



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

THE HUMAN ODYSSEY

NEWSLETTER

Nov-Dec Jan

CONTENT

Induction

AHRD Batch 2025

Workshop

Contact Class

Virtual Class

AHRD Events

Insight Sharing

- Mr. Partha Das
- Dr. Triptii Shelkke
- Ms. Vamshadhara
- Ms. Damayanthi
- Mr. Rahul Jha

Dear Readers ,

**Greetings from Academy of HRD,
Ahmedabad!**

We are delighted to bring forth the latest volume of “The Human Odyssey”. As the Organizations across the globe have adjusted well to the new normal and learnt the ways of modern management the learning has been constant for leaders and managers for creating well being practices and empowering teams.

AHRD also continues to be a course of learning for its community. We have a consistent flow of coursework classes which inspires our scholars for world class research. We also continue to provide management development programs for students and executives.

Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers. Hope overall it will be a delight to go through our initiatives. Look forward to your suggestions & feedback.

Best Wishes,

**Dr. Shreshtha Dabral
Director**

INDUCTION



The Academy of Human Resources Development proudly inaugurated the Fellow Program Batch 2025 on 18th October 2025, marking the beginning of an enriching academic and professional journey for a new cohort of passionate scholars. The ceremony commenced with an insightful address by Prof. Rajesh Chandwani, Faculty, IIM Ahmedabad & Chairman, AHRD, who emphasized that true value lies in one's thought process and depth of immersion.

He encouraged the fellows to leverage peer discussions and feedback, and to enjoy the learning journey, as the insights gained along the way often outweigh the final outcome.

Dr. Shreshtha Dabral, PhD, Director, AHRD, extended a warm welcome to the new scholars, followed by an inspiring address by Dr. C. Jayakumar, who urged the fellows to focus on their research pursuits and highlighted the unique academic and professional advantages of the program.

The event continued with an engaging session led by Dr. D. M. Pestonjee, Chairman, Academic Council, Co-Founder, AHRD, and Former Faculty, IIM Ahmedabad. He shared valuable guidance on choosing manageable research topics and integrating technology to simplify research processes. Dr. Pestonjee also underscored the value of collaboration, realistic goal-setting, and the diverse perspectives that management and HR professionals bring to the program.

Adding to the rich insights, Mr. Partha Das, Chief People Officer, Manipal Hospital Group & Fellow, AHRD, shared his transformative journey as a Fellow scholar. He reflected on how the program shifted his approach from purely practical to a more scholarly and research-driven perspective grounded in empirical evidence and theoretical depth.

The scholars also introduced themselves, sharing their objectives, motivations, and aspirations for joining the fellowship program, setting a tone of purpose and enthusiasm for the journey ahead.

The ceremony concluded with words of encouragement and a memorable group photograph, symbolizing the beginning of a shared journey of learning, reflection, and growth.

AHRD BATCH 2025



Dr. Triptii Shelkhe
Professor -Management
Thakur Institute of Mgt. Studies
& Research



Mr. Nilesh Sudhakar Dange
CHRO,
L & T Finance



Mr. Yashraj Ravindra Gosavi
Rashmi
Sr. Manager -ER & Compliances
Reliance Retail Ltd.



Mr. Rahul Jha
Associate Director-
PeopleFunction
Cheers Interactive



Mr. Uday Virmani
Consultant



Mr. Arvind J
Global HR & Talent Aquisition
Professional
Mastek



Ms. Priya Shivani Mishra
Key Relationship Head
Employee Relations Manager
ICICI Bank



Mr. Abhilash Rajan
Area Manager
ACTION International Services
LLP



Mr. Prabhu Shankar Radha Krishnan
Sr. Manager (OD)
Khazna Data Centres

AHRD WORKSHOP



The Academy of HRD, in collaboration with the Institute of Management, Nirma University, successfully conducted a dynamic three-day workshop on “Competency Mapping and Assessment Centre” from November 20 to 22 for students of the Master’s program in HRM.

We were pleased to interact with the bright and enthusiastic students of Nirma University, whose active participation and curiosity greatly enriched the learning experience. The workshop was designed to provide a comprehensive understanding of competency-based HR practices and their strategic relevance in modern organizations. Participants were introduced to the fundamentals of competency identification, development of competency dictionaries, and alignment of competencies with organizational vision and business strategy.

The workshop served as a valuable platform for experiential learning, reinforcing and preparing future HR leaders with practical, research-informed expertise.

The workshop was expertly facilitated by Dr. Shreshtha Dabral, PhD, and Mr. Amit Karandikar, both highly regarded for their expertise in this domain. Their guidance created an engaging and insightful learning environment.



WORKSHOP ON COMPETENCY MAPPING



A workshop on Competency Mapping was conducted for the students of Vijay Patil School of Management during the month of September 2025. Ms. Radhika Thanki, Consultant facilitated the session. The session helped participants understand the identification and assessment of key skills required for various roles.

LEADERSHIP DEVELOPMENT WORKSHOP



A one day Leadership development workshop was conducted for Manager & Senior Managers of Zydus Wellness. The workshop was facilitated by **Dr. Keith C. D'Souza**, PGDIR&PM (XLRI), Fellow (IIMA). Future Ready for Assistant Managers, Managers & Senior Managers. Participants explored practical strategies for leading teams resilience and clarity. Through interactive discussions and reflective exercises, the session also strengthened emotional intelligence and team relationship skills to enhance collaboration and trust.

CONTACT CLASS BATCH 2024



The Academy of Human Resources Development (AHRD) conducted its Contact Classes from 20th to 23rd January 2026 for scholars of the 2024 batch, bringing together faculty and scholars for focused academic engagement and scholarly exchange.

The programme was inaugurated by Dr. Rajesh Chandwani (IIMA), Chairman, Academy of HRD, who delivered an insightful talk on case teaching and case writing, contributing to the development of analytical and pedagogical capabilities among scholars. The academic discourse was further strengthened by the participation of Prof. Mayank Kumar (IIMB).



A structured and application-oriented session on HR Analytics was facilitated by Prof. Mayank Kumar (IIMB) and Prof. Vimal Kumar M (IIM Calcutta), enabling scholars to develop practical competencies aligned with contemporary HR research and practice

Prof. Kathan Dushyant Shukla (IIMA) conducted a session on research ethics, emphasizing methodological rigor, integrity, and ethical responsibility in scholarly work.



Additionally, We were privileged to have Dr. D.M. Pestonjee, Chairman, Academic Council, Co-Founder, AHRD, Former Faculty, IIMA, who led an academic session on “Stressors or Loads,” offering conceptual clarity and reflective insights into stress management within organizational contexts.

Beyond academics, an informal dinner brought faculty and scholars together, fostering camaraderie, shared reflections, and lasting bonds within the AHRD fraternity.

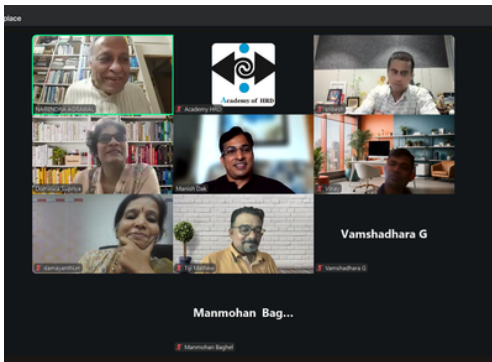
We extend our warmest thanks to our faculty, scholars, and everyone involved for making the contact classes a vibrant and memorable learning experience.





VIRTUAL CLASS

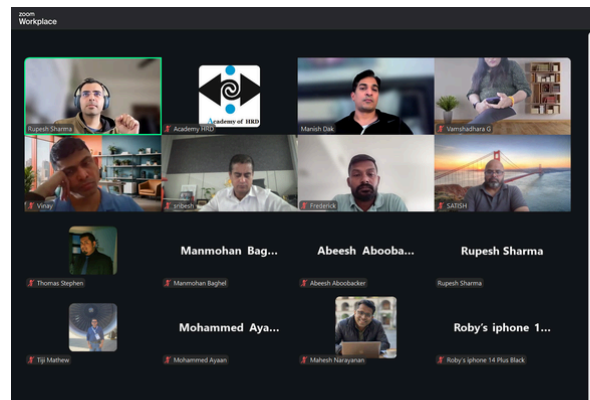
ORGANISATIONAL DEVELOPMENT



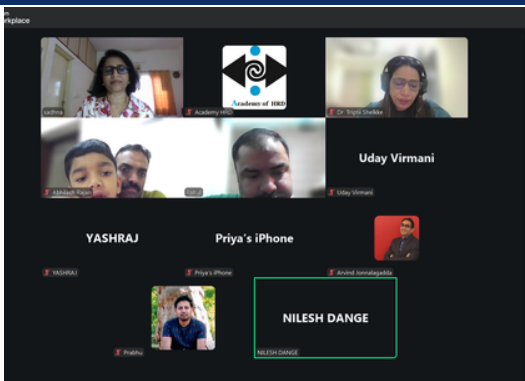
Prof. N. M. Agrawal, an esteemed Adjunct Professor from IIM Bangalore, facilitated a session on "Organisational Development" for the 2024 batch. Prof. Agrawal's extensive knowledge and expertise in the field brought invaluable insights to our participants, enriching their understanding of organizational dynamics and development strategies.

QUANTITATIVE RESEARCH METHODS

The course on “Quantitative Research Methods & Techniques ” for batch 2024 was facilitated by Prof. Rupesh Sharma, Jindal School of Banking & Finance, O.P. Jindal Global University specializing in quantitative analysis, financial management, and banking. with his in-depth knowledge and interactive teaching approach the participants gained clarity on quantitative tools & statistical reasoning.



MICRO OB



Dr. Sadhna Dash, Academician & Qualitative Researcher, Social Impact Facilitator, Program Enabler, HR Professional facilitated the course Micro OB for the batch 2025. The session provided an in-depth knowledge about the topic through discussion & examples.

AHRD EVENTS

CONVOCATION



The Academy of Human Resources Development (AHRD) was delighted to felicitate Mr. Rajan Sinha, PhD, Fellow, PCC, ITCA, Mr. Biju Sebastian and Ms. Shinu Siby, SHRM-SCP, CHRC Siby, on 24th January, 2026 on the successful completion of their AHRD Fellowship Journey, a path marked by rigorous inquiry, reflection, and a deep commitment to the practice and scholarship of Human Resource Development.



The occasion was further enriched by the presence of Dr. D.M. Pestonjee, Chairman, Academic Council; Co-Founder, AHRD; Former Faculty, IIMA, and Dr. Rajesh Chandwani, Professor, IIMA & Chairman, AHRD, who facilitated the session and warmly congratulated the Fellows on reaching this significant milestone.

The scholars also shared their experience and journey of fellowship with the participants.



“A proud milestone where hard work meets achievement”



AHRD ALUMNI MEET



The Academy of Human Resources Development (AHRD) successfully hosted its Convocation and Alumni Meet on 24 January 2026, bringing together scholars, alumni, faculty members, and distinguished leaders from the HRD fraternity.

The event commenced with the lighting of the lamp and a welcome address by Director Dr. Shreshtha Dabral, PhD, followed by an address by Dr. Surabhi Purohit and a specially curated video message by Dr. TV Rao, reflecting on the profound and lasting contributions of Late Dr. Udai Pareek to the field of Human Resource Development. This was followed by a meaningful segment where scholars introduced themselves, fostering a strong sense of academic community.

The proceedings were further enriched by Dr. Keith C. D'Souza, Dr. Surabhi Purohit, and Mr. Nayan Parikh, who shared valuable insights through a panel discussion on "The Enduring Legacy of Late Dr. Udai Pareek and the Evolving Role of HRD in Organizational Transformation, Competency Building, and Sustainability." The panel was ably moderated by Dr. Vishwanath Joshi.

Thereafter, Dr. Pradip Khandwalla delivered an engaging address, adding depth and perspective to the academic discourse. In the second half of the programme, three AHRD Fellows Rajan Sinha, PhD, Fellow, PCC, ITCA, Biju Sebastian, Shinu Siby, SHRM-SCP, CHRC were formally recognized for successfully completing their Fellowship Journey. Dr. D.M. Pestonjee Chairman Academic Council, Co-Founder AHRD & Former Faculty, IIMA and Dr. Rajesh Chandwani Professor, IIMA & Chairman, AHRD facilitated the session and congratulated the scholars on this significant milestone.

The event also featured an interactive and experiential session led by Dr. Harismita Trivedi, where scholars were divided into groups and invited to share workplace stories and experiences related to talent acquisition and managerial expectations from the HR function in contemporary organizations. The session generated rich dialogue and practical insights.

The programme concluded with a vote of thanks by Ms. Merlin George, followed by networking among scholars, alumni, and faculty, reinforcing AHRD's commitment to collaboration, learning, and professional growth.

How to mitigate bias in Performance Management System (PMS) at workplace?



Mr. Partha Das
Chief People Officer- HR
Manipal Health Enterprises

There is a strong interplay between the Individual performance evaluation (PE) and Organizational performance. Performance Management System (PMS) is the heart of the HR systems and plays an integral role in gaining the competitive advantage for the Organisation if carried out with utmost fairness. It is of great importance to HR professionals and Line Managers in the domains of understanding the impact of bias in Performance Management System (PMS) on the employees and the Organisational performance to work on the most effective ways to mitigate bias. Decline in bias would certainly enhance employee performance, satisfaction, motivation, engagement, retention, and efficiency of the PMS, resulting in performance driven culture. Human behaviour is not free from biasness as per many neurological studies.

Bias is a culmination of several influences on the individual. The outcome of biases is often unfair.

Bias in Performance Management System (PMS) leads to discrimination at the workplace which in turn impacts the Organisation in several ways like demotivating the employees, attrition, changing the perception of the Brand image etc.

Some of the glaring Problems in Performance Appraisals

One of the most prevalent examples of the subjective performance evaluation is the idiosyncratic rater effect which means that an individual having matrix reporting can receive different ratings and subjective feedback from different appraisers which leads to ambiguity.

Common rater biases that can influence performance appraisals include :-

- Affinity bias
- Stereotypes
- Confirmation bias
- Distance bias
- Expediency bias
- Halo Error
- Leniency and Severity Errors
- Central Tendency
- Spill-over Effect or Past-record Anchoring
- Recency Error
- Personal Bias

The Solution - Present

To support employee development better, it is wise to drop or radically change the annual review systems in favour of giving people less formal, more frequent feedback that follows the natural cycle of work

The Outlook - Future

This shift isn't just a fad—real business needs are driving it. Support at the top is critical, though. Organisations, struggling to go entirely without ratings are trying a “third way”: assigning multiple ratings several times a year to encourage employees' growth.

Furthermore, communication and feedback are crucial elements in the performance appraisal design, establishing commitment, collaboration, and alignment between organizational goals and individual expectations.

Documentation plays a pivotal role in performance evaluations, serving as a means to assess, record, and offer constructive feedback to employees.

Create a rubric for performance evaluation:

To establish a methodology to ensure that the performance appraisals are fair, managers must create a rubric to define the criteria against which the performance of the employee will be evaluated.

Continuous Performance Management (CPM)

The objective is to move away from the Annual Appraisal system to continuous performance management to foster the engagement levels between the manager and the team. A periodical dialogue (monthly) and constructive feedback mechanism help to enrich the performance.

CPM done in a meticulous manner would contribute to the overall business performance

Boosting everyday performance:

Managers need to get into a habit of interacting with their employees on a regular basis to discuss about the ongoing performance and the kind of support the employees need.

Technology: Employ Gen AI

An important tool for supporting PMS, for setting goal, drafting performance reviews.

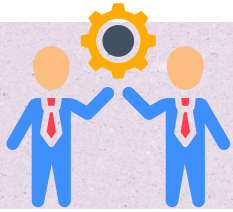
Talent Development Centres

Talent Development centres (TDC) can be run at organisations throughout the year to develop the managerial skills and behavioural competencies of the employees to perform better in logical thinking and decision making.

To educate and socialise the employees and their immediate managers, the HR professionals along with the other stakeholders need to comprehend and get started by understanding where they are now by using the following questions:

- 1.Does the current PMS drive higher performance and capabilities ?
- 2.Does the current PMS relate the business needs with the potential workforce ?
- 3.Do they have a performance culture ? How clear and differentiated is the feedback and its impact in mitigating bias in PMS?

An organisation and its leadership team, encouraging continuous performance management, is the way forward to inculcate a robust performance driven culture, free from the elements of bias.



Human-Centric HR Benchmarking in Manufacturing: Bridging Strategy, Shop Floor, and Contractual Workforce



Dr. Triptii Shelkke
Professor - Management
Thakur Institute of Mgt. Studies
& Research

The people management issues faced by manufacturing organizations in India are still deeply complex, ranging from high attrition rates, absenteeism, skill gaps, to a surge in contract labor usage. This article aims to provide insights based on a multi-level HR benchmarking exercise conducted at a foundry organization, involving Head Office HR, Plant HR, and shop floor-level management. The article provides original managerial insights by conceptualizing a maturity-focused, holistic approach to integrate HR to boost organizational productivity and sustainability.

Traditionally, the role of HR in manufacturing organizations has emphasized compliance to laws, the availability of manpower, and business continuity. The changed business environment needs to emerge as a people-centric and strategically aligned approach of HR. Foundry operations have high dependency upon effective HR systems and leadership ownership of people outcomes. The study is to explore the

effectiveness of these elements.

The benchmarking exercise indicates that system-driven HR practices like implementing HRMS, standardized KRAs, performance-based incentives, and competency-based training strategies have the potential for a robust discipline and performance-oriented culture. The organizational focus is clearly defined in terms of the overall vision, values, and growth strategies.

At the plant level, the HR maturity levels were quite high for statutory compliance and contractual labor management. The gradual digitalization of the entire compliance process and structured documentation reflected the operational robustness of the organization. The highlight of the organization was the progressive application of benefit extension, referral possibilities, and engagement for contractual workers over the past years. However, despite the inclusiveness of the organization, the issue of absenteeism and retention of contractual labor continued to be a challenge, primarily driven by external wage pressure and supervisory-level underappreciation at the ground levels.

An important insight from interactions with production-linked leadership was the tendency to view people-related issues such as attendance, behaviour, and accountability

as operational problems rather than shared leadership responsibilities. While reward mechanisms such as Kaizen recognition and incentive schemes were well-structured.

The study proposes an HR maturity perspective in which organizations evolve from compliance-driven practices to integrated, people-centric systems. At higher levels of maturity, HR strategy aligns with business goals, performance management links outcomes with development, and leadership capability becomes a critical enabler of workforce stability. The findings suggest that manufacturing organizations must evaluate line managers not only on production targets but also on people leadership metrics such as absenteeism control, engagement quality, and team retention.

The evolution of an organization in terms of HR practices starts from compliance-based approaches and moves towards integrated, people-inclusive frameworks. Furthermore, at higher maturity levels, it is clear that HR strategy is aligned to business strategies, performance management is related to development, and leadership competence becomes one of the principal drivers of workforce security.

This benchmarking-based study is part of an ongoing research attempt and is exploratory in nature.

Initial multi-level interactions between Head Office HR, Plant HR, and shop-floor leadership yielded the indicative insights that are being presented. The preliminary results strongly imply that the effectiveness of HR systems in manufacturing is dependent on leadership ownership of people outcomes as well as structural robustness, even though conclusive conclusions will require more extensive validation and deeper longitudinal engagement. The study establishes the groundwork for future research on HR maturity as a strategic facilitator of workforce sustainability, productivity, and stability in manufacturing companies.

References

- Armstrong, M. (2020). Armstrong's handbook of performance management (7th ed.). Kogan Page.
- Bersin, J. (2018). High-impact HR: Building organizational performance from the outside in. Deloitte Insights.
- Ministry of Labour and Employment, Government of India. (2020). The Code on Occupational Safety, Health and Working Conditions. Government of India.

A Structured Role-Based Training Needs Identification Model Using Work Level Matrix – Evidence from Greenko



Ms. Vamshadhara G.
Manager - HR
Greenko Group

Training in large organisations often fails not because of lack of investment, but because of lack of structure in identifying real needs. Many companies collect training requirements based on individual requests or annual surveys. Such methods may not clearly identify competency gaps linked to organisational strategy. This paper presents a structured and role-based Training Needs Identification (TNI) model implemented at Greenko using the Work Level Matrix (WLM).

Training Needs Identification is defined as the process of identifying the gap between current performance and expected performance (Armstrong, 2014). However, traditional TNI methods are mostly reactive. They focus on immediate problems rather than long-term capability building. The model implemented at Greenko attempts to shift TNI from a reactive process to a strategic and competency-driven process.

The foundation of this model is the Work Level Matrix (WLM), which defines responsibility levels across the organisation — from Front Line Associates to Enterprise Leadership. Each level has clearly defined expectations in terms of technical skills, behavioural competencies, decision-making authority, and ownership levels.

The structured TNI model followed three key steps:

First, each Unique Job Role (UJR) was mapped to a defined Work Level. This ensured clarity in role expectations.

Second, competency requirements were defined for each role based on technical, behavioural, safety, and business dimensions.

Third, training needs were collected from each site and business unit, but only after aligning them with the defined role competencies under WLM. This reduced generic or repetitive training nominations

This approach introduced an important shift. Instead of asking, “What training do you want?”, the question became, “What competencies are required for your Work Level, and where is the gap?” This change improved objectivity and reduced bias in identifying training needs.

The original contribution of this model lies in integrating three elements: Work Level clarity, role-based competency mapping, and decentralised site-level inputs. While literature highlights the importance of aligning training with strategy (Noe, 2020), practical frameworks for doing this in large, multi-site renewable energy organisations are limited. The Greenko model demonstrates how WLM can act as a structural backbone for systematic TNI.

The impact of this structured approach includes:

- Better alignment between training and business priorities
- Clear differentiation of learning needs across work levels
- Improved career path clarity for employees
- Stronger succession planning support
- Efficient use of training budgets

For example, frontline technical teams received specialised hydro-mechanical and safety-focused programs. Middle-level managers were trained in planning, team leadership, and performance management. Senior leaders focused on strategic thinking and cross-functional alignment. This level-wise differentiation would not have been possible without WLM-based mapping.

In conclusion, the structured role-based TNI model implemented at Greenko demonstrates that competency mapping linked with Work Level Matrix can transform training from an administrative activity into a strategic capability-building process.

Organisations operating in technical and multi-location environments can adopt this framework to build a future-ready and performance-driven workforce

References

Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

Noe, R. A. (2020). *Employee Training and Development*. McGraw-Hill Education.

Garavan, T., Carbery, R., & Rock, A. (2012). Mapping talent development: Definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5–24.

Power Is Scaling Faster Than Ethics — And Leadership Has Yet to Catch Up



Ms. Damayanathi MVNL
General Manager - HR
Greenko Group

Leadership has not kept up with the rapid advancement of power, which is outpacing ethical considerations. The presumption that leaders possess the ethical insight required to manage artificial intelligence effectively may be the primary source of concern, rather than technical flaws. AI is being quickly adopted by organisations in a variety of domains to influence communication, strategy, hiring, and finance. Previously held by governments, corporations now control public opinion and economies. However, ethical self-awareness in leadership cultures has not developed as quickly as institutional power. The gap between organisational capabilities and their understanding of the consequences of their actions widens as a result of this disparity.

This tension is brought to light by the adoption of AI. Executives rely on data-driven insights for complex decisions because predictive models are efficient and objective. However, algorithms are based on assumptions that few leaders fully examine, particularly when it comes to bias, fairness, and human behaviour. Systems built for optimisation, not reflection, act as a mediator for responsibility. Ethical blind spots are typically the result of rapid change, turning ethical inquiry into hesitation rather than malicious intent. Instead of seeing ethical discussion as a strategic requirement, leaders may begin to see it as a barrier.

These difficulties are exacerbated by the global environment. Corporations operate in morally divided environments as nations vie for dominance in data sovereignty, AI governance, and digital infrastructure. Activities that are deemed responsible in one area might be contested in another. Although entering new markets is frequently portrayed as a strategic necessity, this narrative can also result in ethical flexibility. Instead of being explicitly abandoned, principles are quietly reinterpreted to conform to competitive demands, regulatory pressures, or geopolitical uncertainties. This leads to ethical drift over time, which is the slow deterioration of moral coherence without a single turning point.

The ability of leaders to identify the ethical lag is greatly influenced by organisational culture. Many businesses prioritise quick decision-making over careful thought, emphasising agility, disruption, and rapid experimentation. Although these cultures encourage creativity, they may inadvertently limit opportunities for introspective thought. ESG reports and governance policies place a lot of emphasis on ethical frameworks, but there is a risk that they will stop being fundamental practices and instead become merely formalities. Employees are often urged to concentrate on results and strategic narratives, while deeper ethical conversations are relegated to compliance.

This era stands out for its enormous scope and reach. Digital platforms affect collective behaviour, AI systems can affect millions at once, and business decisions have a significant impact on global supply chains. It is difficult for traditional governance structures to keep up because they were created for slower and more localised environments. When unintended consequences arise, it can be challenging to identify the responsible parties because accountability is dispersed across teams, algorithms, and partnerships.

Therefore, developing ethical self-awareness as an organisational capability is the challenge for global leadership, which extends beyond simply creating more moral policies. This calls for a culture that encourages challenging presumptions, discussing opposing ideas, and pausing to think through long-term effects. Instead of being viewed as a barrier to innovation, ethical consciousness is the cornerstone that guarantees its sustainability.

Regardless of whether leaders feel prepared, power will increase as AI continues to accelerate organisational influence. Whether this awareness will increase with it is the key question. The most resilient organisations may not be the ones that move the fastest in this age of geopolitical unpredictability and technological acceleration, but rather those that understand when ambition needs to be balanced with a deeper understanding. Today, ethical leadership entails cultivating the awareness to understand how power reshapes the concept of responsibility, going beyond the appearance of responsibility.



Unlearning as a Core HRD Intervention



Mr. Rahul Jha
Associate Director - People Functions
(HR Operations & Transformation)
Cheers Interactive

Organizational change initiatives often fail not because employees lack new skills, but because outdated assumptions and routines remain deeply embedded. In such situations, learning alone is insufficient. What is required is unlearning, defined as the deliberate process of letting go of obsolete mental models, beliefs, and practices. This article argues that unlearning should be recognized as a core Human Resource Development (HRD) intervention rather than an incidental outcome of learning programs.

In fast-evolving industries, past success often hardens into unquestioned routines, making deliberate unlearning a strategic necessity rather than a developmental luxury.

Unlearning involves disrupting deeply rooted cognitive patterns that once contributed to success but now constrain adaptation.

Organizational learning research suggests that individuals and organizations frequently engage in single-loop learning, correcting errors without questioning underlying assumptions. Unlearning, by contrast, is inherently double-loop, requiring reflection on why existing approaches persist and whether they remain valid. Without unlearning, new learning is often layered superficially over old thinking, limiting real change.

HRD systems are uniquely positioned to enable unlearning through structured reflective interventions. Development programs can incorporate unlearning prompts that encourage participants to examine deeply held beliefs and habitual responses. Techniques such as critical incident analysis, role reversal, and facilitated reflection on failure can create cognitive dissonance that opens space for unlearning.

Unlearning can also be supported through deliberate transition mechanisms. When organizations introduce new leadership models, performance systems, or operating principles, HRD can design rituals that symbolically retire outdated practices. These rituals legitimize letting go and reduce attachment to legacy approaches. Leader role modelling further strengthens unlearning by signalling that revising one's thinking is valued rather than penalized.

Culturally, organizations that celebrate expertise and past success may inadvertently resist unlearning. HRD interventions that reward inquiry, experimentation, and learning from mistakes help shift cultural norms toward adaptability. Over time, such practices institutionalize unlearning as a continuous capability rather than a one-time event.

Conceptually, this framing positions HRD not merely as a builder of new competencies but as a deliberate disruptor of obsolete cognitive frameworks.

In conclusion, positioning unlearning as a core HRD intervention expands the field's ability to support genuine transformation. By helping individuals and collectives release outdated frameworks, HRD enables deeper learning, adaptive capacity, and sustained organizational renewal.

References

Vu, M. C., & Nguyen, L. A. (2022). Mindful unlearning in unprecedented times: Implications for management and organizations. *The Learning Organization*, 29(3), 234–247.

Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday.

Cegarra-Navarro, J. G., & Sánchez-Vidal, M. E. (2011). Linking unlearning with innovation: The role of organizational memory and learning capability. *Management Decision*.

Argyris, C. (1991). Teaching smart people how to learn. *Harvard Business Review (HBR)*, 69(3), 99–109.

