

## DR. UDAI PAREEK MEMORIAL DAY

21 JAN 2022



AHRD celebrated the Udai Pareek Memorial Day on 21 Jan which also marked his 97 birth day. The event was graced with intellectual perspective sharing by two experts: Shri. Yogi Sriram, and Prof. Dr. Keith C. D'Souza on the theme Evidence Based Management.

Shri. Yogi in his session gave tribute to Dr.Pareek and shared how he initiated the experimentation era by putting forth OCTAPACE culture. He shared the six steps of Evidence Based Management: Ask, Acquire, Appraise, Aggregate, Apply, Assess. Going further he stated that Evidence Based Management is another way of saying that we deal in facts, in reality. It seeks to improve decision making processes and framework. Copying best practices blindly may not work and benchmarking only demonstrates alternative ways of doing things. The "medicine beyond quackery" has fuelled our thinking considerably during the pandemic hence in management the best available scientific data to make decisions is EBM. Giving examples of evidence based management across the globe he engaged the audience and put forth a wonderful session.

Prof. Keith paid a wonderful tribute to Prof.Pareek and his intellectual talk enthralled the learned audience. *"All the world's a stage, and all the men and women merely players: they have their exits and their entrances; and one man in his time plays many parts ...."* Prof.Keith paid his tribute to Prof.Pareek and dedicated the Shakespeare quote to his life journey where he played many roles like teacher, behavioural scientist, guide, researcher, friend, mentor etc. In his talk he shared that why few HR Practices have met with mixed results and the possible reasons for the same. For example Goal / target based performance management systems could not bring desired result because of overemphasis on quantitative achievement and unambiguous performance criteria. Individual incentive and rewards because of overemphasis on individual performance rather than collective performance. Use of the bell-curve in performance assessment was not successful because of excessive reliance on numerical data and analysis and tendency to mistake the trees for the forest. In practices like Benchmarking- Context is important - what applies in one time and setting may not apply to other times and settings. For other OD interventions like sensitivity training, team building, culture change programmes, conflict management, etc. he stated that while they have their plus points, they may not apply uniformly in all situations and contexts.

He inferred that in the absence of relevant, updated evidence, practices often stem from dogma and belief. Practices are based on experiences in different context – organization structure, culture, people, environment and situation. Past successes can also be stepping stones to failure and inability to measure key aspects or measuring the wrong aspects is also hindrance is successful evidence based management. He concluded by stating that failure to gain evidence by sufficient thinking and analysis of relevant data from the past and from others' experiences, and to develop a theory of what works under what circumstances, can result in the failure of even the supposedly best practices.

In the Open tribute slot Prof. T V Rao gave reference of the videos which gave a nostalgic tribute to Prof. Pareek and inspired the current age professionals to follow his footsteps. Joining him were Prof. N M Agarwal Adjunct Professor IIMB, Prof. Gopal Mahapatra IIMB and others.

AHRD Alumni Ms. Liza also paid tribute to Late Prof.Pareek and shared how the stalwart influenced her budding years as HR Professional. Prof. Surabhi Purohit, Mr. Anagat Pareek, and Mr. Karan Pareek joined from the family of Prof. Pareek. AHRD scholars Ms.Minakshi Balakrishnan, Mr.Rajan Sinha, Mr.L S Murthy also shared happiness over the learning from the sessions and paid tribute to Prof.Pareek.

The event saw presence of practitioners, academicians and fellow scholars across the country. The Distinguished Alumni Award was given to Prof. Debaprasad Chattopadhyay, scholar from year 2013 Batch. He has done exceptional work around Spirituality and Ethical Leadership in Management. An author of several research papers and books he has done excellent work post fellow completion.

AHRD Fellow title was awarded to Ms. Runa Maitra for her thesis on .....under guidance of Dr.Rajeshwari Narendran. She has done wonderful research on a topic with thematic importance in current times.

The program was successfully facilitated by Dr.Nidhi Vashishth, Director Academy of HRD.