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# HRD

Newsletter

orchestrating **CHANGE**

work culture

in people

**TRUST**

**WIN-WIN** approach

INSPIRATIONAL

architecting

Infusion of **TECHNOLOGY**

**TOMORROW'S** landscape

**TALENT**

changing **MINDSETS**

disciplined **EXECUTION**

**RESOURCE** efficiency

**EMPOWERMENT**

**People**

**HR**

aligning

stretching

business **STABILITY** and **ETHICS**

**VIRTUAL** integration

**LIMITS**

**PERFORMANCE**

**SOCIAL** responsibility

**FINANCIAL**

**COST** inclusion

**RESOURCE** efficiency

excellence

effectiveness

**CUSTOMER** responsiveness

leveraging **KNOWLEDGE**

Brennon Dowrick, Australian Olympian

# Towards the Next Orbit

A Crystal Ball Gaze into  
National NHRD Network's  
14th National Conference

Compiled by Anuradha Sharma, Founder and CEO, Fulki Communications Pvt. Ltd. and Anjali Raina, Executive Director, Harvard Business School India Research Centre *with inputs from other participants*

Over 1300 delegates, who attended the 14th NHRDN Conference at Kingdom of Dreams, Gurgaon, in the first week of December, agreed that this was truly a conference with a difference. The theme of the conference- Towards the Next Orbit, and its location (The Kingdom of Dreams) distinguished it from the many other HR conferences that took place throughout the year.

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As December drew nearer and the dates for The National HRD Network's three-day National Conference drew closer, my sense of anticipation built. Having attended a number of the NHRDN conferences over the years I was expecting to connect with old friends and make new ones, as this conference attracts delegates from different facets of the HR community – academia, business, multinationals, NGOs, government and public sector. This time the theme – Towards the Next Orbit – resonated with a sense of possibility and optimism, (welcome after the 2008-2009 recession). The list of over 70 confirmed speakers included HR and business luminaries, many from overseas. The setting – the much talked about Kingdom of Dreams, described as 'A Magical, Mystical and Memorable Experience of India' – was very different from the usual five star hotels where conferences are usually held.

As promised by Suresh Dutt Tripathi, President, NHRDN, Delhi and NCR

Chapter, President - HR, SRF Ltd. before the conference when I was sharing my growing sense of anticipation with him, the reality more than met my expectations, as well as those of the delegates. The feedback was awesome, with food for thought and nourishment for the body over three action packed days. The discussions flowed fast and furious, through four plenary sessions, eight concurrent sessions and four special sessions, with speakers engaging with the delegates both within the conference halls and over coffee, tea and meals. The conference opening itself (which was in the evening on December

1) was mind boggling, setting the tone for the next three days. Mohit Rao enthralled all present with mind bending exercises, mind games and mind reading. One delegate wistfully remarked that she wished she was able to wield these skills while engaging with her colleagues, family members and boss!

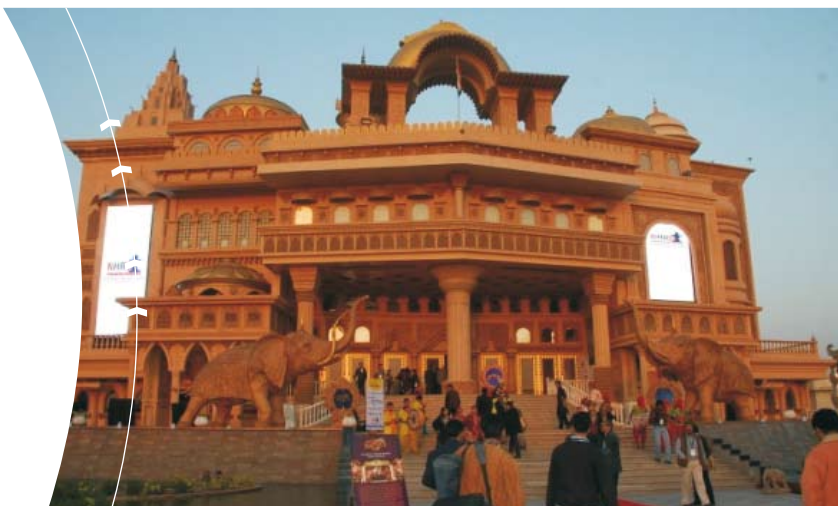


Most of the people present were in total agreement with N. S. Rajan, National President, NHRDN; Partner, EMEA, People & Organisation Leader, Ernst & Young, who while inaugurating the conference shared his view that HR heads can contribute significantly in shaping the new India. "Intellect is a



new form of property", he explained. "...and the NHRDN annual conference is special because it brings the entire HR community in India together in a learning space with thought leaders from around the world." Sharing the 26-year journey towards growth of NHRDN from a small body of professionals in Hyderabad, to a network 25,000 strong with Indian and overseas chapters, Rajan emphasised

# architecting TOMORROW'S landscape TALENT



the importance of building on the past, while moving towards a strengthened NHRDN. “How can we institutionalise an institution?” he questioned. In this context he shared the role that the three pillars of governance, engagement and network play in crafting the NHRDN of today; the success of the Learning Centre where more than 2000 HR professionals have been trained on HR competencies around the HR compass; and some of the new initiatives - webinars, refreshed newsletters, journals, and the launch of the new NHRDN logo. It made me proud to be a member of this community and a member of NHRDN<sup>1</sup>.



While the critical role of HR has often been spoken about, I confess that I have sometimes cynically felt that when it comes to the crunch, profits win out over people. Different speakers in those three days presented their perspective on business cases as to why the future demands an enhanced role for HR. This is what gave me some hope that going forward HR's role would be appropriately recognised. S.Y. Siddiqui, Regional President, North, NHRDN and Managing Executive Officer – Administration (HR, IT, Finance & COSL), Maruti Suzuki India Limited exhorted HR practitioners. He said, “We as ‘proud Indians’ must strive to leave a legacy for the next generation by creating inclusive, sustainable and robust growth. How can we prepare our

nation for robust growth and remain up to date?” He suggested that rather than reacting or responding to change, one must build capabilities to anticipate it. He said, “The need of the day is for leaders who can drive this, who can look ahead and around, and beyond and not behind”. S. K. Chaturvedi, Conference Chairman, and Chairman and Managing Director, Power Grid Corporation of India agreed that HR's role is pivotal. “Earlier only a peripheral and a support function, today people, and so HR, are critical in understanding and evolving strategies to take our businesses to the new orbit”, he said. Dr. Pritam Singh, Conference Academic Director, added, “The 21st century is the century of men and it is this power of men which will decide the future of the country or the organisation”.

One of the features that had attracted me to the conference was the promise that, being a confluence of global thought leaders, it would provide a space for

reflection on three important aspects – the emerging business landscape, the consequent challenges for today's companies and HR practitioners, and evolving management practices. I was hoping to gain some insights into roadmaps and signposts that would help in managing HR in the future. This article is a distillation of my experience of the conference combined with my own perspective, but isn't really a report of the proceedings (visit [www.nationalhrd.org](http://www.nationalhrd.org)). I will therefore dwell on three major themes discussed at the conference – try to crystal ball gaze into the ‘next orbit’, i.e. the contours of the future, attempt to prioritise the 5 critical challenges, share my takeaways with next generation HR imperatives and dwell on the roadmaps and signposts which HR needs to watch out for.

### Crystal Ball Gazing: Reflecting Backwards, then Looking Forward

Before looking ahead, I took a quick peep into the rear view mirror and came to the sobering conclusion that twenty years ago we had no idea of what today would look like. In 1990 I thought I was privileged to have a landline at home, had access to a shared computer (which had a horrible green screen) at the office, and still typed letters on a typewriter. I had never heard of a cell phone, the World Wide Web, Google or Social media. I was still in my first job, and thought that, that was where I would be at ‘retirement’. I had a few friends of my age at work, but was the only woman, and the top echelons all wore black suits and Hermes ties. India's coffers were

disciplined  
EXECUTION

changing  
MINDSETS

Infusion of  
TECHNOLOGY

<sup>1</sup> To become a life member apply at [www.nationalhrd.org](http://www.nationalhrd.org)

empty, we had mortgaged our gold to save the nation, and I was considered foolish not to flee overpopulated India and encash my opportunity to study and work in the United States.

In twenty short years there have been tectonic shifts, with the physical collapse of the World Trade Centre on 9/11 and the virtual collapse of Wall Street. Today India rising and reverse colonialism is the story, with Indian companies swallowing venerable brands like Jaguar and ‘Jai Ho’ winning an Oscar. The spectre of overpopulation has been replaced by the mantra of the demographic dividend. But the future is still unclear. Dr. Pritam Singh attempted to define the new orbit. “The contemporary world is very complex... and in this confluence of complexities, the business model has changed from one of vertical integration to virtual integration. In a war you know who your enemy is, but in the business world this is not clear...somewhere, someone is preparing a bullet in a garage! ...Co-partnerships and competitive collaborations are the need of the hour... but what is interesting is that smaller fish are swallowing bigger fish! Is it the power of size or the power of mind that is important?”

### Crystal Ball Gazing: Different Skills for the Future

While the contours of the future are somewhat obscure, it is clear that managing the future will require different skills from the traditional. The problem arises because organisations are trying to get into this new orbit with skills which were meant for another bygone era. Arun Maira, Member, Planning Commission clarified this point with a metaphor. “For India to sustain its growth rate of 9 percent and take it to double digits, it needs to improve the design of its institutions. To launch these newly designed crafts (institutions) into the next orbit, we need the right staff (propellers) to sail them, and most importantly, the pilots of these crafts need to have the right competence.” Mr. Maira highlighted three mega forces shaping tomorrow’s world – the concept of economic progress and pursuit of GDP growth; the notion that citizens have rights – to information, to livelihood and to be heard; and the ubiquity of information. He suggested that leaders of tomorrow need to grapple with two fundamental questions – is it

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translation of **POLICY** to action  
**VIRTUAL** integration  
 business **STABILITY** and **ETHICS**

**PERFORMANCE**  
**SOCIAL** responsibility  
 excellence

fair, and is it sustainable? No doubt India is seeing the emergence of a large and vibrant middleclass, but accompanying this is the increasing gap between the rich and the poor; on one hand a family of four building a 22 storey tower as their home while on the footpath 22 families occupy 4 feet of space. As he spoke, my mind drifted to Gandhi, who over a 100 years ago pointed out that the world has enough for every man’s need, but not for his greed. Mr. Maira referred to some research he had done with CII on future scenarios for India, and painted a vivid picture of the possible options. He said, “Each Indian needs to have his own light, like fireflies, so that when they come together, they collectively create sustained light and hope. We have to learn to make a difference together.”

Day 2 opened with a plenary session where R.C. Bhargava, Chairman – Maruti Suzuki Ltd., Chanda D. Kochhar, Managing Director and CEO – ICICI Bank, Manoj Kohli, CEO and Joint MD, International Operations – Bharti Airtel and Adam Werbach, Global Chief Sustainability Officer – Saatchi & Saatchi, USA, provided perspectives

on the relationship between emerging global trends, the consequent new business landscape and the new models of organisations and business. What became clear to me was that the world to come will be a global world, where business models of interconnectedness and openness are likely to be most successful. Leaders who are comfortable with this will be able to craft the organisations of the future.

### Critical Challenge 1: Inclusive Growth

With the engine of growth in the global economy increasingly moving from developed to emerging countries, the impact is seen in the expansion of the middleclass, and in rising social aspirations. In this scenario the mantra of 'inclusive growth' moves from being a vote garnering political platform to an imperative for our continued existence. Mr. Bhargava eloquently drew attention to the fact that unless we include the majority of the population as beneficiaries in the eco system, there will be social turmoil. He shared that he had experienced many conferences and talks. "People come and listen, applaud the speaker but take little or no action... what changes can you bring about in your organisations as a result of this conference?", he challenged. "How can you be the change?" With nightmares of the French revolution being re-enacted on Indian soil, I resolved to do my bit.

### Critical Challenge 2: Demographic Trends

Mrs. Kochhar pointed out that in India the ratio of dependants to the earning population is 50 percent while in other countries it has reached its peak. "We

are going to be a young country while the rest of the world is old," she said. In my view, the prospect of a young populous India set in a rapidly greying world creates an exciting opportunity for India to be the labour market of the world; as well as the sobering responsibility for the HR fraternity to make this possible through creating an ecosystem for both skill development and re-skilling.

As multi-generational workforces become the norm, one often debates which elements of 'youth culture' are relevant in an organisational context, and also in what ways organisations need to grow and change as Gen Y employees form a larger and larger proportion of the workforce. A common challenge nowadays is the difficulties in dealing with the 'culture clash' of Gen Y employees working for Gen X supervisors. Mr. Kohli said, "Business needs to develop to meet changing demands, the aspirations and

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the unarticulated needs of the youth."

### Critical Challenge 3: The War for Talent

Many leaders struggle to find the right balance as the model of 'employability' assumes a direct link between higher education and the labour market. Indian employers are looking for ready to use trained employees rather than an 'educated' individual while historically universities have concentrated on broad competencies leaving organisations to impart knowledge and skills needed for specific roles.

Companies have traditionally used either the cadre building approach or the poaching approach to acquiring talent. However both approaches have not served companies well. The cadre building companies have become talent factories supplying their top talent to other companies. The poaching approach has resulted in high employee turnover and assimilation costs. Dr. Ritu Anand stated, "Companies want successors, not replacements". The challenge lies

CUSTOMER responsiveness FINANCIAL inclusion  
effectiveness COST

in developing an alternative approach to Talent Management; and adding to the talent pool and expanding it, instead of nibbling at the turf.

Further, leaders need to increasingly focus on how they can encourage the HR team to join hands with educators, policy makers and parents to build a knowledge economy that fully leverages the creativity and diversity of its youth thereby moving from producing talent to nurturing talent, and from quantity to quality. V.M. Kaul, Director-Personnel, Power Grid Corporation of India argued, “HR needs to build a strategy to prepare for the future; for globalisation.”

### Critical Challenge 4: Multicultural Markets, Employees and Stakeholders

In the next 5 years, 25 percent of Indian companies will be global. Indian leaders also have to become global leaders. Kohli cited the example of Toyota which has a dedicated cell that studies ergonomics of the backbone of consumers so as to make their cars the most comfortable for people to drive. He shared that Bharti Telecom’s workforce is so diverse and widespread, that they need to develop capabilities to understand the cultures, travel requirements, languages etc. of over 45 countries! The major demographic shift which is metamorphosing every marketplace into a global microcosm makes the ‘one size fits all’ talent management model outmoded. Diversity and inclusion (D&I) agendas, customised for different groups of employees, have become a business-driven prerequisite for market success, especially in the face of globalisation, which drives greater interaction between cultures, within and between businesses. Organisations are developing strategies to fish in an increasingly diverse global talent pool, and also working on institutionalising inclusiveness and capitalising on diversity. We have much to learn from the best and unique practices of member

organisations of the ‘Hidden Brain Drain Task Force’ (Focus on women, Nurture global networks, Spread the flex etc.).

### Critical Challenge 5: Speed and Sustained Growth

Sushil Kapoor, CEO, Technical Textile Business, SRF Ltd. added that multi country opportunities, and multi cultural and lingual entities show us, that the need of the hour is to move from ‘a slow and steady organisation to a high speed evolving business’, in other words, ‘an adaptive organisation’. Dr. Arun Jain, Professor of Strategic Management, IIM – Lucknow, echoed this view when in another session he said, “The Asian Games success shows that India needs to move faster and faster to sustain its place”.

Mrs. Kochhar with her ICICI experience, shared, (where they focussed on both opening of employee mindsets and development of skill sets to drive transformation during the consumer business rollout and re-branding exercise) and suggested some options

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to deal with the accelerated pace of change that India is experiencing. The Indian economy has shifted from largely agriculture based, and the historic 5 percent ‘Hindu’ rate of growth has accelerated to nearly 10 percent. And the people are also changing with increased innovation, and knowledge is broadening perspectives.

“Are we just struggling or are we trying to catch up?” Mr. Mukesh Khetrpal from the audience, questioned. Mrs. Kochhar responded, “We have a set of opportunities; it is in our hands. India is demand-led and other countries are investment-led. The continuum on which our country is based is much better and sustainable. What is important is that we must not become complacent.” She held that demographics, investments and implementation are the factors which will drive us to sustained growth.

### HR Imperative 1: Establishing the Purpose of Work

HR strategy needs to connect business goals to a higher order purpose. This was a recurring theme. Werbach questioned how one can sustain an organisation in this time of chaos. “This is the time of transparency, engagement and networks. One needs to set the North Star goals”, and cited examples from Toyota, P&G, and Starbucks to explain this. Anil Sachdev, Founder and CEO of SOIL (School Of Inspired Leadership), in the following session continued with the thought that the purpose of the business is to save the planet. Community, ecology, employees and business strategy are the bridge to overcome the issues of the planet and strategy. He said, “Workplaces leave a profound influence on our culture. What are the differences that the organisations and businesses are making to the planet? Are we making the world a better place?” The Role of HR is to ensure that the vision is truly owned by all, to generate creative strategies and foster genuine openness

# stretching aligning HR LIMITS People EMPOWERMENT

and transparency. While I have always known the importance of alignment between vision and strategy, Sachdev emphasised that inspired leaders also align employees' personal values to the organisation's vision and strategy, taking performance to unparalleled heights. This environment of 'inspired work' – where people come to work not because they are hired hands but because their minds and hearts have been inspired by the purpose they are serving, is the model of the workplace of the future. HR needs to help organisations deal with the challenge of inspiring individuals to understand the importance of balancing material rewards and the invisible fulfilment of knowing they have made a difference. Mr. Maheshwari spoke about 'people energy' in organisations and the challenge that lies in creating the energy in people to produce more.

## HR Imperative 2: 'Aligning HR at a Strategic, Business and Board Level'

Two panels debated the different perspectives and challenges faced by the contemporary organisation and the role that HR is expected to play to align

HR needs to help organisations deal with the challenge of inspiring individuals to understand the importance of balancing material rewards and the invisible fulfilment of knowing they have made a difference

with the organisation at a strategic, business and board level. Many believe that business in this new century has lost the trust of the people, and that leaders in all sectors are seen as self-seeking and self-serving, rather than driven by the larger interest. The panel dialogued on how HR should work with the top management of the organisation to imbue the institution with a sense of responsibility and accountability for the triple bottom line of profit, people and the planet. Dr. P.V. Bhide, Group President, HR, JK Industries stated that the HR team needs to develop 'a deep understanding of the business'. Sonali Roychowdhury, Head-Human Resources, Procter and Gamble India, advised, "Participate, have a dialogue, then align", to the larger organisational purpose.

## HR Imperative 3: Sculpting the Future

Today, the biggest business challenge is responding to a world in which the frame and basis of competition are always changing. Bhaskar Chatterjee, IAS, Secretary to the Government of India, Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises commented, "...as we de-monopolise and de-regularise, we are shaking up the public sector like a grinder." Confronted by the economic, social and technological forces shaping the global business landscape, most HR managers assume that their ability to sculpt the future is minimal. I believe that the ability of managers to systematically spot and act on these emerging trends is the key to the companies capturing market opportunities, taking risks and spurring innovation. In the face of intensifying competition, advances

in technology, and shifts in customer preferences, 'learning organisations' are more able to cultivate tolerance, foster open discussion and think holistically and systemically. This helps these organisations adapt to the unpredictable more quickly than their competitors can, and more successfully orchestrate change. Dr. Sripada Chandrashekhar, Vice President and Head HR, India & South Asia, IBM India quoting from the book 'How to make an Elephant Dance' said, "...what to change is as important as how to change." Organisations need to develop a compelling vision and a shared sense of urgency for change in their people, so as to push them into action and steer them in the right direction.

Dr. Davide Sola, Professor, Strategy and Former Director, ESCP, London Campus, suggested that we should look at change through a different lens. "Orchestrating change is like orchestrating the human factor", he said. Mr. Pramath Sinha, Founder and Managing Director, 9.9 Mediaworx Pvt. Ltd. said that change happens at two levels – changing the organisation and changing individuals. Sushil Kapoor opined that often people believe that – if you leave it, it will get done. However what is important is to get the right people onboard, because only then will there be a fair chance that the vision envisaged gets implemented."

## HR Imperative 4: Connecting Internally

Communication too can play a key role in the success of organisational change efforts. As Mr. K.R. Kamath, Chairman and MD, Punjab National Bank said, "...in order to orchestrate change, your communication must make an impact. It is important to make people part of your vision and give credit to the team. Sincerity, walking the talk and approachability is critical for a leader. Change cannot be communicated through mail alone." Based on my own experience where I have seen the critical role that well-crafted internal

communication can play in driving change, I found myself in total agreement with Kamath. Development of relevant activities, tactics and tools can help organisations move individuals from total lack of awareness of the problem to understanding and committing to the vision.

In summary, creating positive agents for change is vital. We need to provide skills and capabilities in people to cope with the change. We need to consolidate the changes and implement more change. So how can HR managers orchestrate this change, and implement the vision? How can they become leaders of organisations in the next orbit? Vinita Bali, Managing Director, Britannia Industries said, "... for example, any sales manager responsible for a territory is exercising leadership, because he is empowered to take decisions." She reiterated that leadership is what we need and must exercise and said "... at the heart of Leadership, there are 3 questions – Where are we headed? Why are we headed there? And how do we get there?"

### HR Imperative 5: ‘Towards Value Adding Governance’

In the light of the dynamic business landscape, the age of transparency and globalisation, Organisational Boards can add tremendous value if they are focussed on doing the right things, better. Different perspectives on the same theme

were offered by panellists in a session chaired by Senthil Chengalvarayan, President and Editorial Director of TV18 Business Media; R.S. Sharma, Chairman and Managing Director, ONGC; Raman Roy, Chairman and Managing Director, Quattro BPO Solutions; Balwinder Kalsi, MD, DuPont India; Armin Bruck, Managing Director, Siemens India; Anil Khandelwal, Former Chairman, Bank of Baroda; Harshpati Singhania, MD, JK Industries; Kalpana Morparia, CEO, JP Morgan; and, Gurdeep Singh, COO, Aircel, dialogued on how the Board can provide high-level operational oversight and on ways they can they assume accountability and ownership for operational matters. They were of the opinion that it is in the hands of the Board to select leaders who have the kind

of skills that can boost the energy of the organisation and take it to new heights of performance excellence.

### Roadmaps and Signposts 1: From the Best to the Next

In order to address shifting market opportunities and add exponentially higher value to their organisations, leaders need to fundamentally rethink their business model. Along with coping with the challenges of strengthening the bottom line leaders of today must also focus on creating and sustaining performance excellence. H.N. Srinivas, Senior Vice President, HR, Taj Group, echoed this view when he opined that the responsibility of managing performance should shift from HR to the business. He said, "Performance Management calls for building trust, understanding values, articulating vision and goals and most importantly, it makes sure that your employees know that their dreams matter." S.V. Nathan, Director, Talent Deloitte Consulting India Pvt. Ltd. too stressed the importance of 'meaningful conversations' where leaders should reiterate that they are willing to hold their employees hand, take an interest in their personal lives, and invest in them.

While listening to this interesting discussion, I wondered if reporting relationships and performance measurement ensure that people are accountable for business results, and also whether in a world where 'what gets measured gets done', was enough being done to change measurements to reflect the new responsibilities of organisations. As if in answer, Mr. Ramkumar, Executive Director ICICI Bank while citing some interesting anecdotes from his childhood said that, "Managing performance is managing ability, not end results." He said, "If you manage numbers, you manage business. Leaders must shift their focus from managing numbers to managing. Performance is nothing but strategy execution while numbers are guiding lines; while racing for it, focus on strategy."



# GOVERNANCE

## Roadmaps and Signposts 2: The Right Leadership

Many agree that values, motivation, patriotism, volunteerism and other 'higher-order' needs play a pivotal role in driving excellence in performance. And it is this thought which was echoed over and over again by many as they described the several facets that leadership needs to reflect in order to take organisations to the next orbit. What makes one leader different from another? Why do some people inspire confidence naturally? What transforms ordinary men into extraordinary leaders?

General (Retired) V.P. Malik, Indian Army held the audience enthralled as he reiterated that commitment, camaraderie and patriotism are the core of leadership. He illustrated his views with the words and letters of young men who lost their lives, fighting for the country, touching the hearts of many in the audience. "In the defence services, life is so uncertain..." he said, that every person is trained for the next two appointments, till they become chief. People are so committed; they have a 'do or die' mentality. They are ready to lay down their lives in order to achieve their goals. He was of the opinion that it is this commitment and training that needs to be built in leaders in the corporate world too. "Leadership is 12 percent knowledge and 88 percent attitude to deal with people to get their best. ...the basics of leadership remain the same, whether you lead 5 people or 5 million." He said.

Over the two and half days we were given ample opportunity to draw leadership inspiration from not only the army, but also sports and the theatre. 'Zangoora',



## beyond TIME ZONE RISK management

the theatrical performance put up on the second day, kept the audience riveted as true leadership values were displayed by a poor gypsy boy even before he realised he was actually a royal prince. Australian Olympian Brennon Dorwick, in his session 'Stretching the Limits', said, "... what is required is that we must be an Olympian. We must strive to break our own records... not following the benchmark, but setting the benchmark."

It is true that a leader must learn the art of being more focused on others, the organisation, and the nation as a whole. Only this can lead the contemporary organisation and the nation, into the next orbit. M. Damodaran, Retired IAS and former Chairman, SEBI; IDBI and UTI questioned the function of a leader, while commenting that it was to create an environment that enables

his team to perform to the best of their potential. "Power is a difficult animal, if you don't know how to ride it, you can't dismount! One can't be a leader by remote control; one needs to face people and demonstrate one's true actions to them." He said. Honourable Shri Tejendra Khanna, Lieutenant Governor of Delhi commented, "Each one must do his best to provide genuine respectful service."

## Simple Answers to Difficult Questions

It was with a sense of regret, but deep satisfaction, that I saw the curtain fall on the third day of the conference. It had been an amazing experience. I had found simple answers to my many difficult questions while I connected the dots on the emerging business landscape, shared ideas on the consequent challenges for today's companies, validated my views with global thought leaders and HR practitioners on evolving management practices, and networked with old friends and new, over lavish meals at the Culture Gully. The award ceremony hosted so well by Pankaj Bansal, Co-Founder and Chief Executive Officer, PeopleStrong HR Services, gave me the unique opportunity to reflect on the achievements of the different chapters over the previous years. As I drove away from the Kingdom of Dreams in the evening, I clutched in my hand a delegate bag, full of goodies I had collected during the conference - reading material, brochures from the exhibitors' stalls, as well as a small memento of the conference for my daughter - a unique Indian artefact from one of the many shops I had browsed during the break. ■

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# Towards the Next Orbit - A Visual Voyage

## Day I



*Venue: Kingdom of Dreams, Gurgaon, India  
Hosted by: Delhi & NCR Chapter*



*Welcome Address: Mr. S. Y. Siddiqui, Regional President – North, NHRDN; Managing Executive Officer – Administration (HR, IT, Finance & COSL), Maruti Suzuki India Limited*



*Mohit Rao (right) Energizer session - MENTALIZER*



*Address: Dr. Pritam Singh, Conference Academic Director; Professor of Eminence, MDI - Gurgaon*



*Lighting the Lamp: (left to right) Mr. Arun Maira, Member Planning Commission Shri. S. K. Chaturvedi, Conference Chairman; Chairman and Managing Director, Powergrid Corporation of India.*



*Vote of Thanks: Mr. Suresh Tripathi, President – Delhi and NCR Chapter, NHRDN; President – HR, SRF Ltd.*

## Mentoring Session for young HR Practitioners



Registration Desk



Mr. Rajeev Dubey, President (Group HR & After-Market) and Member of the Group Executive Board, Mahindra & Mahindra Ltd. – during the mentoring session



Mentoring an HR practitioner - Mr. Aquil Busrai, Former Executive Director (HR), IBM; CEO, Aquil Busrai Consulting



The Mentors and Mentees



Mentoring Session in progress



Mr. Vinay Bassi, Chief Human Resource Officer at Onicra Credit Rating Agency of India Limited – during the mentoring session.

# Day 2



Plenary Session – Emerging Business Landscape: (left to right) Mr. Manoj Kohli, CEO & Joint MD, International Operations, Bharti Airtel; Mr. R. C. Bhargava (Session Chair), Chairman, Maruti Suzuki India Ltd.; Ms. Chanda D. Kochhar, MD & CEO, ICICI Bank, Mr. Adam Werbach, Global Chief Sustainability Officer, Saatchi & Saatchi, USA.



Concurrent Session on Performance Excellence – From Best to Next: (left to right) Dr. Anadi S Pande, VP (HRM) Corporate Planning & Strategy, Hero Honda Motors; Mr. H. N. Srinivas, Senior VP – HR, Taj Group; Mr. Vivek Paranjpe (Session Chair), Consultant – Vivek Paranjpe Associates; Mr. S V Nathan, Director – Talent, Deloitte Consulting India Pvt. Ltd.; Mr. Ramkumar, Executive Director, ICICI Bank, Mr. D. K. Bakshi, Chief Mentor & CEO, Global Talent Consultants Co. Ltd. & Executive Director India – Thai Chamber of Commerce.



Concurrent Session on Crafting and Implementing Business Strategy for Creating the Next Generation Global Enterprises : (left to right) Mr. Sushil Kapoor, CEO (Technical Textile Business), SRF Ltd.; Dr. Gregory Prastacos (Session Chair), Professor of Management Sciences, Rector Athens University of Economics and Business; Dr. Arun Jain, Professor of Strategic Management, IIM – Lucknow; Mr. Anil Sachdev, Founder and CEO of SOIL (School of Inspired Leadership)



Concurrent Session on Architecting Talent: (left to right) Prof. Dr. Uday Salunkhe, Group Director, Welingkar Institute of Management ; Dr. Mukund Vyas, Head Corporate Development Excellence, South Asia, Siemens India; Dr. Arvind Agrawal (Session Chair), Management Board Member, President – Corporate Development & Human Resources, RPG Enterprises; Dr. Richard S. Wellins, Senior VP, Global Marketing and Business, DDI (Development Dimensions International); Dr. Sumil Maheshwari, Advisor, Ministry of HRD, Government of India; Dr. Ritu Anand, Dy CHRO, TCS



Concurrent Session on Crafting and Implementing Business Strategy for Creating the Next Generation Global Enterprises : (left to right) Mr. Vincent Swift, Chairman Asia-Pacific, TRANSEARCH, Dr. Frederic Frery (Session Chair), Professor of Strategy, ESCP Europe Business School, Mr. Rohtash Mal, CEO Escorts Agri Machinery Group, Mr. Mayank Pareek, Managing Executive Officer (Marketing & Sales), Maruti Suzuki India Ltd.



Concurrent Session on Orchestrating Change: (left to right) Dr. Alfredo Behrens (Session Chair), Professor, Cross-Cultural Management, FIA, University of Sao Paulo, Brazil; Mr. Bhaskar Chatterjee, IAS, Secretary to the Government of India, Department of Public Enterprises, Ministry of Heavy Industries & Public Enterprises; Ms. Vinita Bali, MD, Britannia Industries; Dr. Davide Sola, Professor, Strategy and Former Director, ESCP, London Campus



Concurrent Session on Orchestrating Change: (left to right) Mr. Pramath Sinha, Founder & MD, 9.9 Mediaworx Pvt Ltd.; Mr. Serge Sardo (Session Chair), President, AHRI, Australia; Mr. K. R. Kamath, Chairman & MD, Punjab National Bank; Dr. Sripada Chandrasekhar, VP & Head HR, India and South Asia, IBM India



Plenary Session on Kaleidoscope of Leadership: (left to right) General (Retd.) V. P. Malik, Indian Army; Mr. M. Damodaran (Session Chair), Retired IAS and Former Chairman, SEBI, IDBI & UTI; Mr. M. D. Mallya, Chairman and MD, Bank of Baroda; Dr. Debashis Chatterjee, Director, IIM Kozhikode

## NHRDN AWARDS



Mr. S. Varadarajan, EVP and Chief Human Resources Officer of Quattro BPO Solutions, receiving the President's Award.



Best chapter award 2009-2010, Delhi & NCR Chapter



Mr. Rajiv Dubey, President (Group HR & After-Market) & Member of the Group Executive Board, Mahindra & Mahindra Ltd, receiving the Special Commendation 2009-2010 for the Mumbai Chapter.



Ms. Leena Nair, Executive Director - HR for Hindustan Unilever, receiving the HRD Excellence Award for Seasoned HR Professional.

# Day 3



Marcel P Parker receiving the award



Towards the Next Orbit – “Go for Gold”: Session by Mr. Viren Rasquinha, former captain of the Indian Hockey Team.



Mr. Siddiqui receiving the Delhi NCR Best Chapter Award.



Special Session – “Stretching the Limits”: Session by Mr. Brennon Dowrick, Australian Olympian



Sonali Roychawdhary, Director (HR) for Procter and Gamble (P&G) India, receiving the HRD Excellence Award for Young HR Professional 2010.



HR Panel Discussion on “Aligning HR at Strategic Business and Board Level”: (left to right) Dr. M. J. Xavier, Director, IIM Ranchi; Mr. S. Varadarajan, EVP & Chief HRO, Quattro BPO Solutions; Mr. P. Dwarkanath, Director – Group Human Capital, Max India; Mr. YV Verma, COO, LG Electronics India; Mr. S. Y. Siddiqui, (Session Chair), Managing Executive Officer – Administration (HR, IT, Finance & COSL), Maruti Suzuki India Ltd.; Mr. Rajeev Dubey, President (Group HR & After-Market) & Member of the Group Executive Board, Mahindra & Mahindra Ltd.; Mr. Vineet Kaul, Chief People Officer, Hindalco Industries Ltd.; Mr. Harish Devarajan, Leadership and Organization Consultant, People Unlimited



*HR Panel Discussion on “Aligning HR at Strategic Business and Board Level”: (left to right) Ms. Sonali Roychowdhury, Head – HR, Procter and Gamble; Mr. V. M. Kaul, Director – Personnel, Powergrid Corporation of India; Mr. Yugesh Goutam, VP – HR, RPG Enterprises; Mr. Aquil Busrai (Session Chair), Former Executive Director (HR), IBM & CEO, Aquil Busrai Consulting; Dr. P. V. Bhide, President – Corporate HR, JK Industries; Mr. Sourav Daspatnaik, Director – HR & Strategy, Apeejay Surendra Group; Mr. Marcel R Parker, Chairman of the Board, IKYA Human Capital Solutions Pvt. Ltd.*



*Planning for Growth – Lesson from Change : EY Global Research Mr. Anurag Malik, Partner, People & Organisation, Ernst & Young*



*Plenary Session on Towards the Next Orbit: (left to right) Honorable Shri Tejendra Khanna, Lieutenant Governor of Delhi; Mr. B. K. Chaturvedi (Session Chair), Member, Planning Commission*



*Contours of Conference Session: Dr. Asha Bhandarkar, Raman Munjal Chair Professor for Leadership Studies, MDI – Gurgaon*



*Plenary Session on Towards Value Adding Governance: (left to right) Mr. Gurdeep Singh, COO, Aircel ; Dr. Anil Khandelwal, Former Chairman, Bank of Baroda; Mr. Balwinder Kalsi, MD, DuPont India; Mr. Raman Roy, Chairman & MD, Quattro BPO Solutions; Mr. Senthil Chengalvarayan (Moderator), President & Editorial Director, TV18 Business Media; Dr. Armin Bruck, MD, Siemens India; Mr. Harsh Pati Singhania, MD, JK Industries; Ms. Kalpana Morparia, CEO, JP Morgan; Mr. R. S. Sharma, Chairman & MD, ONGC*



*Valedictory Address: Mr. Adi Godrej, Chairman, Godrej Industries*



Passing the baton to Mr. Harish Devarajan (Bangalore Chapter President) for the 15th National Conference

