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## HR: BIGGER AND BETTER

**Niketh Sundar** discusses why the HR manager's responsibilities for 2014 are bigger than 2013



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In the current business scenario, HR must be alert to anticipate and preempt change, and be front-runners in leading the change. The onus to ensure that the workforce is engaged in the workings of a global delivery model and to help them deliver high performance lies with the HR practitioners of any organisation. Failure to do so will result in low employee morale and a decline in performance. While the role of HR is ever-evolving, it's crucial that the human resource personnel develop contemporary training modules and help inculcate global best-practices among employees.

**SOME OF THE KEY TRENDS THAT WILL HELP TO SPEARHEAD THE HR AGENDA IN 2014:**

► **Intrapreneurship as a retention strategy:**

Entrepreneurship, at a young age, is a growing trend observed in the industry. Organisations lose their top talent to such entrepreneurial ventures. Providing internal opportunities to the *crème-de-la-crème* of the organisation to innovate, experiment and drive business initiatives that are both beneficial to the organisation as well as capture the fancy of this top talent will go a long way in retaining such employees. Companies need to have intrapreneurship as one of their core culture traits where top talent receives abundant opportunities and empowerment to identify and pursue new business opportunities that can bring in value to the organisation. Teams led by such top talent are empowered enough to take their own decisions and budget business initiatives that improve customer experience

and generate revenue.

► **Succession planning:**

As organisations focus on sustaining their profitability, talent management remains as significant as ever and succession planning and leadership development continue to rule the roost. Having the right people in the right roles will continue to be an imperative for an organisation's top management. Companies need to establish training calendars that are in sync with the needs of the organisation's expansion plans and that of employees. Training modules need not be from a technical standpoint alone but more so from an employee's personal development requirements including leadership skills, soft skills, team building, etc. Companies can adopt online training modules to optimise cost and efforts and improve efficiency.

► **Performance-based differentiation, compensation, rewards and recognition:**

A performance-based compensation and reward and recognition policy is the need of the hour, what with compensations being rationalised across the industry. Companies need to work hard at arriving at a robust and transparent appraisal system that helps evaluate an employee across diverse parameters. This differentiation in terms of performance followed by similar differentiated rewards and remunerations will go a long way in motivating employees to excel in their work as well as weed out any bias or perception of bias in the appraisals. A multi-layered rewards system recognising efforts in multiple levels beyond technical contributions is the key to motivation, engagement and eventually business success.

► **Movement across functions:**

For large companies with an employee base exceeding 1000 employees, it helps to leverage existing employees for emerging job openings within the company, given their understanding and familiarity with the organisation. This fosters a sense of freedom and ownership with the company. Orchestrated job rotation laterally also helps employees to get a wider exposure across clients and domains, thus broadening their horizons and providing change and ensuring complacency does not set in.

In summary, HR is a rapidly evolving realm in the corporate world. HR teams need to factor in new and emerging challenges thrown up by transitioning businesses worldwide.

*The author is senior VP - HR, QuEST Global*

## Colleagues or buddies?

How do you manage your relationships with colleagues who are more than just work partners?

By Niketh Sundar



Colleagues are not just work partners. They are also your buddies. They are the ones who help you through the tough times and support you in your career journey. They are the ones who help you grow and learn from their experiences. They are the ones who help you stay motivated and focused on your goals. They are the ones who help you overcome your fears and doubts. They are the ones who help you achieve your dreams. They are the ones who help you become a better person. They are the ones who help you become a better colleague. They are the ones who help you become a better leader. They are the ones who help you become a better human being. They are the ones who help you become a better version of yourself. They are the ones who help you become a better person. They are the ones who help you become a better colleague. They are the ones who help you become a better leader. They are the ones who help you become a better human being. They are the ones who help you become a better version of yourself.

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