

HR for Non HR Line Managers

By Deepak Bharara

LEVERAGING PEOPLE FOR TOMORROW...

What comes to your mind...
when we say HR for Non HR



What is Human Resource

What is
HR?

*Management & Development of the biggest asset
of the organisation: Humans!*

Human Resources Management is the attraction, Selection, Retention, Development & Utilization of Human Resources in order to achieve both Individual & Organization Objectives

Human Resource Management



HR Management

- The ability, Competency and power of employees within an organization
- The concept is not restricted to recruitment but also to exploration, development and transition according to the culture of the organization
- It is a continuous process that involves sourcing, hiring, developing, retaining & promoting talent while meeting the organization requirements simultaneously

Why the emphasis on HRM

- High performing organization do better at managing, developing & retaining talent
- Valuation of companies is now measured by its human resource/talent
- Business environment is more complex & dynamic
- Boards & financial markets are expecting more & more
- Employees expectations are also changing

Benefits of HR Management

- Right Person in the right job
- Create a right fit between job & individual
- Retaining the top Talent
- Quality Hiring
- Understanding Employees Better
- Better Professional Development Decisions

HR Management is all about

- HR Acquisition
- HR Utilization & Engagement
- HR Goal Setting
- HR Assessment & Performance Management
- HR Development
- HR Giving & Receiving Feedback
- HR Mentoring & Coaching
- HR Transition
- HR Succession
- HR Retention
- HR Separation/Exit
- HR Corporate Governance/Compliances

HR Management Process

- Understanding the Business requirement
- Recruitment & Selection of the Talent
- Training & Development
- Competency Mapping
- Performance Assessment/Promotion/Career Planning & Mapping /Career Movement/Growth
- Succession Planning
- Retention
- Managing Exit

Why this program ...

Isn't HR Just a Common Sense , so why this program



Every Manager is HR
Manager & Every
Supervisor is HR
supervisor

Program Objectives

- To clarify role of HR for Line Managers.
- To recognize essential HR Functions.
- To illustrate difference between People Management & People Development.
- To acknowledge a Leader's roles and responsibilities in setting standards and discipline.
- To recognize Effective Performance Management Systems.
- To enumerate importance and ways to establish career pathing and management for team-members.
- To review how to conduct a successful Interview.

What you will learn

Understand and get updated on global human resources trend and the changing environment that will impact you as a leader of today

Understand your role

Better understand the full spectrum of Human Resource Management that important for you as a line manager

What you will learn

Appreciation of how Human Resources will help you

- achieve develop and manage your team to achieve your short and long term goals
- Knowledge, tips, & technique in selection interviewing
- Knowledge, tips & technique in managing on-boarding process
- Knowledge, tips & technique in setting goals, giving coaching & feedback, and evaluating performance

Role of a Leader/Manager

- Hiring Right Talent
- Achieving Goals
- Manage Performance
- Develop Team
- Motivate Employees
- Reward & Recognition
- Addressing Grievances
- Support in Career Path



What is HR for Line Managers

Functional Skills

- Workforce Planning and Role Setting
- Discipline and Governance
- Target and Goal Setting
- Performance and Engagement
- Development and Change

Soft Skills

- Managing Aspirations and Expectations
- Values and Preferences
- Motivation to Achieve
- Grievances and Motivation
- Desire and Inclination

HR Acquisition (Hiring)



HR Acquisition

- War for Talent
- Right Talent
- Relevant levels
- Employer Brand/Value
- Acquisition Strategies

Acquisition Maturity Model

- Reactive Tactical Recruitment
- Standardized Operational Recruitment
- Integrated Talent Acquisition based on AOP
- Optimized Talent Acquisition

HR Acquisition Practices

- Hiring Manager Relationship
- Candidate Pool Development – Internal/External
- Social Media Campaign
- Recruiter Training
- Governance & Decision Making
- Employee Referral Program
- Talent Acquisition program Management
- Optimizing Talent Acquisition Technology
- Diverse candidates
- Employment Branding
- Assessment against requirements
- Reporting & analytics

Recruitment Process

Organizational Fit/Motivational Fit & Cultural fit

- Resumes/Job Application/CV
- Selection Tests – Cognitive ability Tests/Work Sample Tests/Personality Tests
- Interviews Steps
 - Structuring the Job interviews
 - Situational & Behavioral Event Interviews
 - To collect STAR Situation, Task Action & Results
 - Panel Interviews Vs Individual Interviews
 - Video Interviews Vs Computerized Interviews

HR Utilization & Engagement



HR Utilization

- Challenging Roles
- Special Projects
- Career Path/Job Rotation
- Structural Redesign
- Intrapreneurship
- Entrepreneurship

HR Engagement

Employee Engagement
is
Your Employment Brand

Engagement Still Startling Low

- World wide 13% employees are highly engaged in their jobs
- 63% disengaged and 24% actively disengaged

The People world over wants a Good Job

Engagement lifecycle



Employee Engagement

Employee Engagement is a deep & bound connection employees have with an organization that results in a willingness to go beyond what is expected of them to help the organization succeed

This connection happens at 3 levels

- Rational (the head level)
- Emotional (the heart level)
- The motivational (the hands)

Employee Engagement ??

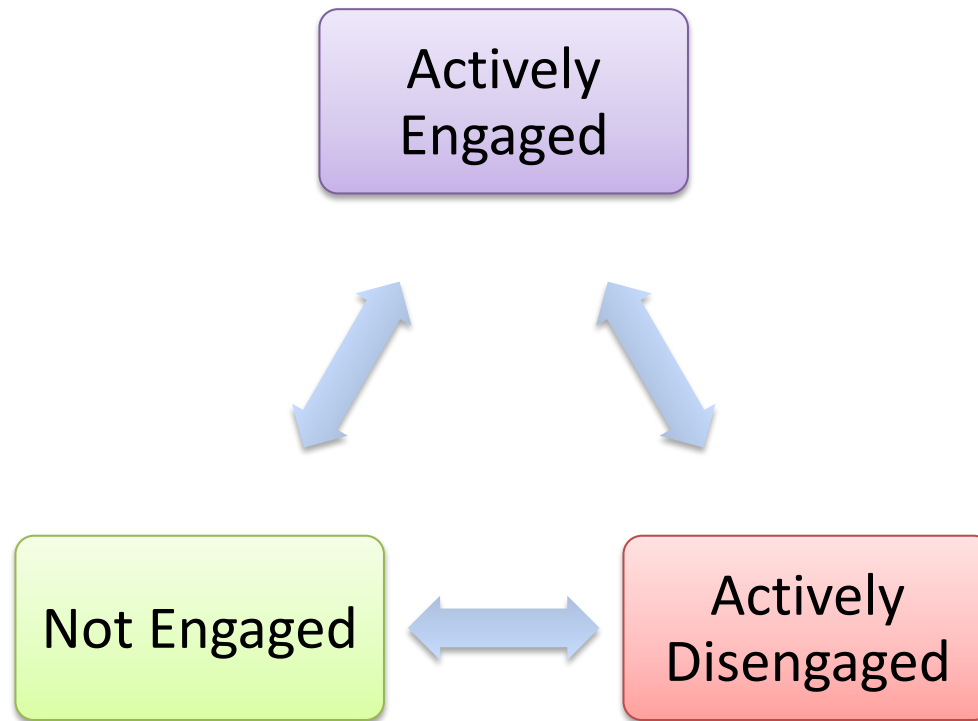


An engaged employee is aware of business context, and works with colleagues to improve the job performance for the benefit of the organization

Defined as the level of commitment and involvement an employee has towards their organization and values

Engagement is closely related to job involvement and flow

Categories of Engagement



Actively Engaged

- Known as the builders
- Realize their role expectations and strive to meet and exceed them
- Perform consistently at high levels
- Passion, innovation at work are some of their traits



Not Engaged

- Concentrates more on the tasks rather than goals and outcomes
- Tends to feel that their contribution is being overlooked and their potential is not being tapped
- An unproductive relationship with managers or co-workers exist



Actively Disengaged



- *Cave dwellers* and are “virtually against everything”
- Being unhappy at work they sow seeds of negativity at every opportunity
- Undermine the accomplishments of engaged coworkers
- Cause great damage to an organizations functioning

Gallup study – importance of ENGAGEMENT

What the best organization do differently

1. Strategy
2. Accountability & Performance
3. Communication
4. Development

Identify the strengths – The right fit – Great manager- Engaged Employees – Engaged Customers- Sustainable Growth – Real Profit Increases – Stock Increases

Measuring Employee Engagement

- Listen
- Measure Current level of employee engagement
- Know the degree of employee Engagement

Top Ten Global Engagement Drivers

- Senior Management's sincere interest in employee well being.
- The opportunity an employee has to improve skills
- The organization's reputation for social responsibility
- Opportunity to provide input to decisions making
- An organization ability to quickly resolve customer concerns
- Employee's readiness to set high personal standards
- Excellent career advancement opportunities
- Employee interest in challenging work
- Employee relations with his/her supervisor
- Organization encouragement of innovative thinking

How the Puzzle Fits

- Improve the speed & Quality of Hire
- Assessing & improving Corporate Culture
- Delivering & managing Employment Brand
- Accelerating time to build competency
- Driving Engagement & Retention
- Planning & Analyzing the Talent
- Driving Performance Development
- Improving Management Leadership
- Improving Career & Talent Mobility

HR Assessment & Development



How the Talent world has
changed...

Candidates today are looking for
career...

and

They're looking for experience



Top 3 Global Talent Priorities

Leadership Gaps & Development ...

Retention & Engagement...

Talent Acquisition & Access....



HR Development

- On the job Learning
- Training & Development
- Internal & External
- Coaching
- Mentoring

What is HR Development

Talent Development is a set of integrated organizational HR processes designed to attract, **develop**, motivate, and retain productive, engaged employees

The goal of **talent development** is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives

The Talent Development is based on **Talent Assessment**

HR Assessment



HR Assessment

Only 8% of the organizations believes that their Performance Management Process -PMP is worth the time they are putting/investing into it.

What is HR Assessment

HR assessment is done based on past performance & potential for future roles

Normally we look at Performance to reflect & look back the past track record in terms of success on previous role, performance on annual objective & capability demonstrated

Potential is to look forward or future.. Holistic view of qualities/set of behaviors & long term capability/competencies. Also the fitment to vision/values & ethics

Goal Setting

Goal setting is an important to decide what you want to achieve in your life/organization.

Separating what's important from what's irrelevant, or a distraction. Motivating yourself. Building your self-confidence, based on successful achievement of **goals**.



Goal Setting

Story:

A man was travelling and stopped at an intersection. He asked the elderly man, “where does this road take me.” The elderly person asked “where do you want to go?” The man replied “I don’t Know.” The elderly person said.

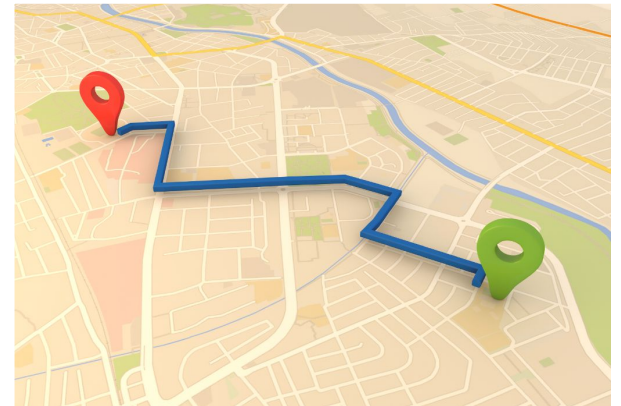
“Then take any road. What difference does it make?”

How true...when we don’t know where is going, any road will take us there.



Goal Setting Benefits

- You take controls of your life & Career
- You focus on the important things
- Allow you to make good decisions
- You can finish the task efficiently
- You will be self – Confident & enthusiastic
- You will make progress & get closure to success



Why employees are afraid of Stretch Goals

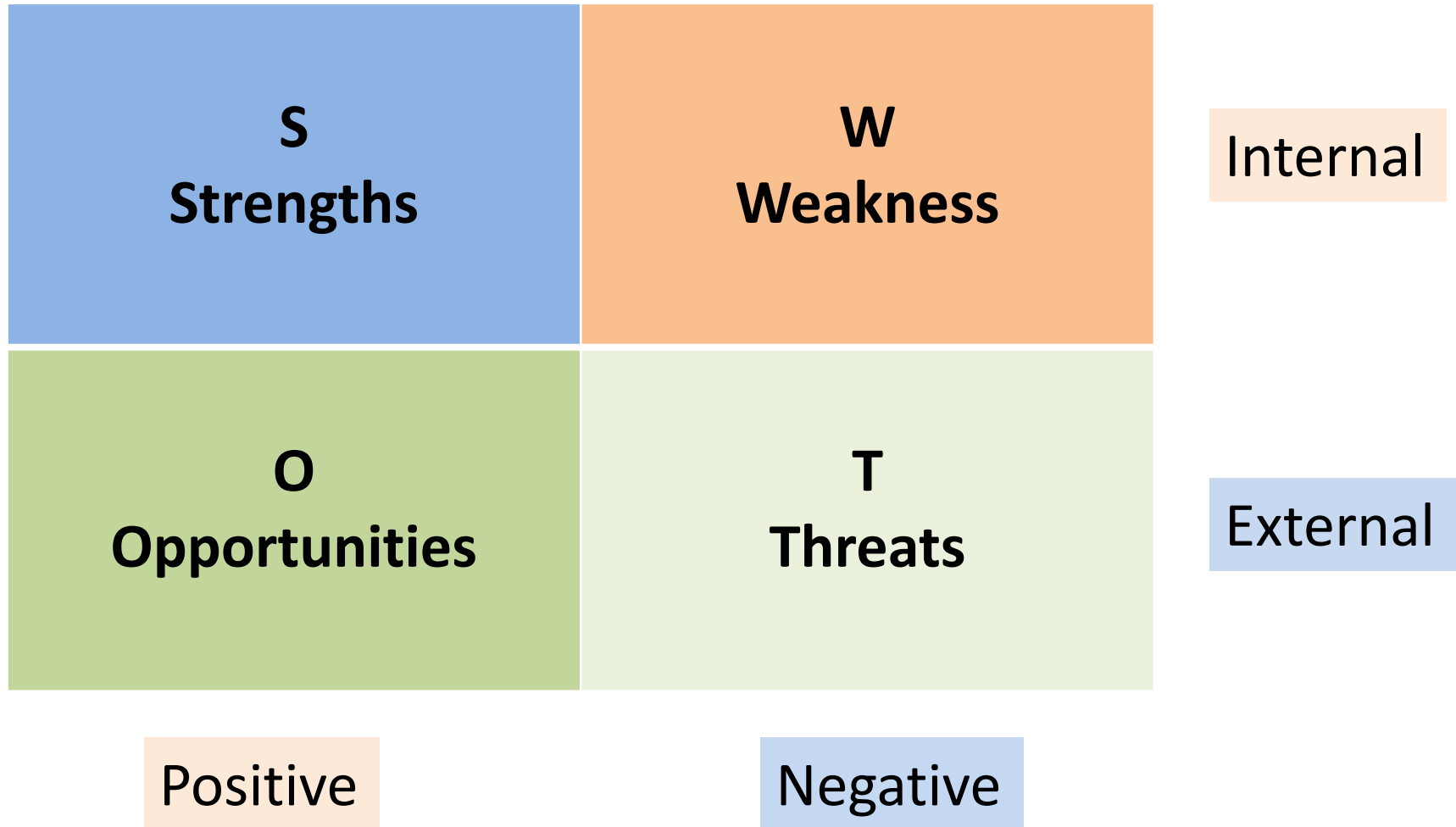
- A Pessimistic Attitude
- Fear of Failure
- Lack of Ambition
- A fear of Rejection
- Procrastination
- Low Self Esteem
- Ignorance of Importance of Goal
- Lack of knowledge about Goal Setting



Goal Setting Guidelines

- Goal must Conceivable, believable, achievable, Measurable, Controllable
- Distinguish between Short Term, Mid Term & Long Term goals/milestone
- Fixed Vs Flexible
- Follow SMART Test
 1. S - Specific
 2. M- Measurable
 3. A- Achievable
 4. R- Realistic
 5. T- Time Bound

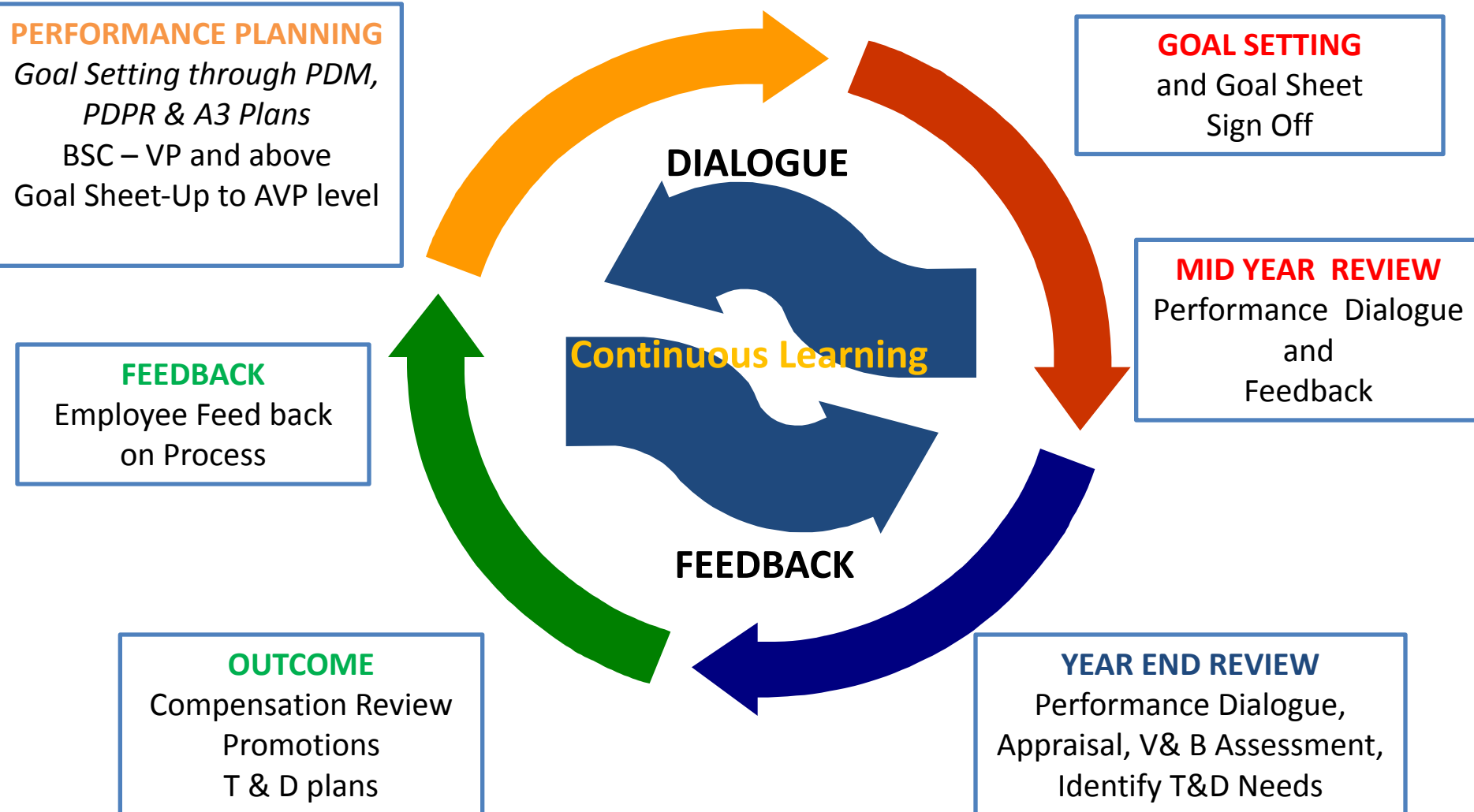
SWOT - Test



Performance Management Process



Performance Management Process - PMP



Performance Standards

PERFORMANCE STANDARDS METRICS									
Performance Score	"What" Aspect	'Qualitative Assessment' - 'The How Aspect'							
	% of Goal Achievement	Timelines		Cost		Quality		Morale	
5	>120%	Meets all Target dates consistently under <i>stretch guidelines without supervision and immediate escalation</i>, when required		- Achieve stretch targets within (-10%) of <i>original budget and cost</i> - Achieves stretched VFM targets within (-10%) of <i>original budget and cost</i>		Output exceeds fit for use standards with <i>improvement on original specifications and additional value engineering</i>		- Has introduced <i>break through changes</i> with high morale 'Q-12' score between 4 - 4.5*	
4	106-120%	Meets all Target dates consistently under <i>stretch guidelines with minimal supervision and timely escalation</i>		- Achieve stretch targets within (-5%) of <i>original budget and cost</i> - Achieves stretched VFM targets within (-5%) of <i>original budget and cost</i>		Output exceeds fit for use standards with <i>improvement on original specifications</i>		- Has introduced <i>important changes</i> with high morale 'Q-12' score between 3.5 - 4*	
3	95-105%	Meets majority of the Target dates with <i>normal stretch and supervision with appropriate escalation</i>		- Achieve normal targets expected of the job as per the <i>original budget</i> - Achieve VFM targets as per the <i>budget</i>		Output meets fit for use standards with <i>marginal improvement original specifications</i>		- Has introduced <i>moderate changes and maintained morale</i> 'Q-12' score between 3 - 3.5*	
2	80-94%	Quantitative Goals not achieved, hence qualitative assessment is not applicable							
1	<80%								
Legend		Consistently Demonstrated Partially Demonstrated Not Demonstrated							
Note:		Appraiser to exercise his standard of judgment when interpreting the pattern generated above Adjustment to Performance score only one step above or below							

Categorization of Performance – High, Medium, Low

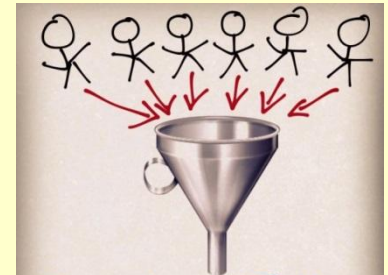
Common Rater Errors

- Leniency Error
- Severity Error
- Central Tendency Error
- Halo Error
- Recency Error
- Contrast Error
- Similar to me Error

Potential traits

Potential traits that predict development of Leadership ability aligned performance culture

- 1) Networking & External orientation
- 2) Scanning & Anticipation ability
- 3) Making & Navigating proposals
- 4) Managing Change and ambiguity by creating Win-Win
- 5) Determination – (Contextual, Flexible)
- 6) Innovation

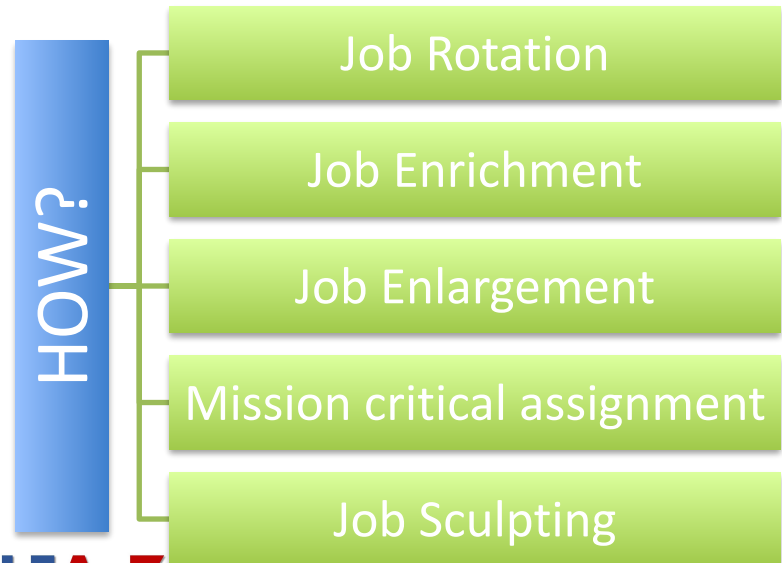


Filter Consistent
High Performance

- *Proficiency Levels – 1 to 5*
- *Potential Score Range & Classification*

Professional Development Dialogue

- A process where executives explore, plan and identify ways and means to enrich their roles and build their professional skill inventory as well as capabilities for future roles
- Formal interaction aimed to enable the employee in pursuing the short, mid and long term competence building goals
- Provide work opportunities and environment that is conducive to the Personal and Professional Development of employees
- Not directly associated with a Promotion or any increase in Compensation & Benefits and is purely DEVELOPMENTAL in nature



Value Assessment

The values/ethics are very important for growth & development of Talent

It is done on 4 levels of demonstration.

- Lives values espoused by organization & deliver results
- Lives by values espoused by organization but does not deliver results
- Does not live by values but deliver results
- Does not live by values & does not deliver results

HR Review Discussion

Creating tomorrow's talent today

TALENT REVIEW - a Frank, open and evidence based discussion among the committee members, discussing the Placements of individuals on **9 Box PP Matrix** with the objective of:

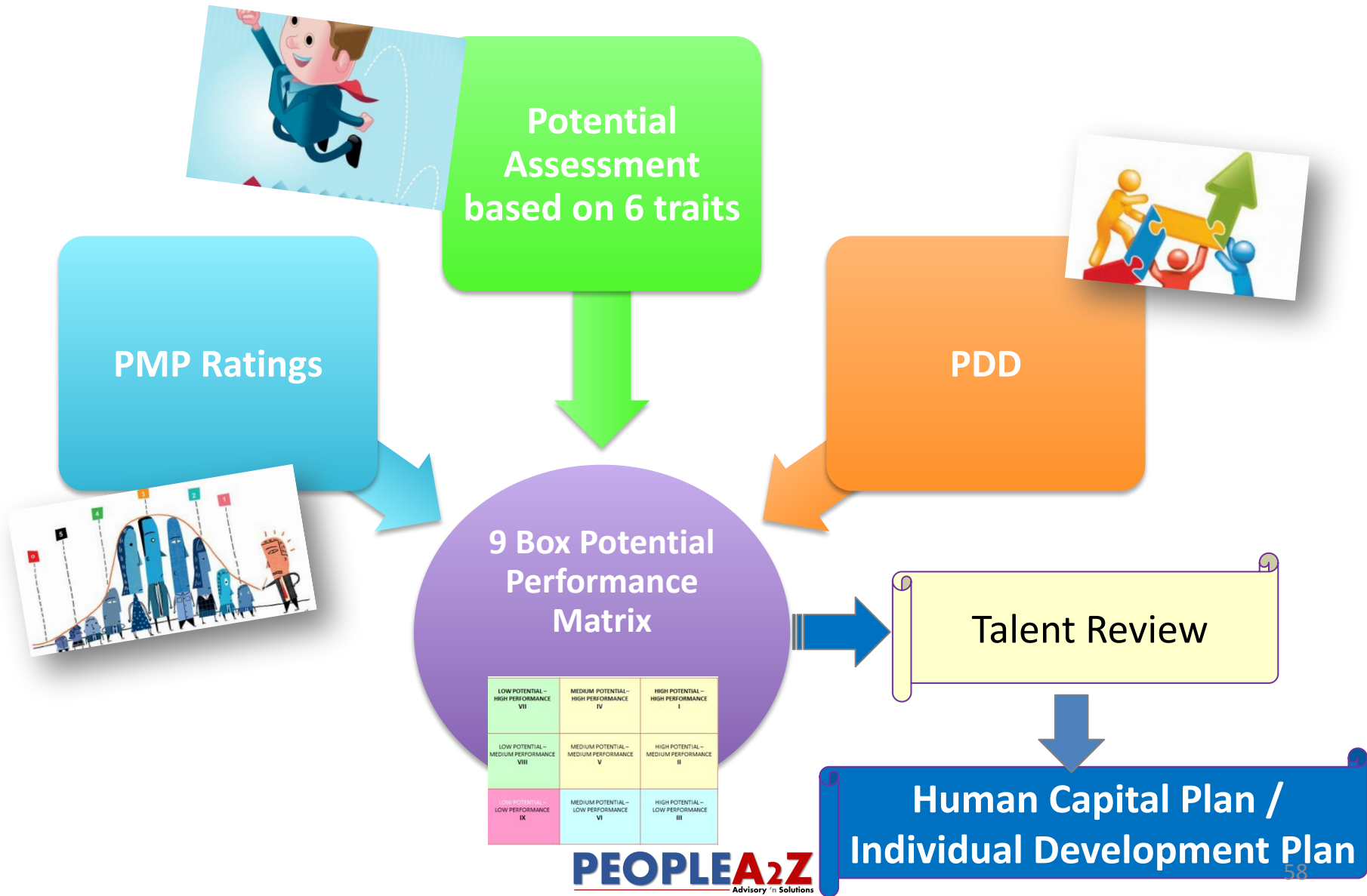
- Identify, Understand and share the current level of performance and potential;
- Identify gaps in succession plans and address them
- Identifying the gaps between the current state of talent and what's needed.
- Developing solutions to close the gaps to build the talent
- Determine action for low performance

Principles

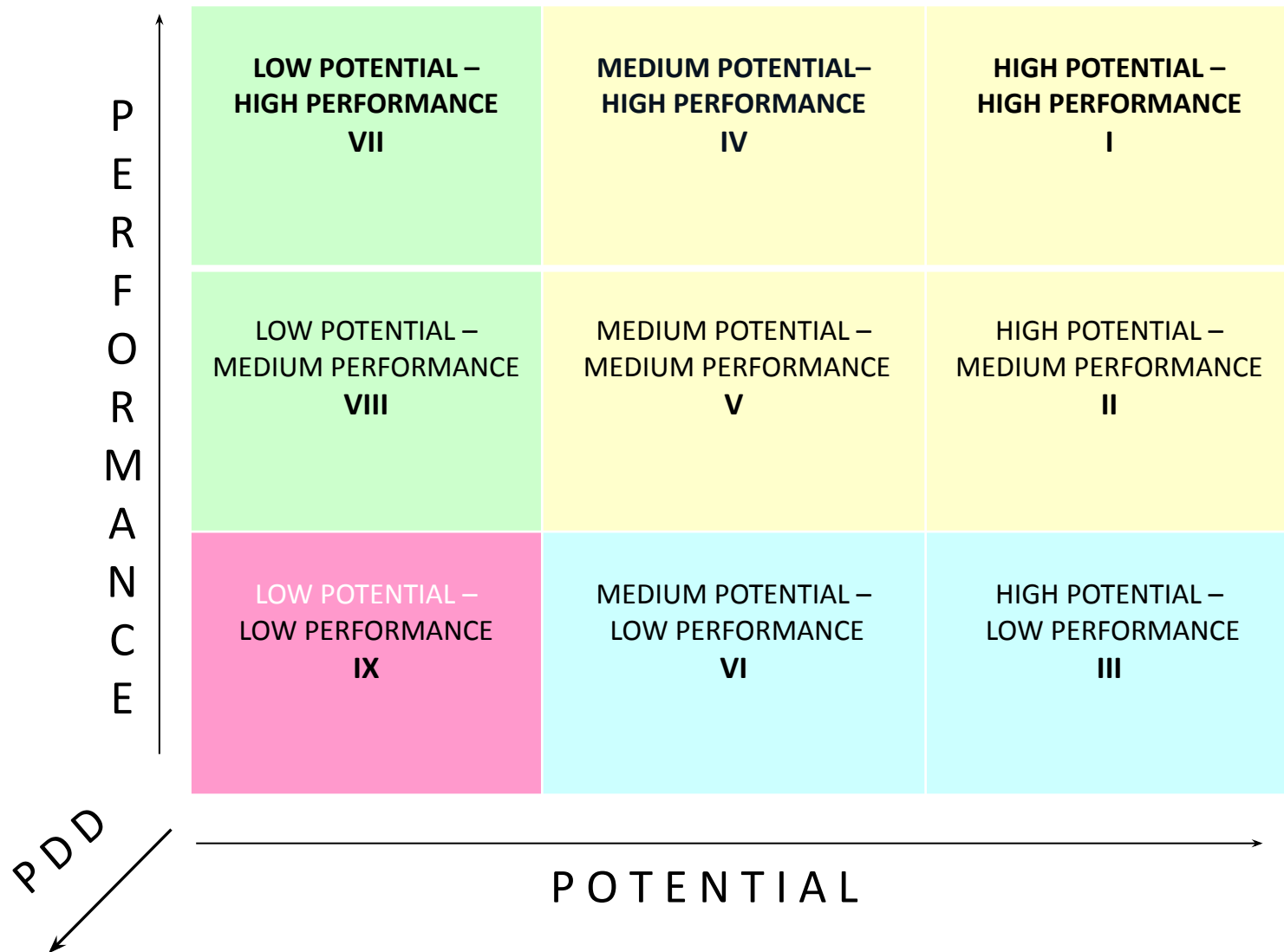
- Move away from individual perception to agreed Group consensus
- From anecdotal perception to data based, multiple source, informed, Evidence-based judgment about Talent

Inputs for HR Review

Creating tomorrow's talent today



NINE BOX PERFORMANCE POTENTIAL MATRIX

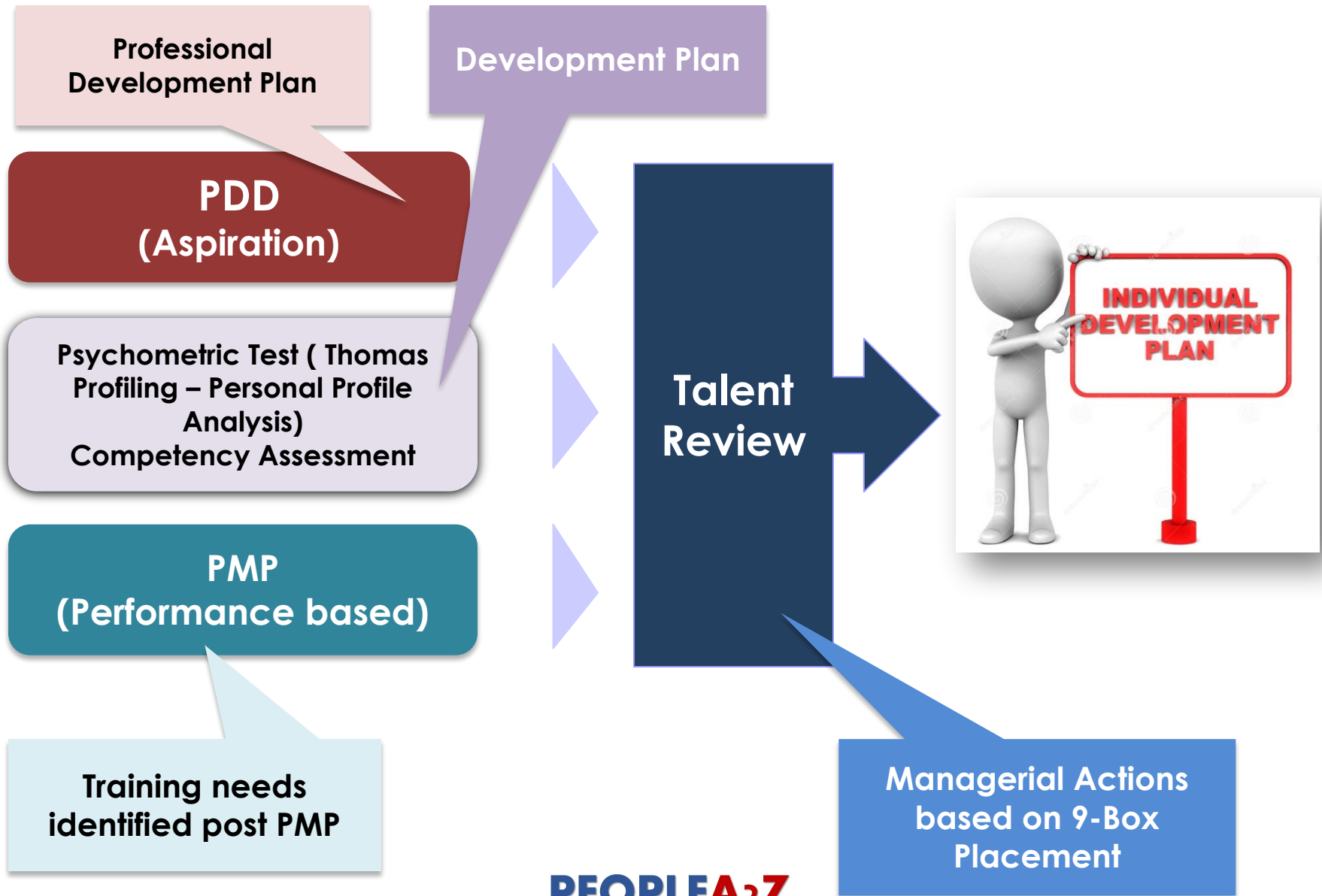


HR Assessment

Mapping of Performance/Potential is done based on Performance/Potential - 9 Box Grid

- I. Consistently Exceptional
- II. Expandable
- III. High potential
- IV. Full Performer
- V. Contributor
- VI. Affirmation needed
- VII. Professional in Position
- VIII. Well placed
- IX. Action Required

Individual Developmental Plan



HR Development

We are living in VUCA world that is Volatile/Uncertain/Complex/Ambiguous. The pace of change around is very fast & inevitable... to meet the challenges & gap the development is imperative.

Talent Development can be by two ways...

- Self Development
- Development by Organization

Follow up is the key

Follow-up is the key...

Need to look at Organizational Changes/Personnel
Action/Performance Levels

Individual feedback by Manager

Stretch Assignment/Project Assignments

Individual Development Plans tied up to gaps

Monitoring programs

Functional/Technical/Soft skill training programs
based on key gaps

Mentoring/Coaching/Facilitations

Self Development

- Re-visiting & Refining Goals
- Reading Articles/Books/Video
- Attending Self Sponsored Conferences/Training Programs/Seminars
- E learning's Modules/Certification Courses
- On the job/off the job learning's
- Observing the people you admire or get inspired with
- Opting Mentors/Guru
- Managing personal time effectively

Development by Organizations

- Theme based/Continuous embedded specific training programs
- Job Relevant Soft/Technical Skills gaps based training program
- On demand Advanced skills Learning programs
- Out bound programs/Social & Network Collaborative Programs
- On the job Project based experiential learning
- Seminars/Conferences/Competitions/Workshop
- Motivational Talks
- Mentoring/Coaches/Facilitators
- Job Rotation/Succession Planning

(Most of these initiatives are budget driven)

Best Practices

- Start with the end in mind
- Putting the right people in the right jobs
- Talent Development Professional need to move from a seat at the table to set the table
- Must know what you are looking for in the role
- Talent pipeline is only as strong as its weakest link
- Talent Development is not a democracy
- Potential, Performance & Readiness are not the same thing
- Software does not equal Talent Development
- More about the how's than the what's

Example

Deloitte developed a global methodology:

Deploy – Develop – Connect model enables organizations to design a strategy & policies of Talent Management & Development in a way that skilled employees are actively integrated & thus retained in the company

Example

GMR Group has developed a model of Hi-Pots Leaders Development Identify - Develop & Deploy

The high potential Functional/Operational & Growth Leaders are developed to meet the business demands across group

They are exposed to Project Management, Leadership Development, Mentoring & Coaching Programs, Networking Programs

They are stretching boundaries & involving stake holders as well

Example

LANCO Group has developed a LEO Competency framework for providing Leadership Development Program

The identified leaders are exposed to LEO program based on Leadership, Entrepreneurship & Ownership dimensions

Leaders are put to on the job & off the job Project Management Programs to develop their individual skills

The developed leaders then put to suitable positions for their career moves to motivate & retain them

HR Development

The Successful Organization need to have :

- Vision – will help to deal with volatility
- Understanding- will help to deal with uncertainty
- Clarity - will help to deal with complexity
- Agility – will help to deal with ambiguity

Talent Development is on going & continuous journey.
Each day is a learning day for all of us.

In conclusion

Talent Development has become one of the most important buzzwords in HR & Training today

Organization know that they must have the best talent in order to succeed in the hyper competitive and increasingly complex global economy

They must manage & develop talent as a critical resource to achieve the best possible results in the long run

Giving & Receiving Feedback



FEEDBACK



***Information
about performer or behavior
that leads to action to affirm or develop that
performance or behavior.***

FEEDBACK

- Why do we need feedback?
 - How Should we give feedback?
 - How Can we receive feedback?
- Do we have to accept it all?



What type of FEEDBACK might you get

- Written/verbal individualized eg a particular assignment
- Written/Verbal General feedback to Group eg On common errors/successes of event
- Checklist/Performa eg heading of assessment criteria, with comments.
- Assessment criteria grid showing where you are placed against each criteria
- Model Answers
- Computerized eg multiple choice questions
- Off the Cuff comments from other eg you are really good or bad at...

Purpose of FEEDBACK

- How can we expect people to change and develop if they don't know what they need to change?
- Unless they get feedback, how do they know what they do well so they can continue doing it?

But before you give FEEDBACK

Always ask yourself:

- What is my intention behind giving this person feedback?
- How am I feeling about giving it
- How is the other person feeling; if they have had a stressful day, might be best left for another occasion. It is important they are in the right frame of mind to accept it.

BOTH PEOPLE SHOULD FEEL CALM

Giving FEEDBACK....

- Timely: given as close to the event as possible (taking account of the person's readiness etc.)
- Selective: addressing one or two key issues rather than too many at once
- Balanced: Good and the bad
- Suggestion not Prescriptions
- Descriptive, non judgmental, based on behavior not personality selfish in that you don't listen to anyone else"
- Avoid Personal Comments, Mixed Messages & diffusion

Giving FEEDBACK....

To be effective feedback should focus on:

- Clear & specific points
- Behavior that can be changed – allow room for action
- Observed facts, not supposed intentions
- What you saw/felt, not judgment
- Agreed Purpose/Ground Rules
- Good aspects.... As well as areas for improvement
- Giving value to receiver, not release for the giver

Johari's Window....

	Known to Self	Unknown to self
Known to others	Open	Blind
Unknown to others	Hidden	unknown

Asking for FEEDBACK

Why/When would you ask for feed back?

When was the last time you asked for feedback on something?

When was the last time you received feedback?

Do you see compliments as feedback?



Receiving FEEDBACK

Planning:

- Think about your ideas and work beforehand
- Arrange a time/place where you won't be disturbed, and don't leave it too long after the event
- Ask for help/solutions with specific difficulties
- Be clear about the kind of help you want (or don't want)
- Be open to hearing the feedback – It's pointless otherwise
- Listen actively

Receiving FEEDBACK

In Receiving Feedback:

- Breathe!
- Listen Carefully
- Ask questions for clarity
- Acknowledge the feedback
- Acknowledge valid points
- Involve mutual good will
- Take time to sort out what you heard
- Don't reject it .. If need be validate with others..

Receiving FEEDBACK

Try not to:

- Take it personally, or get hurt/angry
- Interrupt with reasons if the feedback is “Negative”
- Dismiss the points if you don’t agree with them
- If you don’t agree – get another point of view
- Remember negative points for ever! Remember the positive once instead
- And don’t dismiss positive comments

FEEDBACK

- Feedback focuses on behaviors & actions which can be changed, not personalities
- Learn to give effective feedback
- Learn to receive feedback
- Understand timing is important for both of these
- Weigh up comments sensibly – negatives do not “means more” than positives

The Impact of FEEDBACK

The person receiving the feedback can react with:

- **Anger** – I have had enough of this
- **Denial** - this reaction often accompanies with initial shock of feedback. 'I cant see any problem with that'
- **Blame** - It is not my fault.. What can you expect when the person won't listen?
- **Rationalization** – Finding excuses to try and justify their behavior I have had particularly bad week. Doesn't't everyone do this?
- **Acceptance**
- **Renewed action**

Possible Reactions

Aggressive

I win

Direct Attack

Bulldoze their
opponent



Passive

You win

Doormat

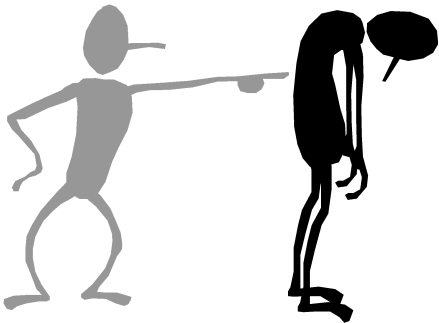
Avoids/Gives in

Would not argue

Possible Reactions

Passive Aggressive

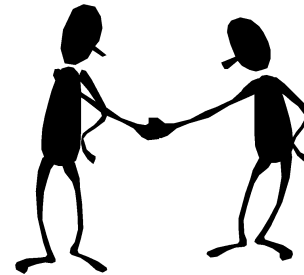
Both Lose
Pretend doormat



Attack Indirectly
I can't win & won't
Let you win

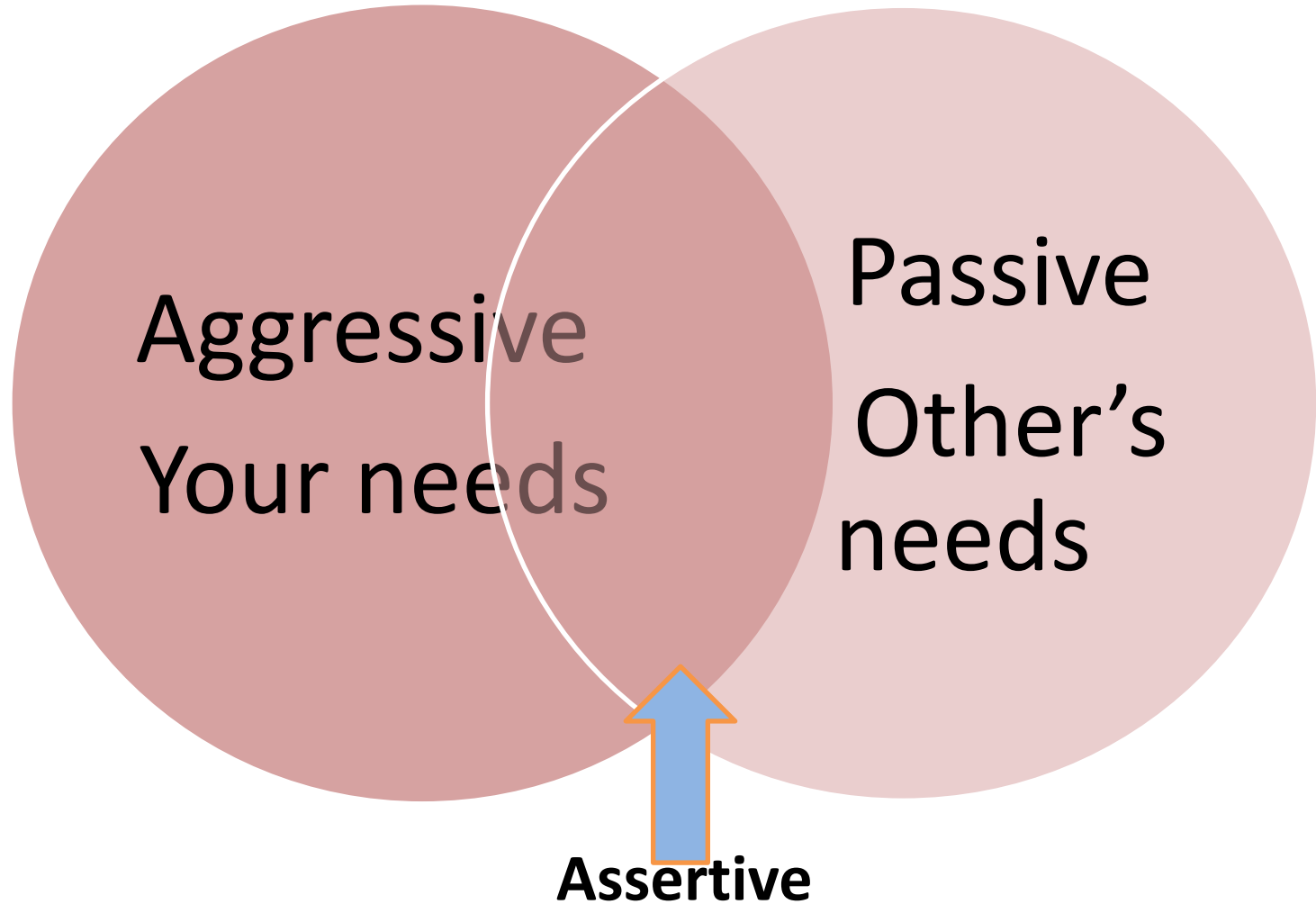
Assertive

Both win
Doormat



Discussion &
compromise

Passive, Assertive or Aggressive



Being Assertive....

- A direct & honest communication of your needs, feeling & rights
- Expressed in a way which doesn't threaten the right of others
- Is focused on specifics & involves negotiation
- Make use of "I" when speaking
- Increase your level of control
- Tends to earn more respect from others

What to do with the FEEDBACK

It is purely up to you...

- Read or listen
- Understand; Clarifications: examples and alternatives; keep notes
- Give it time to sink in and get into right perspective
- Try to keep feed back sheets/information together
- Address areas for improvement. Identify, action plan

Try not to:

Feel disturbed, devastated by small criticism & try not to be defensive and make excuses

In Summary....

- Being Assertive is a balance adult approach to communication
- You should try to avoid being passive or aggressive
- Watch out for those behaviors in others, and learn to avoid them
- You feeling that needs are important – and so are other people's

MENTORING & COACHING



Difference between Mentoring & Coaching

Mentoring

- Relationship Oriented
- Long-term
- Development Driven

Coaching

- Task Oriented
- Short-term
- Performance Driven

Would you Mentor or Coach here?

1. When you want to develop a team-member in some specific skills
2. When a team-member has been identified as the next line manager
3. When a team-member wants to learn a certain additional responsibility
4. When you want them to develop a holistic personality and attitude

Dos & Don'ts

Dos

- Institute Care & Respect
- Establish Partnership & Trust
- Recognize Emotions
- Acknowledge Capability
- Focus on Strengths
- Be Therapeutic & Considerate
- Stay Positive

Don'ts

- Force your Opinions & Parent
- Be Punitive
- Lose Hope & Faith
- Tell and Expect Accordance

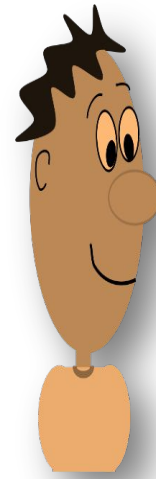


Challenging Behaviors to handle as a Coach/Mentor

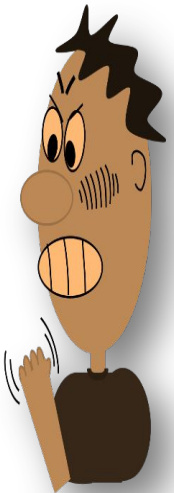
1. Not clear about what he wants and keeps jumping from one goal to another
2. Shows interest in your advice but either doesn't follow or does something other than discussed
3. Is ambitious and positive but is not getting the right environment at home and even at work to develop. Therefore, feels demotivated at large
4. Doesn't show interest in your advice and tends to be argumentative



Passive



Assertive



Aggressive

When handling unexpected and adverse behaviors:

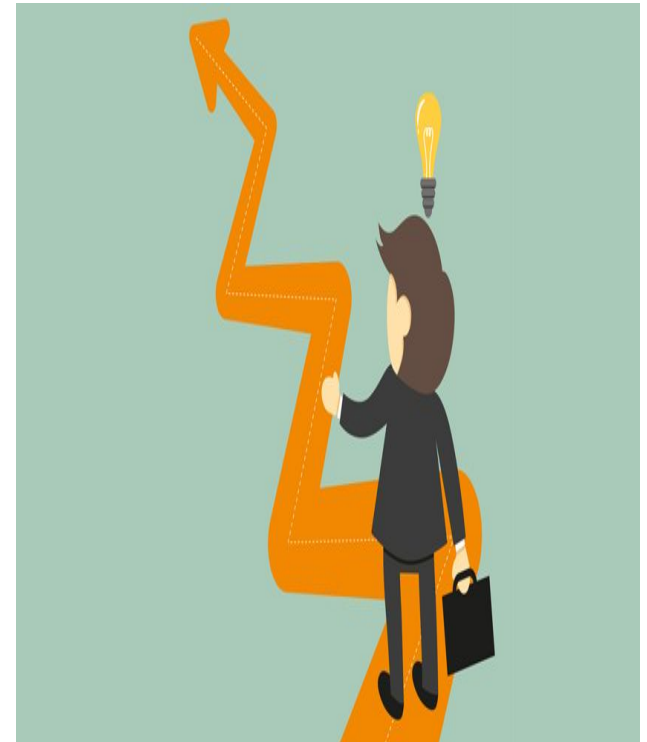
- Let them vent and express; don't interrupt
- Listen with a non-judgmental attitude
- Don't get alarmed or even angered; maintain your cool
- Use empathetic phrases such as: 'I understand...'; 'If I were you, I too would've felt so' etc.
- Halt the session, if required and reconvene after a break of a few mins or even a few days
- Remember: you don't need to have all the solutions at once. Question for a greater understanding and come back with possible solutions

When handling sensitive topics of discussions:

- Entrust confidentiality
- Have an open-minded mental-frame
- Ensure calmness in your facial expressions and body language
- Let the mentee vent and express; don't interrupt
- Once the mentee has expressed completely, try to generate positive feelings
- Remember: your first role is guidance and not counseling. If you feel that the matter is very intense and needs to be handled by a professional, then direct the mentee to a professional

Career Pathing?

- Get right people for the right job.
- More employee engagement.
- Happier workforce.
- Higher productivity.
- Absenteeism issues controlled.
- Skilled workforce.



Ways to Career Pathing

Tell

- Tell them the next step they can take for professional advancement.
- Take them through a pre-designed mentoring or coaching process.

Ask

- Ask them their interests and aspirations.
- Custom-design a mentoring & coaching process.

Steps – Career Pathing Discussion

1. Identify their strengths.
2. Share your views and thoughts.
3. Gauge their response.
4. Gather their long and short term aspirations/goals.
5. Think and brainstorm about potential career paths.
6. Identify the path and create a plan.
7. Ensure follow-ups



HR Transition



HR Transition...

In our personal and professional lives, each one of us faces many transitions

It is important to understand the challenges faced during these transition & the opportunities for transformative learning offered by various transitions

HR Transition...

Transitions are changes that require us to transform how we perceive and interpret ourselves and the world around us, and to develop new priorities, learn new skills, behaviors and patterns of interpersonal reactions so that we can fit into the new roles

HR Transition cycle...

- Encounter phase – issues of old Vs. new
- Anticipated Vs Actual experiences
- Period of Adjustment – emotionally & cognitively intense – moving from firm belief & behavior to un-familiar beliefs & behavior to meet demands of new role
- Period of stabilization & consolidation – getting established into routine
- Get ready for another preparation stage to meet new role transition

Dimension of Talent Transition ...

- Intensity - degree to which the new role require learning
- Surprise - extent to which the actual experience is unexpected
- Desirability – extent of which the transition represents a progress opportunity for diversity or adversity
- Work related Vs personal
- Event Vs non event
- Voluntary Vs imposed

Talent/Career Transitions ...

- Managing self as an individual contributor
- Managing others as a first time leader
- Managing Managers
- Managing a function, location or department
- Becoming a General Manager
- Joining a new organization
- Accepting a stretch assignment
- Having to work with bad boss or bad peers
- Being passed over for Promotion
- Loosing faith in the system
- Dealing with failure
- Retirement/Planned exit

Personal life Transitions ...

- Finding a meaningful work life balance
- Facing personal upheaval/midlife crises
- Letting go of ambition

Organization Strategies ...

Organizations can do more to facilitate transitions, through providing clarity about role requirements and competence gaps, positive organizational messaging about transitions, and encouraging personal reflection.

Supervisors and others can also provide practical support, emotional support, as well as feedback and guidance

Impact of Transitions ...

A transition that is successfully managed can be powerful triggers for transformative self and leadership development.

On the other hand, transition failures lead to great costs for the individual and the organization

Accepting personal/career transition & associated challenges is important... one must go through the experience.... Learning is the key

HR Succession



HR Succession

- Talent Plan for all levels
- Talent for Growth Strategies
- Replacement Chart
- Rounded Talent – KASH
(Knowledge/Attitude/Skill & Habit)
- Worthy Inheritors

Identify Internal Successors



Deploying HR

- *Creating Leadership Pipeline*



Succession Planning

Step In Successor

1. Capable of leading upto 2 AOP Cycles without any anticipated disruption to Strategy or Business Model
2. Is fully familiar and involved with most aspects of the business/ function currently
3. Will arrange to transition and handover to long term successor in about two/ three years
4. Should be part of the Top Potential Leader List (TPL)

Long Term Successor

1. Capable of leading future Strategic plan of business and /or future AOP Cycles, including next generation Business Model & Strategy
2. Needs 2-3 years to develop & be ready
3. Long term Successors should be younger in age, preferably from the ELP (atleast 5 years younger)
4. Typically in the High Performance- High Potential box of the “9 Box Talent Matrix” or in the Inverted ‘L’ Quadrants
5. Should be part of the Top Emerging Talent (TET) or Top Potential Leader (TPL)

Succession Planning

Red Circle Job

- Red Circle Jobs are those that exerts critical influence on the Operational Activities or the strategic objectives of the business
- RCJs if kept unmanned or the incumbents in these roles are not functioning effectively or if they do not receive adequate & appropriate support , they may place the business at a competitive Disadvantage
- RCJs sought to be identified are generally in leadership positions
- All grade / level may not qualify to be notified as Red Circle job

Red Dot Person

- Employees having skill sets that are critical to business success
- These employees represent and embed organizational capabilities relevant to the business
- Demand for skill sets exceeds supply
- High performers rated OP/ EP consistently

HR Retention



HR Retention

- High Job Satisfaction
- Fast Tracking Movements
- Career Growth
- Competitive Compensation
- Pride in Institution

HR Retention

Critical findings

One out of every three people plan on leaving the organization in the next two years...

Hay Group

It cost much more to replace talent then to keep them

Money may attract people to the front door but something else is needed to keep them from going out from the back.

HR Retention

The Talent Retention is the ability of Organization to retain its employees

It is a process in which employees are encouraged & effectively engaged to remain in organization for the maximum period of time or until the completion of project

We can't stop employees from leaving unless we have a plan to make them stay....

Challenges of Organization

- Talent/Skill Shortage
- Uncertainty about Future—Economic, Political & Social Risks
- Managing Finances – Cost Pressures
- Defining right competencies & getting the right people
- Monitoring Performance
- Fast Changing Technology – Impacting ROI
- Exploding Data – analysis – what to use & what not
- Customer Service – Proactive approach
- Maintaining Organization Reputation/Brand Value

Why Employee Resigns.....

- Lack of Career Advancement Opportunity
- Compensation – Reward & Recognition
- Work related stress – Job Insecurity
- Management Problems – lack of leadership/delegation
- Family issues - work life balance
- Change of Career
- Employee Grievance/dispute
- Lack of Training & development initiatives
- **Organization Financial stability**
- **Moving for higher studies or abroad**
- **Starting of its own/start up venture**
- **Retired/superannuated**

Critical finding...

Working for under performing boss

80% said the experience prevented them from learning and hurt their career

85% said it made them want to leave the organization

War for Talent

Manager's Role in Retention...

Most Manager think about retention, when it is too late

Average manager does not take personal responsibility for employee departure

Most factors for turnover are within their control

Most managers do not receive adequate training on importance of talent retention

HR Retention involves.....

- Environment
- Growth
- Compensation
- Relationship
- Support

Few things to observe in people:

- Observe Punctuality
- Observe Attentiveness
- Observe Gratefulness
- Attitude toward work



What can be done to retain key people.....

- Provide Great Leadership – Active Engagement, Alignment & Inclusion
- Competitive Benefits/package that fits employee's need & the value he creates for the organization
- Great work Environment - Flexible, Transparent, Caring & Positive
- Offer/create experiences for employees and generate Employee Value Proposition
- Customized HR Policies to suit individual requirements/recognize differentiators

What can be done to retain key people.....

- Career Progression & advancement opportunities
- Providing Mentors/Coaches
- Real time experience – variety/vividness, on/off the job
- Regular interaction /communication /Personal Touch
- High Potential Retention Plans for Development/Succession such as Individual Development Plans
- Profit Sharing by way of bonuses/incentives/ESOP's
- Market positioning for Organization Brand Building

What can be done proactively to modify behaviors....

- Hire people with right values & attitude – Ensure Organizational/Motivational/Cultural fit
- Communicate the behavior you want employees to demonstrate
- Identify Role Models – for the behaviors you want employee to exhibit
- Be observant: pay attention to behaviors
- Reinforce the right behaviors & censor behaviors which are not acceptable
- Understand the cause & motive effect
- Respond to behaviors consistently –seek/give feedback
- Inspire/motivate others

Recipe of Retention

R - Remunerate Competitively

E - Encouragement & expectations

T - Training & Development

A - Annual review cycles/PMS

I - Inform & involve

N - Nurture

HR Retention

Intrinsic Rewards: The personal satisfaction a person derives from a sense of self accomplishment related to personal or business goals. More powerful motivator in doing responsibilities

Extrinsic Rewards: Refers to motivation that comes from outside an individual. The motivating factors are external, or outside, rewards such as money or praise. These rewards provide satisfaction and pleasure that the task itself may not provide

HR Retention

Intrinsic Rewards:

- Assign employees to jobs that meet their needs for work characteristics
- Provide clear communication to employees
- Design fair rewards allocation system
- Ensure supervisors/leaders provide a positive environment
- Provide program to enhance work-life balance

HR Retention

Extrinsic Rewards:

- Rewards must be meaningful & Unique
- Rewards must match individual preferences
- Link reward to motivational behaviors
- Link rewards to performance

Importance of HR Retention..

- The cost of turnover
- The loss of company knowledge
- Interruption in the customer support/service
- Goodwill of the company
- Regaining the efficiency

In Conclusion...

- The process of retention is not an easy task
- There are so many tactics & strategies used by the organization to retain the employees
- The basic purpose of these strategies is to increase the employee satisfaction, boost employee morale and hence achieve employee retention

HR Exit



Progressive/Positive Approaches

- First offence - Verbal reminder
- Second offence – Written reminder
- Third offence – Decision making day
- Final offence - Termination

Ensure that the Principle of Natural justice is complied with..... & also there is scope for Review....by Ombudsperson

No Compromise on cases of Value erosion, sexual harassment or violence at work place

Dealing with HR Exit

- Treat Ex - employees as Brand Ambassador
- Give them due respect, even if they are leaving
- Welcome employee back, if they desire to re-join
- Create alumni of ex- employees
- Exit Interviews to have feed back on Good & Bad practices to do course corrections
- Settle dues at the earliest possible

Corporate Governance/Compliance



Corporate Governance

Corporate Governance refers to the structure & processes for the efficient & proper direction & control of Companies both Private & Public) in the interest of Stakeholders

Corporate Governance Involves

- Accountability
- Fairness/Transparency
- Diligence
- Integrity/Trust/Disclosure
- Responsibilities
- Controls
- Commitments

Corporate Governance Framework

- Legal/Regulatory
- Code of Best Practice
- Stakeholders Relations
- Self Regulation
- Ethics Standards
- Risk Management

Corporate Governance Benefits

- Enhances Performance of Companies
- Enhances access to capital/Allocation of resources
- Better managing creating wealth
- Reduces the risk of Financial crises
- Better relationships with stakeholders

Provide a barrier to corrupt dealings- limiting discretionary decision making, increase oversight, introduce code of ethics

Better Companies Better Societies





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