

LET'S TALK TALENT

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Exclusive - Nathan SV

Spotlight - Yuvaraj Srivastava

A CONNECTIONS INITIATIVE

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LET'S TALK TALENT - A CONNECTIONS INITIATIVE

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NATHAN SV
Partner and Chief Talent Officer
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Nathan is a Partner and Chief Talent Officer of Deloitte India. He is a member of the India leadership team and serves on the Talent Executive Leadership of the Asia Pacific Region. He has over 30 years of experience in HR management, across diverse industries including Manufacturing, Services, Telecom, and Information Technology. He is an industry leader, mentor and advocate of ethical leadership and developing future leaders through coaching. He has been acknowledged as one of the top Voices of LinkedIn 2020.

EXCLUSIVE INTERVIEW**NATHAN SV****Partner and Chief Talent Officer
Deloitte India**

With your illustrious career, how do you see HR evolved as a function from your campus days to the current unprecedented times?

There are three parts - The First is the process of HR, Second - the Evolution of HR And Third - The Expectations of HR.

It started with something as important as Payroll. The payroll as you see today was one of the most important things those days because a single small step could result in a penalty and so on. Compliance was important. There were so many norms. HR was more of a bookkeeping of people processes. Systems evolved. From the punch cards to an integrated system of HR is a big shift.

Newer technology brought in a greater focus on the art of the possible. Processes have evolved. What you expected of HR processes have changed dramatically today. Today we focus on a 'signature Talent experience' - something that was unheard of before. The Onboarding all the way through to the final exit is one seamless process of management of an experience. If you look at the Employee life cycle, nobody cared about something like on-boarding experience. Simple things like Talent Brand did not exist. Things like interviewing - we made people wait. It was ok for them to wait for a long time. If people needed a job, they would wait. Today if you make somebody wait, they will vote with their feet! and let everyone know on Social media as well !!

Performance Management Process for instance is an evolved process. Today we have things that make a huge difference when people speak about their progress, instead of goals and once a year discussion. Today, we have to sit down 'check-in' with our people. Coaching, mentoring and making them succeed are so vital to the organisation.



Performance management is about conversations. It is about sitting and discussing with the employees. It is about making people successful. It's a big shift. People are looking at strengths and learning needs. L&D has come of age. Anytime learning, anywhere learning, learning on your own was unheard of. The compensation approach has changed. We used to have a Fixed compensation and the annual bonus was almost as good as fixed. Today there is a shift to variable pay. The focus was on Welfare - it has now moved to Wellness. Today we talk of the physical, mental, spiritual wellness of the employees. Welfare to Wellness is a big shift.

Overall, there has been a dramatic shift even in the Expectations of HR.

The expectations have changed too - then the expectation was about compliance, negotiation, health, and safety. Today the expectation is about Culture and managing the environment. HR leaders are expected to do a lot more on culture building. Today HR managers, leaders are cultural torch bearers. Culture now is a lot about Organisation's Values in action. How does one prepare for translating these in an organisation? This is the emerging role of HR. It is also about checking if the organisation is relevant and future ready.

In a way, the function has evolved. HR today is expected to understand the business. There was a time when it was the back-end function. It is front end today. This whole evolution of getting to the seat at the table is amazing. But what you do when you now have a seat of the table? This is important.

As an executive at the leadership level, the focus on the matters of the business are paramount. Getting the best out of people is not intuitive; it is an art that HR is expected to support the business. Strategies are built around what can work best - How do we 'Connect, Develop and Care for our people. Just these pillars can go a long way to get people to Commit to organisations and give their best.

The biggest shift is the one around Women at the Workplace. Women used to shy away from getting to work post maternity. Today HR is leading the way in getting women back to work. A diversity and inclusive agenda that is more strategic than operational has been put in place by several organisations. Today D&I is not a nice to have, it is a 'must have'. Initially there was intention but the execution was lacking. Today there is not just intension, there is influence and action. That is a lot of change.

People are people, but different cultures and mindsets can present all kinds of different challenges. What is the secret to swim through in such a dynamic environment?

There has been no change in the history of mankind that has not had challenges. You look at any changes. Take the example of driving. Suppose you drive on the right/left side and you are asked to drive on the reverse side of the road, it will confuse your mind. But if you travel to USA, you will drive on the right side of the road without a problem. And when you get back to India, you will start driving on the left side. This is because of practice, condition and the way you have trained your mind.

Biggest challenge is change.

Adoption of technology. We went from ledgers and records to computerisation, computerisation to automation, automation to digitisation, digitisation to digitalisation. None of these were easy. But these did happen. It was a challenge.

You had employees saying it will rob them of their job, but that we dealt with. It had to be done through persuasion because logic wouldn't work. You had to explain to them that it is not a loss of jobs but the loss of roles. That they would understand.

So, what really works during these challenging times is the art of persuasion and the understanding of fear. The whole notion of fear is always existent. The fear of the unknown is what needs to be addressed.

Today 85% of our people are millennials. Many are digital natives. So how will you speak to them, what will help overcome the challenge? The changes that you are bringing in are changes that people need to understand. People will support you, only when they do.

Now, in a multigenerational scenario, you also have some people within the management who are rigid and will trip you over. We have to on those rigidities through a series of dialogues. Involvement is at one end, understanding at the other and in between managing the chaos. So, we need dollops of patience, gentle persuasion and influence.

Three skills that can really help are, problem solving, analytical thinking, conceptual thinking.

What are the current challenge organisations are facing from a people perspective, when we are looking at a hybrid workforce model?

Lack of connect. It is very underestimated, but lack of connect can have a huge psychological impact, it also influences how an organisation progresses. Face-to-face interactions are extremely important. Sitting on a zoom call, you can never understand the hand gestures.



There is a diversity and inclusive agenda. Today DNI is not a nice to have, it is a must have.

. Even the eye contact is not real. You do not know if a person is interested or wants to make a point or speak. It is crazy. In a room, you know if someone is disinterested or if someone wants to make a point. An eye contact goes a long way. In short, non-verbal cues are missing. Something that is key to getting ahead in any conversation.

Hybrid model of working is there to stay. People need flexibility, and at the same time, they need to interact with people in person. We have understood that remote working does add to the productivity but the productivity comes with its set of challenges. People fail to recognise boundaries in a work from home situation and they end up working much more than they should. It is not great to be that way. Meeting and calls go on way after working hours since people work from home. A mix of hybrid and office is what will be needed once things open up. Things will have to get back to a balanced normal life.

Do you think, the employer value proposition for organisation have changed over a period of time especially during these unprecedented times?

Yes, the Value Prop of organisations do change over time. If you are trying to attract and retain the best, it would be good to do a dip stick to check what makes your Organisation attractive in the minds of prospective candidates. In the current context, 'flexibility is one such'. At least for now, not all organisations would go out to say they would work flexitime / flexi-workplace. Many employers have talked about it earlier as well with varying degrees of success. We thought that flexibility would be good for women. Wrong. Many feel that they are better off with a Hybrid. Staying at home to work is double work !! Over a period of time, organisations are looking at Anytime, Anywhere work". Though it won't be suitable across industries and roles as many employers will still want people to be available in person. It may work in organisations where service is delivered at the point of connect. With service organisations, it would be a difficult.

So, companies will not talk about the 'hybrid model; value proposition very boldly. Not yet. It will take a year at the very least.

What would be your advice to the young HR Leaders who would shape the HR function of the future?

I would like to advise the following three things:

HR needs to be a lot **innovative**. Anything to drive innovation will be of enormous value. HR in driving culture, change and innovation will make a huge difference to the workplace.

HR leaders have to find a way to raise the **happiness quotient** in an organisation. People are happy when there is equity and fair play. The whole notion of employee wellness is required. People need to feel connected, developed and cared for and these are the three pillars HR leaders need to work on.

HR leaders need to feel **curious**, whether they are at the business table or their own table. They have to understand numbers and data else they will be missing out.





YUVARAJ SRIVASTAVA

Group Chief Human Resource Officer
MakeMyTrip.com

Yuvaraj Srivastava has been an HR Professional for the last 23 years after having served 5.5 years with the Indian Armed forces. He has been in the HR leadership role for almost 16 years. Currently Yuvraj leads the Group Human Resource function for the MakeMyTrip Group. He is passionate about OD and learning & development and has been accredited as certified trainer for various courses and programs. Yuvaraj is an MBA in HR from IMT Ghaziabad and graduate in Industrial Psychology from University of Allahabad. He loves indulging in freewheeling discussion and debate on Indian political system, likes old Indian melodies and spends his spare time watching talk shows.

SPOTLIGHT

YUVARAJ SRIVASTAVA

Group Chief Human Resource Officer
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Take us through your journey and the high impact roles you have done in your career?

I started my professional journey in 1992 when I joined the Armed forces, in 1997 I transitioned to the Corporate world when I joined Asian Paints. I have worked with four great organisations in my corporate career and all of them provided me the opportunity to learn and deliver something substantial and worthwhile.

My stints have been reasonably long with every organisation I worked with and on the hindsight, I believe to create an impact or have deep learning, one needs to spend a good amount of time in the organisations one works in.

Learning has been huge in all the organisations however impact created on the organisation is better to be spelled out by the leaders I have worked with. Nonetheless, with all humility at my command let me try to recall some of the work which perhaps created an impact. In Asian paints where I spent 9 years at two different locations, first 5 years in Greater Noida and then in Mumbai, the impact was more in terms of path-breaking long term settlements with the Unions resulting in long term viability of the plants with respect to cost and productivity. I believe at Greater Noida plant contribution also was in creating a demographically well represented workforce to counterbalance pressure groups in a turbulent environment and My initial brush and interest with organisation driven social responsibility projects also at Asian Paints.

While working with The Oberoi Hotels New Delhi, we worked a lot in terms of bringing in advanced OD and capability building practices, agenda was also to help bridge generational divide within the workforce and sustain the culture of world class service and efficiency standards. This was also an interesting assignment with regard to take some tough for improving discipline levels in certain pockets of the workforce

In PepsiCo, I was fortunate to do three roles and all of them were interesting and offered lots of learning and at the same time context to deliver some high power business projects. Working on Go to market strategy for the sales units, ensuring productive relations with dominating and strong employee unions, creating some gold standard work on diversity and inclusion, building strong and well-knit and capable leadership teams had been some of the interesting areas to work on.

In my current assignment with Go-MMT (MakeMytrip, Golbibo and Redbus), I have enjoyed every bit of the last 6.5 years. It's a young, fast-paced and evolved organisation, we are 20 years old but we are proud of our culture which is defined by 3 Cs of our core values.

We are driven by our Organisation values of **"Being"** and **"Doing"**. We believe that our Being values of **Caring, Creative and Curious helps us deliver our** Doing value of **Customer centricity, continuous improvement and commitment to results**. We are proud of the work done during the merger process of MakeMyTrip and Golbibo. All the heavy lifting in the areas of cultural integration, process synergies, resource optimisation, ring fencing talent, realignment of people processes etc were led and delivered by internal teams without any assistance or help from the external consultants. Our work in the areas of building highly talented teams in technology and product functions is worth mentioning.

What, according to you, are the most critical competencies for HR practitioners today?

It is an interesting question.... I think HR competencies shall be more seen in the context of the stage of the evolution of the organisation and the Industry to which organisation belongs to. However, I believe the best way to identify the critical competencies is by answering some basic questions in the organisational context. Developing muscles and competencies around, following 3 anchors would always be of help.

1. What is Critical to Business -

My view is, HR professional should understand where does the money come from in the organisation and in what proportion. Which line of business or activity in the whole value chain delivers maximum value to the organisation and hence needs to be protected, nurtured or retained. Understanding this always helps take the right calls and provides priority metrics for the resource allocation and focus. I do think understanding business from the above perspective is

simpler and makes the thinking uncluttered and practical rather than academic.

2. What is Critical to Culture-

Competencies around diagnosing and identifying cultural nuances of the organisation and retaining these elements are again important. This not only includes identifying and strengthening the yarn of cultural fabric which makes the organisation productive and proper but also includes competency to identify and address those threads that damage the long term sustainability of the organisation. I also feel that in today's world where workforce is far more aware, provided, and has many options, HR professionals need to have strong ability to influence while being nonthreatening and collaborative.

3. What is Critical to Productivity -

We talk a lot about the digitalisation and technology in HR but I think at the core of all this is productivity and as HR professional, more than having competencies around technology, it is important to understand **and identify the opportunities to deploy technology and digital solutions** with singular objective of improving process reliability, enhanced productivity and deliver a great experience to the workforce.

It is quite a wonder for a lot of people as to what does a typical day of a CHRO looks like. Can you share how interesting it is and how you handle it?

So a typical working day may look like a 10-hour day but mentally one is occupied during most of the time you are awake. For me there are 4 aspects of my day and that's how I use my day generally.

When you talk of understanding of business, what you should understand is where the money is coming from, what are the sources of revenue in the organisation and who are the people who are bringing that revenue into the organisation



1. Planning -

Process of planning starts early morning with looking at days' calendar and things need to be attended to. I have a 'Task list' for myself as well as for all my team members. I keep adding or deleting the tasks in the list based on progress. I still feel that using technology tools like Outlook or other reminder tools work partially for me, I have good amount of dependence on my task list and 'post its' all around my work station. I spend some time the morning in creating and reviewing this list before I get on to routine work.

2. Reviewing -

Review and follow-ups are an integral part of the everyday schedule. I believe that I am quite engaged with what my team is doing hence by default I get into many things happening in the teams and that triggers the need of follow-ups and reviews of different projects and assignments. Our HR team works quite seamlessly, hierarchy within the team is more for administrative efficiency and mentorship but not for creating layers in decision making and long channels of communication. We all work together and extend our work beyond our defined role boundaries. Reviews are mostly to understand the progress and also to solve for the teams proactively.

3. Advising -

Part of the day goes in talking to senior leadership within our own function and other functions. These are aimed at seeking suggestions, advising on functional and organisational issues, creating alignments and understanding perspectives. These discussions also present many opportunities to reflect and evaluate the impact and effectiveness of HR processes and gauge what is working and what is not.

4. Connecting -

I love this Part of the role coz it somewhere resonates well with me as a person. My need to network, socialise and meet people is high and I enjoy doing it. This helps me know what is going on in the organisation and also keeps me aligned to the individual's aspirations and concerns. I ensure to have very focussed one on one with critical talents, transitioning leaders and senior team members. These are more of listening and probing discussions rather than talking. End of every conversation, I create my own notes on individuals and carve out action plans for them.

Besides the above lot of time also gets invested in clearing mails and Whatsapp messages, I try to clear all these after the end of the day before I go to sleep but I know I can do better in this regard.

How do you make decisions when you don't have all data available?

It is important to understand what is data? Many time data will be available in excel sheets and graphs, but these data are hard facts and invites you to slice and dice it to see and draw insights. However, I believe that we should not ignore the experience of an individual who takes a decision. For me, the experience itself is data and decisions in the absence of hard data are dependent on Past experience and these decisions are equally powerful.

Quality of decision making is also a lot dependent on the risk-taking ability of the individual. While most of the leaders do mental mapping of the Pros and Cons of their decision,

successful people are those who can have the temperament to even go against the obvious choice and try out and punt on something that is unconventional.

What do you think, 2020 taught us- your perspective!

The first learning is 'less is more in every aspect of life'. Our needs are less than what we normally think or evaluate. Frugality in all domains can be of help in having a happier existence. Our needs, driven by relative comparisons and worldly pleasures can be endless. It is quite contenting to control and be prudent with own resources.

Second learning is **'One can balance life between work and profession easily, one need not be at the cost of the other.** We saw the value of spending time with our family and folks. People felt happier spending time at home and continued to give more than 100% for professional demands. I could personally spend more time with my wife and son during the last 9 months and felt guilty for not managing my work life better earlier.

Third learning is more of a reinforcement of the belief that one needs to challenge old practices, otherwise, time will come when one will be caught unaware. We have learned and heard for many years that one of the greatest qualities of high performing organisation or individual is to challenge the status quo, but in reality, it doesn't happen much. I have seen people completely changing their thinking during the last 9 months, organisations completely altering their work methods and innovating on the go. It would be great to see some of the conservative thinkers and safe players taking risks and challenging ways of working and methods of measuring success.

One book which all CHRO's should read and why?

I am not a big reader of books and rather prefer to read Newspapers and magazines. In case of books, I prefer and love to read Biographies, because I can relate to the people, places and perspectives. Having said that, I do understand that reading is important because it improves the power of observation, helps build perspectives and the ability to relate & reason with things around you.

One book that I recently read and found very interesting is **"A Founder's Mentality by James Allen and Chris Zook"**. I love this book. It gives an idea on what constitutes founder's mentality and how organisations shall make an effort for everyone to develop elements of "Insurgents mission", "Owner's mindset", and "Obsession with the frontline" to have founder's mentality. While reading it I could relate to this book and the way our founders Deep Kalra and Rajesh Magow and many of the senior leaders operate.



ANILA RAJNEESH

**Chief Human Resource Officer
Fedbank Financial Services Limited**

Anila Rajneesh is a versatile high energy entrepreneurial Human Resource professional with 20 years of experience in driving and supporting human resources initiatives through innovative practices. She is currently working as a Chief Human Resource Officer with Fedbank Financial Services - Fedfina. Anila's value proposition is to bring balance and simplicity to entire processes and create a competitive advantage for the business that is reflected in the bottom line. Anila has done her MBA from Rizvi Management Institute.

Food For Thought

ANILA RAJNEESH

Chief Human Resource Officer
Fedbank Financial Services Limited

Future of Work: Hybrid workplace?



Remote working which initially started as a stop gap arrangement to combat the deadly virus is now a serious consideration. This option has brought respite to many aspects like work life balance, flexibility, commute issues which not so long ago were few of the challenges which employees and organizations were grappling with in addition to the benefits of reduced overheads, increased productivity, easy access to a wider talent pool, etc.

While there have been a few top notch industries which have already declared remote working as a permanent feature, there are few others who are seriously contemplating dodging between a real estate investment and technology upgrade.

Though there are many salient features attached to remote working, we must not forget that it has distorted the social fabric of the corporate community, camaraderie and collaboration and also invaded the personal boundaries of people in the name of accessibility. And now with the vaccine not being very distant from use may coax many to re-look to get back to the old normal and getting back to the good old habits.

But in my opinion considering the greater benefits which it has to offer remote working is here to stay for good. However we have to keep in mind that not all jobs will be suitable to work from home. Nevertheless it has exposed us to a huge opportunity to recalibrate our working arrangements from taking the best of each era's (pre and post covid times) and customising it according to people and organization priorities. Through my lens, I see an emergence of a "Phygital" Workplace...

Rewind a few years from today and let us ask ourselves this question of the Future of Work. Our imagination immediately would revolve around Artificial Intelligence, Robotics, Automation and how technology innovations will eliminate human interventions in certain jobs and make it redundant, new jobs with new skill-sets will make a debut into the mainstream jobs. During those years we never imagined a workforce without an access to a common workplace.

Come 2020 and it has not only been iconic in rhetoric but in many ways radical. Not only had this year witnessed the defining global health crisis of its time, it has challenged various ways of our functioning. There has been an abrupt shift in our paradigm as we rebuild a newer version of our personal and professional lives.

The trendiest concept of the VUCA framework is being put to test by one and all across the globe. The processes and policies which were once etched in stone are now found to be made of clay. We have leapfrogged on our digital journey and observing quicker emergence of new business models.

And all of this think tank has happened in the confines of our personal living spaces which otherwise would have been a closed board room discussion. Thus coercing us to reimagining our workplace and being labelled as one of new constituents of the New Normal.

The transition from the physical office-working to remote working was very swiftly adopted irrespective of the digital journey each of the organization had embarked on, disrupting the common belief from time memorial that work can be done only from office. And not to forget, the before corona era "work from home" was a privilege offered to employees as a part of employee value proposition.



SANDEEP BANU

Head HR
MoneyTap

Sandeep Banu is a strong HR professional with a decade of experience in Business partnering. He is currently associated with MoneyTap as Head HR. In his previous stints, he has worked with Flipkart, Mindtree Limited, Dell Services and IL&FS Investment Securities Limited. He loves to work on exciting projects which contribute to the organisation's success and make people happy & proud of what they do!

Point of View

SANDEEP BANUHead HR
MoneyTap
**Creating an Employee Friendly Organization
in the current scenario**

In the existing pandemic situation where the employees are feeling uncertain and stressed, It is important to give them the confidence that things are okay and that they are taken care of.

The few things our organization tried this year and was successful at were the following:

Virtual Onboarding - Creating a culture of care and making the new employees feel a part of the organization is very important. The impression an employee carries on entering an organization is a long lasting one. During the lockdown, the HR team of MoneyTap ran multiple virtual onboarding sessions. For campus recruits, we ran a 21-day Bootcamp (with a mix of classroom learning & on-the-job training). We hosted two virtual quarter-end soirees and shipped personalized gift baskets to employees across India.

Hiring & Upskilling- We have relooked at our hiring practices and done a lot of internal re-branding on our Referral program & went aggressive during the lockdown (introduced Surge Bonus for few critical roles). This was a very good time for all of us to introspect our skill gaps- we created monthly learning interventions for our employees (while they are working from home). We created competency frameworks for most of our job families to help employees understand their career paths too.

Enhanced health insurance - The COVID-19 situation has made everyone worried about their and their families health. Employee wellness has been vital. We, at MoneyTap, created more opportunities for Employee Wellness & Engagement. We have offered the best in industry health insurance program for our employees and their dependents. We also recently introduced 'pet insurance', this is something of a first in India.

Advanced COVID care for Employees - Every organization needs to ask itself, what is that extra bit that we can do to take care of our employees? We did the same and as we reopened our office, we are providing sanitized cab service, accommodation for people who are, fruits & healthy lunch options at work.

It is important that organizations get working on exciting projects which contribute to their success and make people happy and proud of what they do!



URMILA MURTHY

**Head HRBP & Talent Acquisition
Landmark Group**

Urmila Murthy is an HR Leader, with over 15 years of experience in Business Partnering and Talent Acquisition and managing a wide spectrum of people practices. She is currently associated with Landmark Group as Head - HRBP & Talent Acquisition. Her focus is to shape culture and partner with Businesses to enable their talent to be a differentiator in the Industry. Urmila has done her MBA from Marshall University.



Point of View

URMILA MURTHY

Head HRBP & Talent Acquisition
Landmark Group

Emergence of Virtual Onboarding

In line with the changing time and tides, Virtual Onboarding has become the new normal as most organizations have migrated to remote working. What is interesting is the way everyone has adapted to the change and continued to keep the ethos of their organizations culture alive even in the virtual environment.

At the start of the pandemic period, virtual onboarding had its share of challenges. However as both HR and Managers grew more comfortable with the technology platform, the effectiveness of the process has increased to the point where technology will be a permanent part of the onboarding process.

Few benefits already seen with Virtual Onboarding are:

Allows new employees to have control over the pace of learning and internalizing the information.

Gives new employees access to online resources as and when needed and as many times as required.

Allows organizations to induct and onboard employees quicker, through eLearning for most part, while leaving in-person components of the induction to be covered basis availability.

Provides organizations opportunity on cost savings and flexibility to opt for blended learning.

There will be many evolving phases and labels for this process; however, the common denominator is to provide employee orientation and training. The formula for success will of course be the right mix of video technology and human interactions balanced together to assimilate employees into the culture.

With backdrop of the pandemic altering the work environment and the people practices, as HR professional we will continue to play a vital role in guiding companies through crisis, and with the assistance of technology, we can weather any storm.

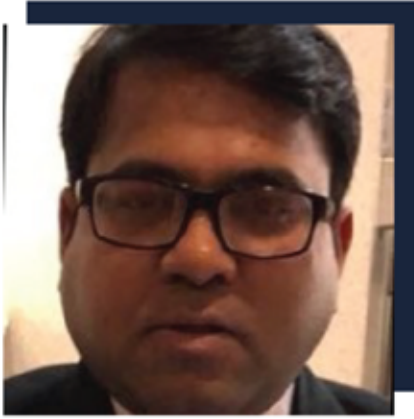




RAM KRISHN

**DGM HR - Corporate Function, Employer Branding
& Leadership Hiring
DS Group**

Ram Krishn is a seasoned HR professional with 17+ yrs of experience in HR business partnering, talent and leadership development, talent management strategy and culture building. He is currently DGM HR Corporate Functions and Leadership Hiring for DS Group Ram's expertise lies in building businesses from an idea to full blown functional organization. Ram has done his PGDPM from Xavier Institute of Social Services.



Point of View

RAM KRISHN

**DGM HR - Corporate Function, Employer Branding
& Leadership Hiring
DS Group**

How to create successful Succession Planning

Succession Planning is replacement planning for key roles. And the heart of succession planning is to maintain business continuity and save organization from shocks of business. As a process it's quite dynamic and factors all the three dimensions of time i.e., Past, Present and Future. It moves through past to build a robust future keeping an eye on most important resource of organization - "its people". Every organization aspires to have a succession planning, but only few masters it. Some organizations who have are, McKenzie, Unilever, P&G. While the framework for succession remains same across the organization - what makes it successful is what we will attempt to understand

Before embarked upon succession, organizations have to invest considerable time in building the Culture of Succession- "Culture eat strategy at breakfast" With just a hint of succession, a manager's heart is filled with fear, this is the time to have an open communication with the manager and employees. In order to have succession, the first building block has to be career planning where an employee can see how he can grow in organization. A heart, which knows what his next role is and that he has all the resources which will enable this journey, will be more than keen to get into the journey of Succession Planning.

Rule of the game is its merit that decides who moves up and performs. The only criteria are that it creates a lot of credibility in process. Organizations which encourage managers to discuss the story of succession and how they have partnered in their subordinates' journey to the new role, build credibility in the process.

Some of the important points to consider are:

KRA of CEO and CHRO-

Captain of the Ship is the CEO and his Co-Captain is the CHROs. While CEO will lead the ship it's the CHRO who will act as counsel to CEO and will ensure governance.

System and Processes -

Most people development initiatives fail on account of System and Processes. When people are identified for bigger roles, their developmental intervention talks about new ways of working. But when they come back, they realize system and processes have not gone through any change. After a few days of applying the new learning, they get back to the old way of working as they have to look successful in order to remain a part of this coveted pool of high potentials.

Role of Manager-

Immediate manager of a high potential employees should be responsible for his transition. Manager is the one who manages the subordinate and is best suited to check his progress and provide feedback. Manager should be part of the process right from identifying the HiPO to the development of his IDP. Necessary checks and balances should be there to remove any bias and proper data should be maintained. Manager should be trained on how to give proper feedback.

Mentor and Coach-

Picking up from History, Lord Krishna was a better mentor than Shakuni. Duryodhan, in spite of having better resources, lost the battle only because of Shakuni. Mentor should be identified very carefully and should possess the following qualities:

A. He must be dispassionate

B. He must have wide knowledge and skill.

C. He must be personally interested but shouldn't have ulterior motive like Shakuni.

Following these will definitely help organizations create a successful succession planning system.





VINAY TRIVEDI

Head HR
ToneTag

Vinay Trivedi is an HR Professional with 14 years of expertise in the field of Talent Management, Talent Engagement, and Talent Acquisition across IT, ITes, Banking, Insurance, and Fintech. Currently, he is associated with ToneTag as Head HR. Experienced in handling the whole HR spectrum, Vinay believes that challenging times need innovative methods, and are currently working to restore the human element in HR!



Food For Thought

VINAY TRIVEDI

Head HR
ToneTag

Innovation is nothing but higher use of common sense

How many times have you questioned a process? How many times have you thought something can be done differently?

Innovation is often linked with some great things that happen like an Idea or a process change or marketing technique. I am not sure that we think of innovation as something a "Common Man" like you and me can do, right? Let me break this down in to an even simpler way, let's begin with the **definition** of Innovation:

"Innovation is development of a **new idea, new process or new design**" - Cambridge University.

Now let's look at the **types of Innovation** to understand this better:

Product Innovation | **Service Innovation** | **Disruptive Innovation** | **Process Innovation**

While there are many, but the ones above would be an apt summary of different types of Innovation.

I am not writing this article to explain what is already available on the internet, I am writing this to ask you a few hard hitting questions and see if it can convert into some action items.

- ⦿ Do you remember the 2 AM conversations with friends on how things can be changed? Why would they never be spoken at 9 AM the next day?
- ⦿ Do you know of one stupid process that can be easily changed to make better sense to achieve the same objective? Why have you not spoken about that? (Don't tell me you tried but no one listens)
- ⦿ Do you remember those obsolete practices? One's that does not make any impact in the current world but is still practiced in the name of "Old is Gold"
- ⦿ Do you know these people who say "Why should I fall into this, let's just do what is told", hold on, does that include you as well ?
- ⦿ Lastly, Do you know some people who "Crib, Whine, complaint" that nothing can change, they do it loudly but in the backend, sounds familiar?

Why am I saying all of this? What is the connection with Innovation? Let me give you a perspective now:

Innovation is higher application of common sense:

- To innovate, we need to look around us and make simple changes that makes logical sense (Being simple is most complex)
- To innovate, we need to stop blaming everyone else and look inward to see how we can make one, just one change in the process, product or service we provide

COMMON SENSE**MINDSET****Innovation is a way of life, not just a one-time activity, it's your mindset**

People often associate innovation to being done at strategy level, or in innovation hubs or somewhere far away, that is a mindset problem that needs to change

Making very simple logical changes that makes life better around us, for our teams, for our customers, for our society, it will create a big impact

Innovation is what you action and not what you think, so action action action should be your mantra:

- All of you have some ideas that can make a change, we just think but don't speak, that needs to change
- All of us usually think we will speak if asked, some times that needs to change too.

ACTION**If you are reading this article, I want the following from you:**

- If in college, what is that one process you think can be made better? - Can you quote this article and write to authorities?
- If at work, what is that one small change that will help making life better for your teams or customers? - Can you take it up ?

Innovation is not complex or not doable, in fact it is simplest thing to do as it makes life better. Happy Innovating.



CONGRATULATIONS!

Surender Mehta joined Nykaa as the Chief Human Resources officer. In this new role, he will further the company values and promote its growth culture.

Mehta is an HR professional with more than 20 years of experience across industries and spanning MNCs and family businesses. His last role was HR Director _VOIS India & Global Head of HR _VOIS Business



In his long and successful career, he has led and executed strategic, specialist and generalist HR roles in blue chip companies at various business life-cycle stages. Mehta is passionate about building culture, inclusion and talent vitality and working for the society.

An MBA from IMT, Ghaziabad, he went on to do an advanced management programme from Harvard Business School in 2014.



Vikrant Kapur joined as Head of People, India at Better Mortgage. In his new role he would be caring for the people agenda for the India office, strengthening people practices, systems and taking Better.com forward to the India talent community.

For the last 19 years, Vikrant has created value for his clients, built top-line and bottom-line impact through innovative and transformative people programs.

As a Human Relationship practitioner, Vikrant has helped businesses restructure to unlock efficiencies, evolve new delivery models, and develop new roles to deepen business capabilities.

Vikrant is passionate about building, success stories, cultural shifts, transformation and change. Vikrant is an MBA from FMS, Delhi

Vik's mantra - 'Purpose, passion, bias for action, and a bit of fun along the way, is all you need for memorable career adventures.'

CONGRATULATIONS

Neeta Singh joined as Deputy Vice President at Kotak Life Insurance.

In her new role she is handling West Zone with manpower of 1900+ employees

Neeta was Senior Manager Human Resources at Tata AIA life Insurance before taking up this new role.

Neeta is very focused, result-oriented, dedicated and determined to get the tasks closed in timely fashion. She has a keen interest to learn things and deliver the best with ease.

She excels in relationship management and has won coveted awards at her last organisation. She is a constant learner and always tries to get out of her comfort zone.

Neeta is an MBA from Welingkar Institute of Management.



Jinesh Gandhi has now moved in as Zonal Head, West in Tata AIA Life insurance after having spent the last 5 years in the Training and Development team of Tata AIA Life Insurance. He looks forward to the challenges in his new role

Jinesh has excellent presentation and organizational skills. He also has in-depth knowledge of the processes.

Jinesh is an MBA from ISBM.





Team Talent



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