

HR 4.0: RISE OF THE DISRUPTIVE HR



HR Leaders from India Inc being awarded for their innovation quotient

Innovation has long been recognised as a source of competitive advantage. Although human resource (HR) is considered the most valuable asset in today's firms, how HR innovation enables firms to deliver superior performance remains an area of ambiguity. There is general consensus that competitive advantage built on human resource innovation is not easily imitable, and therefore vital to the sustainability of firm growth and competitiveness. Yet, the primary focus of both practitioner and academic studies has been on technical innovation with little attention paid to non-technical innovation such as HR innovation.

Each HR leader recognizes the importance of innovations in the business. They talk about innovations; they support innovations, but they usually kill innovations offered by employees and managers. HR always sees issues arising from the company-wide implementation of the new procedure or process. Honestly, Human Resources is not a department, where innovations are born and easily approved. HR is a department, which is guarding internal policies and the current status quo; it is difficult to become the innovation center if you are focused on sticking everyone with internal guidelines and policies. The HR innovations usually change the current model of policies and procedures. They want HR to change. However, even HR can manage the innovation process successfully.

Many of us have had great ideas or visions. But our dilemma is really: What do we do with them? In our HR management role, how do we get more ideas and visions from all employees? And how do we turn these into reality? Too often we think of innovation as the responsibility of a product team or a business unit. Innovation springs from the minds of creative individuals working in an environment that spawns and encourages innovation.



"There is going to be a rise in contractual and off campus workforce thus the challenge for the HR professionals will be how to expand its horizon from singular workforce to multiple area workforce. Performance management is the area where an organisation spends most of its time and yet it is the most dissatisfying experience. Thus, it is exigent to bring technology in this space."

— **MR. MANOJ BISWAS**, CHRO, L&T Infotech

HR leaders need to understand the critical importance of innovation today and how to contribute to your organization's Innovation mandate by attracting and keeping the most innovative people, constantly improving their skills and creating a culture of innovation.

Digitalization is currently an important accelerator of innovation, and it is also bringing movement and profound change into the world of work. We cannot know what the future holds exactly, but one thing is certain: the pace of change is rapid! Just a few years ago, no one would have thought about the possibility of working remotely, completely independent from our location and the time. Whether on the move, at your home, office or in a co-working space: mobile devices today, are your office away from the office.

To remain in business, enterprises must be agile and react quickly to the new developments. Employees have to continue to adapt and develop their skill-sets constantly. Similarly, the human resources teams need to update their know-how equally well, implement and use digital tools as well.

There are already a multitude of innovative concepts in existence



From Left to Right: Mr. Adil Malia, President Group HR, Essar Group | Mr. Yogi Sriram, Sr. VP Corp HR, Larsen & Toubro | Mr. KK Raman, Partner, Management Consulting, Advisory Services, KPMG | Mr. Deodutta Kurane, Group President HCM, Yes Bank | Mr. Sudhanshu Tripathi, Group President HR, Hinduja Group | Ms. Madhavi Lall, MD & Head HR India, Deutsche India AG



From Left to Right: Mr. P Dworkanath, Advisor – Human Capital, Max India | Mr. DP Singh, VP – HR, IBM India and South East Asia | Ms. Vishalli Dongrie, Partner, People and Change Advisory, KPMG | Mr. Prabir Jha, Global Chief People Officer, Cipla | Mr. Prithvi Shergill, CHRO, HCL | Mr. R Swaminathan, Chief People Officer, WNS

that support companies in mastering these challenges. The Guild and Hindustan Times Mint organised the HR Innovation Awards 2016 presented by Talent Vouch on November 4, 2016 at St. Regis Mumbai that put these innovations centre stage and recognised those HR professionals and organisations that demonstrated HR excellence in innovations. The grand colloquium witnessed stalwarts from the HR and Leadership space. Working with a high-caliber jury, the winners were recognised and felicitated. The awards were judged by:

1. **Mr. Vineet Nayyar**, Founder Chairman, Sampark Foundation and Former CEO, HCL
2. **Mr. Vivek Paranjpe**, Strategic Advisor, Reliance Industries
3. **Mr. P Dworkanath**, Group Advisor – Human Capital, Max India
4. **Mr. K Ramkumar**, President, NHRDN and Former Executive Director, ICICI Bank
5. **Mr. Satish Pradhan**, Former Advisor, Tata Sons
6. **Mr. Dilpreet Singh**, VP and Head – HR, IBM India and South East Asia
7. **Mr. Babu Vittal**, Head – HR ShopClues

INNOVATIONS IN HR BY AIRPORTS AUTHORITY OF INDIA

In an industry which is safety critical with a zero error tolerance policy, the services ought to be provided with appropriate state-of-the-art infrastructure and highly skilled workforce. Any system can be divided into four main pillars – Regulation, Procedures, Technology and People. It is the 'people' who have a hand in the other three aspects, they formulate regulations, lay down procedures and harness technology for the benefit of the systems, processes and the organisation. AAI is focused on people who can deliver high quality services to all its stakeholders and its ultimate customer, the air traveler. Training at both ab-initio and advanced levels are given a lot of importance and an eco system has been created



"Digitalization has had a phenomenal transition in the way human resources operates, specifically it changed the facet of talent acquisition in the wake of digitalisation. Now organisations have started leveraging crowd sourced talent thereby adding a potent tool to acquire talent. Our company talentvouch is a product of new generation digital technologies leveraging the power of crowd not just in sourcing but also the knowledge of the crowd in validating the skill set of the candidate."

— **MR. SUDHAKAR ADAPA**, CEO, Talent Vouch



"We have made huge advances in our ability to deal with the world we live in. We understand the world of humans better through advances in behavioral sciences, technology has given us ability to sharpen understanding through data analysis and has given us tools which have created so many possibilities. In such a scenario old practices are irrelevant, if HR does not innovate and keep up it will become irrelevant."

— **MR. SAURABH GOVIL**, President & Group CHRO, Wipro

with an embedded training philosophy of "Train All employees". In addition, the organisation has a robust employee pay and perks package, performance related pay, healthy accommodation policies which provide both company accommodation and lease facilities, excellent career growth and job enrichment, job rotation policies which provide for a high level of job satisfaction. The organisation does not allow a monopolistic approach and focuses on delighting customers and stakeholders with high quality service levels.

Dr. Guruprasad Mohapatra, IAS, Chairman AAI and Shri Anuj Aggarwal, Member HR, strongly believe in creating an ecosystem where every individual employee is able to discharge his/her duties and effectively deliver the throughputs in adherence to the organizational objectives and goals. Engaged employees work with a passion and feel a profound connection with their organization and it is they who drive the innovation and move the organization forward. To convert the challenges into opportunities, the organization is gearing up to effectively handle a large pool of Human Resources through best HR practices to create an ecosystem which will encourage individual executives to flourish to achieve their individual career goals and achieve the superordinate organizational goals.

BUILDING INTELLIGENT ORGANIZATIONS

More than ever, HR must contend with changing business demands and an evolving workforce. At the same time, HR itself is evolving—and a key driver in that evolution is technology. The all-digital world is changing how we live, how we work, and how business is organized and conducted. For HR and business leaders, this digital transformation poses two fundamental challenges. First, HR can help business leaders and employees shift to a digital mind-set, a digital way of managing, organizing, and leading change. Second, HR can revolutionize the entire employee experience by transforming HR processes, systems, and

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the HR organization via new digital platforms, apps, and ways of delivering HR services. The era of true digital disruption has finally hit HR, transforming the way HR delivers solutions to employees. The power of digital transformation is only beginning to emerge. To succeed in this new paradigm, HR teams will likely have to partner with IT, adopt design thinking, use integrated analytics, and analyse vendor solutions carefully. It represents a new world for HR technology and design teams, one that will open new career opportunities and transform the impact HR has on the business. HR's digital transformation begins with a change of mind-set within the HR organization, prioritizing connectivity, real-time operations, platforms, automation, and mobile-first. For many organizations, both in HR and across the enterprise, this is a revolutionary opportunity. The digital HR journey focusing on the employee and HR experience is one part of the larger digital HR challenge. As digital technology is woven into nearly every aspect of HR and talent management, it will transform how HR organizations operate and how they serve the business. The HR function may become smaller as transactional processes become more efficient and line managers and employees handle more HR processes themselves. HR is likely to become more project-oriented, and able to devote more effort to improving organizational effectiveness rather than executing administrative work. That can mean mining employee data for insights, creating customized talent offerings, taking on more of a coaching role for employees, and helping to constantly improve the understanding and use of the drivers of workforce performance.

HR 4.0: RISE OF THE DISRUPTIVE HR | HR INNOVATION STRATEGIES & DIGITAL TRANSFORMATION PROCESSES

Innovation is not just about technology but also about mind and culture. HR is the most happening area in a corporate world these days as the demographics and companies are completely changing. The combination of expectations and constraints of organisations will be a deciding factor for the challenges faced by HR. To overcome these challenges, HR will have to align, adapt and morph its practices so as to be relevant with the changing times. In the following years artificial intelligence and cognitive thinking will have a huge impact on the organisations and we need to be prepared for it. Technology should be used not

only as a system of records but also as a system of engagement. Innovation doesn't only mean technology, it also means how to improve the people engagement strategies through qualitative measures to improve the productivity of the workforce and thus the organisation. Technology is just one of the enabler. The challenge is to ensure that the innovation made in the organisation should be such that it caters to both the tech savvy population and the population that is not comfortable for the innovation so that neither of them should feel threatened and redundant. Automation should also be looked at as an opportunity given that our demographics are changing so much. It will be a new way to understand how we can skill people to do better work.

BUILDING AN INNOVATION ENTERPRISE: WHAT CEOs WANT FROM HR DIRECTORS

Innovation as a buzzword has always been there for decades and without it the organisations don't succeed. In today's time the market is facing disruption at a very high pace. The intensity of change is also getting volatile day by day. Internet has become the global nervous system for individuals. What we see in today's market is just 1% of disruption of what is to come in the coming few decades. Thus, innovation is no more a competitive tool but a survival tool. There are only two choices with an organisation: either you disrupt or you get disrupted. HR needs to shift itself from reactive mode to proactive mode. The operational side of HR is now just a hygiene practice. Organisation's HR needs to become the eyes and ears of the leadership and become the custodian of the talent and its people. With the information technology entering every domain, the price performance ratio is doubling every 1-1.5 year. HR remains traditional in its approach while the world is changing around it. HR needs to understand with the surplus in competition, product is no more the differentiator, the people in the organisation are now the differentiator. The current generation is looking to partner with the organisation that they are working with and co-opt with the organisation. Hence, the HR needs to change the engagement practices to cater to the current generation. The future is in transcending the technology and HR that acts as a catalyst for this is the HR that the CEOs want and expect in the organisations.



Mr Anuj Aggarwal, Board member, AAI | Award - Outstanding contribution in the field of HR in Public Sectors

CATEGORIES	WINNERS
Best Contribution to Organization Culture	NIIT Technologies
Best Learning and Development Strategy	Piramal Enterprises
Employee Value Proposition: Accelerating towards Excellence	PepsiCo India
Most Innovative Use of HR Technology	Bajaj Allianz General Insurance Company
Best Talent Management Strategy	Aditya Birla Financial Services Group
Best Reward and Recognition Program	NIIT Technologies
Best Employee Engagement Strategy	Yes Bank
Most Innovative Use of HR Social Media	HCL Technologies
Most Effective Talent Acquisition	Dr Reddy's Laboratories
Excellence in Diversity & Inclusion Award	Lemon Tree Hotels
HR Team of The Year (500 Employees Or More)	Bajaj Allianz General Insurance Company
HR Team of The Year (500 Employees Or More)	Indian Oil Corporation
HR Rising Star of The Year	Sahana Shankar, Brillio
Transformational HR Leader of The Year	Paneesh Rao
HR Leadership Award	Ajay Bakshi
HR Leadership Award	Subrat Chakravarty
Innovative CHRO of The Year	Manoj Biswas
HR Leadership Award	Ajith Kumar Balakrishnan
Outstanding Contribution in the field of HR	Sudhanshu Tripathi
Outstanding Contribution in the field of HR	Saurabh Govil

LEADERS SPEAK

"There are predominantly two things to focus on for an intelligent organisation: intellect required for the organisation and intelligence required for the organisation."



Mr. Adil Malia, President Group HR, Essar Group

"Apart from all the infrastructural and cultural things which are needed to call an organisation as a knowledge organisation, first thing to do is to have respect for knowledge. Then there needs to be a mechanism to capture and update that knowledge at a real-time basis."



Mr. Deodutta Kurane, Group President HCM, Yes Bank

"Intelligence today is spread across the entities. Thus, one of the challenges would be to make the 4-5 generations working in an organisation comfortable with the innovations made in the organisation."



Ms. Madhavi Lall, MD & Head HR India, Deutsche India AG

"Artificial Intelligence is moving at a rapid pace and is likely to automate 69% of rural task force in the next 20 years. Increasingly corporate profits and values are coming from intellectual capital and asset and less through the physical capital and asset. Organisation will develop capabilities to not repeat rule based tasks but to react in a real-time fashion."



Mr. Sudhanshu Tripathi, Group President HR, Hinduja Group

"Many HR systems do not create intelligent organisations. Using case studies to learn, benchmarking with dissimilar things and exposing everyone in the organisation to the customers are few ways to build an intelligent organisation."



Mr. Yogi Sriram, Sr. VP Corp HR, Larsen & Toubro

"The challenge with digitisation is everything is in real time and thus it lends itself to immediate audit and governance. Leadership must also align itself with the changing reality of talent and corporations and change their thinking from position based to influence based."



Mr. Prabir Jha, Global Chief People Officer, Cipla

"The technology has been disruptive in the business model and it will also have an impact on the whole HR function. As HR professionals, we must be clear as to how to leverage technology for giving the best to the business and improving the employee experience."



Mr. DP Singh, VP – HR, IBM India and South East Asia

"HR Innovation should stem from the culture of the organisation. We should create an inclusive culture which should encourage creativity and ensure that the innovation made in the organisation should cater to all the generations in an organisation."



Mr. P Dworkanath, Advisor – Human Capital, Max India

"HR has a great opportunity to increase the effort, time and quality that it spends with people as technology takes care of most of the operational and NVA steps and make HR known as Heart and Result."



Mr. Prithvi Shergill, CHRO, HCL

"Innovation is an outside technology and digital is the way for you to take it there. It is imperative to provide the employees the Sunday night experience on a Monday morning from the technology stand point. The technology that the employees are used to in their personal lives should also be inculcated by the organisation in their professional lives."



Mr. R Swaminathan, Chief People Officer, WNS

"HR has to first adapt itself and the organisation to be known as an innovative organisation and then contextualize itself and make the organisation which disrupts rather than gets disrupted. For that to happen the HR practices need a complete paradigm shift."



Mr. Sanjay Bahi, CEO, Raymond

"HR should understand the business and hire people not only based on the job profile but more so on the basis whether they suit the business. HR should also ensure that all employees of an organisation should be employable at any point of time and be relevant."



Mr. Ramesh Iyer, Vice Chairman & MD, Mahindra Financial Services

"What drives an organisation is the pulse of its people. The biggest war in the corporate world is the war of talent. The operational side of HR is now just a hygiene practice. The number one priority for an HR professional should be to become a Talent Manager."



Ms. Aruna Jayanthi, CEO of Business Services, Capgemini Group

"The organisations need to bring an ecosystem change within itself and shift from telling to listening and HR should play the biggest role in ensuring the same."



Mr. Sanjay Mehta, Managing Director, Teleperformance

"Innovation should not only take into account technology advancement but also take care of the softer aspect of an organisation. In India, the Generation Y is the maximum and workforce will only increase with time, the talent classification and transformation is extremely critical and this will impact the culture of the organisation."



Ms. Vishalli Dongrie, Partner, People and Change Advisory, KPMG

"The moment we talk about HR innovation, we know that the function of HR has moved from its maintenance, administration and transactional role to value adding business impactful roles."



Mr. K Ramkumar, President, NHRDN and Former Executive Director, ICICI Bank

"HR Innovation should be to help business succeed. HR's job is to not remain and work in silos but to but is to ensure that every innovation that we do is aimed at business's success."



Mr. Vivek Paranjpe, Strategic Advisor, Reliance Industries

"Digitalization is reshaping every aspect of business and more importantly how we do business. This puts HR in the forefront to help leaders and employees shift to a digital mind-set – a digital way of operating & managing change."



Paneesh Rao, Chief Human Resources Officer, L&T Technology Services Ltd.

"It is imperative for the HR community to be cognizant of the innovation needs of the business, invest in people and provide the right Ecosystem that connects all the dots – from technology through processes to people. Priority is to look at the business needs, future portfolio and upcoming trends to prepare the organization for tomorrow's market needs."



Ajith Kumar B, Chief Human Resources Officer, SLK Group