



## Creativity in hrm

*An article by Dr. Pradip Khandwalla*

Creativity in HRM is an exciting new frontier of people management. An example that comes to mind is that of The Body Shop, a company in Britain co-founded in the 1970s by Anita Roddick and her husband. The company was in the cosmetics business. It was strongly committed to sustainable development. The Body Shop developed several innovative HR practices. For instance, no manager could be recruited until his/her prospective subordinates had interviewed him and found him acceptable. This ensured immediate rapport. HR is not restricted only to employees. It can be extended to all the stakeholders, including suppliers. The Body Shop went out of its way to empower its suppliers: it chose its suppliers from among those living in depressed areas, such as slums. There were only three levels in the hierarchy at the office: heads of department, managerial staff, and shop floor staff. The ratio of the highest paid to the lowest paid employee in the company did not exceed 10. Personnel were selected on the basis of the commitment to the company's mission and values. Creativity was encouraged by the Department of Damned Good Ideas, and brainstorming was widely encouraged. If one department could not find a solution to a vexing problem, another department was encouraged to brainstorm with the department to find a solution. The company did quite well. In a fiercely competitive industry, rife with malpractices, it remained highly committed to its values and to its cause of sustainable development, and yet grew in 15 years from a small operation to annual sales of around \$180 million, with 600 stores and 6000 employees and a profit of over \$30m.

### Students' Achievements

Prasanjit Dasgupta's paper titled "INTENTION OF NURSES TO LEAVE OR LIVE IN SAME HOSPITAL: A QUALITATIVE STUDY IN PRIVATE HOSPITALS" has been selected for publication in the Globsyn Management Journal (ISSN 0973 9181).

### ISSUE Highlights

- Article: Creativity in HRM - Dr. Pradip Khandwalla
- Students' Achievements
- Glimpses of Recently Concluded Workshops
- Thesis Completion News

Ravindra Dey's paper has been published in an International Journal, [www.indianjournals.com](http://www.indianjournals.com). For more details on the research paper you may write to us on [admin@academyofhrd.org](mailto:admin@academyofhrd.org)

Vishwanath Joshi has presented his research approach in an International Research Conference organized by Aditya Institute of Management Studies and Research in Mumbai.

# Our Success Stories

Management Development Programs

Random clicks of the two MDPs.



Abhishek Kumar, a participant from Indian Oil commented **"Outstanding inputs were provided during a short period. Extremely good program!"**



Success  
Continues...



New Fellow batch  
commencing  
shortly

Three of our Fellow students from  
2011-2014 batch have successfully  
defended their thesis.

Fellow Programs



We congratulate Rajesh  
Walawalkar, Naresh  
Mehta and Prasanjit  
Dasgupta for the  
successful defense of  
their Thesis .