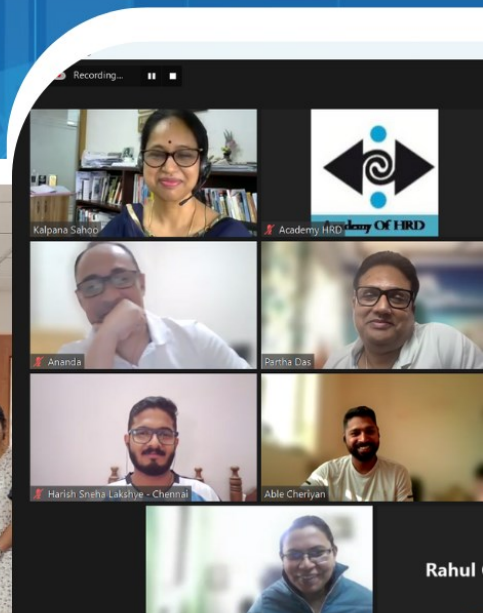# Academy of Human Resources Development

The Human Odyssey Newsletter

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 .

Contact Classes

We are happy to share glimpses of our contact class conducted from 9th to 13th January 2024. It was an absolute pleasure to welcome our scholars of batch 2022 and esteemed faculty members at AHRD. Prof. Rajesh Chandwani, IIMA, & Chairman Academy of HRD inaugurated the session. Compelling topics such as Case Teaching & Writing, HR Analytics, Research Ethics, and Applied Behavioral Science were explored.

Dr Vinod Kumar, MICA, facilitated a session on Case Teaching & Case Writing. The interactive nature of the session fostered meaningful discussions and knowledge exchange, contributing to a conducive learning environment.

Prof. Kathan Shukla, IIMA, conducted a session on Research Ethics. In this session, he likely covered various aspects related to the ethical conduct of research . This session on research ethics provided attendees with valuable insights and practical guidance for conducting ethically sound research.

As part of our commitment to community engagement, we also had a heartwarming visit to the blind school. It was an eye-opening experience as we navigated through the darkness, gaining a profound appreciation for the resilience and strength of those with visual impairments.

The HR Analytics Workshop, held over two days, aimed to provide participants with insights into leveraging data analytics for human resource management. **Prof. Mayank Kumar** from MICA led the session on the first day.

On the second day, **Prof. Vimal Kumar**, IIM Calcutta, and **Prof. Rupesh Sharma** Jindal School of Banking and Finance, O. P. Jindal Global University jointly facilitated the session on HR analytics. The two-day HR Analytics Workshop furnished participants with an in-depth grasp of utilizing data analytics to enhance HR management practices.

Dr. D.M. Pestonjee, Chairman Academic Council and Co-Founder of the Academy of HRD, along with Dr. Radhika Thanki Joshi from Culturelytics Pvt. Ltd., facilitated a session on Applied Behavioral Science.

We also took the opportunity to have a dinner with the Fellows & Faculty.

The contact classes conducted were met with resounding success. The interactive nature of the classes promoted collaboration and knowledge exchange, enriching the learning experience for all involved.

AHRD EVENTS

AHRD, in collaboration with the Participatory Research in Asia (PRIA), is pleased to announce the onboarding of 30 talented professionals from across the Indian nonprofit sector to embark on their journeys as Organisational Development (OD) facilitators.

The inauguration of the programme took place on February 5th, 2024, symbolizing an important milestone in the realm of organizational development within the nonprofit sector.

AHRD EVENTS

Workshop on " Competency mapping & assessment Centers "

The Academy of HRD, in collaboration with Institute of Management, Nirma University, recently organized a dynamic three-day workshop on "Competency Mapping and Assessment Centre" from February 16th to 18th for students of Masters program in HRM.

We had the pleasure of engaging with the exceptionally bright students of Nirma University, Ahmedabad, Gujarat, India, who brought enthusiasm and curiosity to the discussions and activities throughout the workshop. Dr. Nidhi Vashishth, PhD, an expert in the field, skillfully facilitated the entire program, ensuring an enriching and interactive learning environment for all participants.

Virtual Classes

Quantitative Research Methods & Techniques

● The course on "**Quantitative Research Methods & Techniques** " for batch 2022 was facilitated by **Prof. Rupesh Sharma**, Jindal School of Banking & Finance, O.P. Jindal Global University specializing in quantitative analysis, financial management, and banking.

The coursework on "**Micro OB**" for our new batch 2023 was facilitated by

Prof. Vijayalakshmi C. Prof Vijayalakshmi's research and consulting interests include design and delivery of indigenous psychometric tests in vernacular languages, competency mapping and assessment processes, utilization of existing psychometrics for HR processes, Evaluation of HR processes of both for profit and development sector organizations.

Skilled-Based Hiring – why it is the Future of workplaces?

Ms. Meenu Gupta

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HR Manager, Nia Ltd. UAE

Gone are the days when people used to get hired based on only their degrees and grades, even if they do not possess the required skills. We are in the era of a Gig economy, where people are hired heavily in temporary and part-time positions. And, these positions can be filled by independent contractors, freelancers, skilled housewives, students, or just by anyone, the only thing they need is; asked skills to perform that job efficiently and not any particular or fancy degrees or highest grades in academics.

Studies say that skilled-based hiring is beneficial and more convenient for workers as well as for employers, and this is going to be one of the top work trends in the future of workplaces.

For Workers: They now understand how important it is to demonstrate the skills they have and learn the skills they want, especially as jobs evolve and they seek more rewarding work. Talent-using skills are 60% more likely to find a successful hire than those who are not relying on skills.

For Businesses: Employers are eager to fill roles in a uniquely constrained labor market and have begun to focus on whether people have the skills to get the job done.

Skills emerge as the currency of today's labor market intending to ensure that employers hire the best candidates who can perform the job tasks effectively and efficiently, resulting in improved productivity, reduced turnover, and increased job satisfaction.

The Organization for Economic Cooperation and Development found that the share of highly skilled jobs has increased by 25% over the last 20 years and that more than a billion jobs worldwide will be transformed by technology in the next decade.

So, it is imperative to understand first what is skilled-based hiring, why it is important and how can it be beneficial and be the future trend in the market.

What is Skilled based hiring?

Skilled-based hiring can be called the recruitment or talent management approach where the focus is on evaluating candidates' or employees' skills rather than just their education, work experience, or credentials. That means identifying and selecting a candidate who possesses the specific skills and abilities required to perform the job tasks effectively, efficiently, and with high quality.

By shifting from traditional "must have" requirements to "preferred" or "nice to have," employers can expand their talent pools and more people can transition into better-paying jobs via the relevant skills they bring to the role, regardless of their background. Talent-using skills are 60% more likely to find a successful hire than those who are not relying on skills.

Various record show that recruiters and employers are also changing the way they source candidates. More than 40% of companies on LinkedIn rely on skills to search and identify job candidates.

How to implement Skilled- based hiring:

To implement skilled-based hiring selections, organizations or employers may use assessments, tests, simulations, or other tools to evaluate candidates' technical, cognitive, behavioral, and soft skills. Also, behavioral interviewing techniques to assess candidates' past experiences and behaviors that demonstrate their skills and abili-

ties.

Step to follow to implement it:

For External candidates:

1.Remove the barrier to entry with how you word the job description: This can be done simply by changing the word requirements to responsibilities will get you 14% more applications per view.

2.During the interview phase: Try to evaluate candidates by asking some behavioral questions that allow them to speak to their abilities and skills. For example, for a leadership role; empathy and resiliency are required. And if a candidate took a few years off to be a caretaker for a loved one, ask them questions that allow them to speak to how they had to leverage those skills during that time.

3.Ask from where and how candidates learn the skills: To make sure you're not structuring your questions to focus only on traditional, professional situations. In a situation where they have taken time to care for a loved one, chances are they've learned skills crucial to leadership, like empathy and resilience, all while navigating complex healthcare systems and budgeting.

For internal candidates or transfer:

Organizations and employers can expand their talent pool and also include this process as part of succession planning and retention techniques by following the below process.

Upskilling + Reskilling = Higher Retention, productivity, and efficiency.

Why it is important and beneficial for talent and employers??

According to a McKinsey & Co. report, 87% of companies say they have a skills gap or expect to have one within a few years. So, employees do consider opportunities to learn and grow as the number-one driver of a great work culture. Employers expect managers to inspire learning and experimentation and want to be actively supported to advance internally.

* When employees are given a chance to make a move within the company, they are more engaged, agile, and likely to stay. And with a skill-first mindset, there's a new dimension to what types of steps count as advancement.

* Nonlinear moves, previously considered unconventional, are now encouraged so employees can learn new skills and expand their knowledge base.

* The investment in career transformation will prove to be worth it. Studies found companies that excel at internal mobility retain employees for nearly twice as long.

* Today's Gen Z or talent's top priority is professional development. More than three-quarters of Gen Z employees (who will soon make up nearly 30% of the workforce) say that learning is the key to a successful career. So, they look and stay at a place where they can continuously develop themselves to meet current and future market demands.

Advantages for External Candidates:

Fair evaluation: Candidates are evaluated solely based on their skills and abilities, which ensures a fair and objective evaluation process.

Opportunities for career growth: Candidates who possess the required skills and abilities have better chances of being hired and achieving career growth in their field of expertise.

Potential for higher compensation: Skilled-based hiring can result in higher salaries and compensation packages for candidates who have the necessary skills and abilities.

Advantages of inside Talent:

Opportunities for career growth: Skilled-based hiring encourages employers to promote and retain employees who possess the necessary skills and abilities to perform in higher-level positions.

Better employee efficiency, engagement, and retention: Skilled-based hiring encourages employees to develop and improve their skills, which can lead to more job opportunities and increased job satisfaction.

Recognition of merit: Skilled-based hiring recognizes the merit and value of employees who have developed their skills and abilities, which can increase motivation and engagement.

Advantages for Employers:

Higher productivity: Skilled-based hiring ensures that employers hire candidates who can perform the job tasks effectively and efficiently, resulting in higher productivity.

Reduced training costs: Skilled-based hiring reduces the need for extensive training, as candidates already possess the necessary skills and abilities.

Lower turnover: Skilled-based hiring results in lower turnover, as candidates who possess the required skills and, abilities are more likely to succeed and stay with the organization.

So, A skills-first model to find new talent and grow existing talent from within is a more equitable and efficient way of doing things that will not only open more doors for workers to achieve economic mobility but also help them stay engaged and achieve the careers of their dreams. Although organizations are focusing more and more on skilled-based hiring, the future is where people will find jobs, be evaluated, and even be promoted based on skills, not just on their degrees, grades, or the number of years they have spent in the same company or doing the same work.

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Critical Factors for Successful Decision-Making in Business: Strategies to Empower Your Team and Ensure Organizational Success

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If you are in position to manage a team, it is imperative that you hone your leadership abilities and use judgment in your decisions. For managers, making good decisions is essential since they set the tone for the success of the team and organization. Managers can guide their teams toward accomplishing their objectives and fostering an atmosphere that fosters growth and success by making decisions that are well-informed. Your choices have an impact on how successfully your team accomplishes its objectives and, ultimately, the success of the company.

Making wise decisions that are in line with the goals of your team and the overall vision of the company is ensured by effective decision-making. It enables you to recognize and rank the most important issues, allocate resources wisely, and successfully manage risks.

Effective decision-making helps managers establish trust with their team and show strong leadership abilities. The development of a positive workplace environment and a culture of cooperation and innovation depends on this trust.

So, here are some reasons why effective decision-making is crucial for managers:

Achieving goals: Managers are responsible for achieving the goals of the organization, and effective decision-making is essential for achieving these goals. Poor decisions can lead to wasted resources, missed opportunities, and failure to achieve goals.

Managing resources: Managers are responsible for managing the resources of the organization, including time, money, and people. Effective decision-making ensures that these resources are used efficiently and effectively to achieve the organization's objectives.

14

Managing risk: Managers must assess and manage risks associated with their decisions. Effective decision-making can help minimize risks and ensure that the organization is prepared to deal with potential challenges.

Building trust: Effective decision-making can build trust among employees, stakeholders, and customers. When managers make good decisions, it shows that they are competent and trustworthy.

Innovating: Effective decision-making can drive innovation within the organization. By exploring new ideas and approaches, managers can help the organization stay competitive and adapt to changing environments.

In summary, effective decision-making is crucial for managers because it impacts the achievement of organizational goals, management of resources and risk, building trust, and driving innovation.

And, below tactics can be used by managers and team leaders to confidently and clearly negotiate complex situations.

To start with, first and foremost-

"Before you hit the 'decision button,' hit the 'pause button' first! Take a moment to reflect and make sure your choices are solid."

Different ways and decisions making models that can helps managers to understand the situations and make decisions more carefully and successfully:

- Rational Decision Making

The rational decision-making model makes the assumption that decisions are made after collecting and analyzing objective, structured, and organized information. The paradigm encourages the decision-maker to comprehend the circumstance, compile and analyze the Understand the situation

Define the problem

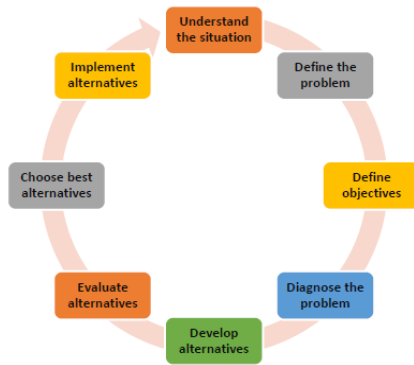Define objectives

Diagnose the problem

Develop alternatives

Evaluate alternatives

Choose best alternatives

Implement alternatives

data, and then decide what course of action to pursue. The rational decision-making process involves eight steps:

The rational decision-making model seeks to do this by removing biases and the possibility of error. It is assumed that:

• Managers are well informed about the circumstances.

• Managers have the knowledge and tools necessary to properly assess all available options.

• Managers are capable of removing biases and misconceptions and seek to make the best choice possible.

• There are no time or financial restrictions.

This model is the best representation of how the decision-making process would operate in an ideal world where all of the presumptions are true. But we are aware that not all of those presumptions can be true. We have the bounded rationality paradigm for this reason.

2- Bounded Rationality Model

The bounded rationality paradigm presupposes that several organizational and personal constraints limit the ability to make reasonable decisions. Due to the assumptions of this model being signifi-

cantly more accurate, this is the type of decision-making that happens most frequently in organizations:

• Due to perceptual constraints, early alternatives and solutions are swiftly embraced.

• Managers frequently lack access to the data they require.

• Managers are unaware of all the options and are unable to foresee the outcomes of each.

* Decisions are constrained by organizational goals.

• Diverse stakeholders' competing interests may require a decision to be compromised.

When a complex decision needs to be taken, a human being will scale down the issue to a manageable size because of the limited quantity of information he or she can digest. The decision is made acceptable and satisfactory by reducing the number of options and the amount of necessary information. This is also called as The Satisficing model.

The same phases are employed in the decision-making process in the bounded rationality model, but instead of considering all information and all options, those aspects are restricted to the quantity the decision maker is willing to gather.

3- Linear Model of Decision Making

List the benefits and drawbacks of each option possibility while making a linear decision. You have engaged in linear decision making if you have ever compiled a list of advantages and disadvantages related to a certain choice.

The decision maker must then give each of his advantages and disadvantages a numerical "weight" in order to create a genuinely linear decision-making process. Consider the situation where you were deciding whether or not to recruit a highly qualified but pricey applicant for a position in your office. Your model of linear decision-making could resemble this:

On the positive side, you gave the most significant reasons a 3; on the negative side, you gave the most significant reason a -3. This makes it simple for you to combine the two sides together and total them. A high score recommends hiring the applicant, whereas a low score recommends against it. It appears that you won't be hiring this applicant!

4- Intuitive Decision Making

According to the intuitive decision-making paradigm, managers decide by drawing on their own judgment and prior experience. When a decision is novel and the managers lack prior expertise with this type of situation, or when there are significant degrees of uncertainty or complexity surrounding a specific problem, this model of decision-making is frequently used.

Managers are likely to rely on intuition and gut feelings when they are presented with complex, unclear situations and are unable to swiftly obtain the knowledge they need. Managers should choose the linear model if they have to choose between this model and one that is linear, such as the one we outlined before.

5- Garbage Can Model

The garbage can approach is one where managers generate ideas and prospective decisions by randomly using information about issues, participants, solutions, and opportunities. The garbage can model does not always result in good solutions, unlike the other decision-making models we studied, because the problem does not always come before the alternatives and solutions.

For instance, it's possible that the corporate office of a company was just made aware of the advantages of working in a "open environment" where workers are free to communicate and interact. Before it is even proven that their office has problems with collaboration, senior management may support this idea and begin exploring for ways to remove cubicle walls and improve their atmosphere.

Decision

Problem

Solutions

Participants

Choice

Opportunities

Evaluate the data: After gathering information, thoroughly examine it to spot patterns, trends, and potential threats. You should base your decisions on this analysis.

Think about the impact: Consider how your choice may affect your group, your company, and your stakeholders. Think about the immediate and long-term effects, and compare the advantages and disadvantages of each choice. Involve others: Seek input from others who may be affected by your decision or who have expertise in the area. This may include colleagues, stakeholders, or external experts.

Decide: Pick the best course of action and stick with it based on your findings. Be sure to explain your choice to others and to communicate it clearly.

Assess the choice: After you've made the choice and put it into action, assess its success. Did it produce the desired results? What insights did you gain from the procedure that might guide your future choices? So, we hope next time you are in a situation to make tricky and effective decision, these models could help you to the success of your team and organization.

Here are some tips to help you make better decisions:

Clearly define the issue: Begin by outlining the issue you are attempting to resolve. Be explicit in describing the result you wish to attain and the options you have.

Compile information: Gather as much knowledge as you can about the issue and possible fixes. This could entail conducting best practice research, speaking with experts, and consulting with colleagues.

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