

LET'S TALK TALENT

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Exclusive

An interview with Dr. T. V. Rao

Spotlight

Mr. Dharam Rakshit

A CONNECTIONS INITIATIVE

Food for Thought

Ms. Garima Pant

Young Yodas

Mr. Subhajyoti Biswas

Point of View

Ms. Hema Menon
Mr. Uday Desai

LET'S TALK TALENT - A CONNECTIONS INITIATIVE

TABLE OF CONTENTS

Exclusive Interview with Dr. T. V. Rao
• P. 2

Spotlight: Dharm Rakshit • P. 6

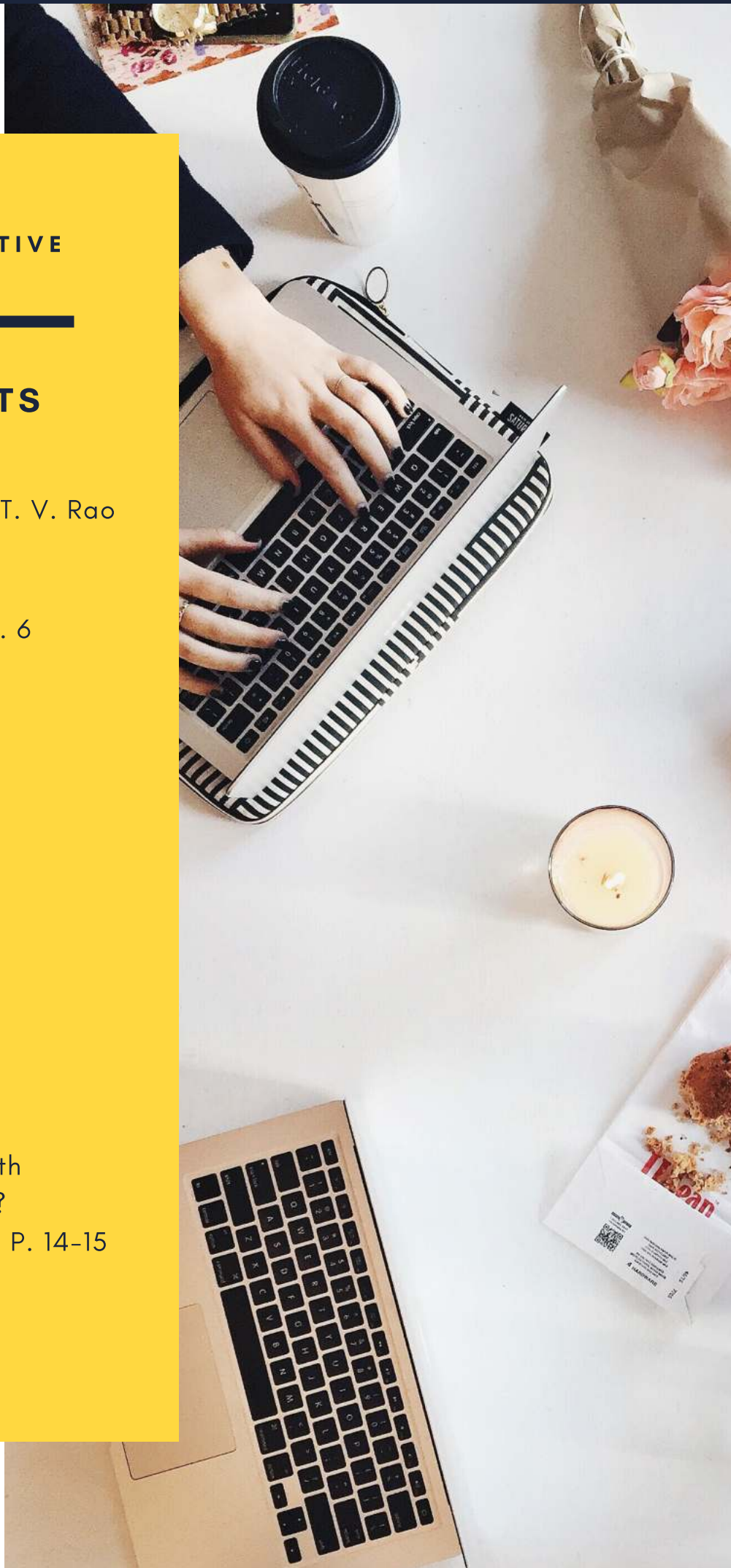
Food For Thought
5 Key Lessons From Sports:
Garima Pant • P. 9

The Silver Lining Across Job
Market • P. 10

Young Yodas
The Changing Role of HR:
Subhajyoti Biswas • P. 13

Point of View: Is dealing with
millenials differently, a fad?
Hema Menon | Uday Desai • P. 14-15

Contact Us • P. 16





EXCLUSIVE INTERVIEW

Dr. T. V. Rao

Chairman TVRLS & Ex-Professor IIM-Ahmedabad, Founder President of National HRD Network, First Honorary Director of the Academy of HRD India

How do you see the HR DNA grow over the last few decades?

We have come a long way since the time we (Udai Pareek and T V Rao) started the first dedicated Human Resources Development Department and subsequently made it a part of the new HR function in Larsen & Toubro in 1975. HRD, as philosophy and a necessity for the growth of people, organizations and the country, has remained the same. We discovered a few new tools like 360 Degree Feedback, but the concepts of Integrated HRD systems we outlined remained the same. There are some new terms - line competencies in place of attributes, engagement in place of commitment or motivation, performance management in place of appraisals. In mid-seventies itself we recommended de-linking appraisal ratings with incentives

and rewards. After 45 years we are amused to see that the world is back to where we started by denouncing bell curve. These 45 years, we went through many highs and lows. I still think it is one of the best systems we developed. It focused on making the work enjoyable by taking care of people and building their competencies, commitment and culture and values. Unfortunately, it took a long time to develop HR facilitators who understood the philosophy and values behind the system, and implemented well. The confusion was compounded besides through lack of trained HR people, by the traditional personnel and training departments redesigned as HR Departments. HRD became a new name for Personnel and/or Training department and the concept of Development got drowned in HR administration. Hence the need for starting a Centre at XLRI and later the National HRD Network and the Academy of HRD. As these

bodies were making some impact, the liberalisation came onto the stage. It resulted in a high need for competition and a rise in salaries along with retrenchments in mid-nineties. Human being became a Resource to achieve KRAs, Targets, and KPIs, and "Human" was largely ignored except in few companies that very genuinely believed in "Human as an asset" and focused on the HRD goals we outlined in mid-seventies. In the last few years, we are drawing the attention of people to this. SADHGURU of Isha Foundation played a significant role in getting people to be self-critical by talking about Human as a Possibility and not merely resources. Today I maintain that every human being is filled with new possibilities to make many things happen. Every employee is his/her own HR Manager. Why does anyone need a Manager to manage his/her development? People should take charge of their own performance and development. HRD should work for its own redundancy and lift itself higher than merely a dependency promoting department.

What are the competencies of HR leaders that have remained constant since the evolution of HR, and which one has evolved?

Most important are respect for people, empathy, care, and compassion. Ability to understand the business and its role in serving people (and not merely making money). Belief in human capabilities. Ability to understand and implement various systems as means of competency, commitment, and culture building. Ability to understand the linkages between the work done by each employee irrespective of the level or designation and the organisational mission and vision. I have given many of these in my book in The HRD Missionary. They remain the same.

The new competencies that have become more important focal points are: an attitude to be self-critical and undertake self-renewal exercises for self and the function and the systems one is working with. Ability to make one redundant by making employees takes care of themselves and their growth. Ability to get themselves and their work audited through HRD audit, 360 Degree Feedback, and use various emerging technologies in the world. These were there in our first document, but have gone more focused in recent times.

Could you please share one of your most enriching experiences/incidents that have had a lasting impact on you?

There are many. Everything is an experience. Every institution I was associated with and started is a great experience- many positive, some very negative. I am picking up randomly a couple of them. After we introduced the New HRD system in L&T, they started preparing for implementing potential appraisal through Assessment Centres.



HRD should work for its own redundancy and lift itself higher than merely a dependency promoting department.



Once I went to explain to the Senior Managers (DGMs and GMs) of L&T about potential appraisal as different from Performance appraisal, and how assessment centres will help identify potential to perform high level jobs. I was in my early thirties and they were all senior managers. After my introduction, the participants would not let me proceed. Some of them said, "Professor, you don't know L&T. This system is not going to work here. Here all promotions are decided by who plays golf with the President". So please don't tell us about all these methods. As they did not let me proceed, I stopped the session in the middle and asked them to wait for a few minutes as the President only will answer their questions. I went up, called the President into the class, and mentioned to him, "The participants don't seem to think this system will work as they say that in this company those who play golf with you get promoted." The President smiled and said, "Is that so? Unfortunately, you're right. I have no way of knowing your talent. When some of you come to play golf, I try to assess through your conversations, and you're right, they are biased assessments. Isn't that why we need a potential appraisal by Assessment centres so that I have additional information?". That put everyone to silence and I continued my session. The President's smartness in confronting them and converting their own argument to get them to appreciate the new system was remarkable. I also learnt how confrontation pays to clarify issues. The next lesson I learned over a number of

years was how hard work, commitment and perseverance works. The way we conceptualised HRD Network on March 2, 1985 at the end of the National seminar on HRD slowly drove the need for an association like NHRDN, the way we (Fr. E Abraham, along with me and many others) worked for its establishment and dissemination, the way we stepped aside for new leadership to take over and build it after initial years are great lessons in Institution Building. The research-based consulting firm TVRLS I started in 1996 - two years after I left IIMA - and the way we managed it to keep it small so as not to distract us from doing quality work is another great experience. Unlike any firm founders, I am proud that we remained small and focused on work based on our research and publications. You will not, perhaps, find another firm with a body of knowledge and is in the business of disseminating its knowledge like an educational institute. We trained our competitors. We are more a centre for education, research, coaching, capacity building and reflection than one that is focused on making money.

How do you see businesses evolving post COVID era? What role will HR play in this business transformation?

Different businesses are impacted in different ways. Sooner or later, more and more businesses will find their track. I am sure all businesses will settle down. Transition management is an issue for many. Some of them are in real bad shape. In my view, HR should take care of both lives and livelihood. They should understand that this is the time their most important and complex roles are put to the test. As people caring for lives,

they should have safety and building endurance as the most critical focal points. I have talked about the seven hats HR people wear and suggested that they should wear the development, Intellectual capital building and spiritual endurance as critical hats. If the organization is forced to downsize or rationalise manpower they should do it after exploring alternatives and taking people along. I support keeping people on roll with minimum substance allowance and helping them to resettle. Human beings should not be treated as "use and throw" material. A genuine HR professional is first an employee champion and should convince them how to champion their cause by finding alternative business avenues. If there is no business or no organisation, whom can he champion? Here the values of the HR become very critical. HR can play the role of an entrepreneur and even think ahead of the CEOs and CXOs. He should be a pathfinder.

You have always spoken about HR competence building, commitment building, and culture building, how do you see HR playing a role in building culture in the virtual world?

The virtual world offers different opportunities for practicing trust, trustworthiness, sense of responsibility, transparency, and teamwork. This is the best time to practice OCTAPACE (Openness, Collaboration and Team work, Trust and trustworthiness, Authenticity, Proaction, Autonomy, Confrontation, and Experimentation values). I don't see any reason why they can't be focused on. It will help the organisation function better in the post-COVID world.

Your word of wisdom.

Each one is born talented. Organisations are platforms to explore talent. Every human being is a possibility. One life is not enough to explore what we can do. Don't waste your time getting frustrated about what you cannot do or thinking about what the external world is doing to you. COVID Pandemic taught us how all of us are equal. Use every minute to discover yourself and apply your talent to taking good care of yourself and others.



SPOTLIGHT

Dharm Rakshit

Head HR, Hero MotoCorp Ltd



Mr. Dharm Rakshit is an experienced HR Professional having more than 20 yrs of experience of both HR & ER. He is currently the Head of HR for Hero Moto Corp. He has rich experience in working with organisations like Larsen & Toubro, Godrej Industries Ltd, Mondelez India, Hindustan Coca-Cola Beverages Pvt Ltd. and Tata Steel. He has worked in various capacities & in multiple geographies inside and outside India. His areas of interests include Organization Strategy & Design, Talent & Leadership Development, Employee Engagement, Labour Relations & Collective Bargaining, Change Management, Mergers & Acquisitions.

With your rich experience of over two decades across multiple industries and having worked for dynamic organisations, how would you describe this transcending journey of yours? What were some of your key elements in your journey which helped you soar professionally?

If I have to put my entire 25+ yrs journey in a simple word, I will be telling that I worked passionately on the 4 C model. Care , Connect , Comfort & confidence. Whether it is your professional or personal life, a human being remains a human being & the most significant need I always

felt is- not getting ignored. Care actually brings the feeling in transactions. Our life is largely a transaction of relations, & these transactions decide how things will pan out. Way back, when I took my first professional assignment, I found the worst form of relationships. Employees were not trusting each other, leading to conflict, which sometimes even got violent, rumors & gossiping were core competencies and working in isolation was a core value. The humongous task ahead for me was to reshape the agenda & navigate the people process for the betterment of all. The initial diagnosis was indicating that care was missing; employees

were just being treated like a cog in the machine. In the journey of reshaping the agenda, the first tweak was done by bringing the core value of 'Care' in the system. When we were slowly ramping up this value, the realization was that 'Connect' with people increased. Anxiety, rumors, gossiping, etc. took a downswing which enabled in creating a better work culture & high-performance teams. This led to the growth of the business & employees started witnessing prosperity & personal growth. Now the employees were more Comfortable & Confident. The retention rate increased, employee engagement went up, and experience took a positive swing, resulting in better business results.

My initial experimentation added one more C in my entire journey i.e. Conviction to lead this 4C Model.

We are facing unprecedented times in our personal and professional lives, as a CHRO, what are your key challenges in these times?

You are right that not only organisations but entire humankind is facing unprecedented times, but I am always optimistic, because problems bring multiple opportunities too. In the past, life cycle of invention of any vaccine was



Previously the noise was around profit, volume growth, market share etc. and now every where it's employee, employee & employee only.

in the range of 5-10 yrs, but now scientists are confident of developing it within 2 years. Technology is leading innovation. Watson, the AI model of IBM is enabling scientists to look for early solutions. World-wide collaboration has increased in multiple fields. Work from Home, previously not being seen as a sustainable business model, is now being viewed by many ITES companies as its business growth driver. Many businesses are shifting their entire selling to etail platforms. Business models are in significant transition. At the same time, nature is also reclaiming its space, which is good for the entire humankind. The biggest ask from HR at this juncture is to enable businesses to look for opportunities & help employees to come out from anxiety. Creating a growth mindset & unleashing both employees & organsiation potential is the biggest need of the hour. Both organisations & employees are experiencing common things- Fear, anxiety, cultural haze, financial freefall, etc. To meet these challenges as HR, the values we can bring on the table are - Hope, optimism, and resilience, all through 4 C Model. Thereby enabling the orgnasiation to realize its potential & what can be an alternative business strategy— inculcating a better financial discipline culture & at the leadership level instilling confidence & hope.

We understand that communications plays a pivotal role during any tough situation, what are your key considerations for effective communication?

Generally, in communication, either we communicate less or over-communicate & both are not good. Effective communication primarily encompasses active listening. Leaders should move away from content listening to global, contextual & form listening, which includes Tone, mood pace, energy & emotions. More practice of listening & more of global listening instills a culture of effective communication in the organization.

It's a virtual world today, how are you connecting with your people and managing an engaged workforce?

This is a fantastic question. Our conversation is also virtual, which only tells that many things will be moving into virtual & digital form. I witnessed that our engagement with the workforce was limited in the past due to physical presence issues, space constraints, calendar availability, travel issues, etc. Yesterday, I counted that in the last couple of months of lockdown, our chairman has done 31 town halls with various workgroups & employees. This is phenomenal. The virtual platforms are giving multiple occasions to connect with teams & engage with employees.

How can HR leaders help their organisations be more resilient and embrace the new normal?

First and foremost is to have belief in

yourself & look beyond what you are experiencing. Each problem brings a variety of opportunities. Being a mobility solution provider company, we manufactured sanitizers, ventilators, etc. As HR professionals, we encourage our people to take risks and rise from failures, to discover new opportunities.

In these times, how does a CEO look at HR adding value?

Pre-COVID & Post-COVID, the agenda of the board room has changed significantly. Previously the noise was around profit, volume growth market share etc. & now everywhere its employee, employee & employee only. The CEO is looking for a more proactive HR. They are looking for employees who are willing to work beyond boundaries & brief—Hope & resilience within employees & leadership team. This is possible only by having a better employee experience. HR needs to shape its agenda around it.





THE 5 KEY LESSONS TAUGHT BY SPORTS THAT ARE CRUCIAL FOR A SUCCESSFUL CORPORATE CAREER

Garima Pant

Lead - Rewards, Benefits, Digitization & HRBP - Sony Pictures Networks India

Garima is a seasoned HR professional with global experience of working in rapidly growing industries. She is a strong advocate of HR being the strategic partner and change catalyst for business growth. She ardently champions the cause of an inclusive world.

The importance of sports and especially team sports cannot be emphasized more in life. While physical and mental well-being benefits are the most prominent, there are more ways than one in which sports shape our personalities. Here are 5 key learnings from a sports person's life that corporate executives can apply in their professional and personal lives almost daily.



1 Collaborate to Win: You are as good as your team. No match, leave aside a championship can be won alone, you need a team, and you are as strong as the weakest link. Also, while there is a formal captain, each one needs to play the role of a peer leader without authority.

2 Play your A-game every time: Each game is a new one, one cannot rest on their past laurels. You need to give it your best every time. While you will get a second chance to play, your current success will depend on your current performance.



3 Accept defeat gracefully: You win some, you lose some. The idea is to be resilient - get back stronger from where you left. Also, another essential element is to respect your rival and to appreciate their strength and performance.

4 Practice. Practice. Practice: Practice makes perfect. Your level of strength, stamina, or skills would fade away if you don't practice every day. The need to sharpen the saw as they call it in the corporate world. It brings out the best version of oneself.



5 Be humble, stay grounded: Nothing is permanent, neither victory nor defeat is perpetual. There is always a higher ground to achieve and valuable lessons that failure teaches each of us.

While learnings from sports are plenty, these for sure would resonate with all. On a closing note - Keeping your sanity and playing the game with trust surely would ensure you have a good night's sleep.

**Views expressed in this article are personal and do not represent those of the organization that the author is associated with in professional capacity*

THE SILVER-LINING ACROSS THE JOB MARKET

Yes, the times are tough, and yes, the future has always been uncertain. But now, as the country wakes up from the COVID-19 Lockdown, what matters most is how we prepare ourselves for such an unprecedented crisis so that when the right time comes, we stand ready and mentally prepared with a direction and planning to move ahead. Because times will change for good, and those with the apt skillsets will get an opportunity to make the world a better place.

As the world slowly embraces the new normal, the country and economy are focused on rising and being more resilient than before. The conventional pillars of the economy are getting restructured to suit the demands of altered priorities of this world. Thus arises the need to identify industries and skillsets that will be at the forefront to shape up our future.

What does the future behold?

One of our industry front-runners Mr. Kunj Bansal, Partner & CIO, Sarthi Group, points out in an interview given to Economic Times*- "The focus will shift back to buying in domestic sectors, which include BFSI, private banks, NBFCs, cement, consumer goods, fast-moving non-durables and paints will also benefit from the reduced oil prices. Investors will focus on these sectors".



This projects a positive picture for freshers as well as experienced associates to look for professional growth and target organizations that will be high in demand for expansion and innovations in their respective sectors.

While one cannot claim to know the future for sure, in the Post Covid-19 Era, we can see the direction of this new normal. Our take on the hiring and in-demand skill sets for the future revolves around niche techno-conventional amalgamation for sectors that will be highly relevant and prevalent for the economy.

So go ahead and check out the list of sectors that we believe will need the workforce that is prepared to handle the new normal



Agriculture & Allied Industries

Agriculture fulfils the basic necessity of humankind and is one of the safest businesses in a recessionary market. With the Government's constant emphasis on encouraging agro-based sectors by pumping in capital through various schemes and assistance programmes, this sector is bound to witness an upward growth. Hence, the services and practices allied to farming and agriculture will get an overall boost. This in turn, will further create opportunities for the sales and service workforce that deals with logistics & supply chain, product innovation, and production.

E-Commerce

E-commerce has been a consistently performing sector, even during the Covid-19 crisis period. The growth possibility in this

sector is evident from the fact that NASDAQ is performing at an all-time high, and the companies from this segment are showing remarkable performance in the stock market. Hence opportunities for a workforce from the fields of IT infrastructure, coding, digital marketing, and product and category management will be available aplenty.

Last Mile Distribution Centre

With the boom in the online market and E-commerce, the need for affiliated services will be high. Online and E-commerce businesses will require a robust supply chain backed with a workforce that can manage warehousing of products and distribution of goods to the end consumers. This necessity will directly lead to a massive demand for the back-office workforce and

delivery system dependent on human resources. Hence, the opportunities for affiliated business catering to the distribution of Ecommerce goods is relatively high and positive.

Education, Training & Ed-Tech

E-learning's market potential and the Ed-Tech business got a positive push when the world realized that learning at home is more accessible and safer than stepping out for acquiring knowledge. So whether it is a learning app that you want to design or an online classroom you wish to conduct, the demand for specialized professionals will be higher than before. Hence, be it an independent teacher or an application developer or an



educational institute exploring digital space to cater to the wide range of users ready to acquire knowledge at the click of a button, there is no shortage of opportunities.

FMCG

In FMCG, as the demand for non-durable consumer goods remains consistent, the business of FMCG production, sales, and distribution will flourish as the economy improves over time, and liquidity in the market gives strength to the common people in terms of purchasing power. This effectively will create opportunities in the sales and marketing profiles of FMCG companies and is a safe bet for many job seekers to get in.

Healthcare & Pharmaceuticals

Healthcare and pharmaceuticals are the sectors that always boom in

recessionary times. As the world is accepting the new norm of keeping oneself healthy, immune, and protected during pandemic times, the future for Pharmaceutical and Healthcare market segments is definitely positive. This brings the good news for people related to production, sales, distribution, and marketing of health and pharmaceutical goods and services as opportunities for them are at an all-time high.

Renewable Energy

The past few months have made the world realize that exploitative outlook of humankind will not be tolerated beyond a certain point by Mother Nature. Hence, the need to focus on self-sustaining and renewable energy sources is more than ever in-demand. This is a great time for

engineers and IT professionals to be innovative and contribute towards a sustainable ecosystem that respects nature's boundaries and improves human lives for good. The sectors pertaining to clean living and green energy will need bright minds to come on board and put the best foot forward toward preserving nature and conserving natural resources for future generations.

And now that the silver-lining appears around the clouds of uncertainty, are you prepared enough to make the most of these opportunities available? Where do you think you can apply your skillsets to boost your professional aspirations?

Whatever the future holds... We are all in this together. And we all shall come out of this shining brighter than ever.



THE CHANGING ROLE OF HR

Subhajyoti Biswas - AVP HR

Max Life Insurance Company Limited

Astute HR professional with an excellent exposure in Talent Acquisition, Talent Management, OD, Compensation Benefit and Training in various facets of HR including Consulting, IT, NBFC, BFSI



The role of HR has undergone a significant transformation, from focusing mostly on the aspects of administration, recruiting, and compensating employees, to gradually a contributor to organizational success through business partnership. This change has been dependent on many factors. However, two essential elements which lead to this change are -People and Process.

Engagement, Organization Culture, Values and human attributes like compassion, empathy, camaraderie, care, trust and respect, integrity to processes like Recruitment, Training, Induction, Competencies, Succession plan, Total Rewards & Employee Relations. I was fortunate to see this change happening when I joined 'Ujjivan Small Finance Bank, a leading SFB in India, which featured the Top 25 list of 'Great Places to Work.' During my stint at Ujjivan, for more than 5 years I could closely experience the transformation which HR was undergoing, from a recruiting function to a business partner with a seat on the table. While we were getting adapted to HR transformation, there was a new wave of Digitization in HR coming through. HR managers across were innovating Digitization of HR services and processes through the use of social media, mobile apps, analytics and cloud technologies. This led to a sea change in how HR started to approach and execute. With COVID-19 pandemic across the globe it was a new challenge for HR to Respond to the Crisis. COVID has changed the way business was done in the past. Though HR has evolved tremendously and has gone into digital and technological shift, the last few months were genuinely unprecedented, and HR found new ways to deal with this extraordinary situation. I saw this in Max Life Insurance (MLI), the only Life Insurance company which has secured a Top 24 rank in Great Place to work 2020. The pandemic paused the business for some time, but we were swift in adopting the new Normal. While we were discussing the VUCA world for some time, the pandemic was time to execute. Our Customer service department at MLI was functional throughout lockdown servicing clients. We ensured all other business operations continuity through Digital Enablement. We initiated "Work from Home" policy at MLI even before the Government announced lockdown. We needed to respect an individual's work schedule & personal space, maintain work-life balance, and honor that we introduced "Silent Hours," a structured break every day. With constant Learning & Training initiatives and awareness teasers, employees responded to this unexpected situation very confidently and effectively. The HNI (High Networth Individuals) and NRI (Non-Resident Indian) sales verticals saw phenomenal growth in the last two months. Retail business will take some more time to recover fully -- however, the trends are very encouraging, and the teams are getting future-ready. My last few cents - It's time to focus on the New Normal. Digital Innovation in Human Resources function is the need of the hour and ask of the business.

POINT OF VIEW

Hema Menon - Zonal HR
Prism Johnson Limited

Is dealing with Millennials differently, a fad?

Let's take a step back and look at the evolution of millennials - I think it all started with the Employee Engagement surveys, which led to a deep dive into generations of employees. This was coupled with workforce studies introduced by corporations to understand employee engagement and attract the next generation of talent.

All this led to a focus on workforce drivers by distributing employees, segment-wise (age/ gender/function/location), and carving out different engagement activities to ensure retention and high-performance work culture. The word Millennials, also known as Generation Y, was inherited by researchers to define & study a range of generations. As per studies, Millennials are the ones who require constant opportunities for learning and development; they want a perfect work-life balance, have high need for mentors and not bosses. They are the ones who are tech-savvy, hence better connected, and look for constant recognition, other than only monetary benefits. However, the attributes mentioned above are beliefs of all employees across all generations in a corporate working environment. Therefore, I feel the segregation of employees by age has been stimulated by Organizations to ensure we are engrossed with Gen-Y (workforce of future). While doing so, we lose focus on Inclusivity. In a well-defined organization structure, the tasks must be allocated across all cohorts. There is no denying the fact that experience and innovation are the need of the hour. Rather than looking at generations differently and trying to build interventions around them, organizations need to ensure the right culture built on the foundations of collaboration, engagement, and training and create a sense of inclusivity. The need is to focus on individual development rather than focusing on a segment. Identifying the right skill, knowledge, and attitude when identifying talent for the organization across generations and age groups. We need to focus more on the job evaluation to identify the right talent to suit the organization's role. The right person in the right job makes an organization a great place to work by creating a high-performance work culture with high engagement levels.



**POINT OF VIEW**

**Uday Desai -
Sr. Manager Talent
Acquisition**
*Mahindra & Mahindra
Financial Services*

Is dealing with Millennials differently, a fad?

Today's workplaces have a large share of the workforce as millennials. They are tech-savvy, want flexibility, are independent. They are looking at working on their own terms with limited flexibility, need for instant gratification, and best in class benefits are an assumed given. This is also a factor of a socio-economic transformation that the society has undergone - millennials are more exposed to the World and have been privileged to receive everything, unlike their previous generations without much struggle. This is courtesy liberalization and them being witness to the higher socio-economic situation! The generation has mostly been brought up in Nuclear families who have taught them the quality of being independent and self-reliant; however, isolation and limited interactions have led them to a situation where they struggle with too much interference and find it challenging to collaborate with everyone easily. But, if this is the workforce of future, for an organisation to stay relevant and engage this workforce, one has to look a differential treatment - whether we like it or not! The World is changing, and so are organizations -and COVID taught us what a technological revolution could look like, with Work from home as the new normal. Today we speak of GIG workers - all this is coming with the workforce's changing nature; hence, we also need to customize our policies with this changing workforce. Organisations need to embrace this change and move to the next level, with Generation Y being the future workforce.



TEAM TALENT

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