
Pratik M

(Scaleup HR Specialist & High Performance Organization Builder, Championed continuous value + growth scaleups from Series A to Series D setups, CHRO on demand)

[Linkedin](#), [ScalingUp Playbook](#)

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Skills

- Scaleup Human Capital Builder (Growth, Hyper Growth, Innovation stages)
- High Performance Talent Acquisition
 - Culture & Behavior Alignment
- Building High Performance Teams
 - Talent Management
- Strategic HR with HR as a Profit center
 - Organizational Development
- People Strategy & Talent Competitiveness
 - Organizational Structure & Transformation
- Compliance & Risk Management
 - Change Management
- Human Capital Consulting & Advisory
 - Engagement & Enablement - HR Analytics
- Hands-On scaling up, from Boardroom to execution - Employer Branding

Key Metrics

The true test of effectiveness are Metrics. Key metrics that I follow are: ROE (Revenue per Employee), Engineering Velocity, % of High Performers, Value creation & Effectiveness of TA, Performance Management, Talent Management Employee Engagement, Capability Development across entire setup, ROI's & People Metrics (Engagement, Culture, Performance, Collaboration, Discretionary Efforts, Innovation, & Development)

Key Competence

Passionate about building high-performance teams & have been building them since last decade, working with high-growth companies, taking them to the next level of performance. My key competencies are as follows:

- Doubling entire workforce from Series A to Series E & beyond, scaling it with performance + value, with a high-quality talent pipeline & accruing the benefits of scaling in hypergrowth stages
- Building the entire HR Org (functions + teams including Recruitment, Performance Management, Talent Management, Capability Development, Employee Engagement & Culture) from scratch & scaling the processes, and practices to be strong execution units, being prepared for the next level of change
- Focused on execution (& speed of it) at grassroots level vibe, driving things from the boardroom to grassroots, strategic to operational excellence & agility
- Building a purpose-driven workplace with an open culture, transparency, empowerment, high accountability & collaborative leadership - these are very powerful levers enabling human potential to be taken to the next level
- Trusted Human Capital Advisor for Senior Leadership, Management, Business & Enablement teams in startup, growth & scaled up modes

Professional Trajectory, Capabilities & Competence:

Human Capital Scale-Up/High Performance Org Consultant

Aug'23 – Present

- Enabled the fulfillment of critical tech roles (CXO's, Tech Leads, Product Managers, UX Design Lead, Senior SDEs etc.) for multiple Series A & Series B setups
- Devised overall high performance roadmap for Founders with strong focus on Performance Management, Culture, Critical Behaviors, Rewards & Recognition, Alignment, Ownership & Accountability to ensure ROI driven human capital scale-up

Smallcase as Vice President - People & Culture

June'22 – Jul'23

Reason to leave: We went through an Org restructuring exercise, merging back into Smallcase (parent company). In the new scheme of things, my role was limited to Learning & Development. In a product setup, scope of L&D is highly limited, as unlike in a Services setup, & being driven by my passion of high value creation, taking up a L&D centric role, would have diluted my overall HR skills (TA, PM, EE, OD, L&D & Culture) & also would have bought limited work satisfaction.

At Smallcase (backed by Amazon & Zerodha), I am Founding member of People & Culture team handling Tickertape (100% subsidiary of Smallcase). We are disrupting the financial investment journey for masses with mission of driving financial literacy & financial independence. I like to see my role as mix of Human Capital evangelist (setting up fundamental constructs of Performance, Capability & Competencies, Career & Growth path, Comp & RnR philosophy and Culture), plus building scalable business practices that would help us stay focussed on User value, Effectiveness & Scalable Growth.

- Almost doubled the size of organization from 65 employees to currently 120 employees (90% tech hiring), with 80% additions as Strong Hires, ETA of 30 days, Offer to joiner of 95%, & well within the compensation benchmarks
- Deployed OKR - Functional Competencies - Performance Management framework across entire organization to solve the problem statements of Alignment, Scalability & Growth effectiveness & Performance standards clarity across the Org
- Defined, initiated & deployed the Critical Behaviors framework (Going Above & Beyond, Ownership & Accountability, Problem Solving, Collaboration & Communication, & Bias for Action), seeding the Culture fabric of entire Org. Post deploying it, aligned the Performance management, Promotions & RnR to Critical Behaviors framework
- Deployed first ever Performance review (on quarterly basis) - continuous feedback mechanism (on monthly basis), aligned with Critical behaviors framework to drive sprint level feedbacks & behavioral course corrections
- Revamped the Org design from functional teams (Product, Engineering, Marketing) to now POD based teams (4 PODS basis Product Functionality) to drive higher effectiveness & customer value to Users
- Aligned RnR philosophy to critical behaviors driving higher focus on team lead effectiveness & business impact
- Led & worked with Core team to formulate Vision, Mission & Problem Statements that we are solving, driving more focus on being Purpose Oriented & Impact driven
- Build scalable workflows ground up for Recruitment & Hiring, Employee Engagement, Employer Branding, Continuous feedback & Continuous development
- Keeping People team lean, employee centric, performance focussed & driven by solving critical problem statement of Alignment, Culture, Growth & Performance

Baazi Games as HR Head

June'21 – May'22

Reason to leave: Gaming industry is extremely susceptible to Govt. Regulation, With Supreme Court Verdict of Real Money Games (RMG) being classified as Skill based games. State Governments arbitrarily ban RMGs under the pretext of Luck based games, exposing my organization to unnecessary risk of layoff for my entire team. Given this vulnerability, the ability to build a strong culture & retain high performers gets limited. In absence of strong culture, trust & psychological safety, building a strong product becomes untenable for business.

- Almost doubled the size of organization from 180 employees to currently 330 employees (net numbers as on May, 2022), powered by high performing recruitment team (4 tech recruiters + 2 non-tech recruiters)
- Closed more than 200+ position for mid and junior roles. 70% closed internally through various sources viz, job boards like Naukri, Monster, Indeed, LinkedIn, Instahyre, Glassdor, internal database, referrals, market mapping from competition, social media, email marketing, etc.
- Enhanced engagement level of candidates and increased offer to join ratio from 62% to 79%
- Kept in check the voluntary attrition to ~ 8% of the overall workforce (overall attrition at ~15%, market benchmark >20%). Pivoted the retention strategy from compensation to high focus on visibility of growth path, development, role growth & opportunities.
- Hired for leadership/strategic roles for tech and non tech roles. Closed position of VP Digital Marketing, VP Brand Marketing, Business Head, VP Product, VP of Analytics & Data Science, Senior Engineer Manager, Technical Architect, SDE I-IV (Node, React, Java), DevOps Lead, Senior DevOps Engineer, Senior Business Analysts, Product Managers etc. with an average TAT of 45-50 days.
- Worked with Management to keep the overall Manpower costs post appraisals in control within an overall average increase of 22%, leveraging key levers of ESOPS, Performance based bonuses etc., with a close eye on employee satisfaction & retention, especially for high performers.
- To improve organizational & cultural fitment, introduced interview techniques based Competency-Behavioral based interview (CBI) to increase robustness of selection process. Played a key role as an assessor to gauge behavioral & cultural fitment for all hiring requirements above Manager level to drive consistency & develop the leadership, mid manager team.
- Worked closely with functional heads to project & showcase tech capabilities to improve the Baazi value proposition for high quality talent with an objective of creating high mindshare & brandshare.

- Streamlined the Recruitment Vendor deliverables and evaluated their performance on quality of CV's, TAT, Candidate Engagement, Conversions, Joining & projecting Baazi as an aspirational workplace.

Achievements in Strategic HR Partner role

- Initiated and conceptualized the organization's vision & mission program for employees driven by Co-Founders & Strategic business alignment workshops by Business Leaders driving the Change Management, Organization Development and Business Transformation.
- With an objective to achieve cultural scalability & strong business alignment, partnered with Founders, to identify & define the cultural behaviors relevant to high growth & scalability.
- Enabled organization to move from perception based subjective assessment to objective and differentiated performance assessment leading to contribution + capability based promotion, R & R, progressive increments & talent development for employees.
- Redesigned the overall career path with an SME career ladder & People Management career ladder across all the functions ([Link](#)).
- Designed, conceptualize, and implemented the philosophy of Performance Management System in the organization. Enabled the CXO's, HOD's and team members to develop SMART goals. Inculcated the process of continuous review mechanism and training the managers on how to conduct meaningful reviews, fair evaluation, probing techniques, giving feedback.
- Created an environment of rewards and recognition by including Employee Stock Options Plan (ESOP's) available for 20% of the workforce.
- Major role in re-engineering the compensation to be market driven and to ensure employee retention after balancing the internal equity.
- Recognized for building a High-Trust, High-Performance Culture and was awarded with Great Place to Work Certification.
- Drove thought leadership to the management and ensured that HR processes and policies are effectively executed.
- Training calendar alignment with business priorities. Developed different styles of training techniques including on the job training, e-learning, tutorials, interventions, and coaching.
- Served as an escalation point within the business for any people related issues by providing support and recommendations, as needed, to resolve them. Counselling and coached various employees and handled grievances.
- Created an environment of inclusion, open communication during times of organizational change
- Designed, developed, and cultivated an environment of wellness (Yoga, Online Doctor Consultations etc.) amongst employees during unprecedented times.
- Restructured department /functions during unprecedented times by defining role clarity and reporting relationships - Pivoted from functional structure to POD structure to keep high growth & business alignment constant.
- Evaluation of more than 5+ HRMIS software and implementation of organization-wide end to end HRMS for modules like Employee Central, Payroll, ATS, Engagement, Performance module. Trained and onboarded all the existing and new employees into the system, with an adoption rate of 72% within first 3 months of deployment.
- Internal Committee member (ICC) under POSH at workplace. Have oriented employees ensuring proper awareness around POSH and the process for complaint resolution under the ICC.

Human Capital Startup Scale-Up Consultant

Mar'21 – Apr'21

- Devised Employer Branding strategy with focus on high quality A- tech talent pools for startups (Hyper growth EdTech startup wanting to scale up to 7x by 2021 end, FinTech early stage startup etc.)
- Re-crafted Employer Branding has resulted in to 4x improvement in candidate reach (in a month's time) & reducing the compensation benchmark from earlier 75th percentile to 65th percentile
- Enabled the fulfillment of critical tech roles (Tech Leads, Product Managers, UX Design Lead, Senior SDEs etc.)
- Crafted overall human capital scale-up roadmap for Founders with focus on Performance Management, Culture, Critical Behaviors, Rewards & Recognition, Alignment, Ownership & Accountability to ensure ROI driven human capital scale-up

Zimyo as VP – People & Culture

Oct'20 – Feb'21

Reason to leave: As an HR specialist, joining an early growth HRTech startup makes one spread thin with expectations to build team & culture, drive sales & contribute to building product. I realized I was spreading myself too thin across each of these critical areas, running the risk of under-performance in any of a key area. In

hindsight, I have realized that early growth setups are not conducive to specialist capabilities, inspite of some great learning curve.

Zimyo is an Employee Experience Platform, which has taken upon itself the task of translating Organizational Trust, Equity & Employee Engagement into comprehensive benefits & incentives that Organizations can offer to their employees, their families to improve their quality of lives (that's employee experience for us in 'truest' sense), within & outside their workplaces.

Balancing between People & Culture and Product vision, my accountabilities were to develop Vision & Strategy, Culture & Values, develop integrated end to end human capital value chain – inclusive of Recruitment, Performance Management, Capability Development, Rewards & Recognition, Comp & Ben, Talent Management, Organizational Effectiveness & Org Development.

On the Product side, it was to set Product Vision & Roadmap, Undertake Research Projects & Product Leadership, & drive the Product & Tech Teams to build an enterprise suite aligned to deliver Zimyo's Mission & Strategy.

Achievements:

- Scaled the Engineering team from 15 to 40 member team, with niche skillsets in newer technologies of React, Angular etc. Overall scale-up from 20 to 70 member team
- Established Performance Management System & Culture metrics across entire organization, benchmarking the performance standards to high potential workplaces
- Established Employee Engagement practices with E-Sat of 65% & ENPS of 86
- Established alignment of Purpose, Mission, Organizational Objectives, Culture, Critical Behaviors across Organization
- Alignment of Rewards & Recognition, Compensation Framework to Organizational Phase & Business objectives

The Brew (www.thebrew.in) as Human Capital Strategist

May'17 – Sept'20

Reason to leave: Being a consultant is alike to operating as a bystander, with limited skin in the game & lack of dopamine release in execution & favorable / unfavorable outcomes while deploying HR interventions. I like to see HR as a fully active contact sport, with minimal need for passive engagement.

[The Brew](http://www.thebrew.in), enables high impact solutions on levers of human capital, enhancing organizational performance – capability – effectiveness yield, basing to build high performance teams & sustainable high impact workplaces, with ultimate objective to create competitive advantages.

Achievements:

- Setting up the TA function + Enabled human capital alignment with business for high growth technology firms (India's largest crypto trading platform) to enable hyper scale-up & pivot to high performance mode.
- Critical gap determination across end to end human capital value chain & HR transformation at Rug manufacturing social enterprise
- Enable Leadership development at vertically integrated Pharma enterprise,
- Enable & Deploy the Human Capital Function charter & transformation for Core Utility Govt. Enterprise based out of Middle East.
- New Product Development & validation of over 10 products, with a SAAS approach to build higher scalability & improvised value to Clients.

Collabera Technologies Pvt. Ltd., as HR Head, Innovation Leader

Dec '15 – Apr '17

Reason to leave: Across 15 months of tenure, we had driven quite a change management across the entire company & my Leadership was not looking for further transformation, leading my role to a more stable BAU one.

Collabera has been a leading provider of IT staffing solutions and services, widely regarded and known for providing the best staffing experience and taking great care of our clients and employees.

- Leading to recognition of "Best Staffing Company to work for" by SIA & Washington's 100 Best Companies to work for
- Improved the business metrics as follows:
 - Talent Retention improved by more than ~70 %
 - Productivity improvement by ~120%
 - Human Capital Costs: Kept at same base, Talent Rationalization & Optimization leading to savings of 7-9%
 - Improvement in employee shelf life from avg. 2 years to ~3.8 year
 - Improvement in mean time between allocation: Improvement by ~45%

- Reduction in cost per Hire by ~40%
- Improved ESAT scores by ~70%
- Improvement in GM by ~70%
- Improvement in Innovation Index & Collaboration Index

Tata Consultancy Services, Mumbai as Human Capital Generalist & Gen Y Enabler

Jul'09 – Mar'15

Reason to leave: Almost 6 years with a tech setup is a long time, given that tech cycles are generally around 3 - 4 years. Heading out of TCS, I was seeking larger responsibilities, while applying fundamental & foundational applications of HR picked at TCS to cross pollinate to different setups.

Tata Consultancy Services Limited (TCS) is an Indian multinational information technology (IT) service, consulting and business solutions company. A subsidiary of the Tata Group, TCS is one of the largest Indian companies by market capitalization, and ranks as one of the world's largest IT services provider by revenue.

- IC roles in Talent Acquisition, Talent Management, HRBP, & Strategic HR across first 4 years
- Team management roles in TA, Talent Management & HRBP, managing a team of 3 - 5 members
- Revamped internal People Systems with focus on Automation, Social, Analytics, Cloud driven & Mobility focus.
- Developed systems and processes in the areas of Human Capital including Talent Acquisition & Management,
- Performance Management, Rewards & Recognition, Policies & Practices, Learning & Development, HRIS, Strategic - HR, Enterprise Communication, Innovation & Collaboration Management & Culture – Diverse Generational - harmonization
- Conceptualized, designed & deployed the frameworks for the following:
 - KnoMore: Social Learning Platform that connect TCS BPS employees to be more social
 - KnoMe: A platform that connects TCS employees to drive Cultural Transformation, Collaboration & Innovation

Startup Experiences:

Management Paradise Pvt. Ltd, Core Team

May'06 – Dec'08

Conceptualized as a college startup, ManagementParadise.com is a globally leading social learning platform focused on Management Education. It is amongst top 15 educational portals in India.

Contribution & Impact:

Monetized the business model in line with core products, services, affiliates, 3rd-party derivative revenue, scope enhancement, product development & innovation

Academia

Indian Institute of Management, Ahmedabad
Executive Development Program

2014

Lala Lajpatrai Institute of Management, Bombay
Masters in Management Studies – Mumbai University

2009
