ACADEMY OF HUMAN RESOURCES DEVELOPMENT

THE HUMAN ODYSSEY

NEWSLETTER

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Dear Readers ,

Greetings from Academy of HRD, Ahmedabad!

We are delighted to bring forth the latest volume of "The Human Odyssey". As the organizations across the globe have quickly adjusted to the new normal, the humanity too has undergone sea changes in the way they lead their "life" in the shortest time frame possible.

AHRD also witnessed a sea change in the design and delivery of the signature Fellow program that we offer. The digital convenience encouraged Senior Professionals to join the program this year. Webinars, digital classes delivered by expert sessions and customized workshops have all enabled learning at a faster pace than ever before.

The academic curriculum has been uplifted at par with the international standards. Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers.

Hope overall it will be a delight to go through the volume. Look forward to your suggestions and feedback .

Best wishes

Dr. Nidhi Vashishth
Director
AHRD

AHRD EVENTS

## RESEARCH THESIS PRESENTATION

6th May 2022

Mr. L.S Murthy, from batch 2018-22 presented his final thesis presentation. His thesis title was " **Study of Acceptance, Reluctance, Innate drive (Individual Behavior) towards Leadership Roles and Influence of Organizational Culture, dynamics & OD Interventions : A Study in Select IT Organizations.**

Ms. Minakshi Balkrishna presented her Draft Thesis presentation . Her thesis title was, **" Questioning & Inquiry: A Study on Leaders : A Phenomenological Study.**
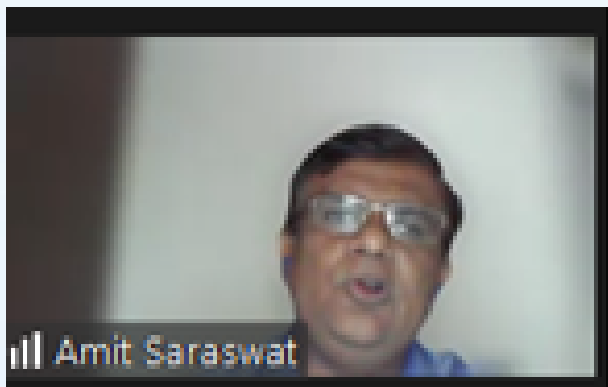
Mr. Amit Saraswat presented his final Thesis on the title " **Developing Framework to Measure IT Business Strategic Alignment".**

AHRD NEWS

NEW JOINEE

WELCOME TO THE TEAM

AHRD Welcomes

Ms. Gloria D'silva to the AHRD Family

She has joined as an Admin Executive at AHRD

CONTACT CLASS

We are happy to share glimpses of offline Contact class held post pandemic. It was a pleasure to have all the scholars and esteemed faculty back in action at the campus. Two day workshop on HR Analytics was conducted by **Prof. Rajesh Chandwani**, IIMA and Prof. **Jang Bahadur Singh**, IIM Trichy.

Prof. Kathan Shukla, IIMA , conducted a session on "Academic & Research Writing". **Mr. Bhanukumar Parmar**, Alumni AHRD, Head HR, SVP UltraTech Cement conducted a session on " Preparing for Title Defense & Final Research Journey".

Dr. Nidhi Vashishth, Director AHRD conducted a session on "How to approach for title defense and Thesis Building"
Prof. D. M. Pestonjee, Chairman Academic Council, Co- Founder Academy of HRD- Former Faculty IIMA interacted with the Fellow Scholars.

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

VIRTUAL CLASS

ORGANISATIONAL DEVELOPMENT

Prof. N. M Agrawal, Adjunct Professor, IIM Bangalore facilitated session on "Organisational Development" for batch 2020. With the help of case studies, Prof. Agrawal as always delivered an enthusiastic and insightful session.

MICRO—ORGANISATIONAL BEHAVIOUR
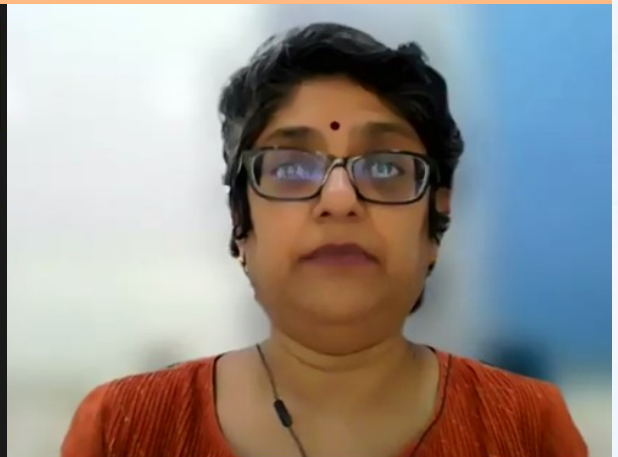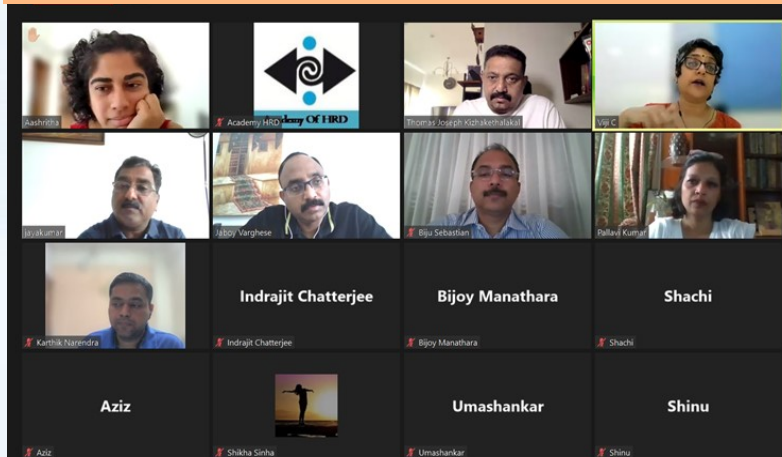
The course on "Micro OB" was facilitated by **Prof. Vijayalakshmi C**. Her teaching career has been enriched by her research expertise and interest in organizational transformations in public sector organizations and her corporate experience in senior management positions and as a consultant. An expert in Organizational Behavior and a Fellow from MDI, Gurgaon, she has a Master's degree in Agriculture with specialization in Plant Breeding and Agriculture and a PG Diploma in Rural.

MACRO—ORGANISATIONAL BEHAVIOUR

The course on "Macro OB" was facilitated by **Prof. Smita Chattopadhyay** and **Prof. Upam Pushpak Makhecha** from IIM - Trichy .

Prof. Upam Pushpak Makhecha is an associate professor in the area of Organizational Behavior and Human Resource Management at IIM Trichy. She has completed her Fellow Program in Management (FPM) from Indian Institute of Management Bangalore and her thesis delves into multi-level gaps in HR practices within an organization.

Prof. Smita Prashant Chattopadhyay holds a doctorate in management from IIM, Bangalore. She has specialized in the area of organizational behaviour and human resource management. Her doctoral thesis was focused on how organizations create and utilize informal entities like communities of practice to enhance employee skills, which cut across organizational silos and create a culture of innovation within the organization.

Research Possibilities on Leadership & 360 Degree Feedback
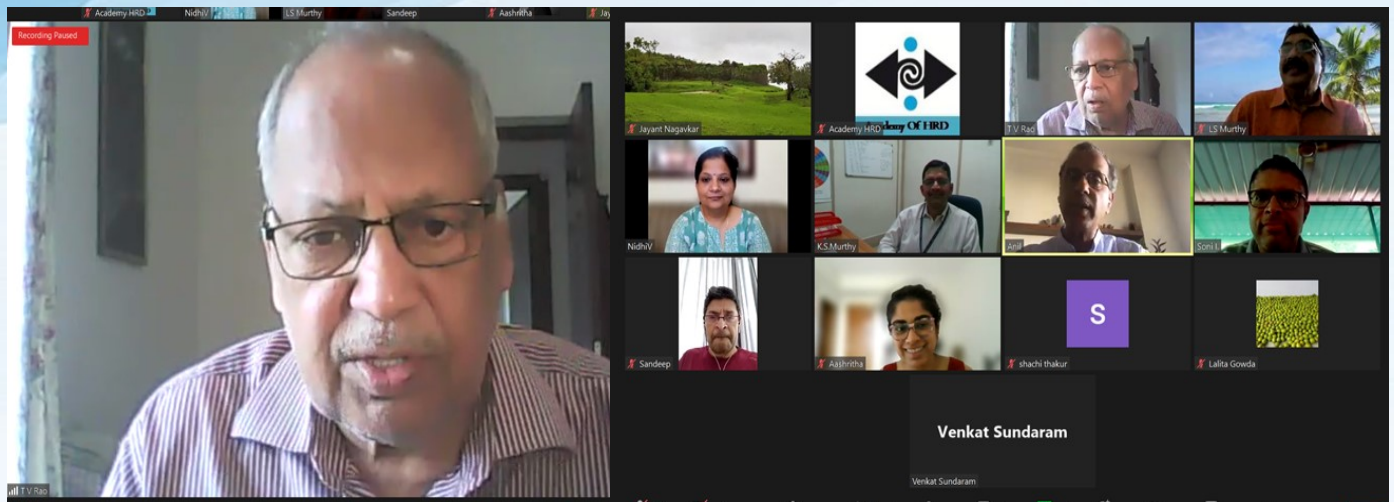
Prof. **T.V. Rao**, Chairman TVRLS, Co- Founder National HRD Network & Academy of HRD Former Faculty IIMA conducted a session for Fellows on " **Research Possibilities on Leadership & 360 Degree Feedback" .**

Legal Framework on Industrial Relations for Leaders

Mr. Israel Inbaraj, Group Head Compliance, Adani Group facilitated session on "Legal Framework on Industrial Relations for Leaders". Can we engage contract labour on perrinal nature of work? Can we engage contract labour on core jobs? Such queries were cleared by the faculty. A user-generated multiple choice quiz was conducted by the faculty on Kahoot! Which is a game-based learning platform.

The session was extremely informative and interactive. We are thankful to Mr. Israel Inbaraj for conducting such an engaging session and looking forward for more such sessions in the future.

Are Technology & Innovation the same?

Mr. Thomas Joseph K.
AHRD FELLOW
Executive Director Teejay
Pack FZE L.L.C, UAE

In our lifetime, we have witnessed many innovations leading to new business ideas, models, products services and even processes. A lot many products and industries got revolutionized with the rise of disruptive innovations. Technology advancements have been the secret recipes to the success of many such innovations and more versions of technologies will continue to emerge. It therefore paves way to study that Innovation goes much beyond Technology & New Products.

Gone are the days when customers used to queue in the bank premises for cheque deposits, cash deposits or cash withdrawals. Almost all of them shifted to internet banking and since none of them wanted to be left out in digital transformation, later shifted to mobile banking. Many established businesses failed because they had a myopic view of the new systems & as a result, many people associate technology with innovation by mistake.

Technology & innovation are never the same, it is of utmost importance that innovation is never limited to technological advancements. A novel packaging design that may be easy to open or easy to fold for the consumer, may have nothing to do with technology. It is just creativity. We, therefore, see those non-technological ideas evolving at a rapid pace.

A hawker in any flea market may choose to sell different products at different times of the day based on the demand. A credit card may choose to allow the customer to transfer his reward points to charity. Both the above examples have nothing technological about it but are just creative sales and marketing approaches respectively. An example is Rafih Filli* who took over his father's a small hole-in-the-wall tea shop near Al Mamzar Beach, Dubai into a chain of stylish cafes all across the UAE by the name Filli Café. Selling tea had nothing technological, it was just creativity in the way he named and sold his tea. Filli Café expects to rival Starbucks, in the next 10 years. Think of Benihana*, a chain of restaurants, founded by Hiroaki Aoki in New York City in 1964. This was just a concept which became a super hit and has managed to make its presence felt all across the globe. Innovations have been in existence since time immemorial.

Innovation is a combination of mindset & strategy that must be considered beyond just technology. Business as an entity can never innovate, it is the people within that come up with creative ideas that can be worked upon. Innovation is kept alive when there is an effort to continuously develop new and creative ideas for ourselves and our businesses every single day. To become smart, every business has to put in a purposeful and dedicated effort towards incremental innovations. Creative ideas can emerge from anywhere within the organization. To be smart, businesses will need a conscious & systematic search for innovative ideas. The leadership plays an important role in first creating the environment for creativity. later recognizing & rewarding the continuous improvements no matter how modest the innovation is.

It is indeed high time we blend innovation into our culture and look at it beyond technology. Innovation brings out better products, services & processes, not just the new ones. Being innovative helps any business to stand out from the rest, thereby giving it a competitive edge over others. Never expect technology to pull the rabbit out of the hat by just sitting tight on conventional methods. To survive in the marketplace, continuous innovation should be a part of our overall business strategy and be on the lookout for non-technologically innovative ideas from the internal and external environments of our business.

KNOWLEDGE SHARING

Organizational culture in mobility space set for an overhaul
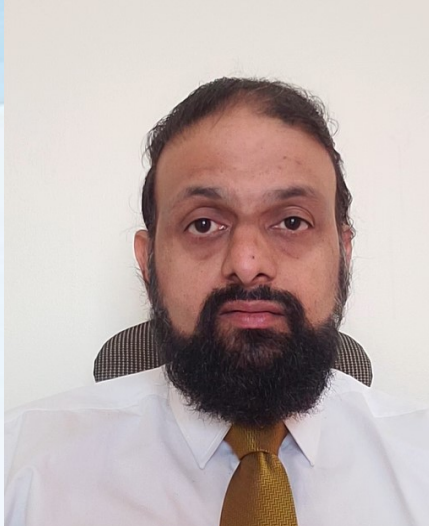
Mr. Umashankar Umapathy
AHRD Fellow
Zonal Manager Marketing &
Sales, Ashok Leyland, UAE

The term transportation has just got upgraded to mobility. You might have noticed the shift in the language used in all magazines and articles. 'Transportation' is an act of movement whereas 'Mobility' is the ability to be moved. With the rise in digital platforms, value creation is beginning to migrate from vertically integrated value chain to laterally scaled digital platforms which is smartly called 'Mobility as a service' [Maas]. Did you catch it now? Uber and Jump apps provide more than 14 million car rides and operate bike share in 40+ cities. So, customers access Uber and Jump bikes using digital platforms. Yes, you guessed it. That's the mobility, the traditional transportation is upgrading itself from.

The landmark COP21 agreement adopted by 196 countries to fight climate change has ushered the world into the next era of alternate clean and green fuels. The two century old internal combustion engine is set to be replaced by battery, hydrogen cells. The engine, carburetor, and turbo charger will be replaced by battery, control unit and electric motor. The end of the manufacturing line will now have software flashing units. Companies investing in Jigs and fixtures are now investing in software development to own algorithms and IPRs. The mechanical engineers are being joined by software developers. The salesmen are becoming integrated ecosystem developers. The conventional acquisition model is turning to 'pay-by- the mile' model. The auto industry is now witnessing the largest ever transformation in history, already burdened by high investment and a long gestation period.

With these changes at DNA level, business leaders and human resource managers are grappling to deal with complexity at various levels. On one hand, the global partnerships forged by companies to leverage technological strengths has added cultural diversity to the team. On the other hand, the 'The Great resignation' where employees are walking away from traditional employee-employer relationships to entrepreneurship and high voltage start-ups. On the third front, Auto companies with new investments and spread of portfolio, their margins are stretched and find it difficult to compensate employees. Added to this, the 24-36 month product development cycle is getting outdated in 6 months.

All these points to an imminent need to overhaul the organizational culture that will result in retaining right manpower, aligning employees to a larger cause, nurturing their talent, fostering cross functional- multi- diversity team's communication thereby helping organization to catch up with transformation.

Satya Nadella quoted in his book 'Hit refresh', "During troubled times, a cartoonist drew Microsoft organization charts as warring gangs each pointing a gun at one another". Now, its time, innovation has to replace bureaucracy and team work has to replace Politics. The auto majors have to adopt 'role based flat structure' from 'power based hierarchy'.

At macro-level, to imbibe the organization culture into growth strategy, most companies have started taking steps in their capacity. Smaller companies are setting up in-house innovation team with each member is entasked to generate value engineering ideas to reduce cost and improve productivity. In mid-size companies, independent 'in-house innovation' teams are being set up with a matrix structure of functional heads and project heads reporting to apex structure. This structure ensures that the domain expertise from each function is available for problem solving and ensures ownership of decision and its process.

Large conglomerates are setting up subsidiaries or Partnership to give focus and source funds from market, and financial institutions. They recruit Industry experts and also move best talents from within to newly formed subsidiaries to synergize processes, best practices and inherit working culture.

As organizations increasingly embrace matrix structure and consciously break the hierarchy, foster collaborative working, improve communication, exhibit camaraderie, practice conflict management, build informal relations among employees, a higher performing culture will usher the auto industry into another era of well-ness for humanity. Organizations are now beginning to realize the maxim "If you understand people, you understand business".

> *"Creativity is thinking up new things.*
> *Innovation is doing new things."*
> Theodore Levitt (1925 – 2006)

Profitable Organisation or Valuable Organisation?

Mr. Debashish Das
AHRD Fellow
Founder CEO Elenchus HR
Solutions, Gurgaon

The purpose of a business is to be profitable. This statement is profound and true , however when we look at the statement through the lens of perception the organisation has in the society , impact on the world , ethics , ability to contribute, create inorganic growth , contribute to the national economy , strengthening the sector it operates , introduce innovative services or products which make consumer life simple and effective, creating world class talent , we are opening many more opportunities to the qualification of the statement .

The paradigms of business at all levels have changed over the past few decades. Mid sized companies have successfully transitioned to valuable organisations by keeping the balance of profitability and creating value. Some of the factors to be constantly be evaluated by businesses to ensure a healthy balance between profitability and Value are as follows:

Elements that businesses need to focus which will align being profitable and valuable

1.**Bottom line to scale of operation**: A high bottom line orientation in organisations compresses the opportunity to build scalable business. To be valuable it is important to operate and experience variety of categories and types of consumers. Businesses will burn cash in order to attempt scalability. A profit making mindset will resist that approach. Businesses will need to balance bottom line orientation to scale of operation. Scalable businesses have higher propensity to be valuable.

2. **Consolidation versus Expansion:** One location, more control of operation may be a good and comfortable way to grow. Without expansion it will be a success in one location, market. Business owners who have consolidation as their focus would want to operate from one location as that would make them more profitable. However by expanding the horizon in more locations and diversifying in different related businesses may give the opportunity to be valuable.

3. <u>Limited Risks to Bigger Risks:</u>
Business owners who choose to take lower risks are happy with flat growth and normal profits. It serves the cause of doing business. The perspective is directly related to input / output as in time spent versus money at the end of the period. Sound logic no doubt, till the time the factors of the predictable profits are constant. Most of the time in a dynamic business environment it does not remain constant. Hence businesses which take more risks have the opportunity to create more value including profits for the business.

4. <u>Organic growth to Inorganic growth:</u> One of the big apetite to growth is inorganic growth. Tremendous value is generated in case organisations focus the growth on inorganic avenues. inorganic avenues of growth unlock the value in the organisations and take them to the next level including profitability. Inorganic growth creates lots of opportunity for the business to be of value through mergers, Joint Ventures etc.

5. <u>Short Term to Long Term:</u>
"Let us pass today we will see how tomorrow shapes up". Tactical and short term thinking may create money in the bank for some time, without a clear vision and strategy for growth and plan to back it up will not create a valuable organisation. Longer line of sight is imperative to build a valuable organisation. Business owners with vision will create valuable organisations.

6. <u>Cash in bank to investment in growth:</u> Sow to reap, businesses which generate cash must invest in creating value by investing in agendas and activities which will create value for business in the long run. When other look at cutting costs valuable organisations look at optimization. Investment in people, brand, technology, innovation, enterprise risk management etc. will create opportunity and avenue for creating a valuable organisation.

7. <u>Few stakeholders to many stakeholders:</u>
Attachment to the business is natural for someone who has created this "baby", the business venture with his own hands but in order to create a valuable organisation more stakeholders will have to be created. It may dilute the promoter share of wallet but it will be foundation of a valuable organisation.

8. <u>Maintain growth to innovate to grow:</u>
Organisations which are happy with flat or marginal growth must learn to blend in some apetite to innovate and bring higher growth. Innovation brings new opportunities for business growth. Innovation mindset is a very key starting point to become a valuable organisation.

9. <u>Lower to Higher focus on Succession planning</u>:
Businesses which begin and end with the owner will only live to be profitable for a few people. We have seen in the past great businesses perishing due to the lack of succession planning. Valuable organisation will always work to create a good succession planning and create sustained business continuity.

10. <u>Own Growth to Growth of the entire ecosystem:</u>
Valuable organisations define themselves by being associated in common people, day to day life. For Valuable organisations brand and responsibility towards people comes first. Being valuable means creating all inclusive growth agenda beyond the owner and its business and creating significant impact. Business owners must not depend on the size and the nature of the business to do this. This may be done at any stage.

Organisations have to learn to blend profitability and being valuable. just like bank balance is not liquidity in financial terms similarly profitability is not equal to being valuable. However most valuable companies end up being leaders and sustain the volatility of business turbulence over time. The choice for the future is not either profitable or valuable but valuable to be profitable.

KNOWLEDGE SHARING

Ensuring Employee efficiency in hybrid work Model

Ms. Shinu Susan Siby
AHRD Fellow
Manager , Audit Group Union
National Bank, UAE

Workplace logistics and ethics have been rapidly evolving especially after the COVID-19 pandemic. A great deal of attention has been focused on the concept of telework as the forced lock-down during the pandemic pushed masses of employees to work remotely whilst maintaining their productivity, work efficiency, coordination and work relationship with employers and colleagues. The pandemic has opened up lavish opportunities for both employees and employers to create significant value without compromising on employees' productivity or increasing 'costs'. Telework is certainly not the preferred mode for everyone and many consider that it was excessive during the pandemic. In the pre-pandemic era, telework was held back by many employees because of the frictions in the organization of work. However, the pandemic taught us that if these frictions are addressed, there is a possible gain in efficiency as is clearly stressed by EU leaders in a declaration on social policy issued in May

2021(the Porto declaration) – "changes linked to digitalization, artificial intelligence, teleworking and the platform economy will require particular attention with a view to reinforcing workers' rights, social security systems and occupational health and safety"

The pandemic will end and it will be up to the public and business sectors to retain and foster the positive transformation in labor markets that the crisis has initiated. A hybrid model of work may predominate in the future where employees switch between working time with physical and virtual presence. Depending on the nature of the tasks and their own personal needs and preferences, employees and managers need to figure out innovative ways of working which combines the benefits of face-to-face contact with the flexibility of telework. According to Eurofound and the International Labor Organization, "telework and ICT-based mobile work (TICTM) is a work arrangement characterized by working from more than one place, enabled by ICT" (Eurofound, 2020a). The European Framework Agreement on Telework (2002) defines telework as "a form of organizing and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employer's premises, is carried out away from those premises on a regular basis"

The major constraints for telework can be categorized into:

1) The underlying structure and features of jobs and tasks – The framework and taxonomy of tasks for occupational analysis developed in Bisello and FernándezMacías (2020).
Covers three elements of jobs:

(1) The task contents of work (physical, intellectual and social interaction tasks).
(2) The methods of work.

(3) the tools of work. The framework is operationalized in two telework-ability indices viz.,

A) Technical telework-ability index (based on the presence of physical tasks)

B) Social interaction index (qualifies the technical telework-ability which might benefit from on-site presence).

2) The methods of work – high speed internet and IT equipment for employees, adoption of online workspaces including digital collaboration and communication tools.

3) The tools of work - personal skills to manage their work, compared to on-premises workers – timely communication (Nakrošiene et al, 2019). Shown by the 88 percent growth in demand for these types of online courses in 2020 (World Economic Forum, 2020). Digital skills - ability to use online communication tools like web conferencing and online collaboration tools like cloud-based file storage and project management.

4) Market failures in work organization - final category relates to workplaces' organizational cultures, including the presence or absence of mechanisms that enhance reciprocal trust: vertically, between employers and their employees, and horizontally: between colleagues.

The road ahead: Evidence from a field experiment conducted by Chaudhary et.al (Working paper 22-063) indicates that hybrid work may represent the "Best of both worlds" offering employees greater work-life balance without the concern of being isolated from colleagues. Organizations' across the world need to strengthen their modus operandi of work organization and up-skilling of employees in order to make the best of the opportunity created by the pandemic.

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in HR & OD

2022-25

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