

Events @ AHRD

AHRD @ MALDIVES

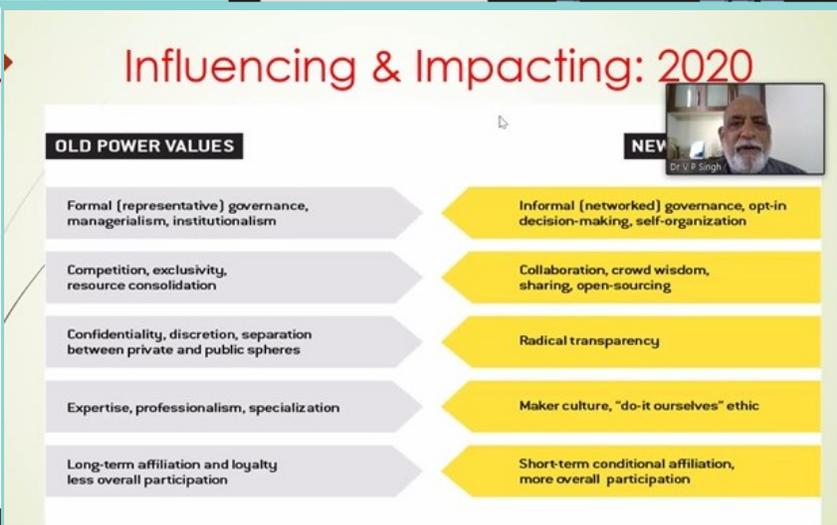


AHRD signed a MOU with **HR Maldives**. HR Maldives is a total integrated Human Resources solution provider that offers Strategic Human Resource Solutions at various stages of organisation's evolution. They work in partnership to deliver corporate business objectives through well mapped out and executed human asset strategies. They work towards significantly enhancing people's competency and technical skill levels – ultimately translating in to corporate wins and conduct capacity building programs for HR professionals.

AHRD conducted two capacity building programs for HR professionals. One on "**Building excellence in Personal and Professional zones**" and other on "**Competency Mapping**". The program was conducted by Dr. Nidhi Vashishth, Director AHRD. Participants from police Department, Banking Industry, Hospitality Industry, Travel agencies and HR Consultants attended the program.



Digital Masterclass for Vodafone Idea Ltd. April 9, 2020



Vodafone Idea collaborated with Academy of HRD for conducting Online Master class on : **“The Success Triangle: Communicating, Influencing and Collaborating”** for their senior management from Gujarat and Rajasthan Zone. The session was conducted by Dr. Virendra P Singh.-Distinguished Professor & Advisor to private universities and business schools,Consultant and Coach for behavior transformation and Organisational development. It was co-facilitated by Dr.Nidhi Vashishth, Director, AHRD.

The session was attended by more than 40 employees all senior management from Gujarat & Rajasthan . It was a engaging and learning experience for the participants. The session was delivered in a very participant centric and lively manner and was well received by the professionals. It also paved the ways of digital training and learning for self-development and renewal during these difficult time.

“ If each of us hires people who are smaller than we are, we shall become a company of dwarfs.

But if each of us hires people who are bigger than we are we shall become a company of giants ” .

David Ogilvy



Web based Panel Discussion on “ Business Revival through IQ+EQ+PQ+SQ: Human Capital Agenda” 8 June,2020

NHRD
Delhi & NCR Chapter

Academy of Human Resources Development

Web-Panel Discussion
**Business Revival Through IQ+EQ+PQ+SQ :
Human Capital Agenda**

Mr M Lakshmanan
CHRO, L&T Technology Services
Former President, NHRDN-Mumbai Chapter

Dr Rajesh Chandwani
Chairman, Academy of HRD
Faculty, IIM Ahmedabad

Ms Smita Saha
VP -HR & HR Regional Lead, India, AstraZeneca
President, NHRDN-Bangalore Chapter

Mr Prem Singh
President, Group HR, JK Organisation
President, NHRDN-Delhi & NCR Chapter

Anchored By

Dr VP Singh
Advisor, Dr KN Modi University &
Distinguished Professor
Jaipuria Institute of Management

3 JUN 2020 | 7:30 PM TO 8:30 PM

Registration URL :
<https://attendee.gotowebinar.com/register/6438394153263884046>
Webinar ID : 919-750-851

Dr VP Singh
Advisor, Dr KN Modi University
and
Distinguished Professor, Jaipuria Institute of Management

A Web based Panel discussion on "Business Revival through IQ+EQ+PQ+SQ : Human Capital Agenda" was held in collaboration with NHRD Delhi Chapter. . The discussion was moderated by Dr Virendra P Singh, Distinguished Professor & Advisor to private universities and business schools, Consultant and Coach for behaviour transformation and Organisational development and graced by Mr. Prem Singh, President Group HR, JK Organisation , President NHRDN Delhi & NCR Chapter, Ms. Smita Saha, VP HR & HR Regional Lead, Astra Zeneca, India Dr. Rajesh Chandwani, Professor, IIMA and Mr. Lakshmanan M, CHRO L& T Technology Services, Former President NHRDN, Mumbai Chapter.

The event was very successful with more than 400 attendees and brought forth wonderful insights on what companies should be doing holistically in post-covid era .The experts also advised how they can leverage the four important aspects of employees i.e. physical universe, mental intelligence, emotional and spiritual quotient . AHRD looks forward to such knowledge sessions in future as well.

AHRD GYANSHALA SERIES

AHRD has initiated Gyanshala series. The purpose is to invite fellow students to share contemporary trends and research amongst fellow colleagues. The first volunteering of knowledge sharing was done by Fellow AHRD—Dr. Sanjeev Dixit on "**Colour Brain Mapping and it's benefits to self, team and productivity**".

Colored Brain is Based on NEW Research! While so many psychometric tools are based on research that is 20 to even 70 years old, Colored Brain incorporates the latest research on Neuroplasticity, and the modern understanding the of how neurotransmitter substances work.

The Colored Brain work began in 2002 from the foundation of multiple contradictive personality focused genetic and observational research, bringing founder, Arthur Carmazzi to discover and focus only on the elements that were consistent among the various contradictive “personality” conclusions.



DIGITAL CLASS

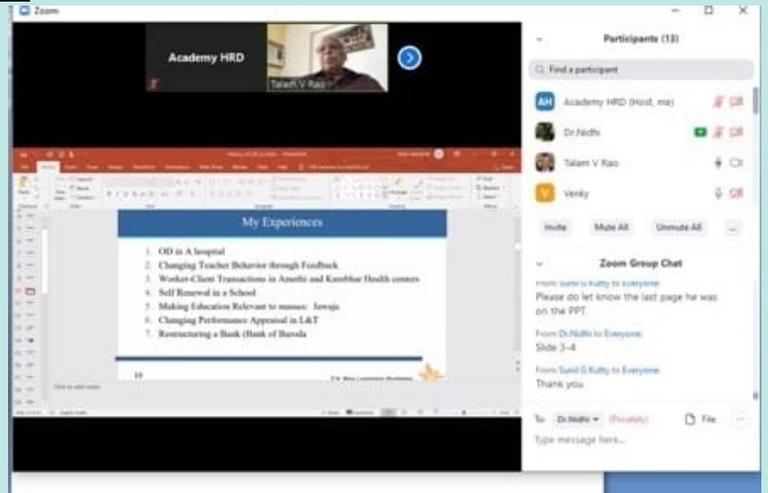


A virtual Masterclass by Dr. Sethumadhavan, MCIPD, CPsych(BPS) , PMP, SCP, SPHR, GPHR was conducted on 22 April, 2020 on “ Development & Use of Instruments for Research.

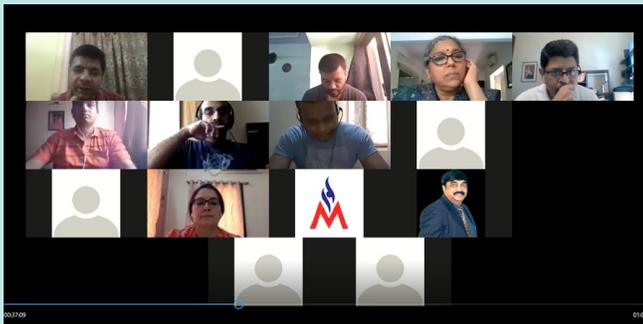
Fellow students had a wonderful learning opportunity . His deep knowledge and expertise helped each one to understand the joy of research in a scientific yet simple manner.

AHRD fellow students had an enlightening experience sharing digital session on “ Evolution of HRD & OD in India” by Prof. T.V Rao, Chairman TVRLS, Founder director NHRDN and Co-founder AHRD, India.

The two hour session was not only engaging but also a great learning for the students. How evolution of HR has changed the working environment of companies in India was well explained by the professor.



Session on Research Methodology



Virtual class on “ Formulation and Definition of the Research Problem conducted on 31st May and 20th June, 2020 . The session was conducted by Prof. Rajesh Chandwani, IIMA. Students learned how research can be conducted by formulating samples and data. Small tasks were also given to the students during the session . Overall the session was a great learning experience for all.

Introduction To “ R”



Mr. Amit Saraswat Conducted virtual session on Research Methodology using ‘R’ - a series of 10 sessions of which three sessions was conducted on 20, 27th June, 2020 & on 04th July 2020 for the fellow students . How to do research using ‘R’ software was well explained in the session. Students were taught to download the software and run the same on their systems. With sample examples how they can use the software was very elaborately explained.

Plan C : Culture Focused Strategy for Sustainable Business Growth"

"If Culture Eats Strategy across all three meals then CEO serve those meals"

Circa 2025, Headline of leading Global Newspaper reads "Many Bluechip & start-up companies world over closed down due to lack of High-Performance Culture"

Achieving High Performance culture is & will be every CO, Business & Human Resources leader utmost strategic priority but at the same time most taken for granted agenda. In order to achieve sustainable profitable growth, paradigm shift is needed from Execution led Plan A (Action) and Risk Management led Plan B (Back up) to High Performance, Values & Innovation led Plan C (Culture).

Culture Focused Strategy from Strategy-Driven Culture

Culture eats Strategy all three meals and meals are served by none other than the CEO. This is quoted by me in my recent culture transformation-oriented book titled PLAN C. This is very relevant as an organization is failing primarily because of being highly focused & obsessed with strategy execution and risk management. Organizations need to build Plan C to make Culture transformation as the core of all strategies and drive Organization growth by having Culture Vision to become an ideal organization by focusing on solving big business problems by addressing the root causes and not symptoms. Build Culture KPIs and review every month to achieve High-performance Culture step by step. This is going to very relevant especially when AI, Big data, Virtual reality, and robotics are making the work environment impersonal and the only differentiator between good & great organization will be the creation of a strong culture based ecosystem which fosters leveraging of strengths of human capital and achieving Business transformation through people transformation.

Middle Line Management Principle

The stereotyping of typical convention of organization success is TOPLINE & BOTTOMLINE growth. TOPLINE GROWTH is primarily focused on Reve-

nue, sales, market share increase whereas BOTTOMLINE GROWTH is driven by profitability before or after tax, Gross net margin or contribution growth. Both Top line and Bottom-line are outcome and results of multiple actions taken by CEO & Management including execution of strategies and growth plans.

What is missing in all these years of CEO & Board's obsession of Top line and Bottom line growth is building similar plans & strategies for reinforcing MIDDLE LINE MANAGEMENT & GROWTH.

"MIDDLE LINE"!!! You have heard this term for the first time, Isn't it!!

Middle line is primarily the core of any Organization's growth by design and source of sustainability. Middle line denotes Organization's & CEO's belief, vision & mission, role modeling of Values oriented behaviors, Employee engagement & commitment leading to enhanced discretionary performance further translated into way of working & CULTURE.

If Organization is a body, then metaphorically TOPLINE is the HEAD, while BOTTOMLINE is the HEART but most importantly MIDDLELINE is the SOUL and if Soul of a body is high spirited, passionate and driven by the objective of building and leaving a better legacy then HEAD & HEART will be designed to be healthy and consistently high performing.

The approach & principle to consistently nourishing the Middle line enablers of the Organization is termed as MIDDLELINE MANAGEMENT PRINCIPLE.

The conclusion of my PhD work was also the established between the linkages between independent variables of MIDDLE LINE elements such as Organizational Values elements and Employee engagement outcomes with TOP LINE & BOTTOM LINE oriented Business Performance Indicators.

Plan C as a Culture focused strategy approach basically motivate Organization leaders including CEOs, CHROs and CXOs to put C for Culture

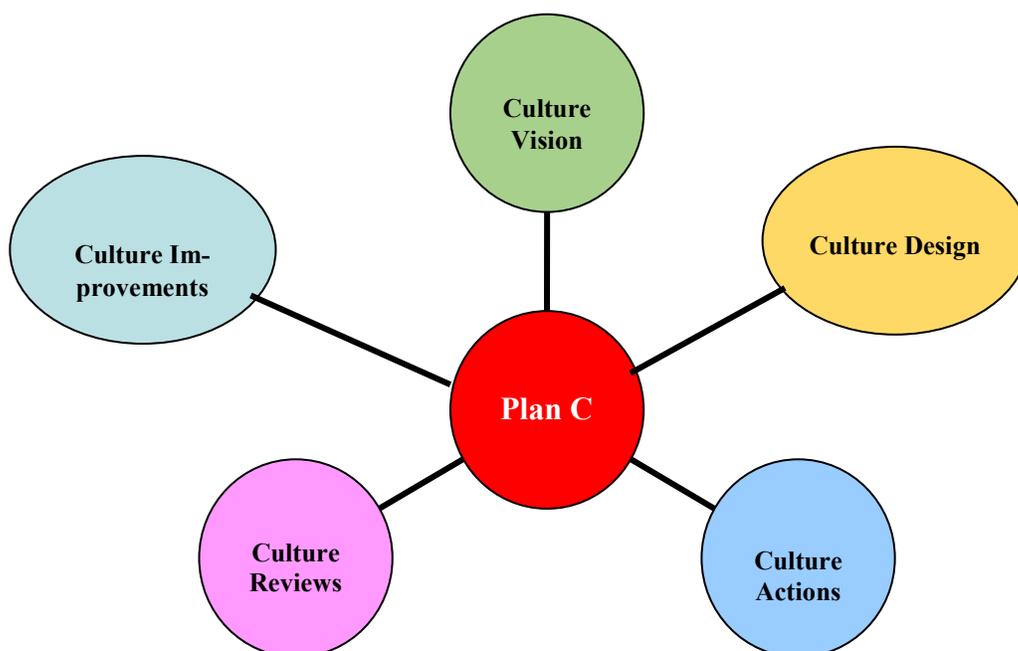
in the core of entire Organization & Business Visioning to thinking to designing to planning to strategizing to executing to reviewing. In nutshell, one need not drive business KPIs & targets but Culture to achieve high performance on sustainable basis.

Therefore, Plan C is an approach, leadership thinking and management mindset to focus and leverage on building, nurturing and leveraging the Culture of the Organization to achieve the desired outcomes & results. Plan C is much more impactful, profound and strategic than Plan A (Action orientation for immediate & visible outcomes & results) and Plan B (Backup Orientation for risk management/mitigation)

In order to leverage Plan C framework (as Illustrated in the below diagram) the focus is to go step by step in terms of doing the Culture benchmarking exercise to understand the current level of Culture and keeping in view the Culture growth plan, articulate the Culture Vision. In line with Culture Vision, prepare the blue print of Culture design for implementing the objectives of Culture Vision. Accordingly, Culture design needed to be broken down into SMART Culture Actions with measurable Key performance indicators. These Culture Actions and KPIs shall be measured on a monthly, quarterly and half yearly basis to ensure that there is a direct linkage and impact of achievement of Culture KPIs on Business perform-

ance indicators and in achieving the desired outcomes across different type of set ups whether start-ups, Small scale enterprise, Medium Scale enterprise, Government bodies & organizations, Multinationals or large conglomerates. Culture Improvement initiatives is to bridge the gap between the what was envisaged in the Culture design stage and outcome of Culture Reviews. This will ensure that Culture Vision is continually and consistently reinforced for Sustainable Business growth.

Dr. Sanjeev Dixit, Alumni AHRD
General Manager,
HR- RUMEA & Europe
The Himalaya Drug Co.



DESIGN THINKING & ITS RELEVANCE FOR HR

Design thinking (DT) is simply a human-centric approach to solve a problem. As per Design Thinking principles the end-user is the central focus while solving the problem. The process of developing the solution is iterative, with periodic user feedback.

Initially during the 1950s and 1960s Design Principles were used by professionals to mainly design consumer goods and houses. The Concept evolved gradually involving both industry and academia and the next 20 – 30 years human angle and empathy with user became essential components of the approach. Recently especially in the last decade Design Thinking is used in a variety of fields from products to services. Some of the key companies that leverage DT are Google, Microsoft, Apple, Starbucks, IBM & Cisco.

In my view last decade four key trends have contributed to the application of DT in HR

- A) Consumer behavior - wanting to get a personalized, online and instant service
- B) Influenced by employee's consumer-like expectation, HR is transforming from one fit all, annual processes meant for masses to ongoing, personalized processes with a focus on employees experience
- C) Design Thinking application in services besides products
- D) Technology revolution: especially Artificial Intelligence and Machine Learning helping HR design personalized and on-demand HR systems

While there are many prevalent models of Design Thinking, I feel Enterprise Model is best suited for HR being used largely by enterprises. Whatever be the model, there are five steps in this approach e.g. Empathize, Define, Ideate, Prototype, and Test. In the process, you not only worry about what will employees or candidates want but what will they value. It's a typically Consumer-Centric approach.

The current pandemic situation across the world has had a major impact on the way organizations and HR processes work. The Majority of the organizations are forced to adopt work from home policy

depending on the nature of work. As a result, many HR processes that were not meant for virtual working were changed overnight. The meaning and approach to employee engagement saw a major change and engaging and managing remote employees became an essential and new skill essential for Managers and HR. Organizations are quickly finding solutions to these new problems and are a perfect opportunity to leverage Design Thinking with empathy with the key user - employee.

There are two ways for HR to leverage DT for recreating its people processes to meet the new reality. The preferred one is for HR to learn the DT process, principles, tools, and techniques. As an alternative, one can borrow DT process champions from business to work with HR specialists. Of various HR verticals, Talent Acquisition, Performance Management, Learning, and Employee entitlements have seen the greater application. IBM used DT principles to completely change its performance management system to Checkpoint with the deep involvement of employees at all the stages including naming the new system. Cisco created a new Onboarding application YouBelong as one of 105 ideas created during Breakathon leveraging DT principles. There are numerous other such examples

There are various tools used while implementing DT like Brainstorming, Empathy Map, Prioritization Grid, and Storyboarding. The selection of these tools depends on the type and scale of the project and also prevailing management practices in the organization.

To conclude, I will say that DT is a Process, Framework, and Mindset all in one and is a great tool for HR to keep in its arsenal to fight with current and new challenges.

Sanjiv Jain, Fellow AHRD
Director, Enabling World
Executive Coach, Strategic HR & Change
Management Consultant Facilitator

PSYCHOMETRIC ASSESSMENTS: BEYOND FADS & FASHION

Often people and companies ask us to do some psychometrics. They are at a loss when we ask which one? Then we draw an analogy with pathology. "Just as there are many kinds of blood tests with different objectives and one will not substitute for another, there are different psychometric tests for different purposes." It is not their fault either. Many times, vendors who are certified for only one solution system, sell that system only as a panacea for all kinds of challenges. An advanced psychometric assessment system will have customized solutions for talent acquisition, development, coaching, etc. Here, it is important to note that many purists haggle over the definition of a psychometric test and would argue why a certain test is not a psychometric test. The thrust of this article is not to get into a debate on it, but to assist an HR practitioner make an informed decision. I am conscious that many readers are either fellows/PhDs or in the making. They might find many things written here quite simplistic.

HR Favorites

Then there are those clients who were very happy with some test at some point in their life, and many of them got certified also in that test thanks to the organization they were working in. For example, some would insist on an inventory developed in 1943. It becomes their religion. Psychometric assessment has undergone tectonic changes thanks to extensive research and latest insights into human behavior. For example, for a long time, extraversion was considered a necessary requirement for success, until psychologists realized that people most poised for success are likely to be ambiverts, of course, subject to many other factors.

Quite often, sensing growing use of psychometrics, many HR professionals and coaches ask advice if they should also do in certification, and if yes, in which test. We yes and no, for two reasons. Certification does help HR in understanding the vocabulary and nuances of that test, and hence being able to deploy the test more effectively. However, like any practicing profession, proficiency and mastery does not come by certification. Especially with higher end tests, unless one has analyzed quite many assessments personally, one will not be able to discern finer implications. This is important aspect because unlike measurement of inanimate objects, human assessment can alter the personality by the very act of measurement. I have per-

sonally seen many cases where a wrong interpretation has adversely affected personality and behavior of individuals for several years, and in some cases, permanently.

Generally, there are two types of assessments. Client or HR person can safely study, understand and use reports of simpler kinds of assessments. However, there are some higher order assessments which require an interpretation and briefing by a qualified assessor. This is specially so, because, many tests have their own vocabulary different from common uses of that word. For example, Hogan has a scale of adjustment.

Tests developed by Executive Search Agencies

There are many recruiters/executive search agencies who float their own psychometric instruments in the name of one-stop shop for all needs related to talent acquisition. This is appealing for clients, especially those who have their favorite and trusted search agencies, because they don't have to whack their brains on which test is best suited to their needs. The catch, however, is that a search agency's heart and mind may not be in test and therefore they may not vigorously pursue further research and refinement, nor will they have access to as much data as an organization wholly devoted to psychometric assessments.

How to select the best tests for your need?

It is not necessary to know everything about testing and psychometric tests. You need to know the following. One may come across many tests in attractive packaging with graphics, but one needs to remember that anyone can make a test but there are very few who can make robust tests and generate the data establishing the credibility of the test.

Validity

Validity is a measure of a test's usefulness. Scores on the test should be related to some other behavior, reflective of personality, ability, or interest. A good validity score is between .65 to .90. Ask for validity data from any vendor who tries to sell you any test, particularly those who are not highly reputed. Just don't go by their word. There are different types of validities, like face, content, construct, predictive, & concurrent validity. Unless you have a deep interest in this field, the above question will suffice.

Reliability

Test reliability refers to the consistency of a measure meaning that successive tests will give the same result. Acceptable reliability score (Cronbach Alpha) of as follows:

Ability/Aptitude Tests: .80

Personality Tests: .70

There are test-retest, internal, and inter-rater consistency scores unless you are a researcher.

Norms

This is a very important aspect. Higher the number of persons tested as per category or worldwide, the more robust the norms will be.

The test may have standardization against certain groups based on gender, age, culture, nationality, etc. and is generally expressed as percentile. If your score is 76, this means that you are better than 75% people like you.

This may be missing or inadequate in new age game-based or psycholinguistic tests. Therefore, while using new age tests, one needs to be wary of tests which don't have established norms, and not get carried away by dazzle or attractiveness or client list because there is no guarantee that the decision makers in those organizations with big names may be more knowledgeable than you.

Up-dation

If it is an old test, is it updated regularly? Does it have a heavy research base as a backup? Does it consider the latest understanding about the science of personality and behavior?

Cost

Last and the most important consideration in any business organization is the cost factor and the budget. One needs to tradeoff between various options and the budgetary allocation. Of course, many businesses can be quite myopic in such matters especially when they are planning to use it for the first time. They may not mind the heavy cost of a wrong hire in terms of wasted time, costly decisions and lost opportunities but they are very insistent on the 'cheapest' psychometric test.

Having said that, one also needs to acknowledge that right from a small NGO to a large multinational, when they start using the test and deriving useful insights resulting in better hiring/development decisions, it becomes a compulsive habit. Once I was travelling abroad as a tourist for a few days, and when I told one client, he panicked and said that I could go anywhere but I must carry my laptop because he was not sure when the Chairman would need inputs in a critical decision on hiring a business head.

Safeguards for use

Following are the steps and safeguards in using psychometric test:

1. Identify the purpose.
2. Identify what is it that you want to measure & your budget.
3. Consult an assessor who is not a vendor of just one test.
4. Select appropriate test and get it administered WITH respondent's consent.
5. If needed, understand implications with a certified assessor of the chosen test before breaking it to the respondent.
6. Avoid using the term 'test'. Many persons may get defensive filling this up thus affecting the results. Of course, advanced tests are able to throw up signals that the respondent has either not understood the language or tried to manipulate. Different assessments prefer using different language. For example, Harrison Assessment uses Behavior preference survey. Some call it psychographic profiling.
7. If in selection, suggest that
 - Like health check-up before appointment, it is mostly routine.
 - This is just one input in selection process.
8. If in development
 - Reassure that the respondent can use the information to reflect in the light of past experiences/future challenges and does it provide insights?
 - After all, no instrument is GOD.
9. There are several special purpose assessments like for team audit and development, emotional intelligence, creativity, strategic judgments, agility, 360^o feedback, etc., besides cognitive tests, which we have not discussed here.

Conclusion

More than 80% of Fortune 500 organizations use it to enhance their decision-making in hiring, training, coaching, succession planning, etc. In India also, this is fast becoming the norm and its use is only expected to increase. One should however be able to get the most from them. This can only happen with proper knowledge.

Rajan Sinha, Fellow AHRD
CEO , Mantrana Consulting Pvt. Ltd.

Capability Development for Competitiveness

The long-term success and sustainability of the organization depends on its competitiveness in the global economic environment of VUCA (volatile, uncertainty, complexity and ambiguity). Capability development for competitiveness is one of the areas of concern for training and business managers. People's competency development focuses on imparting knowledge, skills and developing desired traits, whereas, people's capability development focuses on the development of their confidence to apply acquired knowledge, skills and developed traits in a varied context of the competitive environment .

Capability development is the transformation of competency development to 'people and organization' capability development systematically with meaning and purpose to achieve overarching strategic objectives. Capability development is not a transaction, but program management. Until the recent past, the focus was on competency development. The need of the hour is to shift focus from competency to capability development. The long-term sustainable competitive advantage of any organization can be ensured when:

1. People are viewed as value creators.

People, through the application of their knowledge, skills, and attitude, improve quality, productivity, operational efficiency, contributed to the effectiveness of the organization and achieved customer delight by offering innovative products. The organization becomes cost-competitive when People find ways to reduce costs and offer unique differentiating products to customers. Such capability gets developed when the Training Manager trains the people in the area of Operational Excellence. Gemba Kaizen, 5S, Lean Management, Six Sigma, Eight Deadly Wastes, TQM, Gemba Kaizen Circles, Seven Steps of Problem Solving and Seven QC Tools are some of the basic and popular training interventions deployed to enhance functional skills of people. Such investment for capability development can be linked to ROI in terms of saving costs by 2 - 4 percent through training .

2. People are viewed as rare resources and appreciating human capital assets.

The role of training and business managers has become inevitable to identify and impart unique knowledge, skills and develop abilities to understand customer requirements, product applications, value chain, technology, systems, cost, and quality, etc. Such unique knowledge, skills, and abilities are not equally available to competitors and thus lead to competitiveness. Customer value management through customer circles, value attribute tree and enhancing price realization, etc., are some of the most contemporary interventions deployed and facilitated by the training manager. Such investment for capability development can be linked to ROI in terms of improving price realization by 1-2 percent through training .

3. People are viewed as difficult to copy by competition

People's outstanding contribution, active participation, dedication and commitment, loyalty and ownership, entrepreneurship and leadership at all levels, teamwork, and organizational citizenship behaviour, culture, beliefs and value systems are some of the factors just impossible to copy by competitors. These factors enhance the competitiveness of the organization. The role of training and business managers is to drive Leadership Development and Managerial Excellence initiatives as a part of rational and emotional engagement at various levels across the organization. Vision, mission and value percolations, business stimulus workshops for strategy awareness and development, strategy map and balanced scorecard development programs, facilitated by a training manager, helps people to develop their strategic thinking capability. The strategic thinking capability of people makes their organization stronger in positioning themselves, creating differentiation by offering a unique value proposition, making customers know, what they should want and offering the same to them. It also helps people develop 'differentiation or die' kind of attitude which leads to competitiveness. Such training interventions can be linked to ROI in terms of numbers of competitors out-distanced, brand switchover, market share, etc.

4. People's talent can be combined, deployed and organized at short notice to execute new assignments

The role of training and business manager is to develop agile, nimble and swift organization. HRIS, HR analytics, project management, cross-functional teams, multi-level managerial teams, mindset transformation, and agility are some of the common training interventions deployed. Such capability of people makes the organization competitive to execute customer orders at short notice and duration.

Therefore, in true sense, capability development initiatives can enhance the competitiveness of the organization in terms of profitability, market share, innovative products, desired growth, delighted stakeholders, happy people and society at large. The capability development can be viewed from three different angles. First - Strategic, Execution and Operational capability. Second - Organizational, Team and Individual capability. Third - Corporate, SBU, Divisional, Department and Section level capability.

The competitiveness is not only dependent on available knowledge, skills, and abilities but also very much dependent on the confidence of people with which they apply in varying competitive situations. People's confidence is enhanced when they are motivated to apply their acquired knowledge and skills and opportunities are provided to demonstrate the same. This requires supportive culture, structure, leadership mentoring and some appropriate HR systems. The organization must have access to appropriate capabilities to harness and exploit human capital. *The holistic approach is real capability development.*

The organization has a portfolio of capabilities that are used in various combinations to achieve strategic objectives. The portfolio of capabilities undergoes a lifecycle of need identification, articulation, acquisition, application and obsolescence phases. This is the era of "transient capability development" for competitiveness.

**Dr. Naresh Mehta, Alumni AHRD
Founder Researcher
Transformatory - Shift The Paradigm,
Ahmedabad**

TECH –GIANTS WHICH TOOK NO LAYOFF PLEDGE

The Coronavirus pandemic is going to affect businesses across the world. Large companies are likely to suffer loss in revenue, which would eventually lead to job cuts. However, the large IT firms have good news for their employees; many of these companies are pledging no layoffs for 2020.

Salesforce CEO recently pledged no significant layoffs for the next 90 days. On his Twitter account, Salesforce CEO Marc Benioff published a statement. He clarified that there will be no significant layoffs in the next three months. He also urged the senior leadership to do their part by helping workers keep their jobs.

PayPal is among the large tech companies in the US to pledge no layoffs. The company's CEO Dan Schulman said, "We don't intend to do any layoffs as a result of COVID-19. This is the right thing to step up, to make sure they know that we've got their back."

American IT Conglomerate Cognizant, which heavily relies on its Indian workforce announced offering an additional 25% of basic pay to most of its employees.

The company also confirmed that there will be no job cuts.

CEO of Morgan Stanley has also promised to not issue any layoffs. He assured that there will be no reduction in overall headcount in 2020. Chairman and CEO of Visa also assured his employees that there will be no layoffs in 2020.

Indian IT service firms are also in a much better shape. Top firms including Wipro, Infosys are already operating at 80-85% of their overall utilisation. These companies have not taken any public stand like many US firms but they will not cut jobs.

This is the perfect time for the tech industry to send across long-lasting message of providing a sense of job security to employees. Several companies need to be careful when it comes to allocating budgets but they will retain the existing headcount.

HR ARTICLE & TRENDS TO LOOK FOR

Is It Time to Let Employees Work from Anywhere?



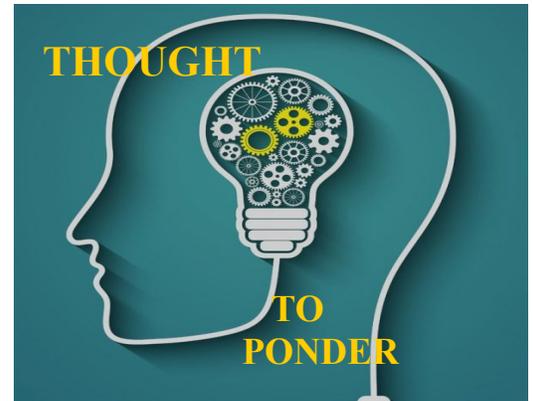
Despite a few [high-profile retreats](#) from remote work policies in recent years, data on the U.S. workforce suggests that remote work is increasing. A [2017 Gallup poll](#) reported that [43% of employed Americans](#) had spent at least some time working remotely, and [US Census data released in 2018](#) reported 5.2% of U.S. workers being based entirely at home.

Even as working from home (WFH) becomes relatively commonplace, a new form of remote work is emerging: working from anywhere (WFA), in which employees can live and work where they choose, typically within a specific country, but in some cases, anywhere in the world with a reliable internet connection. While many companies are just starting to consider allowing employees to work from anywhere, developed WFA programs can be found at firms such as [Akamai](#) and [SAP](#).

Employees value the option to work remotely. A [2017 study](#) even found that the average worker was willing to accept 8% less pay for the option to work from home. This indicates that workers assign monetary value to the flexibility provided by a WFH policy. And with a work-from-anywhere policy, employers add even more value to employees by granting *geographic* flexibility. It's a significant difference: while a WFH employee can choose to pick the kids up from school or spend lunch hour walking the dog, a WFA employee can do all of those and also relocate closer to aging parents or to a location with a lower cost of living.

TO READ MORE CLICK THE BELOW LINK

<https://hbr.org/2019/08/is-it-time-to-let-employees-work-from-anywhere>



I Don't care whether you come into office at 8.00 am.

I don't care if you choose to work from home or not,

I don't care if you work from garage while they fix your car,

I hired you for a job and I trust you get it done.

Just let me know what you need from me to be successful in your role. And I will show up for you.

Life Happens!

You don't need to justify to me why you need a day off.

You don't need to explain how sick your child is to leave early.

You don't need to apologize for having a personal life.

Yes! I care about results but I also care about you. We are all human and we are all adults. I lead people. I don't run an adult day care centre.

MY ADVICE FOR ANYONE HIRING

- Select the right people
- Agree on deliverables
- Provide proper tools and support
- Get out of their way

By:

Brigette Hyacinth

Author of *Leading the Workforce of the Future*,
Trinidad & Tobago

UPCOMING EVENTS



ACADEMY OF HRD
Presents

Web - Panel Discussion

"Prospects for Research and Beyond for Working Professionals"

OUR PANELISTS & FELLOW STUDENTS OF AHRD

 Prof. Rajesh Chandwani IIM, Ahmedabad, Chairman AHRD	 Dr. Sanjeev Dixit GM, HR Himalaya Drug Co.	 Mr. Rajan Sinha CEO, Mantrana Consulting Pvt Ltd	 Mr. L.S. Murthy COO and Global Delivery Head Radiant
 Mr. Sanjiv Jain Director, Enabling World	 Prof. Ravindra Dey Professor, Head of OB, XIMR	 Ms. Minakshi Balkrishna Education Consultant	 Mr. Vishu Srinivasamurthy Sr. Manager, ERICSSON

Saturday, 11th July, 2020 from 6.00 pm to 7.30 pm
To confirm your participation write to : admin@academyofhrd.org



Manipal Centre for Business Practice (MCBP)

an academic unit of Manipal Academy of Higher Education (MAHE), in association with

Academy of HRD presents

Transformational Leadership

2 Day Executive Educative development & Certification Program Offered on Digital platform

Leadership plays a critical and vital role in deciding and realizing the potential of an organization. Often, it is leadership that decides the direction, impact and relevance of an organization - be it social, not-for profit or a commercial establishment. Leadership styles vary and contribute to the effectiveness of the organization based on the context in which the organization is operational. This executive education programme is focused on Transformational leadership.

By transformational leadership, we mean leaders who have made significant contribution to the organization (which they preside over) in terms of measurable performance and internal culture.

Transformational leaders also ensure sustainability of the organizational performance and robustness of the internal culture. Human history in general and business history has recorded abundant examples of transformational leaders and their contributions to the organization and hence to the community at large.

Key deliverables

- The DNA of Leadership
- Leadership Styles
- Compulsions of Leadership
- Leadership and Organizational Excellence
- Leadership and art of Execution
- Behavioral Aspects of Leadership
- Transformational Leadership



Dr. N. Ravichandran

Dr. Ravichandran, earned his PhD in mathematics from Indian Institute of Technology, Madras in 1980, specialising in Applied Probability. He joined the faculty of Indian Institute of management in Ahmedabad in 1980.

He taught several courses in the broad area of Decision science, Operations Management, and Strategy to a wide range of participants in the core and elective MBA course and practicing executives. His consulting and research interest are in the areas of operations management, and strategy. In IIMA he has designed and offered several executive education courses.

He served as director IIM Indore for five years and provided transformational leadership to enhance the impact and purpose of the institution. He has taught extensively in several European institutions and held several visiting positions. He is founder of case research society of India, a not for profit organisation created to promote case-based teaching in Indian business schools. The other not for profit management research foundation created by him works in capacity building of teachers and focusses on doing research in under researched areas. He retired from the services of IIMA in November 2018. Since then ,he is working with Manipal group to set up an institution focussed on executive education. Dr Ravichandran is passionate about exploring the relevance of ancient Indian literature to modern management thought.

Pedagogy: Predominantly case based and participant centric.

Certification: A Certificate of Participation will be jointly issued to the participants from Manipal Academy of Higher Education (MAHE) and Academy of HRD

Date: 14 - 18 August 2020

Program Fee: Rs. 30,000/ - * per participant + GST

Timings: 6.30 - 8.30 pm

For more details please contact:

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