

LET'S TALK TALENT

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3rd
Edition



Exclusive

D P Singh

Spotlight

Rajesh Sahay

A CONNECTIONS INITIATIVE

Food for Thought

Ashish Bhardwaj |
Himanshu Seth | Arun Singh

Special Interview

Ashish Gakrey

LET'S TALK TALENT - A CONNECTIONS INITIATIVE

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D P SINGH

Chief Advisor, India at HR Policy Association & Advisor Total Brain

Business professional with over 38 years experience in HR and Business. Known for being a HR generalist who successfully partners with business in growth and its life-cycles, laying the foundations for HR function and processes to enable growth and optimization Experience spans across employee & labor relations, workforce management, talent acquisition, talent development, succession planning and organization development. Other experience includes being a Human Resource consultant and a learning facilitator. Successfully worked with cross cultural teams knitting them together to deliver business results. Currently Board Member of Ethos Limited, Member Governing Body of Chandigarh University, Punjab, Chief Advisor, HR Policy India, An Association of Chief Human Resource Officers in India and Advisor Total Brain Limited. For close to 15 years at IBM, Singh has held important positions at IBM including VP HR-resourcing; director-HR, IBM Daksh and area HR leader IBM (North); HR leader, Middle East and Africa, before finally donning the hat of VP and HR head, India and South Asia, IBM.



EXCLUSIVE

D P Singh

Chief Advisor, India at HR Policy Association & Advisor Total Brain Learner, mentor, trusted advisor, collaborator, maximizer, responsible and an inspiring leader.

Gender Equality: A CEO agenda; HR Leader an important partner in this journey

At the outset let me share that during my corporate career, I owe my success to the super gender mix in my team. I have always considered myself to be a passionate sponsor to Gender diversity. I am sure there are many leaders in the corporate world and outside of corporate world who are great proponents about gender equality. However, despite this I foresee a long journey before we achieve gender equality in the corporate world.

A McKinsey study clearly states that Gender diverse companies are 24% more likely to outperform than less diverse companies. There are many other data points too that indicate how gender mix helps business, e.g. higher innovation etc. Recently I was reading an article published by Gallup and it stated that women are more pessimistic than men when it comes to thinking on the

state of equality today or when equality will be achieved in future. In fact, only 31% of the people considered that the US has achieved a decent equality at workplace. 13% think it could take 10 years to achieve equality but over 48% think it could be anywhere between 11 years to 29 years and 8 % think US workplaces may never achieve it. The outcomes of the Gallup survey in USA as shared, is despite the 19th amendment to the Constitution in 1920 on rights of women. The progress has been tardy; for instance, the number of women CEOs in the US, while is at record high of 37 this year, up from 2 in 2000, but is still only 7% of the total. What would such numbers look like in India? How long do you think it will take in India to achieve equality? Why is it so, that despite so much literature on importance of a good

gender mix being printed, published and available for reference, we still have a long way to go?

Creating a positive comfortable workplace that is equitable for all employees requires going much beyond what is legally mandated. The starting point to foster an environment that reflects equity is to ensure that the chief executive officer and other leaders at the top of the organization exhibit commitment that goes beyond words and carry through to tangible, supporting actions. A CEO needs to visualize how his/her organization will perform if he/she is surrounded by talent full of energy, excitement and working at the greatest level of productivity. The responsibility to have such an environment lies with the CEO and business partnering with the HR leadership.

The CEO needs to take the leadership & accountability to ensure relevant policies and process are established in the organization by human resources function. The tone of the organizational culture manifests itself in the specific behaviors that are expected and formally and informally rewarded in the workplace. Robust talent management practices are required to create a culture that promotes gender equity. Talent Management team needs to have strong policy language condemning and prohibiting any kind of discrimination based on gender or for that matter caste, colour, age, race region etc.

Twelve steps that can help HR talent management drive the agenda of gender equality:

1. **Policy:** Have a strong robust policy in place that goes beyond the legal framework which sets the tone in the organisation. The policy must get the message across that Gender equality is just not about women but includes LGBTQ as well.

2. **Dashboards:** Have in place a strong execution plan and dashboard to remain on track. In other words, have processes and control points with measurable outcomes that can be reported to the Board.
3. **Education & Awareness:** Have robust training to educate and enable employees across levels to create a shared value and understanding of the policy, appropriate rewardable actions versus what is not acceptable. Organisation code of conduct should cover the subject in detail. Start the training from the day a person is inducted and if the organisation Onboards campus hires that is the best place to seed in the value proposition
4. **Compensation Framework:** Have in place a compensation philosophy which ensures equitable wages. Establish clear plans with budgetary provisions to bridge gaps in compensation, gaps in promotion rates to senior positions and report progress to the Board.



The CEO needs to take the leadership & accountability to ensure relevant policies and process are established in the organization by human resources function.



5. **Talent Acquisition:** Have a strategy for gender Talent Acquisition e.g identifying sourcing channels. Choose words carefully, precisely in job descriptions. Screen in, do not screen out.

6. **Talent development programs:** Put in place Special programs for accelerating Gender Developmental efforts through formal Training, learning opportunities, job rotations supported by retention and succession plans.

7. **Have identified gender sponsors:** Have diversity equity sponsors and mentors who drive the CXO/ organisation agenda

8. **Focus on wellbeing :** The talent management team to ensure that women, who contribute more (which is true in most of the cases) to the family and domestic requirements than a man, is supported for physical and mental wellbeing through special initiatives that help them navigate their professional and personal family life. These initiatives are beyond support for reproductive health and may take shape in terms of flexibilities at workplace, working hours, special leaves etc.

9. **Do away with toxic managers:** This is to ensure no harassment at workplace.

10. **Leverage Technology:** Use technology like AI in talent decisions for reducing bias in decision making. Use technology to gather more insights through data analytics to support the policies, improve execution and understand business impact. Data helps to get a clearer picture as well as a more tailored approach to identified issues

11. **Celebrate milestones:** Create a culture that celebrates milestones in Diversity Equity. This way the focus is more on what went right than what went .

wrong. This aligns the organisation energies in the correct direction.

12. **Branding:** Create an employer brand that attracts gender talent and become a preferred employer.

There is a long road ahead for companies that want to make difference in gender equity.

There is no dearth of literature, tools, technology available to enable this. The challenge lies in executing to create a culture that fosters gender diversity. This is where a talent management team steps in to support the CEO/CXOs. The leadership to talent team must be provided by the HR leaders. Finally, we should not forget that Social values aside, there is a real business risk for organisations that do not put their money as follow up on verbal claims. Lack of diversity can stifle innovation and promote group think and companies that do not prioritize thrust on diverse equity and inclusion may struggle to attract and retain top talent and younger workers. I do want to call out what Jennifer L. Mootz, a building and planning assessment chief with the US Army Office of Business Transformation who earned the 2020 Joint Women's Leadership Excellence Meritorious Service Award on July 10 has to say "At any organization -- and at any level -- when you bring diverse people together from diverse backgrounds, [and you] empower them, then coach, teach, and mentor them... great things happen,". If even now the Indian CEOs do not see reason let this be message to them that In a few years to come disclosures on workforce mix is likely to become a requirement. Their stock prices will get influenced with the actions they have taken. Already there is a trend in the US with 40% of the corporations discussing the workforce mix in their earnings call. Indian companies better tighten their belt and start earnestly to become leaders in this space.



RAJESH SAHAY

Head HR - Wipro Consumer Care

Rajesh is currently the SVP and Head HR for Wipro Consumer Care and Lighting, he is responsible for global HR operations panning 19 countries. He has rich experience in working with organisations like National Thermal Power Corporation, Arvind Mills Ltd, Wipro Technologies and UBS. Rajesh is a certified Six Sigma Black Belt, and certified evaluator for PAPI/Hay and Belbin evaluation Methodology. He is also a certified Master Coach. He loves to train and Teach and regularly participates in house Leadership development programs. He has been a visiting faculty to Leading Management Colleges at Ahmadabad, Bangalore, Pune and Hyderabad. Rajesh invests his personal time and resources for social causes and is currently associated with Devnar School for visually challenged and Ant, a NE based organization. His Work Motto is – Keep It Simple Drive it hard.

SPOTLIGHT**Rajesh Sahay***Head HR - Wipro Consumer Care*

Having worked in HR for so many years, what are some of the opportunities, challenges & important decisions that have helped you evolve into the great leader that you are today?

In my 30 years of experience, I've worked across sectors ranging from Power & Utility, Garment & Apparels, IT Services, Banking to now FMCG. Stepping into each new industry is a challenge; however, therein lies the opportunity. Working across sectors and domains poses challenges as well as provides you with innumerable opportunities. Secondly, I must talk about the assignments which came my way over the years in these different industries. Throughout my career, I've been directly involved in approximately 11 Merger & Acquisition deals, not only in India, but cross-border as well, with countries like Brazil, Portugal, UK etc. These assignments brought in immense learning opportunities. I have been able to scale up to those situations, and that is why I've been able to stay relevant and survive for 30 years in the field. I consider these critical factors that have made me stay relevant as a leader even today after 30 years.

What was the turning point of your career?

My first job was with the Government of India, which is a public sector organization. Deciding to leave that organization, leaving a comfortable & stable job, and getting into the private sector was one of the biggest decisions of my life, as it was a precarious move at that point in time. That change from the public sector to the private sector was one of my career's turning points. The second big turning point was to raise my hand for an assignment that led to an Acquisition Deal. Being a part of that team of beginners, yet getting identified for the big project, gave me the confidence to take a wide variety of roles in the future. These moves made me learn two key lessons-- always raise your hand to ask for bigger roles/jobs, don't hesitate to take risk, and fail.

What, according to you, has COVID-19 changed the most for HR professionals?

Our role has undergone a significant change in the present critical scenario. Firstly, as an HR professional, compliance has become a substantial aspect because of the COVID-19 situation. Observance of workplace norms, social distancing, reporting, healthcare facilities, and so on have to be taken care of now. In contrast, earlier, it was majorly only labour law compliance. Secondly, as they say, the show must go on,

we have to find the methods of assuring employee & family safety and ensuring business continuity. Finding that middle path so that your employees are safe, yet the business runs as usual - be it manufacturing, warehousing or sales. We have to give our employees confidence that even if you are engaged in organizational work, the company has taken adequate measures to ensure your safety. Also, HR professionals have to find newer ways of employee engagement. Workplaces have become dispersed. Earlier, there was one defined workplace where employees would come and go at fixed times. Now employees are working from not only their homes but all kinds of places. What IT infrastructure we are providing, what communication methodology we are following, what support activities we are doing for the employee to feel secure, and still be productive is very important now. The engagement model has undergone a dramatic change. It is difficult for some businesses like airlines or hospitality, which are almost shut because there is no business for them in this pandemic. Managing those transitions have been challenging. A lot of companies have found opportunities in new kinds of products like sanitizers, healthcare devices etc. So, it would help if you prepared your team to reinvent themselves, innovate, become productive, and adapt to the newer nuances much faster.

With remote working becoming more mainstream after the COVID-19 situation, how will this massive transformation impact the workplace?



Always raise your hand to ask for bigger roles/jobs, don't hesitate to take risk, and fail

There are two dimensions to this - one is the company perspective, and the second is the employee perspective. If people have to work from home or a remote office place, then companies need to figure out what infrastructure they have to provide for this transition to be effective and for employees to be productive. Suppose the company is working on a rotation workforce - with 50% working from home & 50% of employees working at the office. In that case, they need to draw a productivity theory and make decisions like whether to reduce the office space into half to ensure you are still profitable and productive. We need to take a new look at how offices are being operated, and co-working spaces might become more relevant. For example, if one month you want to work with 20 people, next month you want to work with 30 people, co-working spaces will provide that flexibility to modulate your workforce size. A lot of new models will emerge in terms of how to manage the workplace. Then you can create more infrastructure for people to stay engaged digitally and virtually. More contemporary performance evaluation norms, compliance, and governance standards would need to be formulated for the new ways of working. To share an example on how things have changed - we have been receiving complaints regarding digital workplace harassment from women employees, e.g. meeting schedules at 10 in the night or being asked to be on video all the time, which are new instances or governance issues we are facing as HR professionals.

Everything in this work format will be unique and questioned. It'll all call for newer governance standards for this virtual working model, which will need to cover digital harassment, what defines a workplace, appropriate & inappropriate workplace ethics, how employees use our resources, etc.

A quick tip for professionals who are newly transitioning into leadership roles?

One has to be very open to learning, as there's no singular mantra that has been tried and tested, especially so in the current scenario. It is about learning on the go, being flexible, and adapting to new norms. Every day is a new day, and it is tough to define how the world will shape up. We need to be very open, willing to shed any past baggage, ready to experiment, take some calculated risks, and make quick decisions.

LEAVES DURING COVID-19

1/4TH

estimated large & medium companies in India encouraged employees to take mandatory annual leave

50%-60%

drop in the number of staff who took casual leaves of more than 3 days since the pandemic started



ONLY 5%-7%

employees at most companies took casual leave of more than 3 days at once during COVID-19



14-21 DAYS

is the average duration of COVID-19 related leaves that most companies have allotted to employees

UP TO 10

remaining leaves from this year to be carried forward to 2021 at most organizations

**As reported by ET*





HIMANSHU SETH

Head HR - Gradeup

Himanshu Seth is a full stack HR leader who comes with a decade of HR Professional experience, starting his career as an MT in one of the world's largest Zinc open cast mine to now leading HR Function for an Ed tech company - Gradeup, a Times group company. Academically, he is an Electronics Engineer and an MBA post graduate. In his previous stints, he has worked with companies like Samsung Electronics & Vistara Airlines.



FOOD FOR THOUGHT

Himanshu Seth

Head HR - Gradeup

It's time to get HRrrrrd !

Finally we have got an answer to the most widely asked question to all HRs? Why can't we work from home? Yes, you can because there is no other option now :)

Work from Home, the new normal has made the digital

economy grow at a rapid pace than ever even imagined. Result of it is - "Always on culture" which has led to blurring the boundaries of professional & personal life.

Now this situation has brought the HR folks in limelight and CEOs have the same expectations which they had from Finance folks in the 2008 financial crisis.

This gives birth to a few new roles in the HR space around Location, Wellbeing, Technology & Productivity



WFH Facilitator: Nowadays, more than 80% of the knowledge workforce is doing work remotely which in turn has opened a completely new dimension of talent being hired from around the globe. Now, a role in HR needs to be chalked out to ensure that organisation's policies, processes and systems are optimal for remote workforce.

Wellbeing Manager: Pre Covid'19 times, work from home was always looked at as a measure of reduced productivity which has now been shot down and research reports are showing that remote work productivity has rather gone up. Now, this will be a role to provide strategic measures over wellness, design services and practices to nurture the emotional, physical, mental, and spiritual health of all employees.



HR-Tech Collaborator: There is a trend & also a dire need to automate HR processes thus making them scalable, fast and accurate but there is a huge reliance on HR folks to assess the situations "What is the right thing to do in a given situation". Thus a role needs to be created to strengthen the symbiotic relationship b/w human & bots where bots will play at their strengths - computations, pattern recognition and humans will play at their strength of human wisdom

Productivity Coach: There are 2 words which come in my mind when I think of performance management and they are not salary & promotions. But they are Productivity & Alignment and I found a mathematical definition of Performance, given by Tim Gallwey.

$P = p - i$, where

P is the performance,

p is the tapped potential, and

i is the interference

Now, this definition throws a very important insight, we all undergo formal education, certifications, gain a lot of experience to increase the tapped potential but we fall prey to the distractions, so called interferences in our life which takes away our productivity at work.

Thus, there is a dire need for the role of a productivity coach who would design practices & tools to keep employees aligned and focussed towards their goal thus minimizing distractions and making performance equal to tapped potential.





ASHISH BHARDWAJ

HR Leader - Synopsys Inc.

Human Resource Professional from Xavier Institute of Social Service with around 17 years of experience in organizations like HP, Intel, GE (Genpact) and Synopsys across Compensation & Benefits, Business Partnership, Mergers and Acquisition, Learning & Development and Talent Acquisition & Management for globally diverse workforce. Currently associated with Synopsys as an HR Leader, Noida and the Total Rewards Leader for South Asia. He is a certified facilitator for several development programs like Vital Smart's Crucial Conversations, Korn Ferry Voices 360, Root Learning's Compass Manager Development Program, and Complete Approach's Coaching Talent

FOOD FOR THOUGHT**Ashish Bhardwaj***HR Leader - Synopsys Inc.***MOTIVATING WITHOUT A HANDSHAKE**

"You don't build business, you build people and then people build business." This statement becomes even more significant in today as employees are working remotely and we aren't sure of engagement and motivation triggers.

In absence of workplace, it is much tougher to create mutual trust and build & maintain relationships. Additionally, blurred worklife balance is clearly taking a toll on employees' wellbeing.

We are social animals. The pandemic has replaced face to face meetings, group celebrations and hallway discussions with virtual discussions. In such case, it is of paramount importance to have more frequent interactions with team members and create avenues for connect. We need to be able to leverage technology, create space for brainstorming which leads to creativity.

More than ever before, we need the trust and sense of belongingness of our employees. Show unconditional support as realities of every home- which is the new workplace now- are different. From the size and comfort of the house to the mix of the family, it is impacting how employees overcome challenges to deliver work outcomes. Let them know that it is OK for kids to walk into the room and for the dog to bark! Recognize and appreciate- and celebrate small wins.

Focus on defining the micro goals and timelines while providing autonomy for solutioning. This will help employees channelize their energy towards break through ideas while being mindful of the final outcome. Check in regularly- help them stay outcome focused. Another important aspect is to ensure that employees have required infrastructure to stay productive. I have seen some organisations falter on this simple piece. It is important for us to understand that while working from home, providing adequate infrastructure to employees has direct impact on their engagement and motivation.



Finally, organisations need a mind shift from piecemeal wellness engagement to a holistic wellbeing environment covering emotional, physical and financial wellbeing of employees. This can be met by taking incremental steps to create a culture of wellbeing.

If remote working is to become the 'new normal', then these interventions will be vital to engage, motivate and manage the disparate workforce!

COMPULSORY REPORTING OF VACANCIES MAY SOON BE A MUST FOR SECTIONS OF EMPLOYERS



Every establishment employing 20 or more workers may soon be required to report any vacancy that needs to be filled up to Career Centres, government-run modernised employment exchanges being planned to be set up.

As per Section 139 of the Social Security Code, 'The appropriate Government may, by notification, require that from such date as may be specified in the notification, the employer in every establishment, or any class or category of establishments, before filling up any vacancy in any employment in that establishment or such class or category of establishments, as the case may be, shall report or cause to be reported, that vacancy to such career centre as may be specified in the notification, and the employer shall thereupon comply with such requisition.'

However, Section 140 says the provisions of Section 139 shall not apply in relation to vacancies 'in any establishment (other than government establishment) with less than twenty or such number of employees as may be notified by the central government.'

The government will prescribe the manner and the form in which the vacancies will have to be reported to the Career Centres.

However, the Code does not make it mandatory for the employer to recruit any person through the Career Centre to fill any vacancy merely because such vacancy was reported. The provision would not apply to any employment in agriculture and horticulture workplaces in the private sector; though would apply for the plantation sector.

Also the provision would not apply for any employment in domestic service; in parliament or in state assemblies; and in cases where the total duration of employment is less than 90 days. The provision will also not apply for independent recruitment agencies such as UPSC, Staff Selection Commission and State Public Service Commission. This will also not apply in a vacancy which carries a monthly remuneration of less than an amount notified by the appropriate government.

**Reported by the Financial Express*



ARUN SINGH

Head HR - Xpressbees

A dynamic professional with more than 10 years of rich experience in Human Resource Management with expertise in being part of start-up organization and establishing HR function and practice for them. Adept at managing HR functions involving in recruitment Training & development of large groups of personnel. Skillful in implementing HR policies and procedures. Demonstrated experience initiating cost containment strategies resulting significant savings. Excellent ability to address and implement strategic plans for talent acquisition, retention and succession planning. Adept in handling complaint investigation and thwart legal action. Professional who deploys a participative management style in fast -paced and diverse workforce along with excellent communication skills.

FOOD FOR THOUGHT**Arun Singh***Head HR - Xpressbees***TIME TO LOOK AT
PERFORMANCE MANAGEMENT
IN A NEW WAY**

This pandemic has brought about a lot of changes in people's lives. One of the major changes is that it has turned people's homes into their workplaces. Most corporates and businesses have converted their manpower to a hugely remote workforce, thus changing the whole way these organizations function. Companies are getting more prone to working under these new flexible conditions and

reaping the benefits of the dedicated workflow the employees are churning out from the comfort of their homes. Managers and leaders are building their day-to-day functions on the core principles of adaptability and empathy in this new work scenario.

Staying connected to this remote workforce and having clarity on their performance is the need of the hour for managers. Employers are taking a new look at KRAs and goals, in order to figure out how existing processes need to be changed for this new way of working. The dynamic working situation calls for changes in the way an employee's performance is assessed. Business requirements are changing and thus, goals and responsibilities cannot be reviewed by the same parameters anymore. As a result, each organization needs to figure out new ways of assessing performances and rewarding talent, depending on their business requirements & organizational goals.

Earlier job evaluation systems are getting dated, as the new work culture calls for new ways of performance management. Instead of placing importance only on revenue generation and bottom lines, employers have started to factor in more intangible contributions such as sustainability, innovation and upskilling. Managers need to have clear conversations with employees regarding the challenges they are facing and keep those in mind while restructuring assessment processes. Organizations should reward resilient employees who are working towards sustaining businesses even in the middle of this critical environment.

With the situation getting tougher every day, companies need to put policies in place that'll help them take care of the employees - a safe work environment, financial benefits or allowing them to take breaks to recharge or rejuvenate themselves are some of the basic initiatives that can help both sides. If the employee is taken care of, their productivity will definitely show results and the organization can reap the benefits of a well-performing asset. As we slowly make our way back to the new normal, companies should review existing processes and get new ones in place, in order to adapt better to the current ways of working.





ASHISH GAKREY

Founder - HR Shapers

Ashish Gakrey, has 17 years of corporate diversified exposure to HR Operations, HR Generalist, Talent Management, Talent Sourcing & Talent Acquisition, Induction, Learning & Development, PMS, Motivation, Engagement, Retention, HR Policies, HR Processes, Audit, Compliance & HR Shared Services or HRSS.



SPECIAL INTERVIEW

Ashish Gakrey

Founder - HR Shapers

With you vast years of experience, how do you see HR develop and will develop over the years?

HR role is evolving and on a faster growth stage as compared to the last 20 years. It is getting more into the transformational role from the transaction role. HR Role has aligned more with business agenda thinking people as top priority. If I look at the last 30 years, the HR function has evolved from being a manager of personnel and employee information, to a department which has responsibility for everything from standard and essential procedures such as payroll, to complex, key strategic elements such as top management development. These tasks bring different elements, require different kinds of management which is making HR more stronger than earlier.

Can you share some instances of challenges that you might have faced in terms of team building, creating the right culture, or anything else? How did you get over them?

Very Good Question. The teamwork plays a very important role and critical for any successful projects/assignments/tasks in the organisation. To make any team working together and bringing them together for a common objective is none other than the job of manager and leader. In today's complex environment, you can not achieve anything without facing challenges. I have faced various such challenges where you need to not only allocate tasks to right team members but also ensure team members are motivated to achieve the tasks on time. Key to make any team working are following - create and feel purpose to achieve, right direction, create trust, be trustworthy, do ongoing review and feedback, recognise their values and contribution time to time, build on strengths, do not manage anyone but micro manage each step and process, celebrate failure and finally communicate, clarify and communicate. All these steps help to build a positive culture in the team which encourages each team member and develops leadership skills in each one.

I always faced my team members and asked for feedback on where we got stuck and how it can be improved. Most of the time, team members came forward to share loopholes in the process and suggested how to fix them up immediately. I did re-allocation of resources with their consent and agreement, and had shown trust in some of the team members.

What, according to you, are the biggest opportunities that the COVID-19 has brought forth for your sector?

To be very frank, COVID-19 has opened up a huge amount of opportunity to reset the many priorities. Reskilling and Upskilling workforce, Bring culture of trust, shared and agile leadership, digitalisation, how to manage another crisis, workforce mental and well being,

improve and invest in infrastructure and logistics which can support remote workforce arrangement, remote employee engagement and employee experience become too critical, invest in very good support eco systems to all employee (Junior to Leadership/CEO level) to get the productivity.

What has been your biggest learning about yourself, your peers, and your leaders in the last 6 months?

What i think that this is new normal but it is actual normal WHICH We were looking to have more time, closer to your family, working on your passion in addition to work, invest and use of technology to the maximum. We have learnt in the last 6 months that humans are important assets and we need to take care of them first to ensure they are motivated and ready to work for you at any point of time. Business has waited for 6 months and if you have taken care of people properly in the last 6 months, they will bring back business with full force. Today many organisations want to start the business but they dont have people to do the work which simply have proven what is MOST important. Leaders and peers working really hard to ensure business continuity and customer retention and satisfaction is taken care.

Tell me something about HR Shapers and MTHR global.

I am one of the founders of MTHR Global which is an 18 years old leading HR Association. Later I founded HR Shapers in 2014 which is a NOW fast growing non profit HR Association having presence worldwide in 5 regions and in 50 countries worldwide. HR Shapers bring people to share knowledge, networking, learsning, and sharing best and next practices. It is always a movement instead of a traditional approach. We are having over 25000 passionate and enthusiastic HR professionals who are members and it keeps growing on a daily basis. COVID has brought us closer with the help of technology to connect, share, learn and network together over various knowledge sharing sessions and casual virtual get-togethers.



human resources

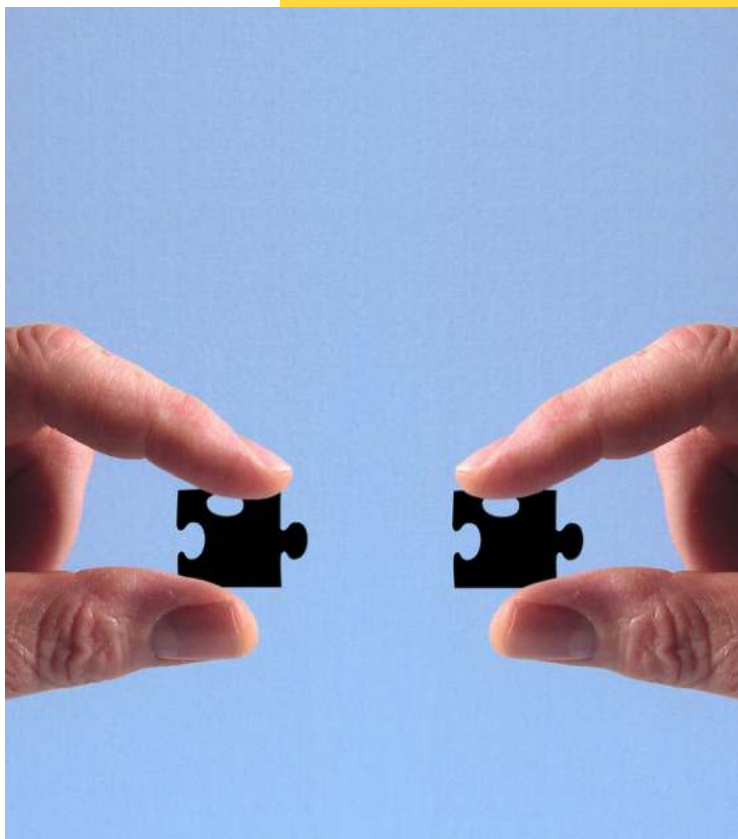


TEAM TALENT

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