciation to ensure the effectiveness in a complex yet dynamic environment is highly appreciable.

The program helped the participants discovering, nurturing and maximizing the **Organizational Change Leadership**. It provided a learning opportunity to:

- Experience the power of Appreciative Inquiry in action
- Learn concepts, benefits, applications & processes of AI
- Discover, nurture and maximize the organizational change Leadership in each one of the participants
- Identify and create change projects within SAIL



(SAIL Participants during the Exercise- "Identifying the Changes", 2-6 January 2008)

Invitation to submit Research Papers for new Publication – Fellow Students

We at Academy have firmed up our action plans to strengthen the bonding with our Fellow participants. We are planning to publish an edited book of selected papers of the Fellow Awardees. In this connection, we will select the publishable papers and, we are considering you. This book will content Conceptual, Critic and Project papers of the **Fellow Awardees and current students** . This book will not only integrate the efforts of the fellow awardees, but also help the industry and HR professionals to look into relevant research areas practices across India. Academy hopes these unpublished research works will definitely throw some light to newer issues of HR research of you and ask for your three papers that you had submitted as a part of the Fellow program requirements. We know it is a great botheration but hope you will be mutated enough by sending your entries.

Dr. Geeta Piramal will take the responsibility of editing and publishing these valuable research works, which will give recognition to the respective researchers as the authors of pathfinder projects.

Economic Crisis & New HR Challenges

KK VERMA¹

The entire world is in the slowdown of sorts. American and European countries are faced with, acute recession. This time it is the worst of all recessions. It has turned upside down, the global economies of the World. Recession is attributable to the US banks especially to the home loan sub-prime. While the global slowdown has drastically affected American & European countries, India is not faced, with those bad consequences. **Thanks to RBI's** conservative policies and prudent banking over the years that our banking services have remained pro-growth.

Economic Scenario – Indian

While America has exported recession to many countries in varying degrees, India has its fair share. The inflation figure rising from the first quarter of 2008, jumping to 12.91% in August, 2008, was 16 year high. It has hit miserably the common man and the poor.

¹ Director, Academy of HRD, Ahmedabad can be accessed on director@academyofhrd.org.

An earlier version has been presented at the National Conference of SK Patel Management Institute in January 2009.

The rising inflation numbers in turn resulted into a high interest rate régime and were responsible for dragging the equity market bearish. There has been a realization that the crisis of Sensex is as much responsible as inflationary rates to slowdown the Indian economy. Slow down means starvation to the poor.

The global melt down and subsequent falling rates of crude and commodity prices brought inflation down quite speedily, (6.61% in January and to 0.7% on May 23, 2009) is fortunate for the Indian economy. Beyond a point, however it may decelerate growth process of the economy. Certain industries are already on the brink of survival such as the textile, aviation, automobile, reality, hospitality, mutual funds and exports.

The specter of layoffs and job losses loom large across the sectors. Labour Ministry reports show half a million workers have lost jobs in recent months. Apart from workers, losses are at entry levels and junior & middle levels. Companies, which have been aggressive for new ventures, anticipating high growth rates, are now faced with the cost cutting on salaries and manpower engagement. In the coming months, it is feared, some sectors will face the heat. They may include financial services (broking, investment, retail banking); real estate, IT, BPO and automobile Infrastructure projects will also face the risks. The highest dent will not be at the senior management level. It will be more at the entry and middle management levels.

Governments are the most affected due to slowdown since it leads to lower revenues. The advance tax payment has not increased as stipulated. The Governments are already in their acts of providing succor to the ailing industries, the pressures for which are building up from many industries like **infrastructure, reality, automobile and exports**.

The Government of India has already sanctioned Rs 40000/-crores refinance to basic infrastructure industry. The Governments will have to manage good governance that aim at quicker results and speedy decision making at the bureaucracy levels.

Cultural Framework of a Winning Choice

Many of the corporate business plans have been put on backburner. Fearing the worse state, many of the industries have slowed down hiring or have virtually scraped their plans for 2010. Although India's slow down is likely to be much shorter than that of the western countries, most predictions show that most of 2010 will be in the grip of slow down. In this challenging moment lot can be done to mitigate the impact of the crisis and shape up the organizations on healthy base. History bears testimony to the fact that **economies, companies and employees emerged leaner and stronger out of such upheavals**. Recall the **.com burst**. Those who managed to survive have grown globally. These are the times for deeply pondering to evolve business and manpower strategies and recreating an organization that survives.

As Brij Mohan Lall Munjal, Chairman, Hero Group of Industries says

"I've seen slowdowns in the environment around me but never let it impact upon our companies. In fact, I've been a contrarian (behavioral opponent to prevailing wisdom) and ensured that all our group companies remain on a constant growth trajectory year-on-year. We have constantly brought down inventory levels and reduced throughput time. High efficiencies ensured that we don't have to succumb to market pressures"

Munjal's stress is on strong determination for organizational performance under any circumstances. The largest two wheeler manufacturing company in the world does not get bogged down by slowdown. They have created a culture to perform under all circumstances. There are many like Munjals who don't feel threatened by slowdown. With our **national saving rate of over 35%**, how are we part of the economic problem. With this saving rate itself, **the annual growth of the economy would be 6% to 7%**. The problem is more cultural than economic. **Dr. TV Rao, Professor, IIMA** in a seminar in January 2009, at the Academy of Human Resources Development expressed that Indian industries, particularly the large ones, have not cultivated the values on which people organizations are built. He underscored this aspect in the slowdown context. He recommended Dr. Udai Pareek's OCTAPACE approach culture. OCTAPACE, which is represented by certain values (Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation), is relevant & critical for business performance and success. It requires that value based business to be continuously promoted. People need to be encouraged to practice OCTAPACE values in managing people as well as business. A good example of the tremendous impact of OCTAPACE culture is the Infosys, Wipro, Tata Steel and many others.

Creating OCTAPACE culture is top management function facilitated and nurtured by the HR professionals.

When OCTAPACE values are encouraged, the organization faces less resistance in managing change. In downturn conditions, there would be need to devise and implement new systems, technology, efficient supply-chain management and innovative production methods aimed at higher efficiency and organizational effectiveness. Jobs profiles would change and the HR professionals, to smooth sail the turbulent period, would undertake new job profiling and aligning manpower competences with the new business strategy.

HR Role Challenges

It is already recognized that HR is a dynamic role and a competent HR wing is essential in every organization. During the time of economic uncertainty, HR will need to identify workforce potentials suiting new job profiles and provide guidance to the management that people skills and behavior can be created to steer the business in proper direction. Some jobs will require to be enlarged and some enriched also. Once job enrichment and enlargement plans are ready, HR need to provide new knowledge and arrange to equip the high potential employees with the skills required. The HR professionals would think like the business heads and take a strategic approach in the HR function. The slowdown challenges being unique, the HR professionals are required to adapt their programs to unique business needs which Dave Ulrich classifies as tier 3 skills of functional expertise of HR. They need partnering with line managers to help them reach their goals. They focus on aligning HR systems to help accomplish the crisis situations.

A significant intervention, in this context is cost cutting. The HR team can do a lot by creating cost cutting culture in the organization. In this traditionally finance and production responsibility, HR can join them on culture dimension. Creating culture is not laying down rules or instructions. Values are evolved. A series of meetings and discussion forums need to be formed by all functional teams and sometime inter-functional teams. For people themselves to identify the cost centers where controls can be exercised or wasteful cost eliminated, all including the lowest rung worker need to be encouraged to participate. In present pressure-some situation when frequently they undertake such discussions using their knowledge and experience about where the shoe is pinching, cost consciousness would develop as a value, which will go a long way as HR Line partnership.

With all said and done to avert impact of downturn situation, the crisis may continue to involve excess manpower and costs. An inevitable responsibility, HR professionals shall need deferring hiring, freezing or effecting cuts in salaries and benefits, and in necessary cases even resorting to layoffs and redundancies. Such a shift in their roles, however, would be temporary. Though HR deals in the normal routine, with the non-performers and the inefficient and those who don't fit with the value system of the organization despite counseling etc., it is the right time to seriously deal with such of the people so that in-efficiency is further reduced and costs controlled. They need to demand accountability, minimize the invisible costs and help create a positive culture that fights the crisis.

The high growth period of last 4-5 years, had witnessed manifold increases in salaries, atleast for the talented proven managers. Now faced with crisis, a correction no doubt, is inevitable. Less painful ways to cut salaries need to be resorted to. The HR professionals would do well to prepare the workers for acceptance of higher ratio in variable pays. To do social justice, pay cuts, as less as possible, should be done across the board. The workers would prefer to be on the job with reduced increases or no increases than sitting at home.

As it looks major part of 2010 may be gloomy. If some industries have to cut the jobs, retaining the jobs would be difficult. However, layoff is very sensitive in the Indian context. It is not only a financial issue. It is also an emotional issue. HR professionals need to sensitively maintain effective channels of communication and create an atmosphere of allaying fears of the workers, thereby reducing their stress and anxiety. The HR teams must take genuine interest in people's well-being; perhaps even obtain management commitment to re-hire the people when the company emerges from its financial crisis. The future policy may be announced in advance. Sensitively handling of pink slips at this stage would have good-will of the workers when invited to rejoin the companies.

There is a common tendency on the part of the industry to withdraw resources in training, management development and education when crisis is faced. The proactive corporates would, however look at training and

education in stress situation as more crucial. In the present economic scenario, the job profiles would change and organizations would need more versatile experts and generalists with strong interpersonal and negotiation skills. Training focus is needed for creating new competencies. Many innovative practices can be promoted by the training function. Therefore, per person investment in training and education must not be reduced.

The best HR state is when the line managers commit to shoulder HR responsibility. Line managers can always play effective HR roles in respect of their work area when facilitated. Their doing respective HR roles would enhance organizational performance. In the rightsizing situation, the line manager would face the issues and queries of the workers and other employees. Managers need help them manage their anxieties and the pains. Instead of taking upon themselves the interface role and HR administration, HR professionals need motivate and prepare the line managers to face this challenge. Their people management capability needs to be increased. It is an opportunity to endeavor for the best HR state.

In final analysis, we can say that the country is in the slowdown mode. The industry has the responsibility to fight against the bad time and mitigate its ill-effects for their own survival and economic growth of the nation. The organizations, which have professionally sound human resource management systems and others who care to refocus HR to its strategic roles for managing the turbulence in people management, can emerge out of the situation making the organization stronger.

Generating Possibilities

An Appreciative Inquiry way for change leadership

R Sankarasubramanian and Wasundhara Joshi

Organizational change leadership is a high-in-demand, rare to find leadership competency in the corporate world. Most leaders deal with change in a way that shuts out new possibilities, creates a sense of fear, resistance and ultimately compliance. Like someone said "People like change, but they resist being changed".

The last decade has been a time of "high voltage" changes in organizations – be it mergers and acquisitions, lay offs, restructuring, changes in leadership, new products and services, technological changes and so on. The prognosis for the next decade is not very different; perhaps change will happen at higher levels of frequency and intensity. Many among the senior leadership in organizations have been through these changes, some successful and others not so, and have learned the art and science of leading change.

However, we still don't find change being celebrated in our organizations. Change is not seen as a possibility for many new beginnings. Change is still seen as a problem to be solved, an issue to be surmounted and dealt with. In most organizations, change still evokes fear, anxiety, helplessness and panic.

Can we look at change differently? The moments of greatest change are moments of greatest possibilities. Can we look at leading change as a process of generating possibilities for the future? The Appreciative Inquiry¹ approach to change management helps us to do exactly that.

Appreciative Inquiry is based on the theory of social construction of reality. Simply stated "what we believe is what we see". So, if we believe that change is painful, we will experience pain during change process and if we believe that change is celebration, we will experience that too. Reality is also a dynamic entity, our perception of reality changes from time to time based on what is happening to us! Hence we are an active participant in creating the reality around us.

This concept is a powerful tool for change leadership. How can people believe that change opens new possibilities for them and the organization? How can people get out of anxiety, helplessness and fear and become excited, joyful and be in anticipation of the future that is unfolding in front of them?

The answer lies in the heart of the change leader. Does she believe that the change curve is a possibility curve, generating possibilities that one has never thought before? Faster the pace of change, the more dynamic and generative the possibilities become for the change to unfold in the organization.

Tojo Thatchenkery in his book "Appreciative Intelligence"¹ speaks about the need for leadership to develop this inherent competency in them. He defines Appreciative Intelligence *as an ability to perceive the positive inherent generative potential within the present moment.*

There are three components of appreciative intelligence that change leaders need to develop:

1. *Reframing:* Framing is the psychological process whereby a person intentionally views or puts into certain perspective any object, person, context or scenario. One of the most common examples of framing is that of calling a glass half-empty or half-full. A leader with appreciative intelligence reframes what is in the present, thereby shifting to a new view of reality and a new outcome.
2. *Appreciating the positive:* This is the ability to view everyday reality – events, situations, obstacles, problems – with appreciation. This is the process of selectivity and judgment of something's positive value or worth.
3. *Seeing how the future unfolds into the present:* This is the ability to see the generative possibilities of the present moment – how the future can unfold from the present. Tojo Thatchenkery calls this the ability to see the "Mighty Oak in the Acorn".

Appreciative intelligence can be developed by all of us provided we are willing to look at our inner reality, "to seek our internal edges" as Dewitt Jones¹ says.

When we learn to reframe our inner reality, appreciate the positive in whatever is happening to us in our life context and see how the future unfolds for us in the present, we become more tuned to seeing that in others and in every situation that we are in. When we do that, we really become Appreciative Change Leaders.

Recently, in one of our consulting assignments, the leadership was faced with the potential resistance from senior managers to a Development Center approach to talent identification and development. The organization had taken more than two months to decide whether to go ahead with such an initiative fearing possible fallouts. The leadership went on telling us that in the 60 years of existence, this organization has never put their senior management to external assessment. This author asked the Leadership to "make three wishes for the best possible outcomes". Once they did that, the whole process became one of possibilities than problems.

The leadership reframed the reality, appreciated the present and saw possibilities in the situation. The organization went ahead with the plan and the senior managers have welcomed this initiative as a turning point in their lives. As one of them said to us later "I wish we went through this experience 15 years ago. Now I know the areas that I can develop as a professional".

When you believe it, you will see it. Change unfolds generating possibilities for individuals and the organization. Appreciative Change leadership holds that possibility.

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1. Please visit www.appreciativeinquiry.org for more details.
 2. Appreciative Intelligence – Seeing the Mighty Oak in the Acorn by Tojo Thatchenkery and Carol Metzker, published by Berrett-Kohler Publishers 2006
 3. Celebrate what is right with the World – Video by Dewitt Jones, published by Star Thrower Inc.

In-Company Management Development Programs

The following are the illustrative lists of our In-Company Modules designed to meet some of the needs of the organizations. These modules will be tailored to meet the client company's current and future needs leading to enhanced business performance.

HR Processes	<ul style="list-style-type: none">• Training Needs Assessment• Faculty Development Program for HR teachers• Strategic Human Resource Management• HRM for non HR professionals• Redesigning HR policies• Consulting Skills for HR professionals (Strategic Business Partners)
Performance Management	<ul style="list-style-type: none">• Designing PMS for high performance• Performance Management and Coaching
Leadership Development	<ul style="list-style-type: none">• Program on Building Values, Culture and Leadership• Appreciative Inquiry for Organizational Change• Appreciative Inquiry for Organizational Change Leadership• Coaching and Mentoring Skills
People Development	<ul style="list-style-type: none">• Becoming Team-Player and Team-Leader• Managerial Skills for First Level Managers• Human Process Laboratory for Behavioral Skills• Cross Functional Team Effectiveness• Behavioral Event Interviewing Skills• People Management Skills for Middle Management• Self Development Workshop
General Management	<ul style="list-style-type: none">• HR in Board Room• HR Issues in Mergers and Acquisition• Entrepreneur becoming professional leader (Young Professionals)• Diversity – Cultural Imperatives and Engagement Strategies• Women Empowerment• Stress Audit and Executive Health• Learning Psychometrics for Selection, Potential Assessment, Team-Player and Leadership traits• Organizational Climate Survey – Diagnostic Study• Professionalizing Sales Field force• OD Interventions

If interested, kindly send your queries to
'The Director', Academy HRD, Email: director@academyofhrd.org

Automated Instruments' CD

This CD equips the modern day practitioner with well known psychometric instruments from the book *Training Instruments in HRD and OD* by Dr. Udai Pareek in a simple, yet effective automated scoring format.

The CD includes 84 psychometric instruments that have been formatted to allow respondents to answer instruments before the actual training programme and bring just a printout of the scores to the training programme. The time saved could be utilized in the classroom for other purposes.

With the instruments being automated, errors that could be committed during self-scoring are eliminated and so is the need for the trainer to print and distribute the instruments. The formatting of the instruments ensures that while the actual scoring key is not shared with the participants, the results are shared. The instruments also include an advisory on them.

With the advent of e-mailing for transactions in companies, the instruments could also be used in applications such as a culture survey.

The instruments in the CD broadly form four clusters:

- Personal orientation and behavior
- Personal and interpersonal styles
- The Role
- The organization

The CD also includes software for detailed report (10 to 15 pages each) for one instrument in each of the above 4 sections. The CD is a tool that HRD and OD professionals would love to have in their laptop's CD drive.

The CD is available from EMPI Business School, CSKM Educational Complex, Satbari, Chattarpur, New Delhi-110 074, Email: hrlabs@empi.ac.in

HR Across the Globe

How Infosys is saving their Penny?

Grappling with falling sales and a dropping bottom line, companies have had no alternate but to put cost-cutting measures in place. Infosys, India's most valued, and most respected companies Technologies, has implemented some such unique and innovative processes

Save \$10

It is asking all its employees to go in for a one-time cost savings of \$10 each. This initiative is expected to help the company, which has over 100,000 people on its rolls, log in a cost saving of \$1 million (around Rs 5 crore).

Log in on time

It recently announced an initiative as per which if an employee reaches office before 8 am throughout a month; he will get a cash award of about Rs 500. The move is aimed at increased utilization of its transport services and to beat the traffic, which will result in higher productivity for the company. The company operates several buses to transport its employees.

Discretionary spend slowdown

Discretionary expenses have been drastically reduced across the company. The Infosys senior management and board members have already offered to cut down their discretionary spends. This includes brand building expenses and sales & marketing. Infosys is looking at cutting down some of the discretionary expenses. The travel cost has already come down significantly.

Deliver or . . .

Infosys has placed around 5 per cent of its global workforce under the scanner. It has told its senior managers to give the lowest performance rating (4 on a scale of 1-4) to the 'underperforming' 5 per cent as a part of the company's consolidated relative ranking. Though rock-bottom rankings have been handed out earlier, this is the first time that Infosys has made it mandatory.

(Source: <http://www.pluggd.in/india-business/infosys-cost-cutting-drive-3258>)

OTHER IMPORTANT HR NEWS!

- ❖ Fr. EJ Abraham, Director, XLRI, Jamshedpur has accepted the Invitation to be on the Board of the Academy of HRD.
- ❖ After a decade, Dr. P. Sethu Madhavan, former director, AHRD returned back to India to serve as India's most sophisticated and renowned engineering and Construction Company, Larsen and Toubro Limited as Senior DGM and Head (Research and Development), Corporate HR and Personnel. Dr. Madhavan has worked as Advisor at Abu Dhabi Company for Onshore Oil Operations, Senior Consultant and Business Line Leader at Ernst and Young and Faculty (XLRI- program and Director (SITOE) at XLRI-AHRD and SITOE. We welcome Dr. Madhavan back to India and look for future association with him.
- ❖ A team headed by Satya Prakash Patnaik, ED, HRD, SAIL visited AHRD on August 16, 2008 just on a social interaction.
- ❖ Bonus Bonanza for IBM Staff: At a time when firms across the globe are laying off employees, IBM is offering hefty bonuses to its employees this year. For some employees, the bonus will be more than the monthly salary. It will be given with salaries at month-end. The bonus has two components — one linked to an employee's performance; the other to profits earned. Riding on a consistent performance over the last few quarters, IBM was prompted to announce this hefty bonus. While entry and mid-level developers will get a bonus of Rs 12,000-15,000 this year, managers at junior levels are set to get over Rs 1 lakh.
- ❖ Dr. T.V. Rao has released his book "HRD Score Card 2500- Based on HRD Audit" on September 09, 2008 at AMA, Ahmedabad. The book equips HR professionals with very detailed, comprehensive, systematic & scientific tool of measuring the maturity level of HRD, its systems and strategies, competencies, culture and values, and business impact taking scorecard as base. It will serve as a handy tool kit & guide to the CEOs and HR Chiefs to integrate HR as business partner.
- ❖ Standard Chartered Not To Cut Jobs: Despite financial institutes across the globe cutting jobs to control costs, UK bank Standard Chartered Plc has announced that it has no plans to axe jobs but warned that 2009 would be a challenging year. Other major lenders such as UBS, JPMorgan Chase & Co and HSBC have either already cut jobs or have announced plans to do so in a bid to survive the current economic downturn.

Source: 17 Mar' 09 www.livemint.com

HR Humor !

Marriage of HR

- Round 1: Resume screening
- Round 2: Group Interview by family
- Round 3: MBTI, 16-PF
- Round 4: FIRO-B
- Round 5: Assessment Centre, on selection – recruitment as fiancée



Confirmation/Promotion: Wife on Marriage

Appraisal: ??

Food for Thought !

A to Z of Motivation

- Avoid Negative Thoughts, Things and Habits.
- Believe in yourself.
- Consider things from every angle and others points of view.
- Dare to Dream and Dream Big
- Energy, Excitement and Enthusiasm is in your blood.
- Family and Friends are hidden treasures; enjoy these riches.
- Give more than you planned to.
- Have a good sense of humour.
- Ignore Criticism, Ridicule and Discouragement from others.
- Jump on Problems because they are Opportunities in disguise.
- Keep up the good work however hard it may seem.
- Love yourself, just as you are.
- Make Impossibility a Possibility.
- Never lie, cheat or steal, always strike a fair deal.
- Open your eyes and see things as they really are.
- Perfect Practice makes you perfect.
- Quitters never Win and Winners never Quit.
- Reward yourself for every small success and achievement.
- Stop Wasting your Time and Procrastinating important Goals.
- Take control of your Life and your Goals.
- Understand so that you could Understood.
- Visualize your Goals and Dreams everyday.
- Win over your own weaknesses and make them as your Strengths.
- Xccelerate your efforts
- Yes Yes Yes, Yes you Can and You Will...!
- Zap your Stress and Enjoy your Life.

Membership Details

Membership for Professionals

Academy of Human Resources Development (AHRD)'s mission is **"To develop HRD professionals and focus on HRD professionalism"**. It endeavors to enable its members to transform HRD policy and practice.

The Academy membership is open to individual HRD Professionals, HRD Students and all other managers and professionals who are concerned about HRD and apply it in their work and life. The membership with the Academy will be a catalyst for staying in touch with the field and contribute to the field of HRD by sharing experiences in various forums/ publications.

Membership Facilities

- Concessional fees for self-sponsored professional members of the Academy.
- Discount on the purchase of Academy's Publications.
- Free copy of AHRD Newsletters.
- Life Membership will be accompanied by a gift of two Academy Publications
- Free Membership of the AHRD library (for reference only).

Membership Details

Category	Annual	Life
Professionals	800/-	5,000/-
Students of PGDBM/MBA	500/-	

Various types of Organizational Memberships are also available.

Ask AHRD?

For any queries please feel free to contact

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We would appreciate feedback on this issue of newsletter and would like to have suggestions to make it better. Please send your suggestions/write-ups to Hardik / Indranil at hardik@academyofhrd.org or indranil@academyofhrd.org.