ACADEMY
OF
HUMAN RESOURCES DEVELOPMENT

THE HUMAN ODYSSEY

NEWSLETTER

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From the Editor's Desk

Dear Readers ,

Greetings from Academy of HRD, Ahmedabad!

We are delighted to bring forth the latest volume of "The Human Odyssey". As the organisations 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 customised 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

Nidhi Vashishth
Director
AHRD

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AHRD Virtual Master Class – A Journey to write and publish an Effective Research Paper

The more that you read the more things you will know, the more that you learn, the more places you will go – Dr Seuss

Learning is limitless. As we embark upon our journey in the pursuit of our Fellowship studies, Gyanshala, a virtual masterclass at the Academy of HRD introduced us to a peek into the Research Journey. Dr Ravindra Dey, an accomplished Professor in OB at the Xavier's Institute of Management Studies, has over 25 research publications to his credit in various national and international research journals. Dr Dey shared with us his experiences and the journey of writing research paper in the most simplistic way and took us through the nuances of the grills and grinds of publishing a research paper.

Dr Dey has meticulously designed a highly engaging workshop-oriented session stimulating a shift in our mindset to fathom beyond the tip of the iceberg of what we understood research is all about. Indeed, research is an in-depth analysis that involves critical thinking of a topic to ignite our curiosity to pursue related findings. A critical evaluation requires a systematic approach whereby identifying the topic questions is predominant for a successful research objective. There are several steps involved in presenting research conclusions through a structured approach in research methods & methodology adopted.

Dr Dey navigated us through the distinctions of the various elements that combine to create an effective research paper. Two very important tips that were shared by Dr Dey were – 1. Start with an outline of the topic and 2. Write First, edit later. It was a very insightful to go over the steps involved beginning from identifying the research title following through literature review, research methodology, outcomes of research, listing references and conclusion. A great learning was also of avoiding plagiarism in protecting intellectual property belonging to someone else.

The importance of topic and question was well established as it lays the foundation and direction of our future work. Selecting a topic question may seem to be complex at times, a refinement will have a significant benefit to deep dive what lies beneath the iceberg. This was brilliantly captured during the session.

| Research creates new knowledge -Neil Armstrong |

Research benefits in expanding our knowledge base and increases awareness by addressing key issues prevailing around us. Originality in any research is sustained when the research paper delves into myriad literature/concepts that exist and we curate our own ideas and conclusions. This makes research papers more meaningful in providing newer perspectives that are supported by facts.

The fascinating section of the entire workshop was practicing Free Flow writing. A skill which is learnable and has deep benefits in allowing our thoughts to flow unobstructed. A daily practice of as less as 10 minutes of free flow writing can become essential to overcome self-criticism & over thinking. I would personally call out this to be my favourite part of the workshop.

We all learn from each other. Every participant engaged actively and collaborated in sharing and clarifying. Kudos to Gyanshala, AHRD for organizing a great learning-oriented session that has stimulated our minds at an early stage during our fellowship course. Dr Dey has energised us intellectually to curate our research topics and enable us to overcome any roadblocks to speed up the process in publishing our maiden research paper. The session was very informative, inspiring and has empowered us in developing a research acumen.

The research journey has just begun….
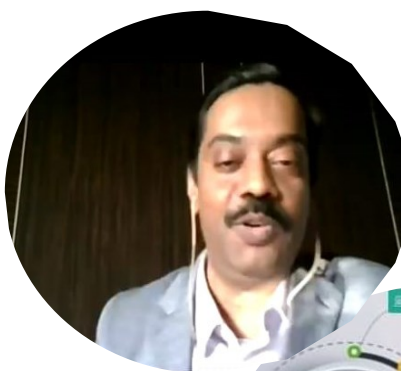
DR. UDAI PAREEK MEMORIAL TALK
23 Jan 2021

Can HR function possibly balance both humane & business- Driven approach? Why? & How?"

Academy of HRD paid it's tribute to Prof. Udai Pareek and organised a Panel Talk on the theme " Can HR function possibly balance both humane & business— Driven approach? Why? & How? . The event was inaugurated by Prof D.M Pestonjee, Founder Member and Chairman AAC , AHRD. The panelists were the best from academic and corporate world namely Dr. C Jayakumar, VP & Head HR , Larsen & Toubro and Prof. N M Agrawal, Adjunct Faculty , IIM Bangalore and they shared wonderful insights and experiences on the theme. More than 60 people from students to HR stalwarts attended the program.

The event was also graced by family members of Prof. Pareek and many stalwarts from the Indian HR fraternity.

On this auspicious day AHRD also initiated the Udai Pareek Memorial Distinguished alumnus award for outstanding contribution to research and practice of HR area. Prof Rajesh Chandwani, IIM Ahmedabad, Chairman AHRD conferred the award to Prof. M.G Jomon. Prof. Jomon is also the first fellow scholar of AHRD and was guided by Prof. Udai Pareek and Prof. T V Rao.

Inaugural Address by Dr. D.M Pestonjee

The Oxford English Dictionary defines the word 'humane' as "having or showing compassion or benevolence". In order to begin to comprehend the significance of the inclusion of this term in current HR jargon, one must look at the past to understand the present.

Contrary to popular belief, the roots of OB and HR can actually be traced all the way back to Ancient India. Kautilya or Chanakya is the first person on the planet to provide a systematic treatment of management of human resources as early as the 4th century B.C. in his treatise titled "Arthashastra". As it has been described in the book, there prevailed logical procedures and principles with respect to labour organizations, such as "Shreni" or the Guild System and the Co-operative Sector. The wages were paid strictly in terms of quantity and quality of work turned out and punishment was imposed for unnecessary delay of work or spoiling it. The Chandragupt Maurya Government used to take active interest in the operation of both public and private sector enterprises and provided well-enunciated procedures to regulate employer-employee relationship (Garde, 2013).

In the Western world however, the development of specialized tasks and of departments within organizations had come only after the rapid industrial growth and the creation of big business during the First Industrial Revolution. One person no longer performed every task but specialized in performing only a few tasks. This created a need to coordinate, integrate, and systematize the workflow. The time spent on each item could be significant if a company was producing several thousand items. Increased production plus the new need for integrating and systematizing the workflow led engineers to begin studying workflows and job content. The spark generally credited with igniting the interest of engineers in general business problems was a paper presented in 1886 by Henry Towne, president of the Yale and Towne Manufacturing Company, to the American Society of Mechanical Engineers. Towne stressed that engineers should be concerned with the financial and profit orientations of the business as well as their traditional technical responsibilities.
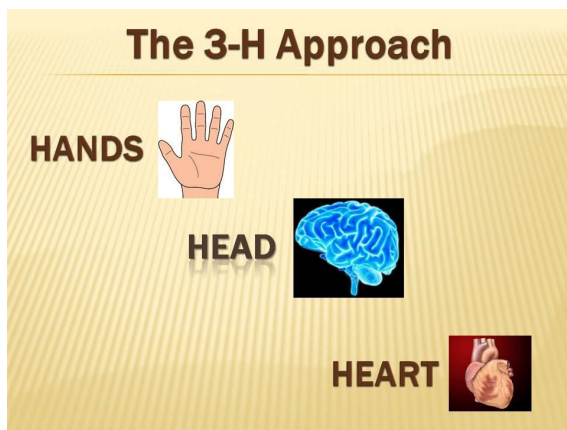
We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will precisely unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society.

The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century . It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.

Technology has been changing at an unprecedented rate over the last century. Changes that would take place in the past in about a century are now happening in about a decade.

These changes have impacted various aspects of human life, with deep implications for the management of organizations. With possibilities of **virtual groups** and **virtual organizations**, a HR manager's job has become more challenging than ever before. These changes are also affecting the relationship of organizations with their members.

More and more, there is movement towards a contractual relationship rather than a traditional employer-employee relationship. Organizations are in constant flux. Their structures are undergoing change almost every third or fourth year. Speedy action and decision-making have become extremely important. All of these point towards a new industrial era. Such changes are affecting the stock-markets as well. In this context, the importance of human processes has increased tremendously.

There are three reasons why today's trans-

The 3-H Approach

HANDS
HEAD
HEART

formations represent not merely a prolongation of the Third Industrial Revolution but rather the arrival of a Fourth and distinct one: velocity, scope, and systems impact. The speed of current breakthroughs has no historical precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

Many years ago, I had proposed a concept called the 3-H Approach. In nutshell, the field of OB/HR has evolved from the simple task of managing labour i.e. 'Hands' and taking care of the financial needs of employees, to managing 'Heads' and taking care of their cognitive needs as well. Recent trends suggest a new paradigm shift towards managing their emotional well-being as well or 'Hearts'.

We can distinctly identify a sequential change in the perspective of (so called!) HR professionals. In the earliest forms of organised industry we can see that the 'human' in the organizational context is basically defined in terms of 'hands'. The relationship between the 'owner' and the 'worker' is essentially confined to hands. The hands work, so you get paid. If the hands do not work, you do not get paid. There were no contractual or legal obligations. This is also the initial phase of the 'Dark Ages' when machines were better cared for than men.

Slowly and gradually, we move to the 'Head' phase where greater emphasis was placed on learning abilities, competencies and skill development. The philosophy was to gain more from the efforts of the men at work.

We now move to the **third 'H'**, namely, the **'Heart'**. There is a slow and steady realisation that human beings are not just living and trainable appendages to job tasks, nut they also have an emotional side to their existence. People do not always look for 'benevolence' and 'compassion' in work life, but they certainly look for being treated as 'human'. Lot of research in the field of Emotional Intelligence led to the establishment of the fact that it is critical and crucial for high quality performance. It is also known that thoughts and feelings have a direct impact on health and wellbeing. Physical and mental health both need to be carefully looked at by the modern HR professional. In the 1980s, I made some efforts by publishing research articles on the theme of 'Executive Health'.

Due to the increased life-expectancy and an elongated work-life that 21st century technology has brought about, organizations also have a somewhat tricky job of assimilating the inter-generational gaps among various age-brackets in their employee roster. Among the oldest, we have the Baby Boomers (born between 1946-64), followed by the Gen-X (born between 1965-85), the Gen-Y/Millennial (born between 1986-96) and lastly, the youngest in the work-force are the Gen-Z (born after 1996). Although there are varying manners in which we classify the above, it is no secret that the younger the generation is, the more they expect instant gratification in almost every aspect of their work-lives, as opposed to delayed gratification.

Human life has been full of struggle since ancient times. To survive for their identity amongst various species created by the Almighty, human beings started to evolve as a civilized society, and civilizations continued to grow. Some civilizations could not survive with changes happening around them. The struggle has not ended even today and modern human society has continued to advance. We have evolved from a hunting society to an agrarian one, then came the industrial revolution, followed by the information technology revolution, which shaped our society into a knowledge society. It has also changed the functioning of organizations and the world of work for human beings. Our organizations today are in totally different shapes than those of the last century , but one

thing has not changed, i.e. human beings still need organizations to earn their livelihoods and satisfy social needs. People could be part of organizations as employees, partners or entrepreneurs, but they do need organizations to survive.

In the post-pandemic workplace, regardless of one's profession, there are unmistakably certain common trends (positive as well as negative) revolving around the general mental health of the populace, based on prima facie observations and preliminary reports.

The first positive trend is a novel *sense of togetherness*. Nothing brings people together better than the threat to existence especially from another species. During the various staggered phases of lockdown, most countries saw an unprecedented number of NGOs, civil society workers and private citizens making a spontaneous effort to help fellow citizens in need, with food, shelter and transport. Those who were fortunate enough to not have to worry about paying the bills reported better quality time spent with family members. To prevent social distancing from turning into social isolation, people utilized telecom and video conferencing services more frequently, not just for business, but also to reach out to friends and family. Apart from the isolated cases of discrimination against Covid patients and Corona warriors, the majority of the populace came together to offer help to fellow neighbours in quarantine to boost morale as well as other kinds of assistance. On the international front, a great number of wars and conflicts saw ceasefires, at least temporarily.

The second positive trend is the *search for new meaning in life*. Existential crises often compel people to put aside their day-to-day petty squabbles and daily anxieties of career growth, workplace politics, etc. and attempt to contemplate on reprioritizing their overall motives and goals in life. The lockdown phases of 2020 did just that to many if not all by applying sudden brakes to the regular fast-paced urban life which was characteristic of our 'old normal'.

The third positive trend was *testing one's inner strength* in unprecedented and never before imagined ways. This strength was both at a physical/immunological level, as well as at a mental/emotional level. In personal, professional and social lives, individuals showed resilience to counter the varied ramifications and trickle-down effects of the pandemic, the major ones being adapting to curfews, adjusting to new home environments and finding creative ways to relearn/retrain oneself with new skills for better employment prospects.

The fourth positive trend was a newfound *creativity in daily chores*. For those who were fortunate enough to not lose the roof over their heads due to unemployment, there was a unique challenge of balancing their work-from-home duties with their household duties. The unavailability of domestic help for the majority not only imbibed a newfound appreciation for domestic labour, but also necessitated constant adaptation to come up with novel procedures/protocols to enable optimization of household chores while upholding basic standards of hygiene.

In pre-pandemic times, mental health was largely considered a personal issue. In times of riots and/or natural calamities, these problems were transiently addressed on a community level. The fifth positive trend is *counteracting anxiety and depression*, not just at the individual or community level, but on a global scale. Electronic media (both the traditional mainstream media as well as the recently emerged social media) have played a huge role by conducting awareness programs, offering online mental health services and facilitating morale boosting online events.

Complementing the above five positive trends are five major negative trends regarding general mental health which are the result of the on-going pandemic.

The first negative trend is an exponential *rise in general anxiety*. Depression was fast becoming a major cause of death globally even in pre-pandemic times. The series of lockdowns and shelter-in-place protocols only exacerbated the process by leaving few opportunities for venting out frustrations, resulting in a rise in domestic violence, substance-addiction abuse and withdrawal, suicide attempts, etc.

The second negative trend (closely related to the first) is a proportionate *rise in death anxiety*. In pre-pandemic times, death anxiety was an issue believed to be relevant only to patients (and their families) suffering from terminal illnesses, or individuals whose jobs put them at mortal risk every single day. Very few times in history does there come a point when every common man/woman/other on the street is unsure about his/her/their physical existence.

The third negative trend (following logically from the first and second), is a collective *rise in existential anxiety* .While death anxiety pertains to the

anxiety about one's well-being and physical existence at an individual or family level, the anxiety about the existence of one's community, country or the entire human species as we know it, is applicable at a global level. Mass paranoia, panic buying, hoarding, building bunkers, end-of-the-world conspiracies, organizing independent armed militias, etc. are all characteristic of existential anxiety.

The fourth negative trend, especially in places with very severe lockdown restrictions is a tumultuous *rise in claustrophobic reactions* to daily stressors. While the above three trends have been observed before in history during World Wars, the Cold War, tsunamis, earthquakes, volcanic eruptions, etc., this particular trend is extremely peculiar to the Covid-19 pandemic wherein concepts like 'stay apart to stay safe', 'stay home and fight the war', 'stay home and be a hero' etc. are extremely counterintuitive for the general public.

The fifth negative trend, directly in contravention to the second positive trend discussed above, is the *inability to find new meaning in life*. For many people, the sudden 'pause' on regular life, rather than encour-aging contemplation of their life choices, placed them in limbo. Individuals who had especially come to believe their work life to be the entirety and sole purpose of their existence, had especially greater trouble in reconciling with the new era so suddenly thrust upon them by the pandemic and could not find new meaning of life without professional help, the lack of which have had ripple effects on the organizational health of their workplace.

In conclusion, all white-collar professionals (both HR and non-HR alike) must now come to terms with the realization that regardless of how long the pandemic is likely to last, a complete .return to the old 'normal' is woefully unlikely. Therefore, a certain willingness or an open-minded attitude towards welcoming a 'new normal' in their work-lives (whatever the nature of that may turn out to be) will be most essential in order for the OB/HR profession to empirically explore the merits and demerits of these novel workplace adaptations, let alone enforce them in the near future.

WINTER SCHOOL TRAINING PROGRAM
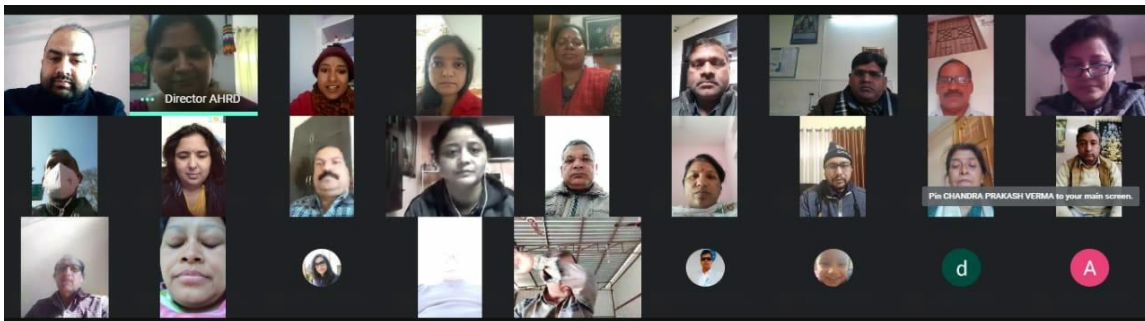
Dr. Nidhi Vashishth , Director AHRD was invited to UGC HRDC, Nainital to be a recourse person at Winter School training program organised by them. The participants at this Winter School were 40 in number and they came from 9 states drawn from 19 different subjects, ranging from Mathematics to Music (the Sciences, Arts & Humanities) It was a pleasure interacting with variety of intellectual minds on the theme of Academic excellence through goal setting and collaboration!

" BE NOT AFRAID OF GROWING SLOWLY ,
BE AFRAID ONLY OF STANDING STILL."

Unknown

RESEARCH PRESENTATION

"DIGITAL TRANSFORMATION" CHALLENGES FACED BY TRADITIONAL ORGANIZATION — An exploratory study

Manoj Nag Chaoudhury
Title Defense Presentation

Change of Research Title — "A study to understand the 'post pandemic' customer"

Narsimha Sarma
Title Defense Presentation

Change of Research Title — "A study to understand the 'post pandemic' customer"

Aparajita
Title Defense/ Progress Presentation

Research Title — "Impact of Oorganizational Culture Dynamics & OD interventions on enabling Leadership roles: Evolutive study on behaviors (Acceptance, Reluctance & Innate drive) - A study in select IT organizations"

L. S Murthy
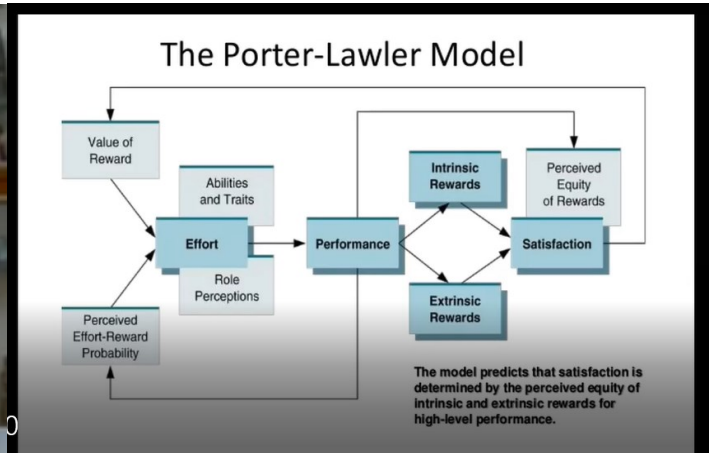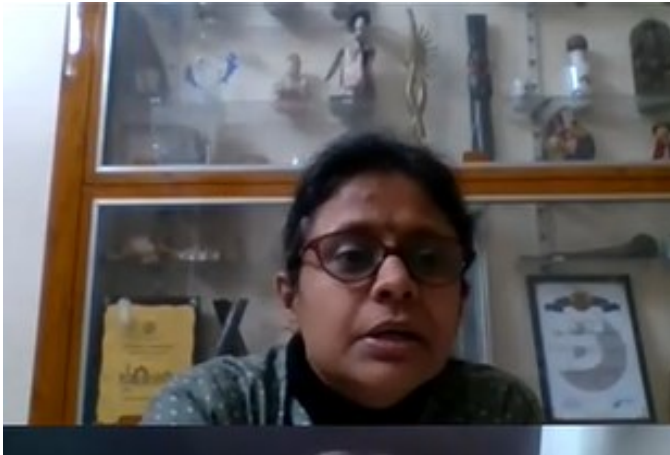*Research Progress Presentation*

ACADEMY OF HRD WISHES ALL — 2019 HAPPY New Year

AHRD CONTACT CLASS

ORGANISATIONAL BEHAVIOUR
By
Prof. Tripti Singh

As a part of the Fellow course work , AHRD fellows had wonderful session on **"Organisational Behaviour"** . Prof. Tripti Singh, Founder & Principal Consultant at 'Drishtikon Consultants' Lucknow was the facilitator. Prof Tripti has been regular faculty at **IIM Bangalore, IIM Kozhikode, GIM** and has been visiting faculty at XLRI, IIM Ranchi, IIM Amritsar, IMT Hyderabad, TAPMI and NMIMS. She specializes in **HR & Organizational Behavior and Transformational Leadership** area.

The session was delivered on every Saturday on digital platform.

RESEARCH POSSIBILITIES USING SELF– DISCOVERY

02 JAN ,2021
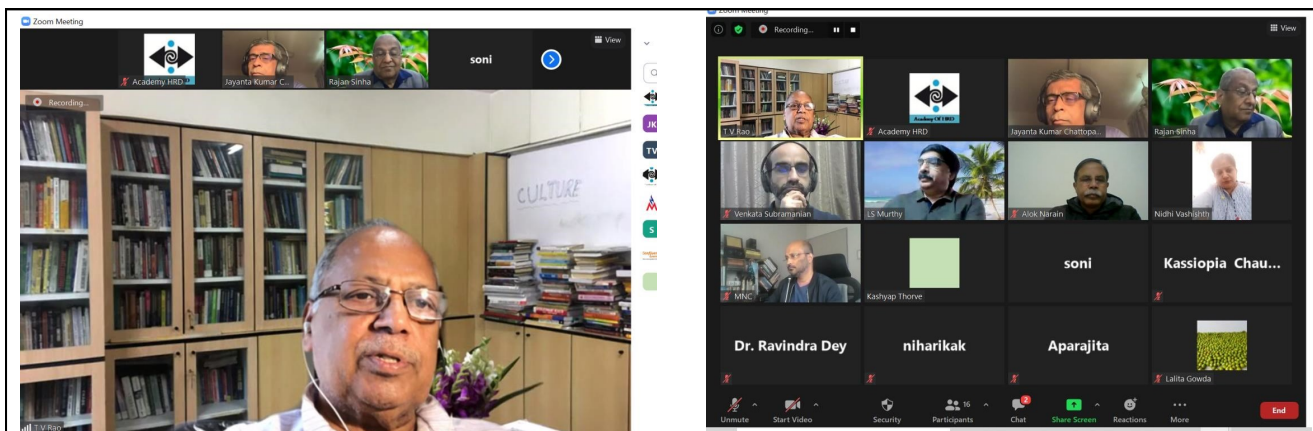
Dr. T. V. Rao, Founder AHRD & Chairman TVRLS conducted a session for fellows on " Research Possibilities using Self-Discovery".

HR MYOPIA & OTHER CONCERNS

Rajan Sinha, Fellow AHRD
CEO, Mantrana Consultants

No one will argue against the fact the events of 2020 have impacted our world like never before. Who would have thought in 2019 that WFH/WFA will become mainstream?

What will however not change so easily is mindset of HR professionals and the urge to go back to "old ways of working", once this Covid menace is gone. But just as demonetization facilitated switch to digital economy, 2019 events have dramatically changed the world of work and there will be no going back in many ways.

Even before the epidemic, Brian Westfall wrote in an article in Software Advice in August 2019, HR will become more like marketing. Some people call it the consumerization of workplace. In 1960, Theodore Levitt talked about marketing myopia and said that organizations are too focused on what they think is right for the customer and not customer thinks. He stressed that the deliverance lies in "listening" to the customer. Levitt used to tell his students that, "People don't want a quarter-inch drill. They want a quarter-inch hole". His article became the beacon and was republished in 2004.

The time has come to examine the relevance of Levitt's concept in HR as well.

Listening Architecture

This need to listen to employees (to borrow this old-world term) has never been stronger than now. And many of us in HR also suffer from this 'HR Myopia'. What all needs to change decisively to get rid of this myopia. Tom Haak talks of the necessity of new listening architecture for capturing these shouts and whispers to design systems and policies including acquisition, development, reward and punishment, etc. For example, to quote Haak again, how to 'nudge, instead of policing'. These days, US companies are scouting for talent in Europe, because 'work from anywhere' proposition creates a huge possibility. Especially, if the employee and employer are in the same time zone, there is no adjustment required. Listening is assuming another dimension which is not universally welcomed. Whilst things like attendance and performance monitoring will not remain in-the-face, there are concerns of privacy. I fondly remember my job as Executive Assistant to Chairman, Uptron even though I did not stay there for long. While others were punching in their attendance, my punching card was not there. When I asked a senior person, he said, "Why do you bother? We have enough ways and means of knowing whether you are working sincerely or not." What was then a privilege, is now so commonplace. At the same time, technologies are in use which are able to diagnose on employees' happiness by recording and analyzing facial expressions on everyday basis aggregating data of even thousands at the end of every shift.

Perennials

A very senior HR executive was very focused on recruiting young professionals for top positions. When I asked him on this contradiction as he himself was very senior, he said that this was the need of the hour. Well, that is passe. Move over, millennials and centennials and so on. Emphasizing that four generations are working together for the first time, Gina Pell, the ace fashion expert and creative diva, talked of this first to underscore the need to look at the simultaneously parallel world of all four generations. Each of them has unique contributions to make. This is a part of the new definition of diversity and inclusion.

Technology as the main driver

There was a time when digital literacy became a sine qua non for most jobs. Now, digital mastery, not in terms of hardware and software creation, but in the ability to use it for new future in employee communication, engagement and development is fast becoming an expectation from HR. Josh Bersin, speaking at the HR Technology Conference, said the Covid-19 pandemic has caused a "big reset" to the world of work. "Companies are redesigning the ways things get done at a pace I've never seen," he said. "They'll need technology to support their efforts."

Organization Structure

With digital technology set to play a dominant role, two things will happen: it is very likely that future HR personnel will come from the computer science or engineering streams and HR roles will also acquire designations that may seem fanciful today, e.g., Job Designer or Architect, who will design jobs taking into account an individual's needs, wants, ambitions and competencies, plus organization's present and future requirements. On the other hand, empathy, compassion and authenticity will acquire more currency.

Several decades back, Charles Handy talked of Shamrock organization. This will be truer, going forward. Challenge for HR is, how to transcend mindset of HE/employee manuals and conduct, discipline and appeal rules and attend to challenges of engagement, social security, career/skill development of such diverse set of people. We have already talked about job architects.

Fulltime onsite employees

WFH/WFA employees

Gig employees
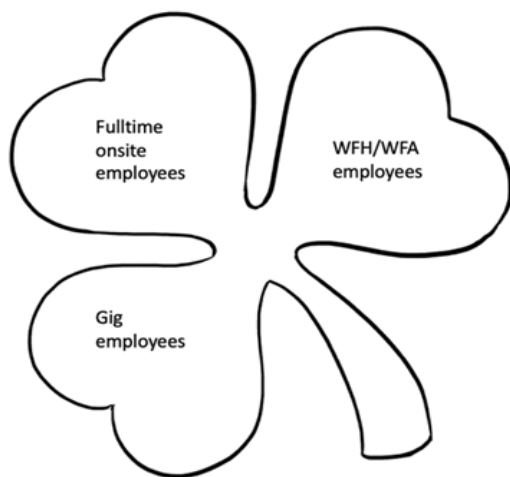
While strategic role will become HR's core competence, HRBP role will die a slow death. It was a rebranding of earlier avatars like Sales HR, driven by a realization that HR needs to be a partner in running business. Partnership does not come by branding; Finance never felt the need for creating roles like Finance Business Partner. Everyone knows, you can't run a business without Finance partnering. Likewise, HR generalist is an endangered species, and these functions will mostly be outsourced going forward.

Most industries have contract labor as their main stay for smooth running. Yet, thanks to archaic laws and hypocritic socialist mindset, there is no emotional connect with contract labor, even though they may have worked with one employer for many decades with different names. This was the main reason behind mass exodus of migrant labor, which some compared next only to partition. And, when the governments exhorted them to bring production back to normal levels, many pleaded helplessness as those labor had not returned by then. HR Myopia? Hopefully, HR will devise new policies for contract and gig workers, of course, within the parameters of law.

Learning & Development

Massive advances are already taking place in micro-learning, mobile-learning, content curation, etc., taking into account 'employee' needs and preferences. This is a happy trend and will gather steam in coming 2-3 years. Leadership learning and assessment will largely become game based, evoking memories of Panchatantra & Hitopadesha as tools of leadership development in a bygone era. Yes, managing remote workforce will become another important competency.

Expectations from leaders keep growing. While bosses and HR were happy to include as many competencies as possible even earlier, a new fad is, 'manager-as-a-coach'. If things continue like this, very soon someone may come up with 'leader as mental health counselor'. Coaching is a specialized vocation and requires competencies, some of which are different than what is required for managers, beyond normal qualities of support, empathy, etc.

Retention

Once we bring marketing or consumerization analogy into picture, HR will increasingly realize that everyone's engagement drivers are a unique mix and traditional engagement surveys only end up commoditizing. Here again, technologies like Harrison's exist for understanding unique mix of engagement drivers but their usage has been limited so far. In fact, they are an important tool at recruitment stage itself. 2021 and beyond will see their greater use.

Conclusion

There are some welcome gains as well in 2020. Managements have become more sensitive to HR issues, raising the profile of the profession by many notches. Alongside, expectations have also risen. It is time that HR dons a new avatar in keeping with these expectations and just as human is the key pivot in any endeavor, HR becomes the key pivot in any organization, big or small.
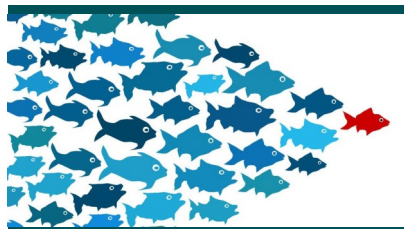
Evolve leadership authenticity into leadership value into today's Business dynamics.

L.S Murthy, Fellow AHRD
COO, Radiant, Hyderabad

Authenticity is about the leader's genuine character and personal strengths. Value is more about how leaders build character in others and use their strengths to strengthen others. Leaders need to create authenticity in others more than themselves. If the aim of the CEO is to build an institute, a legacy or a long-cherished Dream or Goal they would think beyond growing business for personal profits.

Business today is more dynamic and complex than it has ever been. No matter our role or our experience level, we are being driven to find new solutions. CEOs /Senior leaders are expected to manage through these challenges. Leadership has always been more difficult in challenging crisis times, but the unique stressors facing organizations throughout the world today call for a renewed focus & agility on what constitutes genuine leadership, the Authenticity.

Leadership is vividly debated, written and read across the globe yet every day and every instant are different with unique learning opportunity and we will find different ways successful leaders managed effectively complex situations and established their trade mark whether we learn in a Business school or at work just cannot miss admiring the positive spirit of their simple success practices all with a humble smile.

We need currently such positive, innovatively inspiring leaders who lead with purpose, values, and impeccable integrity, Enterprise Leaders that build enduring organizations, motivate employees perform to full potential, to provide superior customer service, and create long-term value for shareholders.

Authentic Leaders rated as having both high speed and high quality were absolutely clear about the vision and direction of the organization and enable others to succeed and build engaging team that takes care of customers .

To name some of my all-time favorites- Mahatma Gandhi, Nelson Mandela JRD Tata, Bill gates, Richard Bronson, Warren Buffet, Jack Welch, Steve Jobs, Barrack Obama, Swamy Vivekananda, APJ Kalam, Narayana Murthy. HV Goenka, -successfully accomplished leaders in their own chosen space have significant yet simple traits achieved terrific success & contributed to impacting Change and global recognition.

Mostly they started early, started in small way, had the ability to take risks, innovative, allow teams to take charge and possessed great empathy and compassion importantly always kept their impeccable personal integrity and doing right regardless of the circumstances & consequences.

As we consider leading in the age of Digital Transformation, AI, ML   and an increasingly connected world, it's important that we embrace the idea of being an authentic leader.

Demonstrating consistency in our behaviors, actions, and decisions is the key and its possible when we align our thoughts, words & action in sync.

Authentic leadership is an approach to **leadership** that emphasizes being **genuine**, building the leader's legitimacy through honest relationships, aligning with internal & external customers, value their input and are built on an ethical foundation.

What is Authentic Leadership? The notion of 'authenticity' has been around for decades in the counselling, psychotherapy and coaching professions. Authenticity means being Genuine, **true to character, true to oneself and not living through a false image or false emotions that hide the real you, the** *undisputed origin.* Authenticity in human personality and relationships.

The Origins of Authentic Leadership-

The term in modern times 'Authentic Leadership' was first used as a term by **Bill George** in his book, *Authentic Leadership*. In 2003, around the time of the Enron and WorldCom scandals. These big corporate crimes provoked a backlash, prompting a strong wish (certainly presented and reflected in the media and by politicians) for leaders of substance - **leaders that people could trust. Authentic leaders, in other words.**

Authentic leaders know and live their values and they win people's trust by being who they are , not pretending to be someone else or living up to other's expectations . The notion of being genuine

equates to being honest and truthful and being straight and direct. According to Bill George, the key to becoming an authentic leader is *"to learn how to lead yourself. it's not about competencies and skills.* Thus, paying attention to one's character development, inner leadership, self-mastery is crucial to becoming an authentic self-leader.

Authenticity: is when there is no gap between how you feel, how you think and how you act , such an integrated behavior is possible when we integrate with our inner voice to perform at our fullest potential and enable people organizations to excel

Authentic Leaders trust inner voice fearlessly, communicate compassionately, vibrant, agile & committed to self-transformation

Four Elements of Authentic Leadership

Building on Bill George's ideas. Nick Craig co-author with Bill George of the book, *Defining Your True North*, lists four elements of authentic leadership:

1. Being **true to yourself** in the way you work - **no facade**.

2. Being motivated by a **larger purpose** (not by your ego).

3. Being prepared to make **decisions that feel right, that fit your values** - not decisions that are merely politically astute or designed to make you popular.

Concentrating on achieving long-term **sustainable results**.

Gardner, Avolio, Luthans, May, and Walumbwa (2005) were probably the first to link authentic leadership with organizational performance. They have attempted to integrate various perspectives and definitions of authentic leadership identifying several distinguishing features associated with authentic leadership.

1.**Self-awareness ("Know Thyself")** understanding of one's strengths and weaknesses and gaining insight into the self through exposure to others, and being cognizant of one's impact on other people.

2.**Relational transparency ("Be Genuine")** refers to presenting one's authentic self.

3.**Balanced processing ("Be Fair-Minded")** objectively analyze their own data as well as others' before coming to a decision, even when such views challenge their deeply held positions.

4.**Internalized moral perspective ("Do the Right Thing").** guided by internal moral standards and values results in decision making and behavior consistent.

Authentic leadership theory asserts that the self-awareness and shared beliefs of leaders and followers play a key role in supporting the sustained veritable performance of an organization (Avolio and Gardner, 2005; Avolio et al., 2004; Avolio and Luthans, 2006).

Today's era of intense global competition makes a skilled and motivated workforce an essential component for survival and growth, people increasingly look to their leaders for authentic direction and guidance.

I had humble beginning, fortunate to work under dynamic & inspiring CEOs directly with some terrific thought leaders, wish to share some learning's which differentiates Influencing leaders who create that special spark in Managers to become big and contribute strategically towards business growth. How do we create the Culture of learning, exhibit commitment, trust amongst peers and bosses equally and superior employee engagement which contributes to the company's success!

Adopting the Mindset & Framework of **Authentic leadership** enables, create conditions for higher trust, helps people to build on their strengths and be more positive, to broaden their thinking, to add value and a sense of what is right to their decisions, and to improve the overall performance of their organization.

On an occasion while being at the help of Global SW Solutions delivery head dealing with fortune 500 customer our team exclusively followed the guiding principles of authenticity in what we promise & deliver on time was well appreciated and rewarded with additional work orders to design, develop & integrate applications for efficient & speedy implementation and they believed strongly being honest to the passionate commitments they would win customer delight.

As Henry Ford once said, "Whether you think you can or you think you can't – you're right." That's why self-confidence is so important .

Leaders with driving styles were the most likely to be innovative because they are willing to chart their own course and to stand alone in developing a creative, fresh approach to a product or service to drive innovation through their ability to convince and persuade others toward a new way of thinking. The most innovative CXO's don't ignore risks— they manage them. These leaders anticipate what

can go wrong and they are curious, and they seize on clear opportunities. Authentic CXOs, most likely to lead innovation are driving, high-impact individuals, who aren't afraid to be assertive, independent, and above all, curious and enthusiastic, have passion to excel.

Authenticity, authentic leadership and authentic leadership development has become modern era powerful framework and swift in mindset to embrace authentic leadership process which is promising to yield excellence, though the charismatic, transformational, spiritual, and servant leaderships are equally familiar.

Authentic Leaders who become great bosses not only have IQ, EQ, and action oriented, focus on speed, but even more, they learn. Continually experiment, reflect, and improve. Encourage diverse thinking and encourage decisiveness avoids ambiguity. Encourage Curiosity, encouraging associative thinking can spur high-potential employees to become more creative and innovation-minded. Encourage to introspect and be aware. Help them realize their own passion, ignite enthusiasm and collaborative effort will keep them engaged and progressing

Authentic leadership is also beginning to gain a spiritual connotation, which you can see in this quote by the author Sarah Ban Breathnach: "*The authentic self is the soul made visible.*" Nonetheless, despite the expansion of interpretations, this philosophy has gained ground in the 21st-century and the trend is likely to persist. Authenticity has become the gold standard for leadership.

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A WINNING
COMPANY CULTURE
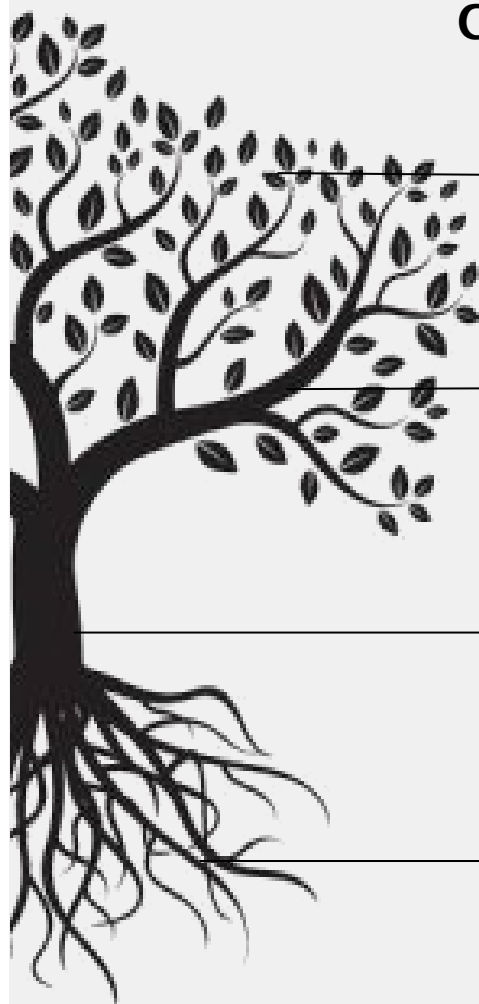
THE FRUIT
Results

The Measure of Our Mission

THE BRANCHES
Culture

The Collective Behaviours of The Team

THE TRUNK
Operating Principles
How We Do Things

THE ROOTS
Core Values , Beliefs, And Mission
Who We Are And Why We Exist

Aayushi Darshana, Fellow AHRD
Head HR & Operations– Action for Autism

Aren't we all working with adjustments in the current scenario? Aren't we all rewriting workplace rules? Aren't we all reinventing role of HR?

Of the many lessons learnt from pandemic, one particularly important and long-lasting lesson is a much deeper acceptance and appreciation of working differently. Finally, we are realizing that being in an office is not a prerequisite for productivity.

Non-conventional HR rules, flexible working options, personalized HR policies have been a much overdue demand from the disabled community. Understanding this need will become more feasible and easier as the pandemic has taught businesses to experiment and HR to be more sensitive.

Workplace adjustments are critical for so many disabled people, and home working is the most frequently requested adjustment, so arguably, we are all working with adjustments now. There are benefits for many in terms of work/life balance but for anyone who lives with a pain or fatigue or struggles to commute – whether that is due to the logistical difficulties of navigating transport as a wheelchair user or anxiety in travelling in rush hour – the benefits of home working are even greater.

Thus, as businesses plan a return to previous ways of working, HR professionals are critical in making sure that disabled people are not victimized.

HR must ensure that disabled people are no more seen as a risk and liability and prevented from returning to the workplace. Instead, we need an individual, person-centered approach to risk which focuses on addressing barriers rather than medicalizing conditions.

Equally, people with 'hidden' or non-visible conditions who are vulnerable to Covid-19 may be overlooked, particularly if they have an impairment that their employer doesn't know about. Creating a culture that makes asking for literally life-saving adjustments feel safe for those individuals is a very crucial

responsibility for the HR in reinvented times.

Pandemic has brought in an unprecedented technological disruption and HR is bound to face myriad of questions like never. Thus, pushing for a more proactive, pragmatic and a more personalized HR is the need of the hour.

Further skills and capacity planning will become fundamental to HR people in times to come. They play a key role in assessing what roles and skills their organisation will need in changing times. Reallocating and reskilling employees will almost certainly be an imperative as many physical activities move online. With this backdrop, hiring and inducting talents with invisible conditions with a more personalised approach as opposed to conventional methods and providing them skill specific roles overcoming the logistical barriers must be an accepted norm.

Being inclusive must be chosen as an indispensable way of working with top management and HR being the torch bearers for spreading the philosophy of equality, inclusivity and workplace diversity and workplace flexibility as a well-accepted HR practice.

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"Leadership is not magnetic personality— that can just as well be a glib tongue.

It is not ' making friends and influencing people'- that is flattery .

Leadership is lifting a person's vision to high sights,

the raising of a person's performance to a higher standard ,

the building of a personality beyond its normal limitations."

Anonymous

When Hughes Software Systems (now Aricent Technologies) decided to export telecom software to non- parent Companies, a global telecom player based out of Finland, Nokia gave us a chance with an onsite project for 2 years. We had no experience in working with a direct customer (having worked with the parent company so far) It was a re-invention journey as some the following areas needed to be championed by HR quickly:

• European Labor laws
• Immigration/Visa Procedures
• Finnish Compensation Norms
• European Culture incl. work ethic & culture
• Finnish social etiquette
    Acclimatization needs including F&B habits

The journey began with research on the 1st 3 items i.e. relevant laws and norms etc. However, we realized that the best way to address the last 3 items (behavioral aspects) required basic resources like access to literature and training but would finally require an experiential platform to test the learning as also to practice the learnt skills on a sure footed. We looked for a suitable cross cultural trainer familiar with the Indian and Nordic contexts. We finally found a trainer with a doctoral degree in anthropology, some international exposure and who was equally excited with the learning and contribution opportunity! The process to train the team (on behavioral aspects) that was to relocate to Finland for 1-2 years began, while the research on the Labor/ Immigration norms and compensation guidelines continued in parallel.
Post the Learning and Training initiative (supported by the top management) the 1st team soon travelled to Finland! …..what followed was unexpected! We were soon flooded with concerns from the customer on various behavioral aspects of our team that were not 'aligned' with Finnish work culture and even social expectations.

We engaged with our clients to understand the issues and realized that cross cultural perspectives

required an appreciation on both sides! We decided to form a joint task force to include even the relevant Finnish Project and HR Managers along with their Indian counterparts. Apart from looping in client suggestions into the soft skills learning programs, we also agreed to have the anthropologist/ trainer travel to Finland to offer insights on the Indian context as well.

Thus began our Cross Cultural collaboration with the customer for perhaps the 1st time in our experience.

The project went on for 2 years and in this time frame we at Hughes Software Systems (now Aricent Technologies) in India were successful in building a team of over 1000 software engineers in a Centre of Excellence dedicated to this 'Finnish' partner!

For us it was a major achievement as a case study and a benchmark in the industry for collaboration beyond 'business' and 'technical' dimensions, led by to the top management and executed by HR!

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You Can't Spell "HERO"

without "HR"

HR ARTICLE & TRENDS TO LOOK FOR

How to Do Performance Reviews — Remotely

You may have conducted hundreds of performance reviews over the course of your career, but in the era of Covid-19 everything is different. You and your team have been working remotely for months now in an extremely difficult situation. How do you begin to evaluate your employees' performance at such a challenging time? How much should you consider the impact of Covid-19 on your assessment? And how do you make sure you're fair-minded given everyone's different circumstances?

What the Experts Say
Even in the best of times, no manager actually enjoys doing performance reviews. They are "tense, stressful, and anxiety-inducing," says Mark Mortensen, associate professor of organizational behavior at INSEAD. Now, amidst a global pandemic and economic crisis, performance reviews present an even greater challenge. "People are wrestling with uncertainty and existential dread," he says. Suffice it to say, your employees — even those not directly affected by the health emergency — are not operating at their best. When it comes to evaluating their job performance, "there's no template and it's not one size fits all," says Anna Tavis, a clinical associate professor of human capital management at New York University and an editor at People + Strategy, a journal for HR executives. "Everyone is stretched in their own way," she says. Your goal, therefore, is "to make an empathetic assessment" based on "where your people are." Here are several strategies to help you do this.

To read full article click: https://hbr.org/2020/06/how-to-do-performance-reviews-remotely

A perspective on… THE HR SIDE OF INNOVATION

90% of leaders say people and culture are the most important factors for driving innovation. On an initial glance that's a great statistic… until you start to wonder what the other 10% believe! Are they putting technology or infrastructure or the general marketplace ahead of people? And if they are then do they really 'get' what a culture of innovation is all about? Or is it simply that 10% of leaders are still harking back to the days in which employees were simply a necessary expense? Admittedly there are a number of factors which will influence the success, or otherwise, of an innovation culture but the key to that success is the way in which leaders and employees step up to the challenge of working in a collaborative, agile and insightful environment. As a strategic advisor on innovation, I believe that in far too many cases, HR is side lined in this process, being left to carry on with business as usual whilst the leadership team tries to impose seismic changes on working practices and attitudes. This white paper attempts to redress the balance by highlighting the importance of involving HR in the building and embedding of a sustainable culture of innovation.

To read full article click
https://crisbeswick.com/wp-content/uploads/2017/03/Innovation-White-Paper-10-The-HR-Side-of-Innovation.pdf

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