



# ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HRD professionals and enhancing HRD professionalism

## ***NEWSLETTER***

### ***January 2010***

#### **Featuring Special Articles**

- **Role of HR as an Internal Consultant-** Aneeta Madhok
- **WHAT's in a Dialogue?**– Joseph George A

#### **CONTENTS**

Snapshots @ AHRD	02
• MDP on Strategic HRM for Mashreq Bank, Dubai	
• Prof. Sunil Maheshwari honoured	
• Other Snapshots	
Certificate Program on Executive Assessment & Development Center	03
Second Contact Classes for Fellow & Associate Program-2009-12 Batch	04
Role of HR as an internal consultant: Towards synergistic and professional functioning – Dr. Aneeta Madhok	06
WHAT's in a Dialogue?– Joseph George A	09
Straight from the CEO – ‘Darling! Will you marry me?’ – Sanjay Chakraborty	12
Invitation for Fellows and Fellow Students	13
Research Abstracts - “Talent Management for Organizational Excellence”	14
HR Across the Globe	18
Food for Thought	20
HR Humor	21
Ask AHRD	25

**Editor: Hardik Shah**

**Editorial Assistance: Piyush Dwivedi**

1. **MDP on Strategic HRM for Mashreq Bank, Dubai:** Academy of HRD, designed and conducted a program on Strategic HRM for the **Mashreq** Bank-the largest private bank in the United Arab Emirates (UAE) with a growing retail presence in the region including Egypt, Qatar and Bahrain. The program was conducted for 21 senior HR and line professionals during January 25-26, 2010 at their Learning Centre in Dubai. The facilitators for the program were Mr. Vivek Paranjpe, Consultant and Group HR Head with Reliance Group Corporation and Mr. KK Verma, Director, AHRD. The program was inaugurated by Mr. Ali Raza Khan Group Head -Corporate Affairs and also the senior most management member of the Bank. The pedagogy heavily relied on lecturers, case-studies of MNCs and an Indian Bank, experiential sharing, two-way communication & discussions and dialogues on the concepts, theories, and strategies relating to strategic change in the HR function, creating focus for an enabling organization, linking HR with the external customers and creating talent that sustains the organization and promote rapid business growth. The program thus helped the participants in elevating the HR function from a transactional to a transformational role.
2. **Prof. Sunil Maheshwari honoured:** Prof. Sunil Maheshwari of IIM-Ahmedabad and also Member of the Governing Board of the Academy of Human Resources Development have been appointed as an Advisor to the Minister, Ministry of HRD, Government of India.
3. **In-House Certified Assessors:** The Academy now has 3 in-house certified assessors under its wing.
4. The Annual General Body Meeting of the Academy of HRD was held on January 16, 2010 in Mumbai.

## Certificate Program on Executive Competency Assessment and Development

A 4-day **Certificate Program on Executive Competency Assessment and Development** was organized from December 2-5, 2009 at India Habitat Centre, Delhi in collaboration with Styrax Consultants.

The program was aimed at developing competent assessors, who would be able to support competency assessment and development efforts of the organization through ADCs. One major aim was to develop competencies for designing and using tools of assessment with various evaluation and validation skills. The program will be instrumental in building the distinctive abilities required to be a Certified Assessor, awarded jointly by the Academy of HRD and Styrax Consultants. The program was inaugurated by Mr. NS Rajan, President National HRD Network & Partner-Asia Pacific Head of Human Capital at Ernst & Young. The knowledge transfer was facilitated by such practitioners and teachers who have propagated the concept of competency and ADCs in Indian organizations – Dr. Seema Sanghi, Mr. P. Dwarkanath and Mr. Aquil Busrai. As regards the feedback, it speaks a lot to share that the participants were of the view that they will advise their colleagues and other professionals to participate in future.

*“The program was well thought – Well executed. Rich Content” – A Participant*

*“Practical inputs on Assessment centre were excellent” - A Participant*



## Second Contact Classes for Fellow & Associate Program-2009-12 batch

Second contact classes for students of Fellow and Associate Programs 2009-12 batch were held from January 04-22, 2010 at Academy's premises , Thaltej, Ahmedabad. The contact program was a part of the preparatory stage of the Fellow and Associate Programs. Five students from the current batch attended the program.

Four modules were covered during the contact program - Understanding Organization Structure and Dynamics, Strategic HRD, Managing Change and Organization Development, Managing and Research Studies in HR. A 2-day practicum on Role of "HR Manager as Internal Consultant" by Dr. Aneeta Madhok, Director-Open Spaces & Chairperson for the International Council of Management Consulting Institutes was also held to enrich the competencies of the participants as internal HR consultant.

Prof. Pramod Verma (Ex-IIM-A), Prof. D.M. Pestonjee (Ex-IIM-A), Prof. J.P.Singh ( Ex-IIMA), Dr. Keith C. D'Souza (Adjunct Faculty, SPJIMR & former Executive Director, AHRD) Mr. Vivek Paranjpe (Independent Consultant & CEO Coach), Prof. Harismita Trivedi (Professor, Nirma University), Prof. Nimrat Singh (CEO-TANGRAM) and Mr. Sumeet Varghese (Independent Consultant) were invited as distinguished visiting faculty who had taken sessions. Mr.K.K. Verma and Dr. Hardik Shah also joined them as faculty for selected modules. All the faculty members had provided their valuable inputs to enrich the learning of the participants and also guided them to explore and initiate various research interventions back home. Mr. KK Verma (Director, AHRD) and Prof. D M Pestonjee took the concluding session and enlightened the participants about the future course of action. The participants expressed overall satisfaction and gratitude.

*"I am impressed by the rigour of the Academy's program, the quality of its faculty and caliber of my fellow students." – A Participant*

*"The program served as fantastic forum for exchange of ideas..... The invaluable experience"— A Participant*

## In-Company Management Development Programs

The following are the illustrative lists of our In-Company Modules designed to meet some of the needs of the organizations. These modules will be tailored to meet the client company's current and future needs leading to enhanced business performance. If interested, kindly send your queries to 'The Director', Academy HRD, at [director@academyofhrd.org](mailto:director@academyofhrd.org)

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

**AN EMERGENT FACET:** The role of the HR professional has many facets and in different times and different contexts, the emergence of one or the other facet has led to shifts in the way the HR role is held and engaged with as well as in the competencies that are required by organizations. Historically, it focused on different facets for people management, including welfare orientation, Labour Relations orientation, Personnel Orientation, HR orientation and recently as ‘Strategic business partner’ orientation. The trend in the management of the HR function was always with a strong emphasis on creating an eclectic amalgamation of HR tools and technologies that were available locally and globally through outsourcing of much of the intervention and its management to consultants and consulting firms. A deeper look at the realities of ground level practices of HR Managers will reveal that there is another shift happening, not so much in the tools and tackles of the trade, but in the processes of managing change and intervention in addition to delivery of services to stakeholders. This emergent shift calls for more focus on ‘objectivity’ in the management of interventions, ‘data-based’ decision making, ‘project management’ of interventions, ‘stakeholder-friendliness’ of relationships and management, and so on. Given the cluster of trends in this emergence, it has been given the label of being an ‘internal consultant’.

**CONTOURS OF THE ROLE:** The range of impact of this change is felt at various levels of interface and it is important to understand the contours of the role as picturized in the diagram. At the Organizational level, there is a shift in the nature of tasks, activities, goals, key performance indicators, and management and delivery processes. At the Interpersonal level, there is a shift in the nature of the pulls and pushes of interpersonal and group relationships that the HR Professional exerts. At an Individual level, the shift is calling for a different kind of orientation and mental maps and aspirations and dreams of the HR Professional. The shift is demanded by a role holding that requires a psychological location of being an advisor, mentor, coach, trainer, expert, facilitator, etc, which are all locations that were typical of ‘consultants’. In the values there is a shift towards objectivity, third person location, knowledge holder, and non-judgmental, perceptive way of being. These are typical values of consultants who, so far, operated as ‘outsiders’.

# Contours of the Role



**WHAT CONSULTANTS DO:** It might serve to understand the role better from the point of view of borrowing from what it is that consultants typically do. Milan Kubr (2002) describes the role of consultants, and says that there are five ways in which consultants are used. These are: Achieving organizational purpose; solving management and business problems; identifying and seizing new opportunities; enhancing learning and implementing changes. Consultants provide information and knowledge resources that they bring to their client as a specialist in their domains. They enable the client's networking and relationships with the outside world, diagnose problems, develop and implement solutions. Consultants also provide valuable services in developing management systems and processes, training, counseling, coaching, mentoring and numerous other ways of managing competitiveness, sustainability and change.

**WHAT'S THE DIFFERENCE?** But, the difference in external and internal consultants is also an important contour of the role to understand. The external consultant has more focus on short term deliverables and views his relationships from this point of view. The internal consultant on the other hand, has his focus on long term interests and relationships are built around sustaining

such interests. Management would tend to view the internal consultants as a part of the problem and its solutions, but the external consultant would be one who would be an outsider who might not be a part of the problem but is certainly a part of the solution. An internal consultant would be one who would involve himself readily with extended linkages of the situation he is dealing with and is therefore, more interested in the larger effects of his actions. The external consultant is professionally and commercially bound to remain rightfully within the scope of his assignment and works to prevent scope creep which may or may not be a good thing. Such comparison points can continue, but help in the clarification of what exactly the emergent nature of reality of HR role of internal consultants, is.

**THE NAMING GAME:** In the final analysis, there is a definite shift in the HR professional's role and work today. It is neither Business Partner, nor Welfare Officer, but a shift towards more 'professional' ways of functioning that retain objectivity and knowledge as the fulcrum of existence, and balance the duality of employer and employee interests. The label of 'internal consultant' seems an appropriate one and needs to be factored in at the time of role taking and role making for new professionals and transformation of existing role holders towards proactive engagement with this emergent reality.

\* The author is the Director-Open Spaces & Chairperson for the International Council of Management Consulting Institutes. She can be reached at [aneetamadhok@openspaces.in](mailto:aneetamadhok@openspaces.in)



## WHAT's in a Dialogue? – Joseph George A\*

A group of human resource professionals, line managers and training and development specialists recently converged atop a hill-station to look within themselves and gain insight about the nature of dialogue in everyday working lives. Here are some nuggets from that set of deliberations, attended by yours' truly. Luminaries quoted here are merely associated with the thoughts expressed, and the mention of them - not at all declarative of their presence at the meet.

1. A dialogue is useful. So also is a discussion of use. If we know the difference between dialogue and discussion, we can use each in appropriate context. "If you begin to understand what you are trying to change, then what you are undergoes a transformation." – J. Krishnamurthi
2. A discussion in itself may not raise the level of a conversation, whereas a well facilitated dialogue could. "Leaders elevate the level of a conversation, because they see wisdom in the statement that a critic is your best friend". – Prof. Ramnath Narayanswamy, IIM(B)
3. Usually people meet to accomplish a task or to be entertained. Dialogue is not discussion in gathering of people because, a discussion hammers out a goal or agreement, solves problems, and determines well in advance the particular direction of the conversation. A dialogue may solve problems, may help unblock emotional discord, but it emerges from a different root. *Dialogue is like being in 'impersonal fellowship' to an idea to develop common meaning.*
4. Even if we have clarified our own position statement within ourselves, we may be in danger of not being aware of the thought processes of others in the gathering. Discussions may stem the flow of thought, whereas dialogues could free space for learning and evolution of new thought.

Ever wondered, if the words dialogue and discussion were related? Or otherwise? Worth referring the dictionary, if you have not seen their meanings sufficiently contrasted. And what does your experience tell you? The last time a team member was asked to attend a discussion he as told that a decision was taken. Obviously, the 'discussion' was to help explain the decision. Rings true? So whatever happened to the dictionary meanings of these terms? When did you last? have a dialogue? And did it really mean to *discuss areas of disagreement frankly in order to resolve them?*

Let me then share with you some essential elements of creating a dialogue-conducive culture.

1. **Use of Self:** - Start with yourself – demonstrate the principles mentioned below in role modeling a dialogue based culture. Drop, by drop, the ocean rises, they say.
2. **Suspension of Judgment:** It is not about negating or removing judgment, but about being aware of judgment that comes in the way of one's listening. Judgment is an either/or process. In fact even agreeing with others' positions may limit listening. It is like being victim of the amygdalla, the reptilian brain in us that is reflexive, and not reflective. When practicing suspension of judgment, you will await more information with genuine curiosity.
3. **Identification and Suspension of Assumptions:** Rationale, rationale, rationale. Or that is what we think. Thoughts that emerge from unconscious beliefs need deep listening and reflection to identify with. Proficiency in identifying and suspending assumptions that make our world-view is like hosting deep fears in our home without being hostage to them. How do you treat a guest anyway?
4. **Listening:** If one has been listened to, there is a clear sense of feeling valued and recognized for just being. Listening therefore also rings true in the words "I have been spoken for". Words cannot overstate the significance of listening. Collaborative partnerships feed on listening. In dialogue all individuals present add depth to the collective image of the group. Authentic conversations emerge only when one's presence is marked by a spontaneity, that is nonjudgmental, and born of a rapport that synchronizes both the verbal and the non-verbal.
5. **Inquiry and Reflection:** Reflection is about taking the time to refer to multiple events and wonder about the connections between them, and thereafter to generate questions that sink beneath the surface of unquestioned assumptions to the most relevant depth. On the other hand it is also useful to pay attention to the questions that we do not ask in a group.

6. **Non-verbal Communication in Dialogue:** Different people relate to different expressions. The mastery of dialogue is incomplete without sharp access to the use of non-verbals. Whether in a break-out group that demands sketch pen to flip-chart paper, role-play or still postures of prayerfulness/meditation, the more profound signals in communication emerge from nonverbals.

Recently, a working woman was asked by visiting relatives of why she did not serve bread with homemade 'chutney' (a mixture usually involving a fresh, chopped primary vegetable or fruit with added seasonings). She thought 'enough' is 'enough'. *"Does it mean that all housewives have to know how to make chutney? Or is it because I am a woman that I am being held responsible for not knowing how to make chutney?"* It brought the house to an uncomfortable silence. Her husband was however most creative in response, wanting to keep the gathering engaged beyond the stillness *"...Am often like the photocopier, producing copy over copy of documents at work, not knowing where they're headed, nor what brings me to work.... I ran as a child once to get that fascinating prize; now I run, but I realize, that running for winning is not the same as running to get the attractive prize..."*. A dialogue began.... The couple does live happily even after that evening and they are admired by the gathering of relatives evermore.

Evidently, this is a quick read into a deep domain of human communications. Hope you like it as a conversation starter. Highlight the contrast between a discussion and a dialogue. A discussion too has its value. It helps examine an argument, but may not widen its scope. A dialogue means to 'cut' through the center of what may be the object – to get through the entirety, than to 'shatter' the parts like an athlete's thumping discus. Dialogue is a community exploration of how unspoken, almost hidden values and intent can control our behaviors, and therefore potentially unleash an increased sense of harmony, fellowship and creativity. It can reveal stalemates, inasmuch as it can liberate perspective.

\* The author is General Manager, Corporate HRD, heading the Customised Interventions practice at WIPRO Corporation and can be reached at [joseph.george@wipro.com](mailto:joseph.george@wipro.com)

## **Straight from the CEO –'Darling! Will you marry me? – Sanjay Chakraborty \***

These words seem to be the most romantic lines to all youngsters who intend to marry their loved ones and live happily thereafter. But here I am talking about the new aspirants who are entering into the corporate world to make a career, not merely to get a job.

Entering into the corporate world and making a career in the industry of choice is like spending the whole life with it. Many a times when a young candidate for is asked, 'Why do you want to join this industry?' the answer is 'I am keen to join this industry since long and I am interested in this field'. When asked, 'How much do you know about this industry?' the answers are disappointing to the extent that they don't know the abc of the industry and have guts to say, 'Honestly speaking, I don't know anything about the industry.' I get amazed to experience such honesty. It is like I wish to propose to you but honestly I don't know anything about you!

My question to them is - you may be interested in the industry but is the industry interested in you? It is like you may be fascinated towards a person but the person may not be concerned about you because he/she does not find anything common or different in you. When you are inclined emotionally in a love affair and wish to gain attention of the person, you try to know everything about that person like what is his/her favorite colour, music, food joint and even to the extent you dig out the person's Zodiac sign and relate the compatibility with your Zodiac sign. It is surprising that we do not apply this rule when we wish to choose the industry of our choice. The industry has many choices like you and would choose you only if it finds out that you are passionate about the industry and know the 'ins and outs' to an extent that it gets attracted.

For a successful relationship one needs to understand the merits and demerits of the partner (Industry) and has to be prepared to live with it. One should love the industry and from the bottom of the heart, be passionate about it to make the industry fall in love with him/ her. If you are just looking for a job and not a career then it is like having a short term affair and break up because you initiated without understanding whether both of you have that passion and understanding towards each other to maintain a healthy relationship.

Many a times you may find individuals with years of experience who couldn't make an impact on the industry. This is because they gained experience and grew horizontally and not vertically. They are the ones who looked for jobs and not careers.

My suggestion to all the new aspirants of corporate world is that one should be able to reflect the desired knowledge and interest about the industry before the prospective employer and make sure that his/her proposal is the best among the rest so that the industry firmly and smilingly accepts the proposal when you say **Darling! Will you marry me?**

*\*The author is the Group Director-Brand Services with a reputed ad agency and can be reached at [sanjo2001@gmail.com](mailto:sanjo2001@gmail.com)*

### **Invitation for Fellows and Fellow Students**

We at Academy propose for closer ties with our Fellows & current students. The Academy proposes to publish an edited book by Dr. Gita Piramal, renowned Business Historian and Chairman of BP Ergo which will contain high quality papers written by you during your fellowship or recently worked-up papers. The book will not only integrate the efforts of you all, but also help the industry and HR professionals to look into relevant research areas and benchmarking practices across India. Academy invites your unpublished research works to contribute towards exploring newer horizons, giving new directions, leading thoughts addressing vast gamut issues and challenges of HR field.

## Research Abstracts - "Talent Management for Organizational Excellence"

### **Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations**

By: Hughes, J. and Rog, E. (2008). International Journal of Contemporary Hospitality Management, Vol. 20 No. 7, pp. 743-757

**Abstract:** The research focused on what is meant by talent management and why it is important (particularly with respect to its affect on employee recruitment, retention and engagement), as well as to identify factors that are critical to its effective implementation. This paper is based on a review of the academic and popular talent management literatures. The findings suggested that talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming in increasingly short supply. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment. The research focused on hospitality organizations who were interested in implementing a talent management strategy. It has been found that organizations were advised to: define what is meant by talent management; ensure CEO commitment; align talent management with the strategic goals of the organization; establish talent assessment, data management and analysis systems; ensure clear line management accountability; and conduct an audit of all HRM practices in relation to evidence-based best practices.

### **Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB**

By: Srivastava, P. and Bhatnagar, J. (2008), Industrial and Commercial Training, Vol. 40 NO. 5, pp. 253-260

**Abstract:** The paper highlights the impact of due diligence in talent acquisition, which is the most crucial problem faced by the organizations in the present times. With talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent acquisition strategy. To meet the demands for talent with a specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies. The purpose of this paper is to discuss some of these practices and also to investigate talent acquisition and its relationship to levels of employee engagement. The investigation is carried out with the aid of a case study on Motorola India- Mobile Devices Business. By reflecting recruitment and culture need fit, an environment is created at the workplace where employees feel more passionate about their work and exhibit the behaviours that organizations need to drive better results. This is a qualitative study which could be further enriched by empirically measuring person-organization fit and its impact on the level of engagement. It is suggested that organizations should make efforts to build effective, practical and holistic talent strategies that are not only able to attract talent but also address employee engagement and the retention of key skills thus boosting the productivity and business performance. During talent acquisition, due diligence is required in assessing the person-organization fit and providing an enabling work environment to keep the talent anchored to the organization.

### **Talent Management: Issues of Focus and Fit**

By: Valerie, G. and Wendy, H. (2008). **Public Personnel Management Volume 37 No. 4 winter, pp.389-402**

**Abstract:** Talent management has dominated management literature for several years but organizations approach implementation in many different ways. This paper suggests that the two key dimensions that require careful consideration are those of "focus" and "fit." "Focus" relies on a clear strategy for how talent management will contribute to organizational objectives, what parts of the organization and which job roles will be priorities and where talent pools will be sourced. "Fit" ensures that talent management processes support the strategic objectives, resonate with but possibly also challenge the organizational culture, take into account the psychological contract between employer and employee and sit well with existing HR processes. This paper

draws on published research and also on the considerable practical experience of the Institute for Employment Studies (IES) in supporting organizations in implementing their own talent management strategies. Much of the work IES work has done has been with public sector organizations, particularly with national government departments and agencies and local government authorities of varying size and sophistication.

**Learning orientation, organizational commitment and talent retention across generations-  
A study of European managers**

By: D'Amato, A. and Herzfeldt, A. (2008) Journal of Managerial Psychology Vol. 23 No. 8, pp. 929-953

**Abstract:** The study is one of the first to date to address leadership development and learning orientation in the context of talent retention, as well as one of the first to address the discussion of generational challenges in Europe and across the specific population of people in managerial roles. The study focused to test the relationships of learning, organizational commitment and talent retention across managerial generations in Europe. Hypotheses are developed to explain the influence of learning and organizational commitment on talent retention across generations. A total of 1,666 European managers completed a survey on these issues. Depending on year of birth, they were categorized into four generational cohorts. Their answers were analyzed with statistic procedures. Findings reveal that younger generations are less willing to remain in the same organization and have lower organizational commitment. The youngest generations (Early and Late Xers, born 1960 and after) show stronger learning orientation and lower organizational commitment than older generations (Early and Late Boomers, born 1946-1959).

Learning orientation predicted the intention to remain in the same organization for Early Xers and Late Xers. Organizational commitment mediated this relationship. For Late Boomers and Early Xers, it mediated the relationship between specific leadership development intentions and intention to stay. Research limitations/implications – Managerial, job-related learning is confirmed as an important antecedent for the intention to stay/leave one's current organization. The differential meaning of learning and commitment across generations needs to be better understood in order to develop effective strategies for the retention of talent in all generations. In particular, differences in the psychological contract between organizations and their managers need to be understood. It suggested an approach of generation-specific HR practices for talent retention.



## **Talent Management for the Twenty-First Century**

By Cappelli, P (2008), Harvard Business Review, 86(3), 74-81

**Abstract:** Most firms have no formal programs for anticipating and fulfilling talent needs, relying on an increasingly expensive pool of outside candidates that has been shrinking since it was created from the white-collar layoffs of the 1980s. But the advice these companies are getting to solve the problem -- institute large-scale internal development programs -- is equally ineffective. Internal development was the norm back in the 1950s, and every management-development practice that seems novel today was routine in those years -- from executive coaching to 360-degree feedback to job rotation to high-potential programs. However, the stable business environment and captive talent pipelines in which such practices were born no longer exist. It's time for a fundamentally new approach to talent management. Fortunately, companies already have such a model, one that has been well honed over decades to anticipate and meet demand in uncertain environments: supply chain management. The paper put forward and explained four practices to manage the people talent. First, companies should balance make-versus-buy decisions by using internal development programs to produce most -- but not all -- of the needed talent, filling in with outside hiring. Second, firms can reduce the risks in forecasting the demand for talent by sending smaller batches of candidates through more modularized training systems in much the same way manufacturers now employ components in just-in-time production lines. Third, companies can improve their returns on investment in development efforts by adopting novel cost-sharing programs. Fourth, they should seek to protect their investments by generating internal opportunities to encourage newly trained managers to stick with the firm. Taken together, these principles form the foundation for a new paradigm in talent management: a talent-on-demand system.

**Banks Set To Hire Over 2, 00, 000 People:** The Reserve Bank of India has allowed retired teachers, kirana shop owners and public call office (PCO) operators to be hired as business correspondents. This has pushed banks to hire over 200,000 people over the next few years to make financial inclusion initiatives. Till now, only a few banks have finalized the number of correspondents they would hire. While the State Bank of India is expected to hire at least 40,000 persons, Punjab National is looking at an additional 75,000. On the other hand, Union Bank intends to hire 50,000 business correspondents over the next two to three years. Canara Bank and Andhra Bank are yet to finalise the number they would hire. These correspondents would be basically involved in collecting deposits, helping account holders withdraw cash and also sell other financial products such as life insurance. -- **Source: 19-01-10 rediff.com**

**IT Firms To Give Moderate Wage Hikes:** Though Indian information technology companies are back on campuses to hire in big numbers, they plan to give moderate wage hikes for the financial year 2010-2011. "The general benchmark that we are getting to hear is in the range of 5-15 per cent. Clearly, the 30-40 per cent hike days are behind us. Along with the slowdown in the US markets, there is a general mismatch in demand and supply. I think firms are being cautious before announcing huge hikes," says Mr Shiv Aggarwal, CEO of ABC Consultants. Mr T Muralidharan, executive chairman of TMI Networks, concurs: "There are three bands -- multinationals, Indian large corporates and small IT firms. Among the MNCs, wage hikes will be in the range of 15-20 per cent. Infosys Technologies, Tata Consultancy Services and Cognizant and other large IT companies will give a hike of 8-15 per cent. Among the smaller firms (with headcount of 200-250), the quantum of salary hikes will be higher, at 30-35 per cent, as they will have to retain the experienced people," he adds. According to human resource analysts, going ahead, the 5-15 per cent wage hike range would be the benchmark for the IT services sector for a few more quarters, even though the economy is picking up.-- **Source: 20-01-10 Business Standard**

**Huge Gap In Demand-Supply Of Skilled Manpower: HR Experts:** During a management conference, Human resource (HR) professionals said that more interface between educational institutions and industry should take place. "While many engineers are passing out, in terms of employability, skilled man power is still lacking. There is a need for more interface between educational institutions and the industry. While such an interface does take place, more efforts in this end is needed," said Mr AP Singh, senior vice president (HR), Reliance Industries Limited (RIL). HR experts also said that if HR management is done in an effective manner with a human face, a company can maintain its growth rate even during the time of economic crisis. "Open-minded education system with all-inclusive approach is a must for creation of human capital for the future. Further, proper support should be extended to ensure skill-building among the entire work force of the country," said Mr Yatindra R Sharma, joint managing director, KHS Machinery Pvt Ltd and vice-chairman, CII, Gujarat. -- **Source: 21-12-09 Business Standard**

**Tata Steel Looks At Rehab Package For Corus Staff:** An official of Tata Steel said that the steel major is likely to provide a rehabilitation package for the 1,700 workers slated to lose their jobs due to the partial mothballing of its subsidiary, Corus' Teesside plant in Britain. "Before we began the acquisition, we were aware that the size of the existing workforce at Corus would have to be brought down. The workers who will be laid off at Teesside could be rehabilitated through training and retraining. I am optimistic that something will be worked out," said Mr R N Misra, head of human resources and industrial relations-legal, on the sidelines of an event organised by the Indian Chamber of Commerce -- **Source: 24-12-09 rediff.com**

Academy's "Professional Pillar" has been strengthened with the induction of **Mr. Bhavin Joshi**, *Academic Associate*. With the induction of Mr. Joshi, Academy's activities are expected to accelerate and pick up the momentum.

AHRD Welcomes it's new Crew Members and wishes him success in his career

# HUMAN RESOURCES DEVELOPMENT



## An Invite:

Readers are requested to send their short articles, news, HR practices, HR humors at [hardik@academyofhrd.org](mailto:hardik@academyofhrd.org) . The selected write-ups would be published in different editions of the newsletter. Rush in your responses at the earliest.

## HR Humour!

After you became Supervisor of the team, many people have left the organization...



They probably realized that, there is no future working under you.....!!!



The Management has viewed the situation very seriously and concluded that.....



you have helped the cause of head counts under control !!  
So, you are promoted as  
**Global Down Sizing Manager !!**



Here....The Management is pleased to promote you as  
**Sr. Asst. Dy. Sales Director...!!!**



Sir, what will be the change in my role ??



None....You will continue functioning as  
**Sr. Sales Engineer !!!**



**"Research Competencies in HRD & OD" - A Faculty Development Workshop**

Dates: February 16-19, 2010 (Non-Residential)    Venue: IISWBM, Kolkata

**THE CONTEXT**

In the light of a rapidly changing environment, institutions have finally come to realize the value of a full-fledged Competency Mapping Exercise to not only stay ahead, but also to deliver superior **"VALUE"** to all its "Stake Holders" and this include educational and research institutes also. Research competency, a critical component for any faculty or executive roles, seldom receives the attention it deserves in most institutions and organizations in India. As a result we lack being a more complete management teacher or corporate executive. The Human Resource Function – teaching or practice – which of late has been recognized as a strategic partner in business, calls for the need of a new genre of professionals trained in specialized activities of HR interventions and research techniques in HRD and Organization Behavior. Such competencies add to overall credibility and effectiveness. The workshop aims at sharpening crucial research competencies, for enriched learning, teaching & management of human resources. Discussions will focus on various technical aspects of research and hands- on-training.

**OBJECTIVES**

- To impart sound knowledge of research approaches in HRD and Organization Behaviour
- To impart the latest techniques of qualitative and quantitative research
- To apply right tools and techniques while conducting a research
- To inspire and sharpen the research competency in HR/OB Faculty/Professionals

**WORKSHOP CONTENTS**

- Human Inquiry & HRM Research
- The landscape of Qualitative and Quantitative research
- The RM process, Techniques & Data Collection Methods
- Instruments- Research Tools & Psychometric Properties
- HRD/OD Research- Recent Researches
- Descriptive Statistics (Using SPSS)
- Estimation & Hypothesis Testing
- Regression Analysis
- Analysis of Variance
- Non-Parametric Statistics

**FOR WHOM**

- ❖ Teachers of Management Colleges and technical institutions; educational consultants; management staff of training institutions
- ❖ Research Students
- ❖ Learning and Development, HRD and other professionals
- ❖ Management consultants

**FACULTY**

- Dr. S. P. Mukhopadhyay, former Dean, Department of Statistics, University of Calcutta
- Dr. Biswanath Das, Former, HOD, Presidency College, Kolkata
- Dr. Kumkum Mukherjee, Professor, IISWBM, Kolkata
- Dr. Abhishek Goel, Assistant Professor, Indian Institute of Management, Calcutta
- Dr. Soma Roychoudhury, Associate Professor, IISWBM, Kolkata
- Dr. Mehir Baidya, Doctoral Fellow, IIT Kharagpur, Lecturer, IISWBM, Kolkata
- Prof. R. Sridhar, Executive Vice President, ITC, Kolkata
- Dr. Hardik Shah, Assistant Professor, Academy of AHRD, Ahmedabad

**FEES\***

- Faculty members & independent consultants: Rs. 9000/-. For two or more participants from same institutes, Rs. 7500/- for each participant.
- Self sponsored Faculty and Executives Rs. 6000/-
- Research Fellow and Ph.D. Scholars (current students): Rs. 3500/- per participant
- Corporate Nominees: Rs. 16000/-. For two or more from same company/group Rs. 13600/- for each.
- Service tax extra
- Cost of boarding & loading will be extra, accommodation assistance on first come first serve basis

\*Fees include workshop facilitation, program kit containing a CD of readings, cases, book chapters, lunch and tea/coffee.

**CO-ORDINATORS :** For clarifications about program design, please contact:

Prof. Buddhadi Mukherjee, IISWBM (M) 09831769186 email [buddhadip@rediffmail.com](mailto:buddhadip@rediffmail.com)  
 Dr. Hardik Shah, Academy of HRD (M) 09275703499 email [hardik@academyofhrd.org](mailto:hardik@academyofhrd.org)



## ***ACADEMY OF HUMAN RESOURCES DEVELOPMENT***

**Ahmedabad**

### **Membership for Professionals**

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

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

### **Membership Facilities**

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

### **Membership Details**

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

### **How to Apply**

Please send your applications enclosing a DD (for the amount applicable) in favor of Academy of HRD, payable at Ahmedabad to:

The Co-ordinator – Memberships  
ACADEMY of HRD, AYANA COMPLEX, 2<sup>nd</sup> Floor, Thaltej-Hebatpur 100 Ft. Road, Thaltej,  
Ahmedabad – 380 059

- Tel.: 079-30482225 • Fax: 079-30524949 • Email: [admin@academyofhrd.org](mailto:admin@academyofhrd.org)



# ACADEMY OF HUMAN RESOURCES DEVELOPMENT

*Admission Fellow Program of Doctoral Level*

## FELLOW PROGRAM 2010-13 & ASSOCIATE PROGRAM 2010-11

Interested candidates or their organizations may start submitting applications. Last date is March 15, 2010.

**The Context:** Modern learning organizations have begun to rely increasingly on scientific analysis of data that they generate, for strategic decisions. Data relating to employee skills and competencies, organizational performance, core competencies and the like could be crucial in formulating and implementing effective strategies for corporate plans for growth, for expansion and diversification. Since the liberalization of management and technical education in the country, requirement of competent faculty in the field of HRD & OD, besides in other management areas, has been rising. India's human capital is poised to provide the country distinct competitive advantage. In this evolving context, HR professionals are expected to play increasingly larger role in building and enriching human capital in their organizations.

**About the Programs:** The F&A Programs are intended to enhance research aptitude and inquiry mind in the participants in regard to HRD and OD areas, besides providing updated knowledge and understanding of theories and practices in these areas. One distinguishing feature of Fellow & Associate Programs in HRD & OD of the Academy is that they are designed primarily for working executives, management faculty and consultants. The Fellow Program in HRD & OD is a doctoral level Program comparable to Ph.D level of a University while the Associate Program is comparable to M. Phil. level of a University.

The successful Fellow Program students will be awarded the title of 'Fellow, Academy of Human Resources Development' and the successful Associate program students will be awarded the title of 'Associate, Academy of Human Resources Development'.

**Objectives:** The F&A programs are designed to equip and enable the participants to:

- Design and conduct research studies in HRD and OD independently and scientifically
- Introduce and evaluate HRD and OD interventions for effective change management processes
- Offer internal/external consulting, support and counselling for initiating and managing change processes
- Initiate and provide guidance to research-related activities in the organization.
- Play higher level roles in HRD and OD

### Three major phases:

- Phase I - Preparatory Phase  
(Contact Classes in Ahmedabad)
- Phase II - Study & Project Assignment Phase
- Phase III - Thesis Phase.

**Academic standards:** The programs are intended to help build research aptitude and strong background in HRD & OD areas.

Participant can expect to learn and grow as a matured researcher and demonstrate evidence of high level of academic scholarship and integrity. Though part time programs, participant will be required to complete all the phases up as per the laid down standards of the Academy.

### Recently enrolled Fellow Students:

- 2009-2012 Batch from ITC Ltd., Pepsico, Jindal Steel, Intimate Fashions, Acme Technologies, Novell, Granules India Ltd
- 2008-2011 Batch from Wipro, Metro Cash & Carry, ISB, Govt. of Andhra Pradesh, Nalco, Delphi, Microsoft
- 2007-10 Batch from ONGC, Aricent, Sasken Comm., Global Steel holding, CAE Solution Technologies

**Duration:** Fellow Program is a three years program and Associate Program of 18 months. Often students take longer due to complex demands of their respective work places.

**Eminent Faculty with Commitment:** World-class faculty, including faculty from the Indian Institute of Management, Ahmedabad, with strong commitment to creation of Ph.D. level resource for the country, will teach in the programs.

**Eligibility for Admission to Fellow & Associate Programs:** Masters Degree or Diploma in any discipline or B.E. / B. Tech, with at least three years' experience in executive or academic positions, and demonstrated aptitude for research in terms of research papers, in-house research reports, or publications.

**Library:** The Academy has a well equipped library in HRD and OD subjects. Students are also enrolled as members with other libraries in Ahmedabad and at their own workplaces.

**Guides:** The Academy has more than 50 approved guides located in major cities of the country. They are highly recognized and have a record of producing a number of PhDs/Fellows. Students may choose guide from the list or their own guide with prior approval by Academic Committee.

**Infrastructure:** The Academy has its own property, located in quiet and serene Thalaj, Ahmedabad, away from the hussle-bussle of the city. It has aesthetically and ergonomically designed interior.

### AHRD's Adjunct Faculty:

- ❖ Dr. Anil K. Khandelwal, Chairman, Baroda Pioneer Asset Mgmt. Co. Ltd.
- ❖ Dr. Pradip N Khandwalla, Former Director, IIM-A
- ❖ Prof. Pradyumana Khokle, Professor, IIM Ahmedabad
- ❖ Dr. Sunil Maheshwari, Professor, IIMA & MD, Wone Management Systems
- ❖ Dr. Udai Pareek, Distinguished Visiting Faculty, IIMHR, Jaipur
- ❖ Dr. Jittu Singh, Professor, XLRI, Jamshedpur
- ❖ Dr. Pritam Singh, Professor & Former Director, MDI, Gurgaon



# success secrets



with

## MASTERCLASS IN MANAGEMENT CONSULTING

A Professional Development Series  
From  
Open Spaces Consulting

This innovative program is designed to impart consulting skills and train the participants to succeed in a professionally challenging environment.

Deriving from over 25 years of experience, M2C will equip the participant with the core skills of Management Consulting and help apply them in the current competitive and dynamic corporate world.

For Enquiries and Registration contact :

Open Spaces Consulting (P) Limited

Suite 102, 1st floor, 36 Turner Road,

Bandra (West), Mumbai - 400 050 India.

Phone: +91 22 2640 7644 / 3082 7139

[www.openspaces.in](http://www.openspaces.in) | [m2c@openspaces.in](mailto:m2c@openspaces.in)



OPEN SPACES

**For any queries please feel free to contact**  
**ACADEMY of HRD, AYANA COMPLEX, 2<sup>nd</sup>**  
**Floor, Thaltej-Hebatpur 100 Ft. Road, Thaltej,**  
**Ahmedabad – 380 059**

● Tel.: 079-30482225/26 ● Fax: 30524949

Web: [www.acadmyofhrd.org](http://www.acadmyofhrd.org)

Email: [admin@academyofhrd.org](mailto:admin@academyofhrd.org)

*We would appreciate feedback on this issue of newsletter and would like to have suggestions to make it better.*

*Please send your articles/current practices/suggestions to Hardik / Piyush at [hardik@academyofhrd.org](mailto:hardik@academyofhrd.org) or [piyush@academyofhrd.org](mailto:piyush@academyofhrd.org)*