



# Academy of Human Resources Development

## The Human Odyssey Newsletter



## CONTENT

**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 and feedback .**

- ⇒ **AHRD Events**
- ⇒ **Virtual Classes**
- ⇒ **Insight Sharing**

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- **Mr. Partha Das**
  - **Mr. Johny J Kannanthara**
  - **Mr. Ananda Sankar Ray**
  - **Mr. Harish Kumar**
  - **Mr. Praveen Chandra**
  - **Mr. Amit Karandikar**
  - **Ms. Kavita Joshi**
  - **Mr. Sharath Mainkar**
  - **Ms. Lila Andrea Chaudhuri**
  - **Ms. Prachi Satoskar**
  - **Ms. Leena Lopez**

## AHRD EVENTS

### Welcome Dr. Shreshtha Dabral, New Director of AHRD



We are thrilled to announce that Dr. Shreshtha Dabral has joined the Academy of Human Resources Development (AHRD) as our new Director. Dr. Shreshtha Dabral is a human resource professional having more than 14 years of experience in the Human Resource Management & Organizational Development domain. Over the past she has been associated with Nirma University and Ahmedabad University. Her Ph.D. has been in the field of Employee Engagement which helps her engage with organizations for designing and delivering training workshops. With a strong academic background and extensive professional expertise, she is poised to lead AHRD into a new era of growth and innovation. We look forward to her leadership and the exciting new directions she will provide.

### Congratulations to Ms. Mitra SOM SAHA and Prof. N.M. Agrawal!



We are thrilled to announce that Ms. Mitra Som Saha and Prof. N.M. Agrawal have won the 1st Prize for their outstanding case study at the 4th AIMA Case Writing Competition and Conference, 2024. Their case study was judged the 'Best Case Study' by the esteemed jury. This remarkable achievement is a testament to their hard work, dedication, and excellence in the field. We are incredibly proud of their success and look forward to more such accolades in the future. Congratulations!





## *Key Highlights*

Founded in 1990 with the support of distinguished professors like Dr. T. V. Rao, Late Dr. Udai Pareek, Dr. D.M. Pestonjee, Dr. Keith D'souza, alongside other HRD professionals and people-management oriented corporations.

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**Batch commencing in September 2024**

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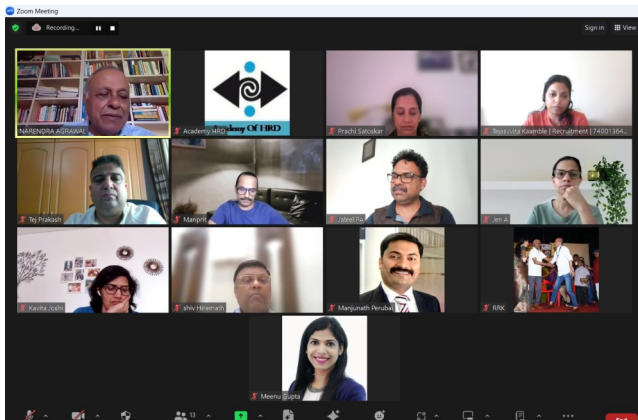
# Virtual Classes

## Macro OB



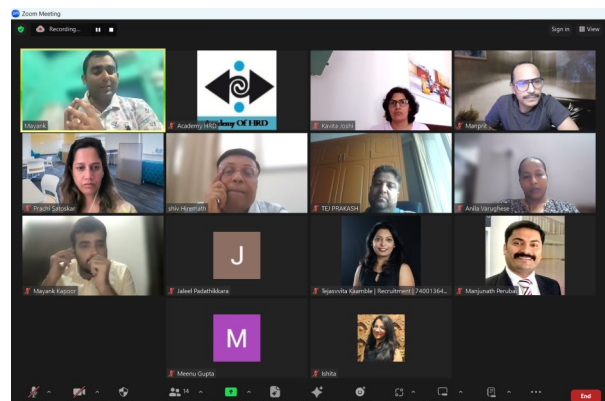
The coursework on “**Macro OB**” for batch 2023 was facilitated by **Prof. Kalpana Sahoo**, School of Human Resource Management, XIM University, Bhubaneswar. A total of twenty sessions were conducted on Saturdays through a digital platform, ensuring comprehensive coverage and flexible learning for the scholars.

The coursework on “**Strategic Human Resource Management**” for batch 2023 was facilitated by **Prof. Subhra Pattnaik**, School of Human Resource Management, XIM University, Bhubaneswar. Prof. Subhra's expertise and insightful guidance provided our participants with a profound understanding of strategic HRM principles, enhancing their skills and knowledge.



We are honored to have had **Prof. N. M. Agrawal**, an esteemed Adjunct Professor from IIM Bangalore, facilitate a session on “**Organisational Development**” for the 2022 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.

The “**Qualitative Research Methods**” course for the 2022 batch was skillfully facilitated by **Dr. Mayank Kumar** from MICA. Through his expertise and engaging teaching style, participants gained in-depth knowledge and practical insights into qualitative research techniques, enriching their academic and professional pursuits.



## Insight Sharing

### How to Spot, Develop and Engage your High-Potential Talent



**Mr. Partha Das**

**AHRD Fellow**

**Chief People Officer and HR  
Manipal Health Enterprises,  
Bangalore**

A very common scenario which we face quite often now a days is not being proactive and being rather reactive while identifying the high performing employees and their retention.

Some managers realise that when the potential employees resign from their job once they become successful in finding another job at a better salary. So, we go back to the drawing board and start reinventing the wheel to retain the resigned employee. Finally, the request comes through all possible channels to HR to make a counter offer to retain him. For a while, we forget the principles and fundamentals of HR like considering internal parity, thinking holistically, the bigger issues for the Organisation, created by adopting shortcuts to retain people through ad hoc increments etc. It would have a ripple effect and cause more dissonance to the system. We need not be bending our back in spite of having a robust Performance Management System (PMS) in place.

Secondly, we are not evaluating the readiness of the person scientifically in this case in terms of his/ her potential. We are abruptly deciding

his compensation and grade correction based on the offer he/ she has. These are not very well thought through decisions because no one has really paid attention to the repercussions.

**Is it a right strategy to retain employees through ad hoc increments and counter offers ? Is there any end to it ? HR would end up correcting the salaries of the resigned employees throughout the year. Isn't it ?**

Moreover, why should we even take such unrealistic approach even after following a robust Performance Management mechanism which goes through a normalisation process involving all the stakeholders ? A fair performance management system takes care of the rewards for the performing and potential employees.

HR has been getting the prominence for building the capabilities of the Organisation through talent transformation. The focus has shifted from the transactional HR practices to developmental HR interventions.

HR helps the Organisation to become successful at the market place.

**The modern HR interventions aim for Talent, Organisation and Leadership.**

#### **Talent**

Do we have the right talent to make the Organisation successful at the market place ? Do we have a good hiring mechanism ? Are we managing the performance of the employees well ? Are we helping the talent to sharpen their skills through appropriate learning and development interventions ?

It is very important for us to decide who should be there and who should not be there in the Organisation talent pool.

## Insight Sharing

### Organisation

Organisation comprises of a set of competent people who work collaboratively to make it a success story and they help in creating the Brand value, by doing things differently.

An individual alone can't get the credit for the success of the Organisation. In other words, individual success can't lead to the success of the Organisation. It has to be a team effort. The team should be strategic, creative, agile, capable and proactive.

### Leadership

Often we decide the future leaders based on their past performance but the employee's track record doesn't tell you about the role which they haven't handled before. The new role would have its own challenges and would require different set of competencies and skill set to handle the challenges.

The three psychological markers which predict individuals' ability to grow and handle complexity in future roles are :

- Cognitive quotient (CQ): how they leverage their intellect
- Drive quotient (DQ): what motivates them and how they apply their energy
- Emotional quotient (EQ): how they interact with those around them.
- 

References: No reference as this article is written purely based on the experiences and empirical evidences.

### The AI Tsunami: Will I Ride It or Drown Under?



**Mr. Johny J Kannanthara**

**AHRD Fellow**

**Managing Director, Triton Middle East LLC, UAE**

### Introduction

Imagine the story of Aladdin and the magic lamp: a lamp that, when rubbed, releases a genie capable of performing extraordinary tasks. The magic of the lamp lies dormant until Aladdin learns to activate it by rubbing it, and then wisely decides how to use the genie's powers. This is much like the potential of AI technologies today. We have the "magic lamp" of AI at our disposal, but it requires awareness, understanding, and ethical use to harness its full potential. Just as Aladdin needed to learn how to use his lamp, we must learn how to integrate AI into our lives. This analogy serves as a springboard to discuss the "AI Tsunami"—an overwhelming wave of technology that can either drown us or elevate us, depending on our preparedness and adaptability.



## Insight Sharing

### **The Magic Lamp and AI: An Analogy**

Aladdin's journey with his magic lamp represents our relationship with AI. Aladdin's ability to rub the lamp to summon the genie is akin to our ability to use AI tools like ChatGPT. These tools can perform a multitude of tasks, often seeming magical, but require us to provide the right prompts and instructions. The responsibility lies with us to be aware of the capabilities of AI, much like Aladdin needed to understand his lamp's potential.

For many, the lamp could remain unused, its magic untapped. Similarly, without awareness and initiative, the transformative potential of AI may remain dormant. Recognizing the possibilities AI offers is the first step towards utilizing it effectively. Ethical considerations also parallel Aladdin's responsibility in using the genie's powers wisely. Our use of AI must be guided by ethical principles to ensure beneficial outcomes for all

### **The AI Tsunami: Recognizing the Wave**

AI's rapid advancement is likened to a tsunami, a massive force capable of reshaping our world. To ride this wave rather than be overwhelmed by it, one must first recognize its approach. Awareness of AI's pervasive impact is crucial. This is not just another technological wave; it's a tsunami with the power to revolutionize every facet of our lives.

Just as a tsunami's force can sweep everything in its path, AI's influence spans across industries, from healthcare to finance, education to entertainment. Those who remain oblivious to its magnitude risk being caught off guard, potentially facing significant disruption.

### **Skills and Preparedness: Learning to Surf**

To ride the AI wave, we must acquire new skills, akin to learning to surf. Observing the rising tide of AI involves understanding its applications and implications. This knowledge enables us to differentiate between a passing

trend and a transformative force. For example, understanding how AI can automate tasks, provide data-driven insights, and enhance decision-making is crucial.

Skills in data literacy, programming, and critical thinking can make a huge difference. Continuous learning and adaptation are necessary to stay ahead. Just as surfers practice and perfect their technique, individuals and organizations must invest in upskilling and reskilling to navigate the AI landscape successfully.

### **The Impact Spectrum: Who You Are Matters**

The impact of the AI tsunami varies depending on who you are and where you are. A tribal community in a remote jungle may feel minimal effects of a Tsunami or an AI revolution, whereas individuals in technology-driven urban centres will experience profound changes. This variation highlights the importance of context in shaping one's response strategy.

Proactive engagement with AI technologies is critical. Waiting passively for changes to unfold can lead to being overwhelmed, much like being unprepared for a tsunami.

### **Conclusion**

The AI Tsunami presents both immense opportunities and significant challenges. By drawing on the analogy of Aladdin and his magic lamp, we understand that awareness, ethical use, and skill development are key to leveraging AI's potential. Will we ride the wave of AI innovation, or will we risk being swept away by its force? The choice lies in our preparedness and proactive engagement with this transformative technology.

In a world rapidly advancing with AI, it's not enough to simply have access to these tools. We must learn to use them effectively and ethically, ensuring that we ride the AI tsunami to new heights rather than drown under its weight.



## Insight Sharing

### Human Consciousness & the evolution of Organizations From the works of “Frederic Laloux”



**Mr. Ananda Sankar Ray**  
AHRD Fellow

**Sr. Vice President, Commercial Lines, Gargash Insurance Services, UAE**

**H**ave you ever thought about the color of your own organization? Is it orange? Or is it green? Or is it something else? You might end up thinking a little more about it after reading this article, at least that is what the intention here is.

As humanity progressed & evolved, the world witnessed changing paradigms in consciousness and the way we collaborate. The speed & the acceleration thereon has been phenomenal in the last couple of centuries, and even more in the last few decades. With the development of human consciousness, the world also witnessed the changing forms of organizations. Various developmental scientists have come up with their works trying to define these para-

digms in terms of cognitive, emotional, social, cultural, and moral sides of human abilities. *Frederic Laloux* is one of them. In his book, *“Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness, 2014”*, he discusses the various paradigms of organizations throughout the development.

#### Abstract

This article cannot qualify as a book review, at best, it can be considered as an effort to appreciate and narrate a part of Frederic Laloux’s works from his book. In this book, he quotes *“With every new stage in human consciousness also came a breakthrough in our ability to collaborate, bringing about a new organizational model”*. According to his studies, the types of organizations that we have invented throughout history were always somewhat related to the prevailing worldview and consciousness. This article briefly talks about the various paradigms discussed by Laloux in the first part of the book and ends with an effort to put everything on a table. The second part of the book talks specifically about the *“Teal”* organization in detail, but that part has not been considered in this article.

## Human Consciousness and the paradigms

The Cambridge Dictionary defines consciousness as "*the state of understanding and realizing something.*" Various neuroscientists, historians, anthropologists, psychologists, and sociologists have dealt with the origin and evolution of human consciousness. Laloux believes that human consciousness evolved in stages of sudden changes, like how a caterpillar becomes a butterfly. Every change ushered in transformation in social structures, norms, role of religion, role of economy, power, and collaboration models. He acknowledged **Ken Wilber's** (2002) work on Development of human consciousness. Wilber used colors to classify the levels of human consciousness. Wilber's "Altitude" of Human consciousness is depicted below (**Diagram 1**) in a simple diagram.

<b>Color</b>	<b>Altitude</b>	<b>Features</b>
<b>Infra-red</b>	Archaic	Basic survival
<b>Magenta</b>	Magic	Superstition
<b>Red</b>	Magic-mythic	Might is right
<b>Amber</b>	Mythic	Follow norms
<b>Orange</b>	Rational	Science and rationality
<b>Green</b>	Most-modern	Emotional connection
<b>Teal</b>	Integral	Integrate earlier altitudes - Multiperspectival
<b>Turquoise</b>	Mature Integral	Question assumptions

**Diagram 1 (The altitudes of Human development – From Ken Wilber's Integral Theory)**

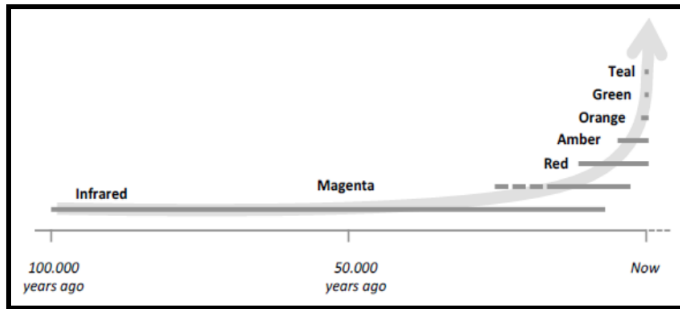
### Evolution of Organization

- Ken Wilber wrote the foreword in Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness
- Ross Edwards (2021), Ken Wilber's 12 Levels of Consciousness

We normally base our classifications of organizations on business objectives, technology, command flow, organizational structure, leadership style, organizational culture, geographic spread, complexity, formalization etc. Laloux has classified organizations based on the stage in human consciousness. He has used colors and metaphors like red, green, conformist, pluralistic etc. He starts with the "**foraging bands**" which existed a hundred thousand years ago, traversed through the various stages, and finally ends with "**Teal**" organizations which symbolizes inward looking, self-managed & distributed leadership structures.

Laloux has argued that there is no level that is better than the other, nor any level inferior. It is like "adolescence is not better than childhood" or vice versa. Today, many of these organization types thrive successfully together in the ecosystem. However, the worldview has evolved and so has the consciousness of the self and surroundings.

The speed at which things are moving now can be well conceptualized from (**Diagram - 2**) below. We can also draw an inference that we are currently in a world where some of the older paradigms still exist.



**Diagram 2 (The accelerating evolution of consciousness)**

The following diagrammatic representation (**Diagram – 3**) summarizes various organizational characteristics that are associated with the various stages.

Paradigms	Infra-red	Magenta	Red	Amber	Orange	Green	Teal
<b>Timeline</b>	100000 to 50000 B.C.	15,000 years ago.	10,000 years ago.	4000 B.C.	Last 2 centuries	Last few decades	Futuristic - But seen in some organizations
<b>Adjective</b>	Not used	Not used	Impulsive	Conform-ist	Achiever	Pluralistic	Evolution-ary
<b>Metaphor</b>	Not used	Not used	WOLF-PACK	ARMY	MA-CHINE	FAMILY	LIVING ORGAN-ISM
<b>Conscious-ness</b>	Nil or limited capacity to handle complexities	Sensorimo-tor differen-tiation	Develop-ment of ego and sense of "self"	Sense of belonging and for-mation of social groups	Effective-ness re-places "moral", Age of reasoning, innovating and suc-cess.	There is more to life than success and failure	Disidentify from own ego. Trust the abun-dance of life.
<b>Leadership Style &amp; Structure</b>	No lead-ership in "foraging bands". No divi-sion of labor	Elders lead. No division of labor.	Predatory leadership. Division of labor	Authorita-tive lead-ership. Hierar-chical structure.	Goal & Task ori-ented lead-ership Hi-erarchical structure with cross functional interac-tions.	Participa-tive / Serv-ant leader-ship. De-centralized structure.	Distributed leadership. Self-managed teams (single / parallel / Web / Ho-lacracy)
<b>Driving Force (Culture)</b>	Not de-veloped	Superstition	Fear	Stability / formal	Meritocra-cy, Corpo-rate greed	Value driv-en culture, Empower-ment	Inner right-ness, wholeness
<b>Present day parallel</b>	Newborn Babies	3 to 24 months children	Mafia, gangs, Militants	Army, Public compa-nies, Church	Modern Global Organiza-tions	Southwest Airlines, Ben & Jer-ry's	Futuristic, but seen in some or-ganizations like AES, Favi, Buurtzorg, Holacracy

### Diagram 3 (Summary of organizational evolution)

It is also worth summarizing some of the observations and deductions.

Today, we have all the paradigms like Red, Amber, Orange, Green and Teal working side by side.

- Every level has its own positives and negatives (*lights and shadows* as per Laloux). For example, the *orange modernity* has harmed the planet, though it ushered in a lot of *innovations*.
- The context is also important. If we need to defend ourselves from thugs, we will prefer the *Impulsive-Red* to come and defend us though we would ignore them to accelerate innovation.
- Every paradigm transcends the previous. Hence, we still retain the ability to operate from *Conformist – Amber & Orange – Achievement* as per the given context.
- We might be at a different stage with respect to different dimensions like Cognitive, moral, social etc. So, we might have *orange-cognition* and yet our *social* dimension might be lying in the *Amber stage*.
- When we say that a particular organization operates from a certain stage like Amber or Orange or Green, it is better to refer to the systems, culture, structure etc and not the people.
- It is unlikely that an organization will evolve beyond the **leadership's stage of development**.
- Self-management can appear as an easy process, but it is not. It requires a set of interlocking structures and practices. (Rutkowska, Małgorzata & Kamińska, Anna, 2020)

With the above points, we can still try and find out someone's level of consciousness, but it would be prudent to say that a person "operates from this paradigm in this moment". But for organizations, we can still find an answer to the question asked in the beginning of this article – "What is the color of your organization?"

### References

Frederic Laloux (2014) , Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness", 2014

Ross Edwards (2021), Ken Wilber's 12 Levels of Consciousness

Rutkowska, Małgorzata & Kamińska, Anna. (2020). Turquoise Management Model -Teal Organizations.





## Organizational Design priorities to drive the "Workforce of the Future - PWC"

**Mr. Harish Kumar**

**AHRD Fellow**

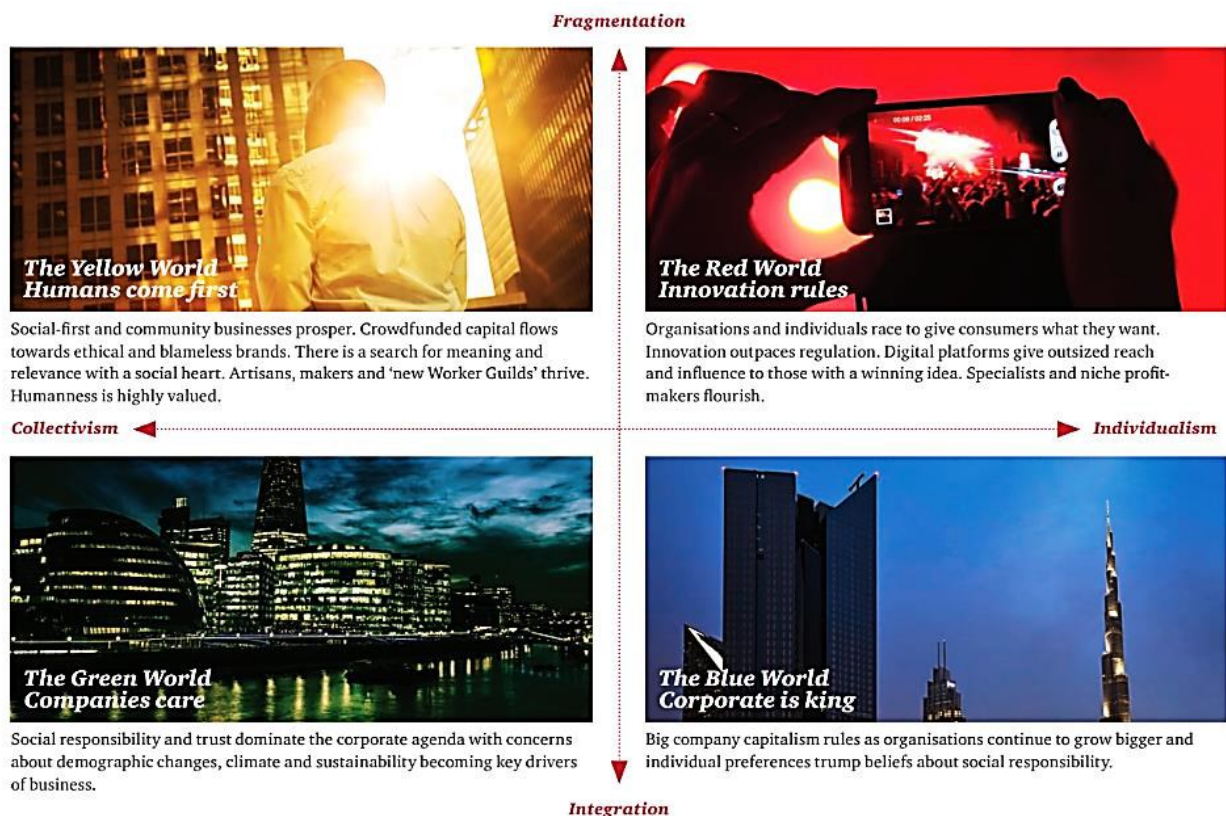
**Sr. Manager-Pre Sales GAVS Technologies,  
UAE Services, UAE**

### Background

A report by PwC predicts four distinct work ecosystems emerging by 2030: The Yellow World, Green World, Blue World, and Red World. These scenarios are shaped by five key forces: Technological advancements, demographic changes, accelerating urbanization, global economic power shifts, and resource scarcity driven by climate change.

While the report may lack data or evidence, it is still a thought-provoking work & a valuable starting point for businesses & working professionals alike. Reading it the first time was a 'deja vu' moment for me. It made me curious to delve in deeper.

### The Four Worlds of Work in 2030



## Objective

While the report extensively covers the below listed aspects,

- ⇒ A timeline of a few current events & an extrapolation of what is likely to be
- ⇒ The consequent People Strategy on a broad level
- ⇒ Workforce dynamics at play &
- ⇒ Potential Challenges

The purpose of this article is to **explore the Organizational design priorities of these worlds.**

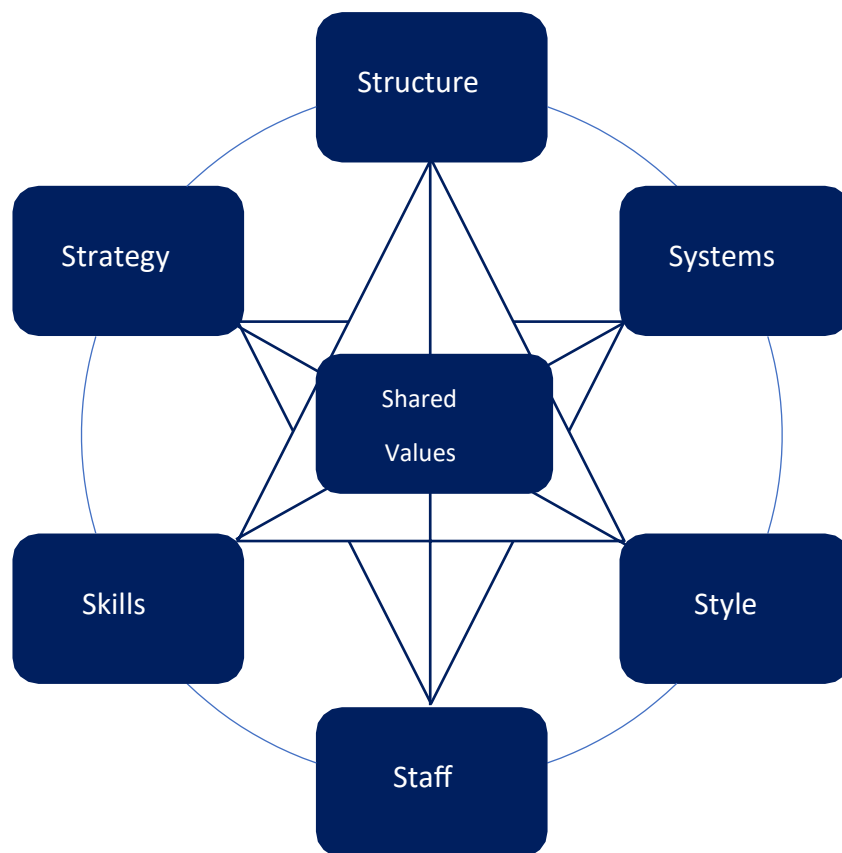
## Organizational Design

Organizational design is the process of establishing effective structures, governance, and roles guided by a set of principles aligned with the strategic priorities of business.

- McKinsey

## McKinsey's 7S Model

First, we explore how the McKinsey 7S Framework can be used to analyse and achieve organizational effectiveness in those four distinct future work scenarios. This in a way establishes the interconnectedness of seven key elements – Structure, Strategy, Skills, Systems, Shared Values, Style, and Staff within each scenario.



## The Rationale

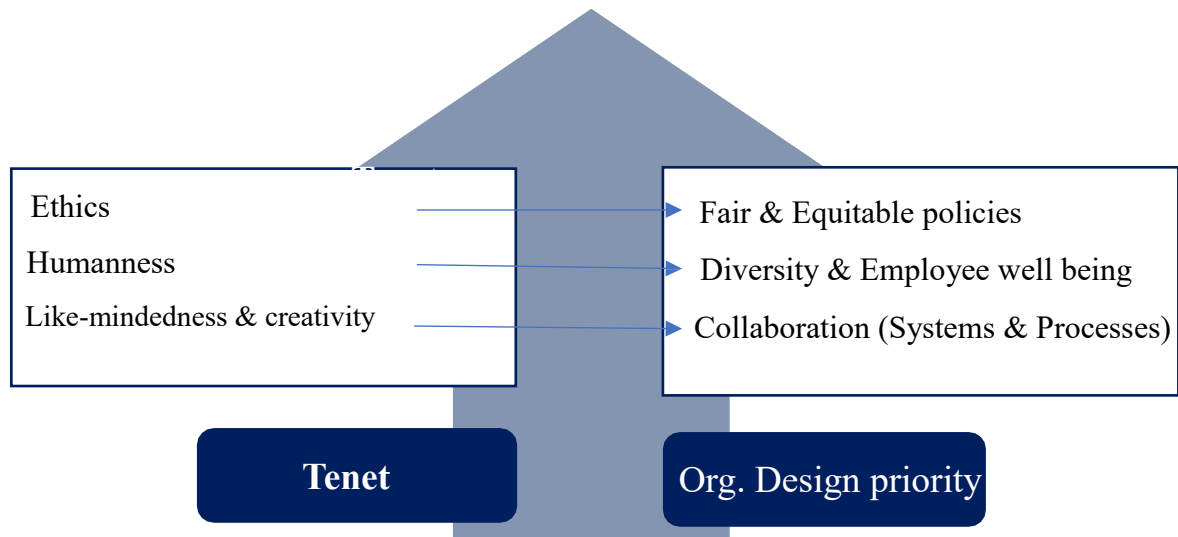
Given the velocity of change in the business landscape, this model serves as a great tool to identify, measure & iteratively improve all 7 key aspects of organizational design.

ELEMENTS	YELLOW	GREEN	BLUE	RED
STRUCTURE	Flat	Borderless / Decentralized	Hierarchical / Centralized	Pods / Hubs
SHARED VALUES	Humanness & larger societal good	Social responsibility, sustainability & diversity	Capitalism	Innovation
SKILLS	Creative	Socially conscious (Tech & Mobility adoption)	Business savvy exceptional	Tech. Specialists / SME's / Gig workers
STAFF *	Humanness mindset	Cleantech mindset	Performance / growth mindset	Intrapreneurial mindset
STYLE	Fairness & some level of autonomy	Trust & flexibility	High productivity, high rewards	Speed, Agility (Fail fast, learn fast)
SYSTEM	Limited automation & easy access to capital (low cost)	Collaboration & Networking platforms	Data & Analytics	Automation & AI
STRATEGY	Personal & professional fulfilment (blurry lines) <i>Altruistic, Equitable distribution (resources, wealth)</i>	Ethical & Green agenda <i>Sustainability orientation</i>	Business Metrics <i>Profit orientation</i>	Labs, IP driven <i>Customer orientation</i>

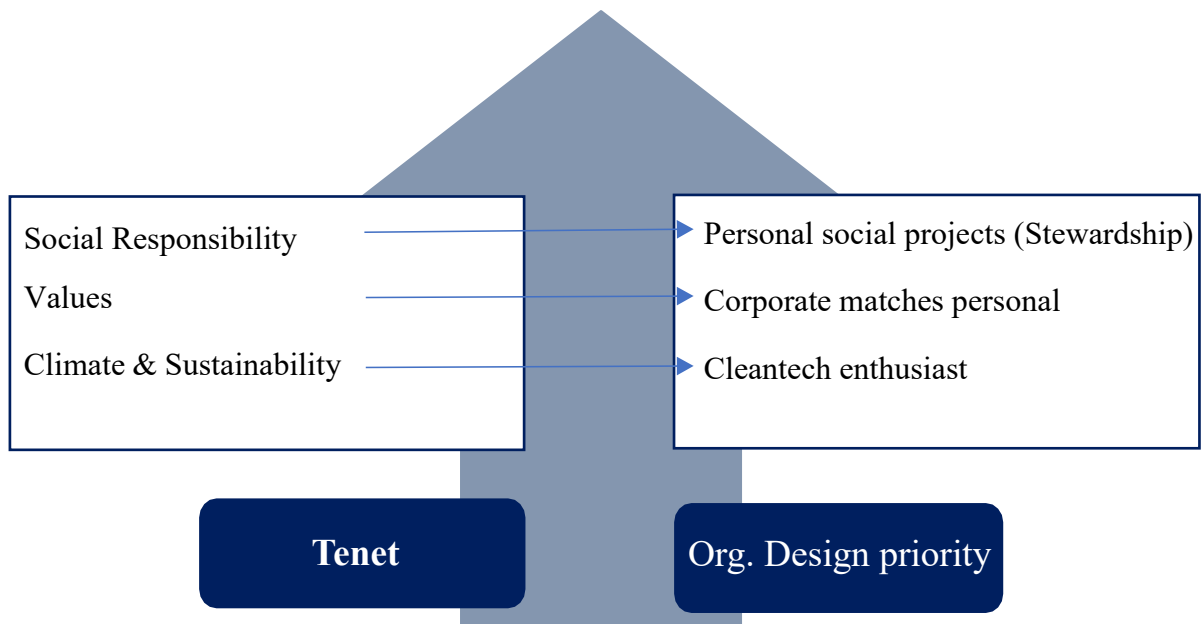
**\*Staff – Covers type of employees only. Other aspects including recruitment, rewards are left unexplored”**

Second, we are trying to map the tenets to priorities in a rather simplistic approach.

### Yellow World:

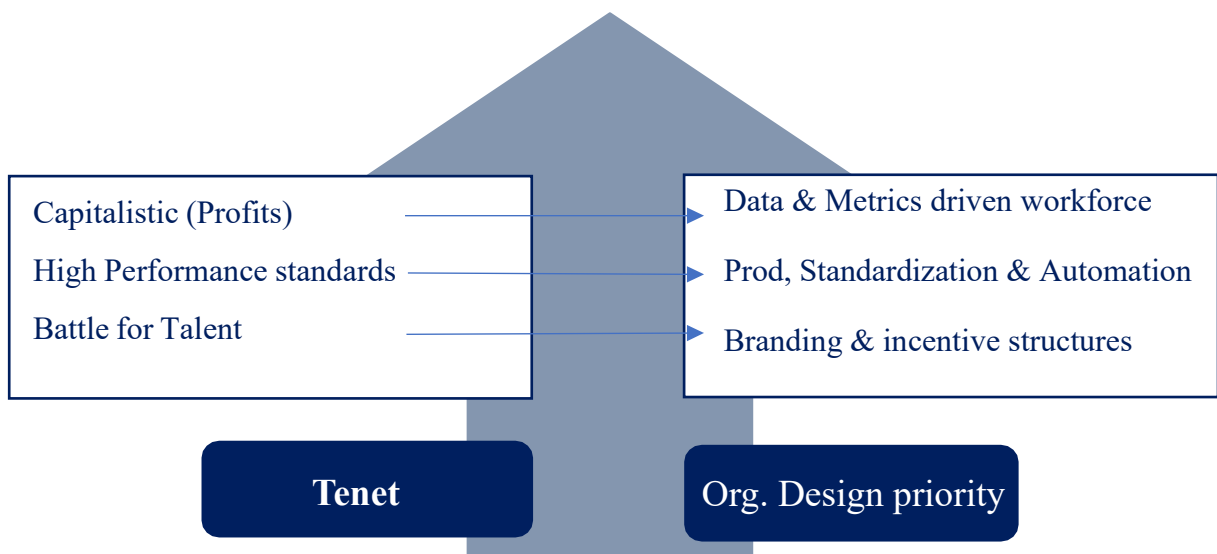


### Green World:



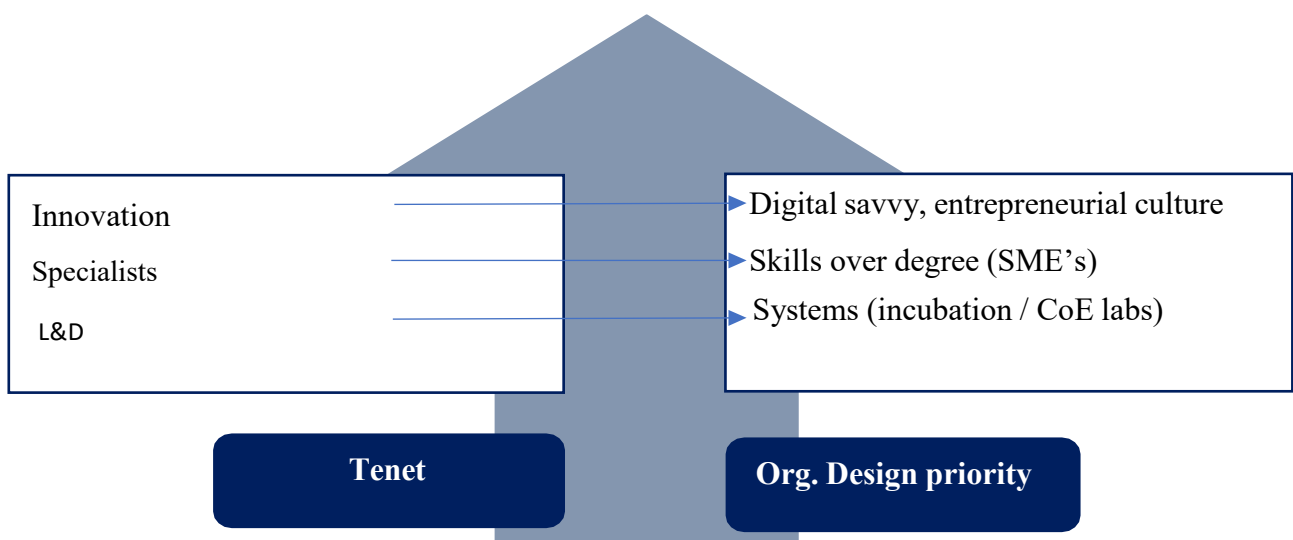


## Blue World:



\*Prod – Productivity

## Red World:



## Conclusion

All these seven tightly coupled elements, reinforcing on each other, propel these worlds forward. In other words, McKinsey's framework helps us identify inconsistencies in design, which may cause conflicts & friction. For eg., a "Hierarchical Structure" is mostlikely to impede innovation in the "Red World" & so on. The overarching goal here is not perfection but fitment / symphony between the elements to support the overall strategy.

## Insight Sharing

### Artificial Intelligence (AI) In My View As Leader



**Mr. Praveen Chandra**

**AHRD Fellow**

**Sr. Project Manager-MEP  
Shaksy Electromee, Muscat**

**A**rtificial Intelligence (AI). How do I see this? Is it a friend, guide, mentor, problem solver, reliable partner, or threat? Yes, there are many ways to look into AI in whichever industry we are in. Wherever we are or whatever position we are in, there is always a place for AI to fit in. Being a leader how is it going to impact me? First, let's understand something about AI.

Artificial intelligence (AI) is a rapidly growing technological phenomenon that all industries wish to exploit to benefit from efficiency gains and cost reductions. At the macro level, AI appears to be capable of replacing humans by undertaking intelligent tasks that were once limited to the human mind (Unger.S, 2020). AI refers to machines equipped with the capability to execute tasks typically requiring human intelligence, such as problem-solving, decision-making, language translation, and image recognition (Brynjolfsson & McAfee, 2014). On the other hand, automation involves machines taking on roles previously fulfilled by humans, such as manufactur-

ing, data entry, and logistics (Ford, 2015).

Now, how can I benefit from AI? First, we need to understand that AI is just a machine with high-end technology that is getting updated rapidly to suit our needs. It is to help humankind. But it cannot completely replace humans. They can perform all that we program them to do. Yes, we have to program them. So the next question is if it can perform all that we program them to do then why is it not a threat to us that will replace humans? The answer is simple they are just machines and they don't perform based on empathy. Sometimes certain tasks require a human touch which means having to perform certain tasks that require empathy. Humans are inclined to be superior. Human intelligence comprehends the ability to understand and relate to the feelings of companion humans, a capacity that the AI system struggles to contend with.

Here are some of the key areas where AI can provide advantages:

#### **1. Rational Decision Making:**

Decision-making is one of the major advantages that AI can bring to the table. AI can analyze vast data swiftly and provide clear insights to leaders to make prompt and mostly accurate decisions. In this instance, the decisions can be related to strategies, trends, forecasts, risk assessments, risk mitigations, language processing, resource optimization, financial models, etc. AI works on predictive analysis which also uses Data data-driven approach. Hence AI can analyse numerous data compared to the data we as leaders can analyse. This helps leaders make bias-free decisions quickly and precisely.

## **2. Customer Experience Management (CEM):**

In businesses, the customer is the key contributor and the driver for the business growth. Hence feedback management, problem-solving, and support services to the customers should be on the top mark. AI can provide personalized recommendations to customers by analyzing their data, history, and interests. AI enhances the customer experience and satisfaction. AI tools like chatbots, intelligent triage, workflow automation, etc. allow 24x7 customer support. AI tools can handle a large volume of customers to support in less time which increases the credibility of the business.

## **3. Strategic Planning:**

AI is helpful to leaders in building strategies and long-term planning for business. AI can stimulate different potential scenarios in the business with the results which helps the leaders understand the impact of various decisions along the process and how these can be manipulated to the advantage of the business over a long period. Enhanced resource planning, expanding business to new geography, introducing new product lines, Market segmentation, targeting and positioning, etc are some of the key areas where AI can be supportive to the leaders.

## **4. Enhancing HR services:**

HR services in one of the areas where AI can be effectively used. It helps in identifying the best candidates from the talent pool based on predefined criteria. It screens the resumes based on the keywords suiting the positions and allows for an easier assessment for the HR staff. AI is integrated with the employee life cycle from recruitment to the complete journey with the company where it covers onboarding, induction, necessary training, regular assessment, etc. AI can help in analyzing employee engagement. This will help leaders to enhance the organization's culture.

## **5. Enhancing operations:**

AI plays a key role in improving the efficiency of operations through performing routine tasks

and processes to perfection. Time and resources are reduced using AI which in turn increases efficiency. Allocation of resources is well managed reducing wastage and enhancing the supply chain operations.

Whatever is discussed above is the tip of the iceberg, just an introduction to a new era. Much more than imagination can be done through AI. Areas are vast enough to explore AI and to do good for mankind. More and more updates and customizations are happening day to day around all the corners of the world to utilize AI efficiently and find new ways to implement it in our daily lives by all the major players. As a leader, not only being informed but also acquiring knowledge will surely help to understand the nuances of how AI can be included in our regular practices ethically. AI should make people's lives comfortable and not stressful. Even though AI can perform its activities alone based on logic and algorithms, human intervention and guidance are required to avoid inconsistent results and faulty responses. Hence AI cannot replace humans completely but enhances the overall performance if used properly. AI is a great servant but a bad master. Let us know more about it and use it wisely.

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## Insight Sharing

### Switching of Performance Appraisal (PA) cycle from Anniversary to Annual Method – rationale, challenges, strategy and implementation



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#### **Introduction:**

This article is based on my experience during the years 2007 to 2011 when I was working with an IT product Company as Head of HR & Administration.

This IT product Company was based at Ahmedabad, Gujarat, India and was a start up in those days. The Company had products in the domain of Internet Security Unified Threat Management (UTM), Telecom Billing software and Hotspot Billing Management.

The Company was spotted by a private equity fund (2<sup>nd</sup> largest fund in USA those days) and they were ready to invest USD 10 Million those days as equity capital in the Company. As part of pre-condition to invest, they wanted

a HR professional to be part of the Management team and drive the people (HR) strategy as they focus on high growth plans for the next 3 to 5 years. I was headhunted to take up this assignment and had 3 rounds of interview / interactions with the founder group, CEO and Chairman before we signed on the dotted line.

I was the 30<sup>th</sup> employee when I joined the Company in the year 2007 and we were 800+ when I moved on in the year 2011. Those days, it was unheard of any IT Company based out of Gujarat, forget about the product company. Before joining this Company, during my 12+ years of experience as HR professional, I had worked with Petrochemical, Telecom, Market Research, Textiles and Pharmaceutical Industries but never got exposure to work for an IT Company and my understanding of IT was limited to use of Laptop / computer systems! This switch from manufacturing (brick & mortar) set-up to completely human centered and technology based (cloud) set-up was an interesting learning journey for me.

As part of my key deliverables in first 2 years, I was mandated to set-up the HR department with focus on HR Operations, Talent Acquisition, Performance & Talent Management, Learning & Development processes and systems, administration set-up to support needs of infrastructure and developmental needs.

Within 12 months of joining, the employee base expanded from 30 employees to 150+ employees and managing Performance Appraisal (PA) system based on Anniversary method and related challenges.



### **Brief on Anniversary System of Performance Appraisal (PA):**

In this Anniversary cycle, appraisal is carried out annually based on date of joining of the Employee.

This system is generally very popular when the Organization is in the initial phases of its growth & development and wants to spread the incremental cost & efforts of appraisal across the year by managing the cash flow. It also gives flexibility to the Organization to manage business uncertainties and managing expectations of key stakeholders. Particularly, in an IT Company wherein human resources (employees) are the key ingredients of growth and there is no other input cost other than investment in skills & competencies of the employees to drive high growth.

#### **The key advantages of this system are:**

- ⇒ Incremental cost getting spread across the year – helpful in cash flow management for SMB units.
- ⇒ Reduces impact of appraisal on the organization
- ⇒ Gives higher flexibility to respond to business needs.

### **Need to switch from Anniversary to Annual PA system:**

As the organization grows beyond 150 to 200+ employees, this system starts showing concerns & challenges such as :

- ⇒ Leads to unpredictable HR budget.
- ⇒ On an average, 25 to 30 appraisals in a month – this keeps the concern Managers and HR team busy each month
- ⇒ Difficulty for the Manager to set up Key Results Areas (KRAs), for the team members, which are comparable over a defined time frame as everyone from the team will have different appraisal cycle
- ⇒ Relative chain of dissatisfaction starts with extreme (positive) cases of appraisal.
- ⇒ Manager focus from the core job gets diverted each month as he / she has to spend considerable time and energy in appraisal of his teammates.
- ⇒ Increase in uncertainty over retention of resources as appraisal of team member in

the respective month will have bearing on his inclination to play a longer inning.

In view of the above mentioned challenges, it becomes imperative to review the PA cycle and switch the same to an Annual cycle to address these concerns.

### **Brief of Annual Performance Appraisal cycle:**

Appraisal process is conducted during the specified time frame during the year. Example, Specific month during the year like January | April | June | October. It has a start time and end time. This system helps us in addressing concerns of the Anniversary system and additionally it helps in:

- ⇒ Managing stake holders' expectations
- ⇒ Streamlining HR budget by bringing in predictability of cash outflow and needed adjustments for critical talent retentions
- ⇒ Increased focus on the quality of the appraisal process
- ⇒ Increases HR team ability to focus and deal with other functions, activities and developmental interventions critical for a fast growing organization from Talent Management perspectives.

### **Challenges in Appraisal cycle switchover process from Anniversary to Annual system**

As they say, only change that is welcomed is by the baby in the wet dipper, rest everyone resists any kind of change irrespective of the age and the context.

The Managers and employees are equally averse to the change in the settled system. That need to reorient themselves to the new system and hence they do not prefer to switchover to the new one and at the same time they continue to crib / complain about the existing system every time they are requested to follow / comply the timelines associated with the execution of the existing system. This is an interesting 'game' that gets played amongst HR Team, Managers, employees and the Management !!.

The role of HR leader becomes crucial in such circumstances as he / she needs to play a balancing role amidst such conflicting interests and voices within otherwise cohesive teams. If not handled carefully, this has potential to make any efficient organization dysfunctional and ineffective.

The HR leaders needs to use his / her concept selling skills to all the key stake holders like Management, Key Managers, employees, Finance Manager and informal opinion makers in the system.

**The challenges can be summarized as follows:**

- ⇒ Resistance to change from Management & employees' perspective.
- ⇒ Considerations are different in both the perspectives – HR needs to play a balancing role
- ⇒ Requires strong conviction and process understanding of HR team and its leadership.
- ⇒ Requires concept selling at all levels in the organization i.e. Resource – Manager – Senior Management – Finance Team

**Suggested Strategy to implement this change (system transition)**

- The entire exercise should be timed properly and requires meticulous planning.
- It's not advisable to switch directly from Anniversary to annual appraisal system wherein PA is conducted only once in a year
- It is advisable to follow Bi-annual PA system i.e. Appraisals will be conducted twice in a year – April & October of each year – However, it will be once in a year for a resource.
- Appraisal cycle will be triggered in the month of April for all the resources eligible for appraisal in the months of Jan to June
- Appraisal cycle will be triggered in the month of Oct. for all the resources eligible for appraisal in the months of July to

Dec.

For streamlining the cycle, we shall give onetime retrospective appraisal effect for resources eligible in the months of Jan, Feb, Mar., July, Aug, Sept. They will follow a fixed cycle from the subsequent appraisal cycle.

Employees on probation and due for confirmation shall also be included in the same cycle. However, probation confirmation will not be preponed for aligning the resource in the appraisal cycle. It will be ensured that increment at the time of probation confirmation happens for those resources who have been committed this at the time of joining.

Will also help in managing incremental salary cost for the year – good strategy for an MSME unit migrates to next level of financial stability.

**Learning Points & Insights for further discussions:**

- ⇒ The article needs to be seen from Micro – Meso – Macro OB perspective
- ⇒ It has all the 3 elements that exists in any organization.
- ⇒ HR leaders needs to see this from a holistic perspective and not from a single perspective.
- ⇒ In addition, the organizational structure, culture, value system also plays a vital role in implementing any structural | system-oriented change in the organization.

**Conclusion:**

The above article reemphasizes the fact that any change is not easily welcomed by the stake holders and particularly if it has a financial implications. It requires deep understanding of the organizational practices, culture and personalities involved before HR leaders plans to make change in the existing system.

## Insight Sharing

### Cultivating Organizational Growth: The Leadership Gardener's Approach to Nurturing Culture



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"Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day."

- Frances Hesselbein

In pursuit of my PhD program, I am embarking on a journey of intellectual advancement, drawing understandings from scholarly papers, professors' lectures, and delving in diverse perspectives and ideologies. Through constant rigorous study and reflection, I aim to deepen my understanding of organizational development, culture, structure, leadership, and related topics. By blending theory and practice, I seek to contribute new knowledge and insights to the field. By advancing my understanding of organizational dynamics and fostering positive change in the world of work, I have come up with a compelling analogy – "Organization as a Tree: Understanding the Role of Culture as Roots and Role of Lead-

ership as an Arborist."

#### Introduction

In the garden of organizational development, culture serves as the roots anchoring the company's identity and navigating its growth. The way a skilled gardener looks after the roots, maintaining the tree's form and its resilience, effective leadership plays a pivotal role in nurturing a vibrant organizational culture. This article explores the analogy of leadership as the gardener, cultivating a fertile environment where culture thrives, employees flourish, and the organization evolves to meet the challenges of a dynamic world.

#### Developing Culture: The Roots of Organizational Identity

Organizational culture, like the roots of a tree, offers stability, protection, and nourishment by anchoring the company's principles and developing its ethos. Employee attitudes, actions, motivations, and decision-making processes are influenced by culture, which serves as the organization's basis. Just as strong healthy roots are necessary for a tree's vitality, a robust and vibrant culture is critical to the organization's success and sustainability.

#### The Leadership Gardener's Approach:

Leadership, on the other hand, like the gardener, is responsible to nourish and enrich the cultural roots, encouraging growth, and leading adaptability to different environments. Drawing inspiration from nature, leaders use a holistic approach to building organizational greatness.

Effective leaders create an environment conducive to cultural progress by encouraging confidence, cooperation, and candid communication. By providing clear guidance and linking activities with company values, leaders foster a healthy environment in which culture thrives and workers feel empowered to contribute their best.

Just as an arborist who would prune branches to make sure the healthy development, leaders must make strategic decisions to streamline processes, eliminate inefficiencies through continuous learning and development, and hence foster creativity. The need to provide space and bestow confidence for new ideas to thrive and drive organizational progress by removing barriers and cultivating a culture of continuous improvement. On the contrary, if thoughts are rotten and ideologies are stale or the approach is stagnant then it leads to stunted growth, which results in withered and crumbled structure.

Leaders can unleash the full potential of their teams, accelerating innovation and driving organizational success, by cultivating a culture of learning, creativity, collaboration, and growth through the atmosphere of autonomy provided to the employees. However, giving autonomy requires a lot of courage and accepting failures at time. But true leadership is ready to take up the challenge and let the employee keep learning from their experience and take the lead.

In a constantly changing environment, leaders adapt resilience to handle uncertainty and increase the organization's ability and adaptability efforts by anticipating market trends, technical breakthroughs, and competitive pressures. They leave no stone unturned to grab chances for growth and expansion by encouraging agility and resilience.

## Conclusion

Roots of the organization can be considered as head where all strategies and plans are made. Leaders as an arborist supply much needed nutritious ingredients with their veteran and astute perspectives. They provide the roots to prepare food, that is later transported to the other parts of the tree i.e., the organisation to nurture,

evolve and grow.

Leaders undoubtedly help prepare food and mature the organisation with their subtle yet intrinsic approach.

"The best leaders are clear. They continually light the path, encouraging others to follow with clear direction." - Cheryl A. Bachelder

## Current Trends in Human Resource Development and Organizational Development



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## Rise of Remote Work and Hybrid Models

One of the most significant trends in human resource development (HRD) and organizational development (OD) is the rise of remote work and hybrid models. The COVID-19 pandemic forced organizations to adapt quickly to remote work, and many have found that it offers substantial benefits, including increased flexibility, reduced overhead costs, and access to a broader talent pool. HRD professionals are now focusing on developing strategies to manage remote teams effectively, promoting a way of new normal culture of trust and accountability, and by embracing technology to ensure seamless communication and collaboration amongst the teams, spread wide apart.



## **Emphasis on Employee Well-being and Mental Health**

In HRD employee well-being has become a top priority for organizations. The stress and uncertainty brought about by the pandemic highlighted the importance of mental health, prompting companies to implement more robust support systems. Initiatives such as mental health days, wellness programs, and access to counseling services are becoming more common. HRD professionals are tasked with creating environments that support holistic well-being, recognizing that a healthy workforce is more productive and engaged.

## **Diversity, Equity, and Inclusion (DEI)**

DEI has moved from being a buzzword to a central pillar of organizational strategy. Companies are increasingly recognizing the importance of diverse teams in driving innovation and performance. HRD and OD professionals are focusing on creating inclusive cultures where all employees feel valued and respected. This includes implementing unbiased recruitment practices, providing DEI training, and setting measurable diversity goals.

## **The Role of Technology and AI in HRD**

Advancements in technology and artificial intelligence (AI) are transforming HRD. AI-powered tools are being used for recruitment, performance management, and employee engagement. For example, AI can help identify the best candidates by analyzing large volumes of data, reducing bias in hiring decisions. Additionally, technology is enabling personalized learning and development programs, ensuring employees receive training tailored to their needs and career goals.

## **Continuous Learning and Upskilling**

In today's fast-paced business environment, continuous learning and upskilling are crucial. Organizations are investing in learning and development programs to keep their workforce competitive. This includes providing access to online courses, workshops, and certifications. HRD professionals are designing programs that not only enhance technical skills but also focus on soft skills such as leadership, communication, and emotional intelligence.

## **My Research Interest and Experience with AHRD Coursework**

As a student in the field of HRD, my research interests lie in the intersection of technology and employee development. I am particularly fascinated by how AI and data analytics can be leveraged to optimize HR processes and improve employee experiences. My coursework in Academy of Human Resource Development (AHRD) has provided me with a solid foundation in both theoretical concepts and practical applications.

One of the key learnings from my AHRD coursework is the importance of evidence-based practice. In HRD, making decisions based on data and research is critical to achieving desired outcomes. This approach not only improves the effectiveness of HR initiatives but also enhances their credibility within the organization.

## **New Knowledge Acquired**

Through my studies and research, I have gained new insights into the critical role of leadership in driving organizational change. Effective leadership is not just about setting a vision but also about empowering employees, fostering a positive organizational culture, and navigating the complexities of change management. I have also learned about the growing importance of agile methodologies in HRD. Agile practices, which originated in software development, are now being applied to HR processes to increase responsiveness and adaptability.

## **To Summarise**

The field of HRD is evolving rapidly, driven by technological advancements and changing workforce dynamics. By staying abreast of current trends such as remote work, employee well-being, DEI, and continuous learning, HRD professionals can help organizations navigate these changes successfully. My ongoing education and research in AHRD continue to shape my understanding of these trends and their implications for the future of work.

## Insight Sharing

### Redefining Strength: A Story of Vulnerability and Leadership



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During a coaching session Neharika arrives with a smile and says, "I have so much to share with you today." She speaks without pausing until the coach interrupts her and suggests she take a moment to breathe. Niharika is a HR leader, at a global company overseeing 6000 employees in Southeast Asia, dealing with challenges related to business strategies, cultural differences, and employee issues she is known as a dedicated professional. She has received awards for her teams' achievements and takes pride in her organization. Her ultimate goal is to become a leader managing business operations and focusing on the wellbeing of employees in her role, as a CHRO.

For over a decade she excelled in roles within the organization. However, one Monday morning she received news that her boss had

to resign due to cost cutting measures. Katie oversaw operations in thirty countries with a workforce of over 22,000 employees. To Niharika, Katie was not a boss but a mentor and role model whom she aspired to emulate. Living far from her home she considered her workspace as her home where Katie played a significant role. Coming to terms with the fact that Katie would not be there, impacted Niharika hard.

She kept reminding herself "I need to lead and hold the fort until my company finds a replacement " as instructed by her business leader. It took a week to adjust to her beloved leaders' departure and move into this position. Amidst it all she pondered, "Is this truly what I wanted? This role is not what I envisioned. Despite her knowledge of the position, she questioned if it would be beneficial for her career in the future.

While the business happened as usual, the transition demanded her to be more concerned for the existing team's emotional state as well for the new members who now found a new boss in her.

In the outcome of it, Niharika pushed aside her feelings and concerns. She envisioned herself as a hero taking charge. Mentally preparing to prioritize control over emotions she aimed to suppress and ignore them. It is during a coaching session; she realized the importance of showing vulnerability. She recognized that embracing this courage would reconnect her with her self-allowing her to be genuine and relatable, to others.

Leaders often experience emotions during times of change. When facing conflicts, it is crucial for a leader to practice self-compassion. This involves treating oneself with kindness and empathy acknowledging shared humanity in moments of pain and setbacks and practicing mindfulness without criticism. Kristin Neff, an American psychologist emphasizes the importance of self-compassion, in leading with clarity through challenging transitions. Taking a human centered approach is essential for leadership, in times of crisis. (Kristin Neff, June 2015)

According to a Harvard Business Review article, author Hortense le Gentil articulates the importance of leaders to abandon the "hero leader" archetype and embrace a more human approach. She shares three ways that a leader transitions to being human. Firstly, demonstrating vulnerability by opening about uncertainties and challenges to team. Secondly, connecting with people to build genuine relationships. Lastly focusing on empowering & supporting teams to reach their full potential rather than just giving instructions coming from a perceived authority. James Heale in his TedTalk "The courage to be vulnerable" shares how showing vulnerability appears to be a sign of strength to others in a crisis where a leader must make deeper connections with team that builds trust. So being genuine and genuine in interactions fosters a culture of trust and openness.

Further, Dr Rachel Gifford, in her study, brought out the importance of leaders' ability to listen and acknowledge employees' emotions, creating a hope for the future in such circumstances of change. She continues to add to it the importance of addressing emotional reactions of employees under stress, resulting in better engagement and performance during such a change. (Gifford, 25 September 2018) All this circles back with self-compassion as Prof. Kristin Neff suggests, that it is self-compassion that develops emotional intelligence and the ability to listen, understand and

connects with other's emotions. (Neff, 2009)

While managing emotions through vulnerability, open communication and authenticity is important, it is also a leader's decisiveness and adaptability, during crises are equally crucial. Understanding the business aspects helps leaders make decisions swiftly and adjust strategies based on information to steer the organization through uncertainty effectively.

Neharika is now, in her third week of her transition. In a session she expressed how acknowledging her emotions and embracing vulnerability helped ease her stress. By practicing self-compassion, she became more authentic and empathetic creating a supportive team environment. Her openness and genuineness transformed her leadership style fostering trust and resilience in the organization. This human centred approach highlights the importance of self-care and compassion, in leadership. Leaders must prioritize their humanity to build trust, transparency, flexibility, and decisiveness in times.

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## Insight Sharing

### The Impact of Transformational Leadership on Marketing Performance



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In the dynamic and competitive environment of today's business world, the role of leadership is very important in success of organization. Among the many aspects of leadership, transformational leadership has received widespread attention due to its profound impact on many organizational outcomes, including business performance. This article explores how transformational leaders can influence businesses, drive innovation, improve team performance, and improve user culture.

#### **Understanding Transformational Leadership**

It is characterized by leaders encouraging and motivating followers to achieve the organization's goals rather than personal interests. These leaders are visionary, passionate, and adept at creating an environment that fosters

intelligence, character, and passion. They focus on transforming their teams and organizations by encouraging innovation and creativity, setting high expectations, and leading by example. Environment and risks that encourage experimentation. This is especially important in business, where a new business plan can make a business stand out in a crowded market. These great leaders help business teams create unique and profitable ideas.

- Deliver unique customer experiences: They use customer leadership, strategic thinking and business judgment to deliver unique experiences to customers.
- Flexibility and agility: Transformational leaders encourage flexibility and agility so that the business team can respond effectively to new and changing customers. Help build a strong, cohesive brand.

#### **Transformational CEOs Tend to be “Insider Outsiders”**

In a study by HBR, The team began by identifying 57 companies that have made substantial progress toward transformation. The list was then narrowed the list to 18 finalists using three sets of metrics:

- New Growth
- Core Repositioning
- Financial Performance

The best names are companies run by visionaries with no business experience; Jeff Bezos comes from finance and Reed Hastings comes from software. No biased approach has proven to work when reshaping the retail and television industries, and these leaders have managed to maintain an outside perspective even when growth has occurred. Among regulated companies, it has been observed that the CEOs of these companies are hired by their boards of directors. These CEOs are what Harvard Business School calls “insiders.” This information helps them understand how they can bring change in the organization. However, these senior leaders also act as outsiders, working outside of business growth or research, making them less important. As CEOs, this internal and external perspective helps them discover new paths for growth without being limited by yesterday's successes. After joining Microsoft and leading its cloud business before becoming CEO in 2014, Satya Nadella worked hard to take the company's business to a new level of growth. He rapidly developed his cloud business and established his company's core strategy. He joined the creative services provider in 1997 and rose to CEO a decade later, largely due to his ability to create a vision for digital marketing services that were new ways to grow.

### **Using Culture Change to Drive Engagement**

Microsoft is a good example of this. In the four years since Satya Nadella took over as CEO, he has been credited with transforming

Microsoft's cautious and dysfunctional culture. In the past, large groups such as Windows and Word would work for years on the next major version of a franchise plan, creating a risk-averse environment. In the new world of “infrastructure on demand”, many new features and improvements will be introduced every month, and no one will know in advance what they will be. This necessitates a culture that embraces risk and exploration, suitable for individuals like Type A personalities or sales professionals. Instead, Nadella is known for listening, learning and analyzing. His idea of how to engage and motivate employees is not through speeches, but through business-wide hackathons and encouraging employees to work on projects they care about wholeheartedly. This new level of employee engagement has helped Microsoft expand into cloud and intelligence services, which now account for 32% of revenue.

### **Conclusion:**

As all these cases show, transformation is not just about changing an enterprise's cost structure or turning analog processes into digital ones. Rather, it is about pursuing a multiphase strategy to reposition today's business while finding new ways to grow.

### **Reference:**

<https://hbr.org/2017/05/what-the-best-transformational-leaders-do>



## Insight Sharing

### The art of Giving and Receiving feedback – Crucial pillar of effective Performance Management



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*This title emphasizes the critical role of feedback in organizational success.*

Our daily systems increasingly provide constant feedback on our actions. As I type this document, any grammatical errors prompt immediate corrections. While driving to the office, my car beeps when I exceed 80 kilometers per hour. It also updates me on average petrol consumption. Feedback surrounds us, becoming more sophisticated each day. Thriving in the ever-changing VUCA (volatile, uncertain, complex, and ambiguous) business environment requires embracing performance feedback.

However, in my 20 years of experience working with various people and organizations, few individuals truly accept feedback; instead, they avoid it. Receiving feedback is a crucial prerequisite for giving it effectively. As leaders, our primary contribution lies in providing performance feedback to individuals and companies. When done consistently and skillfully, effective feedback management covers 80% of perfor-

mance-related work. The first step toward successful performance management is receiving feedback constructively and openly. The next step involves learning how to give feedback that strengthens teams and relationships. To receive feedback well, we must remain objective, accepting others' input without imposing our own judgments.

#### **Beliefs that support feedback**

Our beliefs influence our capacity for feedback. A belief that is fundamental to our ability to give and receive feedback constructively is

1. **There is no failure, only feedback** or put in other words there is only learning.
2. **Everyone's perception is their truth.** Each person's perception is unique and that does not make it right or wrong, it just makes it true for them. Accepting others' viewpoints contributes to their self-esteem and understanding of the world.
3. **I recognize in others what I am capable of myself.** We recognize in others the attributes because we have the structure of those attributes within ourselves. Recognizing attributes in others reflects our own capabilities. This belief fosters openness to feedback and enhances our feedback skills.

**“Feedback isn't absolute truth, but it is truth for the person who is delivering it”**

**– Gene Early**

Ability to receive feedback is the central and continuous learning and growth. You can do the following to model excellence in the way you receive feedback.

1. Get yourself in a resourceful state of learning i.e. learning, self-confidence, humility and curiosity and begin with gratitude.

2. Remind yourself about the above beliefs and stay open minded. Be receptive to ideas and avoid defensiveness

3. Respond in a way that presupposes acceptance, saying things like “in what ways do I do this?” “What effect does this have on you?”

4. Always anticipate feedback and always invite it when appropriate so that feedback is in constant supply to you.

5. If feedback is personally challenging and uncomfortable then dissociate for a moment. After dissociating check what resources, you need to be able to accept feedback.

6. Take full responsibility to maintain rapport with the giver of the feedback even if the giver does not reciprocate.

7. Seek fully to understand the feedback by questioning like “in what way do I do that?” “What is it that I do that gives you that impression?” “Give me examples of how I do this?”

8. If the feedback indicates that you have upset, annoyed, or caused any negative emotions in the giver of the feedback, apologize for that even though you may have been unaware of that effect at that time. In this way you are taking responsibility for the effects you have on others.

9. Check out what it is that you can do instead. Ask, “what do I have to do for you to know that I do ... (whatever the giver is say you don’t do)?” create an actionable plan with attainable goals and as a tool to enhance your skills and performance.

The effect of accepting feedback in this way is to encourage the giver to want to give more feedback in the future. You are thus making a significant contribution to creating a climate of learning. Below are steps that help ensure that the feedback we must give is received in a way that enhances learning for both giver and the receiver.

1. Ensure that you are in rapport with the person to whom you propose giving

feedback. Create a conducive environment for the feedback.

2. Warm up the receiver by explaining its context or relevance.

3. Ask the recipient of the feedback to explain how they plan to utilize the information you have provided. Receivers’ ability to receive feedback is your ability to give it.

4. Focus on work related behavior and not the person and make it two-way dialogue. Instead of making value judgments, focus on specific observations. Describe behaviors or actions without attaching labels of assumptions.

5. Build on strengths and be constructive in feedback around areas on improvement. Maintain a balance of praise and improvement by providing constructive suggestions.

6. Before you end the conversation agree on any action to be taken. Suggest alternative approaches or strategies to address the issue.

The ultimate measure of your skill in giving feedback is that as a result of the process both of you and the person or people to whom you have given the feedback learn from it and deepen your connection with each other.

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