



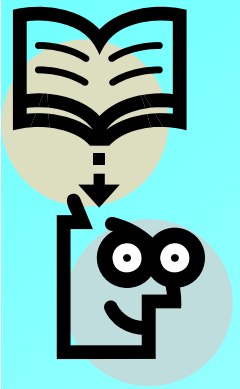
SALTLABS

Life Long Employability

Roles HR People need to take on ...

**To lead a
Transformation
agenda**

What can you expect ?



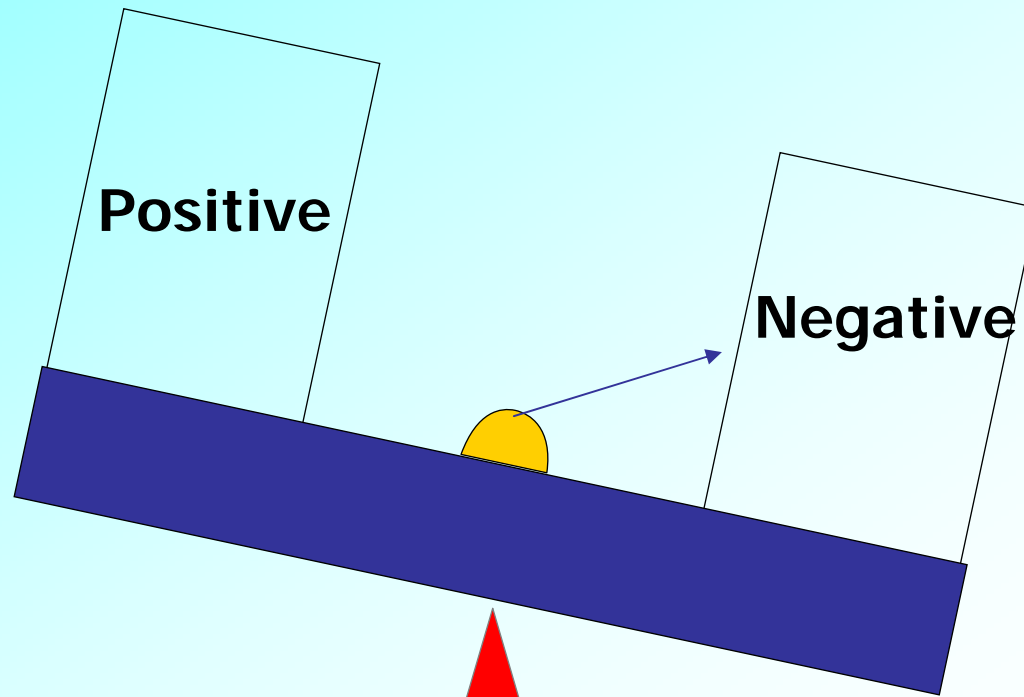
- A glimpse of CEO challenges today
- Business perceptions of majority of HR teams today
- Roles which HR can take on depending on the context

CEO's challenge



Perceptions are the only reality

It is not enough to do great work but also
To be perceived as such



The HR leadership / team....

My HR leader has no
clue of the problems



The HR leadership / team....

HR person is more the administrative person
who will do as told



HR perceptions...

I hate to go to HR for anything



HR perceptions...



**HR - will they cause more problems
or
will they help me solve the issues?**

HR ... God Help me....

HR leader has no
business perspective



HR ... God Help me....

HR leader has no connect with the people. They are buried in – “God knows What”



HR ... God Help me....

They are the guys who role out the measly increment / bonus'...



HR ... God Help me....

Beware, they also are into pink slips now



The acquired...

The acquisition means the HR guys will get busy with getting rid of the excess staff first.



Top leadership...

I want a new structure for this new business. HR will tell me why it can't fit into our structure



Top leadership...

Can someone tell me whether HR has any clue of quality. Is it reflected in any of their work ?



More perceptions and challenges ?????

How can I serve new markets ? How do I resource the opportunity ?



More perceptions and challenges ????

Should I outsource or do it in house ?



More perceptions and challenges ????

Will the outsource service provider enable better or similar service ?



More perceptions and challenges ????

Industry does not have ready made talent correctly priced. I can't afford the top talent



More perceptions and challenges ????

What are my people risks ? Does HR have the answer ?



More...

Out of Box on talent availability – you
have to be joking.



More...

Should I lay off staff or can HR provide me an alternative ?



More...

Why does no one have a response on competitor movements and business happenings ?



More...

HR and communication strategy. They are poor communicators anyway.



What does HR know anyway ?

Don't ask HR. Just , tell them to do it



What does HR know anyway ?

The performance management in our organization is just a paper tiger which keeps HR engaged



What does HR know anyway ?

Does someone know what is the
update on critical people issues
here ?



What does HR know anyway ?

Is HR input anecdotal or is it
objective ?



Perceptions is the only reality.

Employee...

Why should I work here ? I am better off elsewhere.



Perceptions is the only reality.

HR has no clue on business realities



Perceptions is the only reality.

What is this learning organization ? Are we really one ?



Perceptions is the only reality.

Don't ask HR. They will just add to the chaos with their own whacky thoughts.



HR output and processes....

HR output is full of errors most of the time.



HR output and processes....

HR and new processes ?
Tough to change anything
there.



HR output and processes....

HR to be also audited by the customer ? Will they clear the criteria ?



Strategy and globalization!

Do we have succession plans in
this organization ?



Strategy and globalization!

Does HR know how to tactfully let people go ?



Strategy and globalization!

How do I get my HR guys to understand and handle global challenges ?



HR.....

Is this the best service HR can
provide ?



HR.....

The HR team is itself facing huge attrition problems. They need help more than the rest of us.

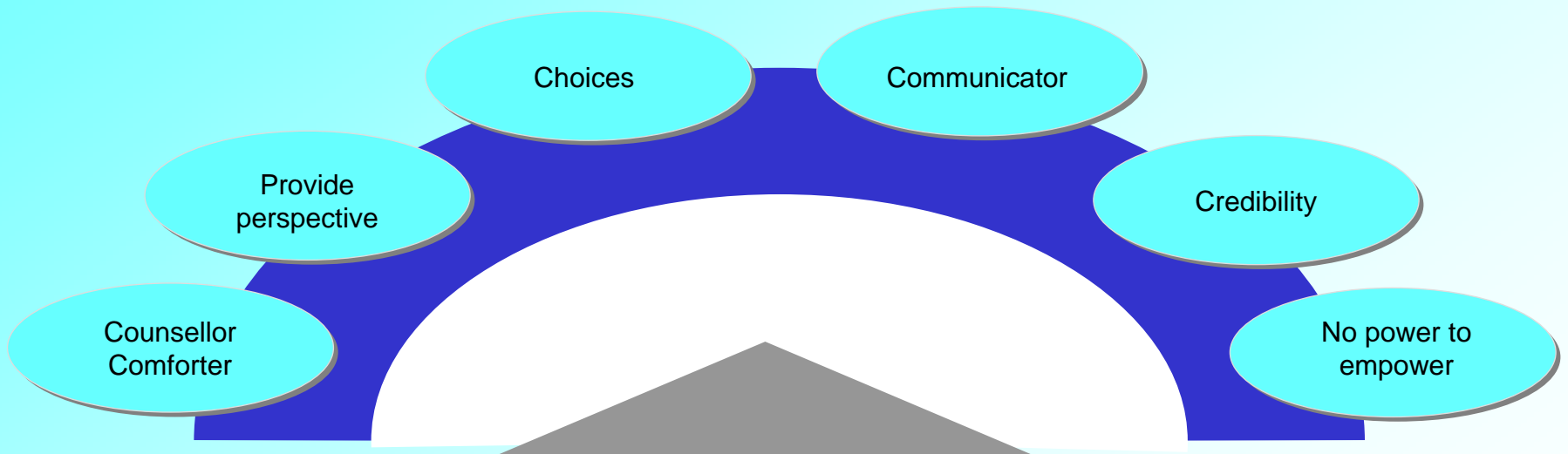


HR.....

We need some fresh minds and thoughts in HR now.

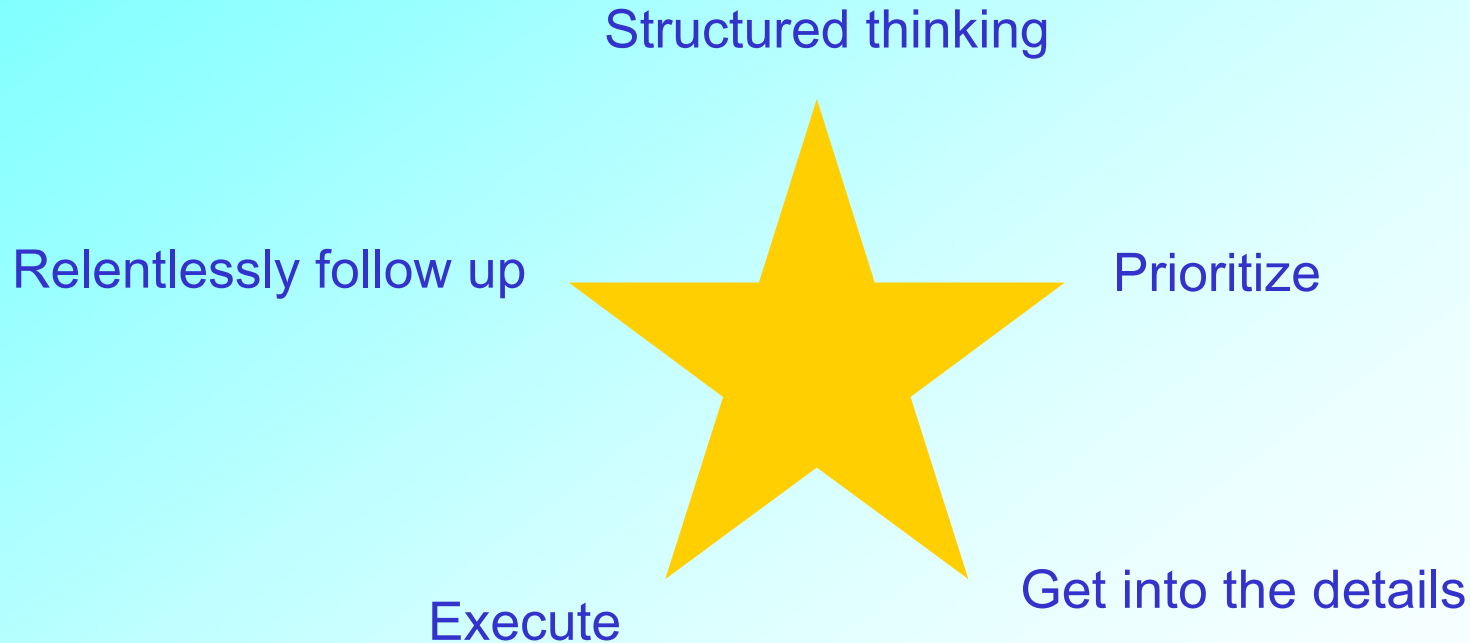


In times such as these...

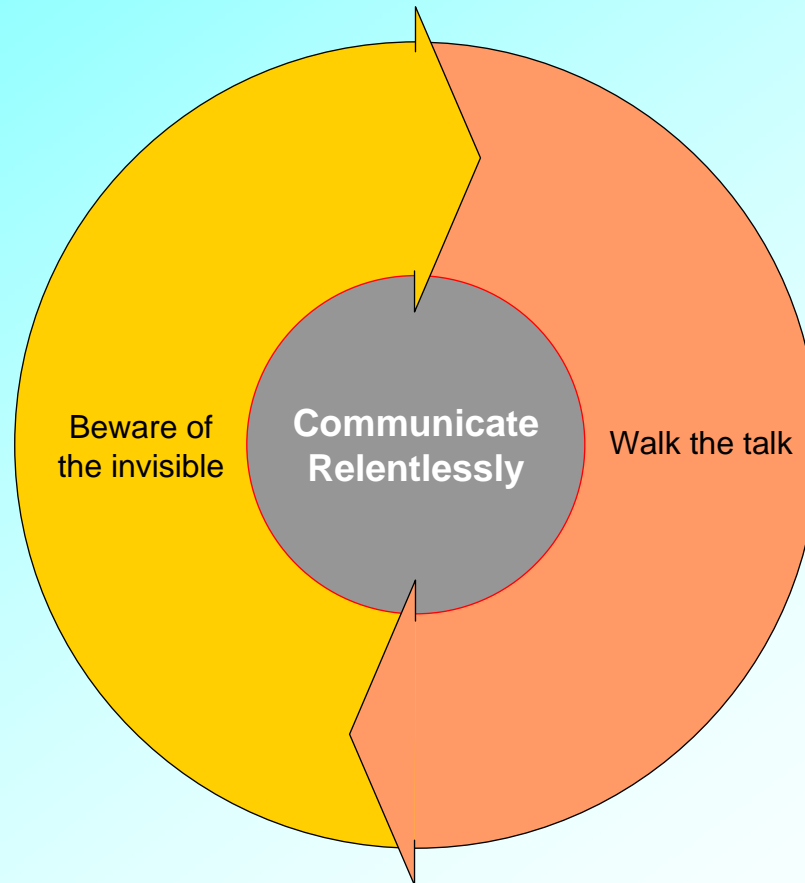


Turbulence Counselling

Focus during these changing times



Integration in M&A situations



Reengineer

Processes



Models of service delivery

Talent profiles

The Quality Revolution in HR

Six Sigma

Autograph with excellence



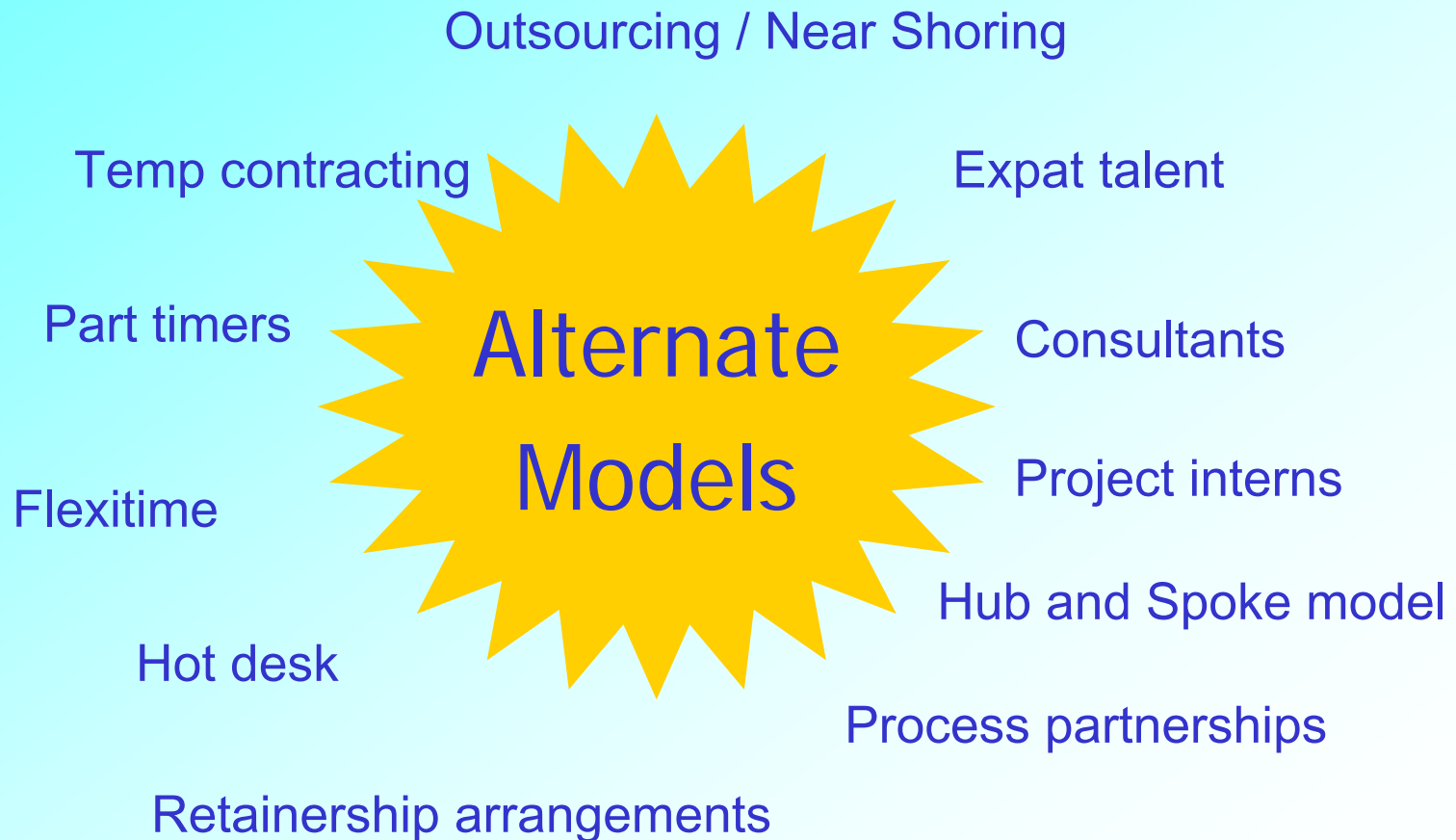
Eye for detail

Continuous improvements

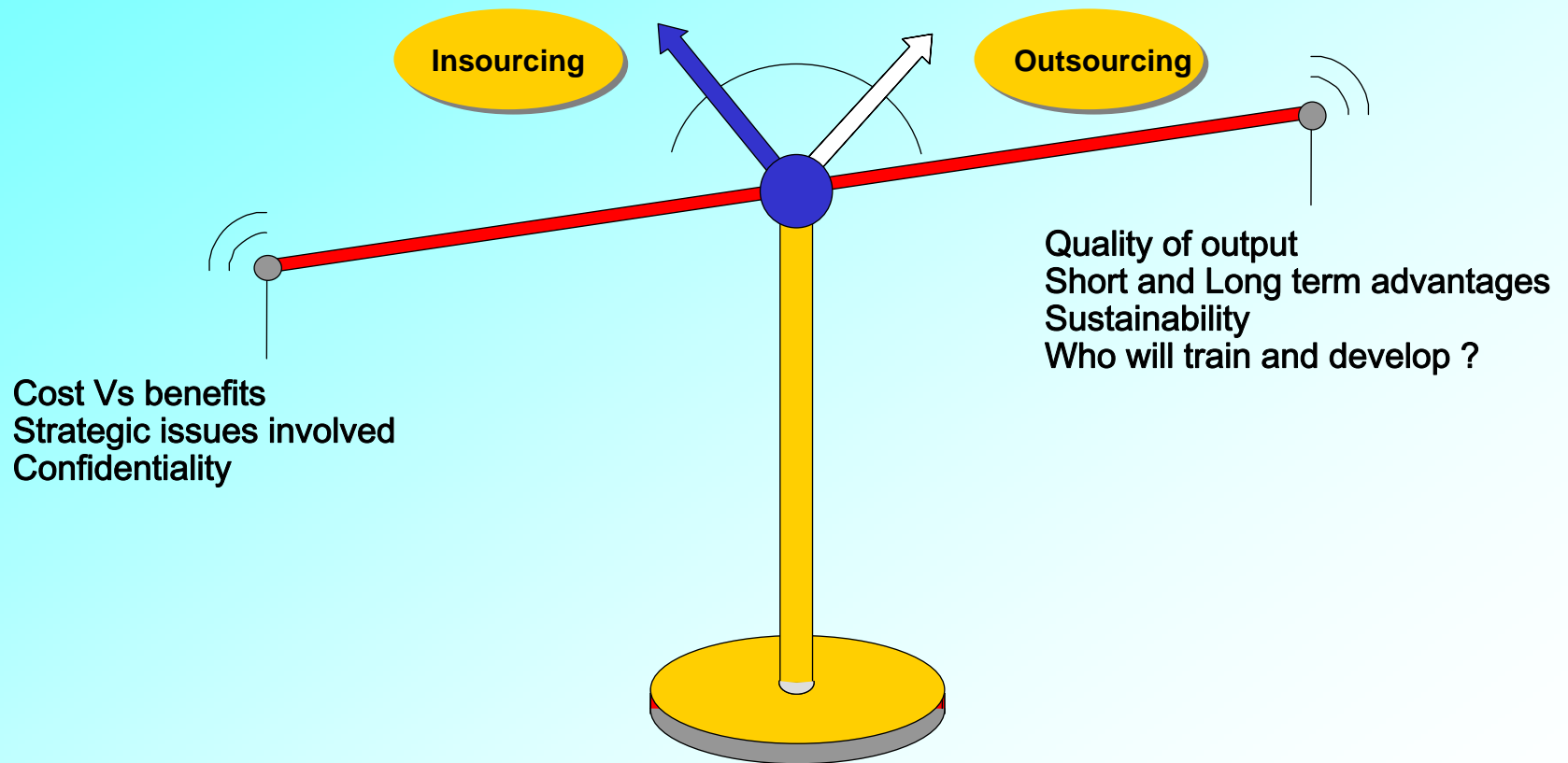
Mass customization

Improve technology skills

Explore alternative models to structure and work



In sourcing Vs Outsourcing – the accountability dilemma



HR Governance and Risk Management



- Talent availability - Benching / Attrition risk during growth
- Motivation risk - Morale risk during lay offs / M&A
- Process risk – compensation and benefits
- Operations risk – audits of processes
- Technology risk
- Dependency risk – outsourcing
- Leadership risk – incubating and developing leadership
- Confidentiality risks – critical information
- Security risks – Physical / IT
- Communication risks on key issues

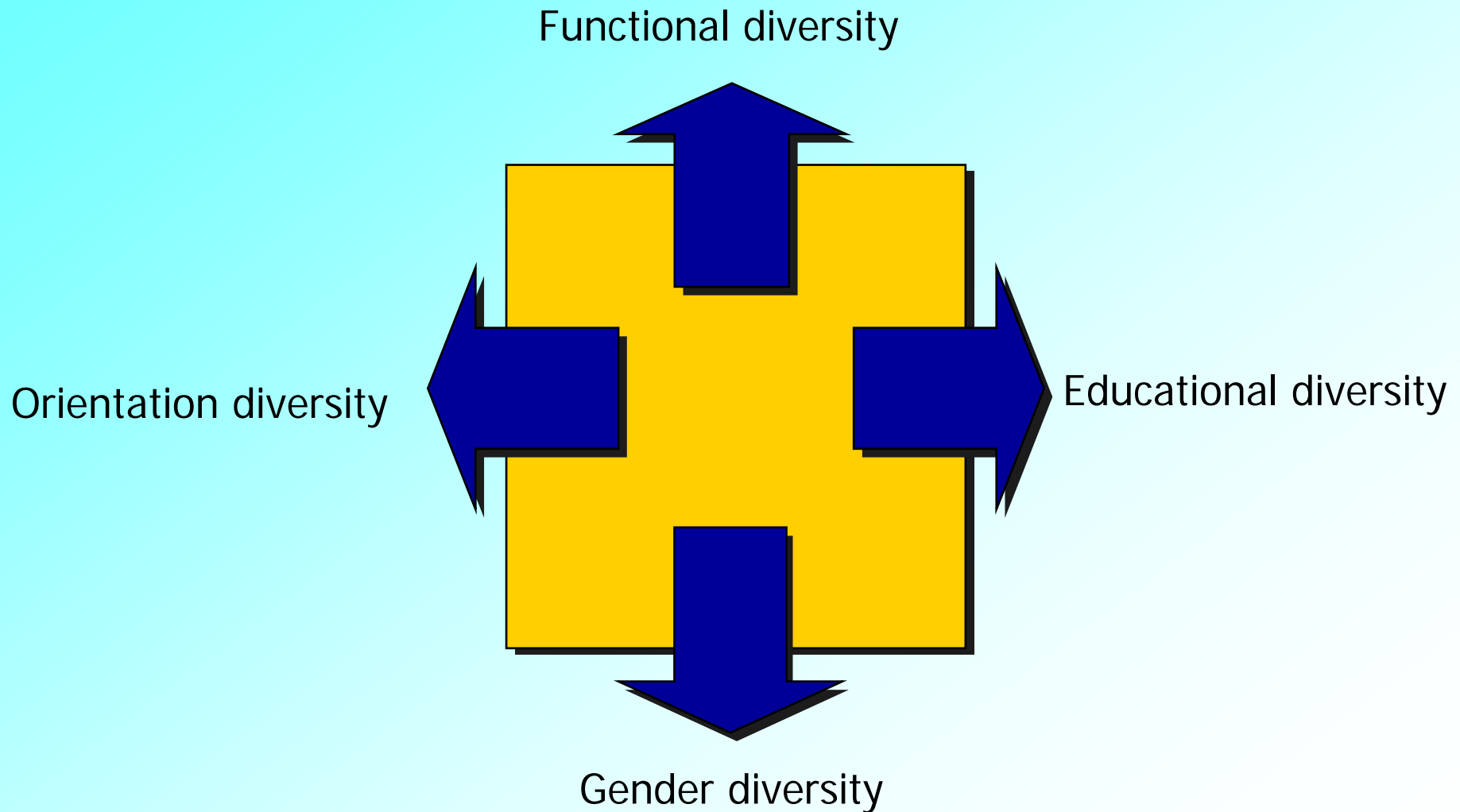
Developing the talent pipeline

Entry level talent pool



Working on training inputs and
reducing time to full productivity / profitability

Developing diversity



Enabling Outside In and Inside Out

- Knowledge Initiatives
 - Sector specific News updates
 - Business services
 - Communities of interest and Innovation connects
 - Actively ensuring synergy.



Engaging the Hearts and Minds

- Motivation and Morale
- Employee champion roles
- CSR strategy embedded to engage

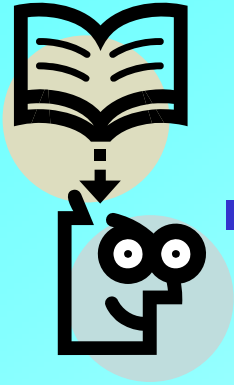
Ability to influence strategic decisions

- Access to top leadership
- Relationship with the leadership and level of influence
- Inclusion into all round business strategy
- Opinion highly sought on all business matters

Integrity in the review process

- Are roles and expectations clear in the first place ?
- Is all ambiguity removed ?
- Is it a fair process ?
- Have all appraisers been fully trained on the organization's way ? Is it done afresh every year ?
- Is it a serious affair ?
- Does it consider both performance and potential
- What is the level of subjectivity and in which aspect of evaluation ?
- Is it credible ?

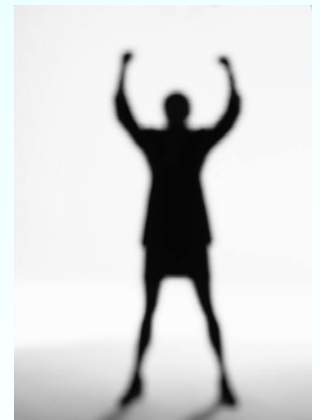
The HR scorecard



- Is top leadership fully aware of HR issues through a regular dashboard of critical metrics?
- Are decisions taken based on the dashboard regularly?
- Does it need tinkering to make it absolutely robust and useful ?

Cause Vs just the business

- Just a business is no employee value proposition. A cause however is.....
- Is the cause visible to each employee ?



HR leader - Local and Global

- Managing global communication
- Educating the rest of the world about India and learning from the rest of the world on issues that impact globally
- Developing strategies that have larger than local impacts
- Actively marketing HR power globally



Postman Vs Consultant

- Is the HR leader a postman who carries messages or is the leader a consultant in all strategic initiatives in the organization
- Is HR informed of changes or directions or are they part of the direction setting process ?

Talk Business and People in the same breath

- HR people need to talk business and help business leaders talk people.
- HR must participate in weekly business meetings as changes in the marketplace require regular tweaking of strategic actions.
- The line and staff divide is now part of history.



Brand = Talent

Individual, teams, departments, organizations are brands which depend on the quality of talent and their capability.

Tough times rarely last, tough people do.

A position is not an accomplishment

- Every organization has two types of leaders – those with titles and those without.
- A position or role is no accomplishment. What we do in the role is.

Learning is a matter of intensity of engagement, not elapsed time

Is your team and employees in your organization intensely engaged ?

Are they passionate and will they do whatever it takes to do to transform?

Ultimately...

HR professionals once exposed to thriving on chaos, have the potential to become the apostles of transformation which can change the fortunes of individuals, organizations, nations and the entire world.