



Reimagining the Organization for The New Normal: **ROLE OF HR**

FOREWORD

The ongoing pandemic is essentially a humanitarian crisis and as the custodian of people engagement and related practices, HR has to play a critical role in this change management process. Also, the enablers of yesteryear's success no longer hold good. As a result, there is a need to reimagine, rethink and restructure the organization, processes and practices. The HR fraternity needs to be the harbinger of this change while the entire top leadership catalyzes organization wide support with an objective to ensure a smooth transition.

To understand the scale and magnitude of the restructuring, The Confederation of Indian Industry (CII) recently partnered with Talentonic HR Solutions and embarked on a research piece titled **"Reimagining the Organization for the New Normal – Role of HR"**. This study was directed to find out myriad of actions taken by diverse organizations and the ones being executed to tide over the pandemic with an objective to capture learnings & synthesize relevant insights. We believe that such a shared learning platform will help our industry prepare well for the next normal, especially in context of the human resource function.

The findings of this research project are well encapsulated in this white paper. The paper outlines challenges faced by different businesses and the initiatives that organizations undertook to sustain, pivot and rebound during the lockdown and henceforth. We hope the insights from these real-life cases will be useful for the decision makers of companies in reimagining their organizations for the "new normal".



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THE RESEARCH CORE GROUP

We gratefully acknowledge the contribution of the Research Core Group for their constant guidance to enrich the report with their expertise and valuable feedback.

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TABLE OF CONTENTS

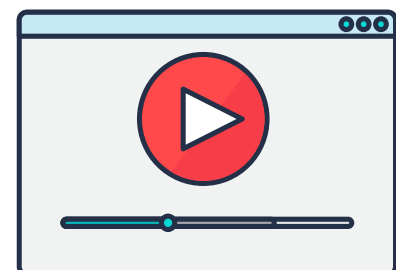
Preface	1
Executive Summary	2
Data Insights	6
SECTION 1 : Pivot	10
SECTION 2 : Remote Working	18
SECTION 3 : Digitization	24
SECTION 4 : Leadership	30
SECTION 5 : Reimagining the Organization	35
SECTION 6 : Role of HR	41
From the Front Lines - Leader Quotes	48
Bibliography	51
About the Authors	52
About CII and CII-SNCEL	53
About Talentonic	54

PREFACE

The COVID-19 pandemic has caused a major disruption to our lives and is likely to change the way we work in the long-term. To understand these changes and the role of HR, the Confederation of Indian Industries (CII) partnered with Talentonic HR Solutions (Talentonic) to create a whitepaper. “Reimagining the organization for the New Normal - Role of HR” consolidating the experiences and wisdom of senior business and HR leaders in India.

Deepak Dhawan, CEO and Founder, Talentonic HR Solutions, met with senior HR and business leaders to glean insights. These 50-hour conversations were supplemented by an anonymous online survey of HR and business executives and insights from Alternate Universe Series - interviews with industry veterans, an initiative run by Talentonic in May/June, giving us rich insights into how organizations pivoted and are thinking of new strategies to support their workforce.

This report contributes to our intent to help the HR community share ideas, understand the challenges, and prepare for a new normal. This whitepaper is a collaborative effort of teams at CII and Talentonic.



Alternate Universe: A Video Series

"At the start of the pandemic, I sat down with numerous leaders to understand their reactions and response to the pandemic and its challenges. This is a summary of those insightful conversations."

- Deepak Dhawan

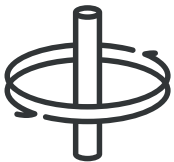


EXECUTIVE SUMMARY

The whitepaper, “**Reimagining the organization for the New Normal - Role of HR**”, was initiated by Confederation of Indian Industries (CII). Talentonic HR Solutions was delighted to be a part of this study.

In this paper, we have combined survey responses from a select group of companies, in-depth interviews with business leaders from different industry segments, and secondary research to pull together a report covering two fundamental questions:

1. What are the significant changes in action and thought in this new normal?
2. In 'the year of the CHRO', what imperatives are emerging for the HR function, and what can we take away?



SECTION 1: PIVOT

Panicking to pivoting; Ready for battle

The initial months after the lockdown created two objectives in the face of unprecedented challenges. 1. Ensure the health of employees and 2. Ensure the sustainability of business. The compassion and community outreach influenced by HR became the cornerstone of how businesses pivoted to ensure health as well as sustainability of operations - large people operations in the old economy with a strong community footprint (Maruti Suzuki, Tata Steel, Ashok Leyland, Larsen & Toubro, Amara Raja & Uno Minda) certainly stood out. Across the spectrum, employees responded with an unprecedented level of commitment and alignment to the business, in fact the 'command and control' structure gave way to 'distributed leadership' as firm after firm discovered that empowerment was the only way to produce the agility and the rapid response to the crises as it played out in different locations. Further, despite the fact that 66% of the respondents reported serious revenue issues, the approach to job cuts and compensation was refreshingly considerate and directed towards sustainability of operations and people centricity.

87% of our survey respondents felt that they handled the crises well, we saw some great examples of how participating organizations planned business operations. Today most of them have been successful in kick-starting business operations while ensuring employee safety.

[Click here](#) to read more.



EXECUTIVE SUMMARY



SECTION 2: REMOTE WORKING

It is not only about efficiency. It's also about social capital.

This was perhaps the biggest and most rapidly implemented, technology enabled, workplace innovation of all time. Our research showed that Employee and customer connect increased, efficiency improved, travel came down. For IT/ ITES organizations like Microsoft, Dream11 this was an easier change. For old economy companies such as Mylan Laboratories & Uno Minda this was a significant learning curve where traditional biases had to be overcome. Majority of the respondents reported higher engagement levels. However, as the months went by, some signs of stress have surfaced: 10-12-hour days, too much screen time, intermingling of work-family time, lack of social connections and behaviors have produced stress and mental health issues.

As the new workplace takes shape, everyone agrees that a hybrid model is the way forward, one which leverages the efficiencies of remote working and at the same time addresses the social and cultural nuances.. This is a meal still in the making and of significant concern. [Click here](#) to read more.



SECTION 3: DIGITIZATION

It's not about technology. It's about change management.

One of those areas, which asks the question: 'Were we really waiting for a crisis?' The 2-3-year road maps have collapsed to weeks and 95% of the survey respondents have put in place plans for digital transformation. Learning and development, performance management and employee engagement have been the top three areas of adoption.

Further, collaborative and productivity tools have remained the same, but adoption levels have gone up. Some experiments like virtual product launches, technology enabled team engagement initiatives and virtual customer connects have also created a new excitement.

So far, a great story, but the challenges of internal alignment, change management and particularly leadership mindset in legacy organizations are still being dealt with.

[Click here](#) to read more.



EXECUTIVE SUMMARY



SECTION 4: LEADERSHIP

Future tense - Past irrelevant

Leadership is under unprecedented pressure and stress. 67% of the survey respondents reported this as the number one challenge, which COVID-19 created. Nothing in their experience or development process had quite prepared leadership teams for the last 6 months. There has been a rapid change in leadership styles, and the future is still opaque - the pivot phase saw leadership cohesion, a willingness to let go of certain beliefs and collaboration.

But the 'reimagine' phase is still ahead of us, and the question is how quickly can we acquire *Growth Energy* - Ambition & Opportunity. *Survival Energy* - Agility & Resilience. *Human Energy* - Humility & Empathy. *Digital Energy* - Digital Literacy & Change. [Click here](#) to read more.



SECTION 5: REIMAGINING THE ORGANIZATION

Follow your heart and lose your mind.

There is so much, which has been achieved. Indian businesses have put in place safety protocols and ensured business continuity. Work from home has become normal. Employee engagement has been protected and learning and development has received a new impetus. Organizations have become more empowered. There has been unprecedented absorption of digital solutions. Leadership is getting a new energy and a new purpose for tomorrow. That's a whole lot done, but the battle is not won.

Organizations are now moving to the 'reimagine' phase, where changes in organization design, work design, hybrid models, role of offices, digitization driving the business and new employment models are unleashing creative juices, which significantly break with the past. 49% of our respondents believe that the changes are so significant that they cannot be dealt with incrementally, in fact some of the participating companies have already started on this journey and taking a more comprehensive view about what is possible. [Click here](#) to read more.



EXECUTIVE SUMMARY



SECTION 6: ROLE OF HR

Become an architect - Think design

At the end of the day, this is a people crisis, and only smart people strategies will pull us out of it. In the Pivot phase, HR leaders have been agile, thinking on their feet and at the epicenter of this crisis. They have influenced their organizations to become compassionate and more people-centric.

The collective wisdom of our respondents and the industry leaders now point towards the following task ahead. (1) HR Consumerism. Building flexibility in policy and process to deal with different constituents. (2) HR Architecture. Bringing design thinking into organization initiatives. (3) Balance. Between outcome and compassion. (4) Curate the Culture. New leadership, new work design & new processes to be culturally knit together. [Click here](#) to read more.

DATA INSIGHTS

TOP 2 CHALLENGES FACED BY RESPONDING ORGANIZATIONS



67%
Pressure on Top
Leadership



Most Impacted

**Manufacturing
and Construction**



66%
Loss of Revenue



Least Impacted

**IT/ITES and
E-Commerce**

Despite the loss in revenue, organizations have taken a more humanitarian approach to deal with the health crisis.

TOP 2 STEPS TAKEN BY ORGANIZATIONS IN RESPONSE TO THE CRISIS



77%
Ensuring Safety and
Productivity



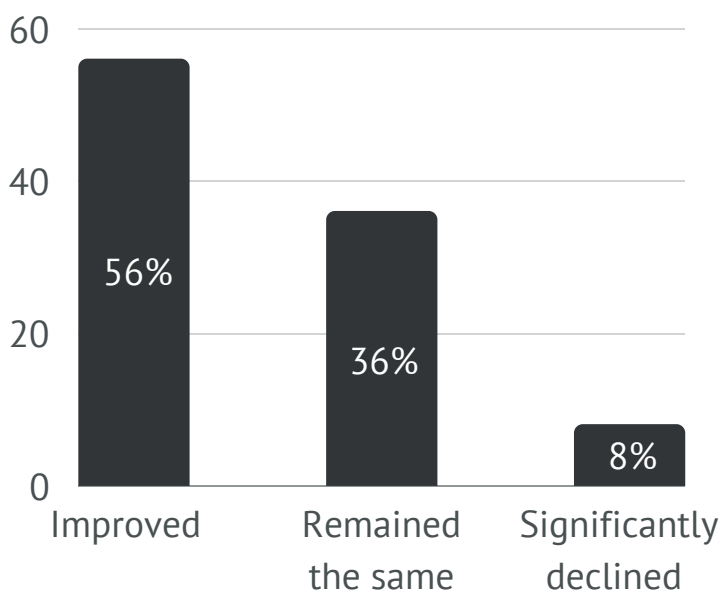
75%
Engagement and
Communication

87% say their organizations handled the crisis well

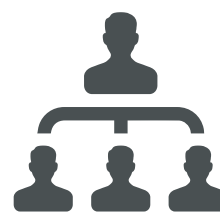


DATA INSIGHTS

92% believed employee engagement has remained the same or improved



KEY DRIVERS OF ENGAGEMENT*



90%
Line managerial connect
with employees

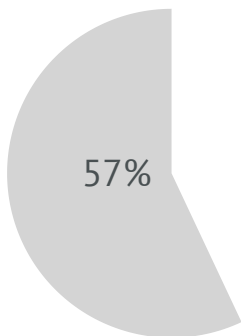


88%
HR function displaying
empathy

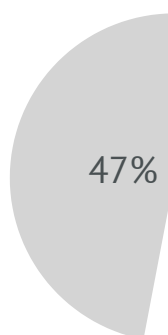
*highest scoring statements, where engagement score went up/remained the same

EMERGING EMPLOYEE ENGAGEMENT CHALLENGES

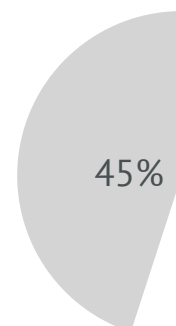
Social Connect



Work-Life Balance



Mental Wellbeing

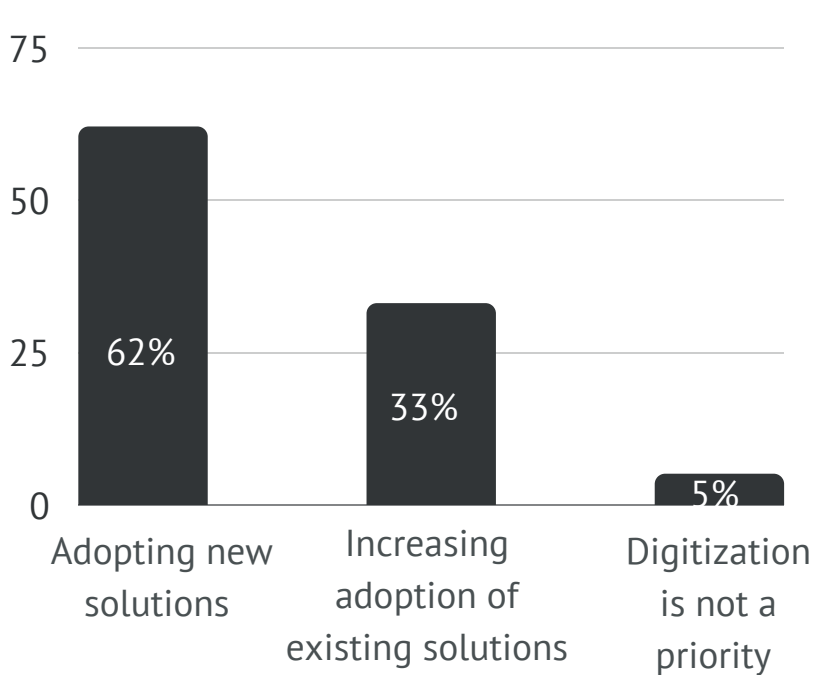


Going forward, these concerns might lead to a drop in employee engagement and productivity.



DATA INSIGHTS

95% of organizations are prioritizing digitization



NEW DIGITAL SOLUTIONS*



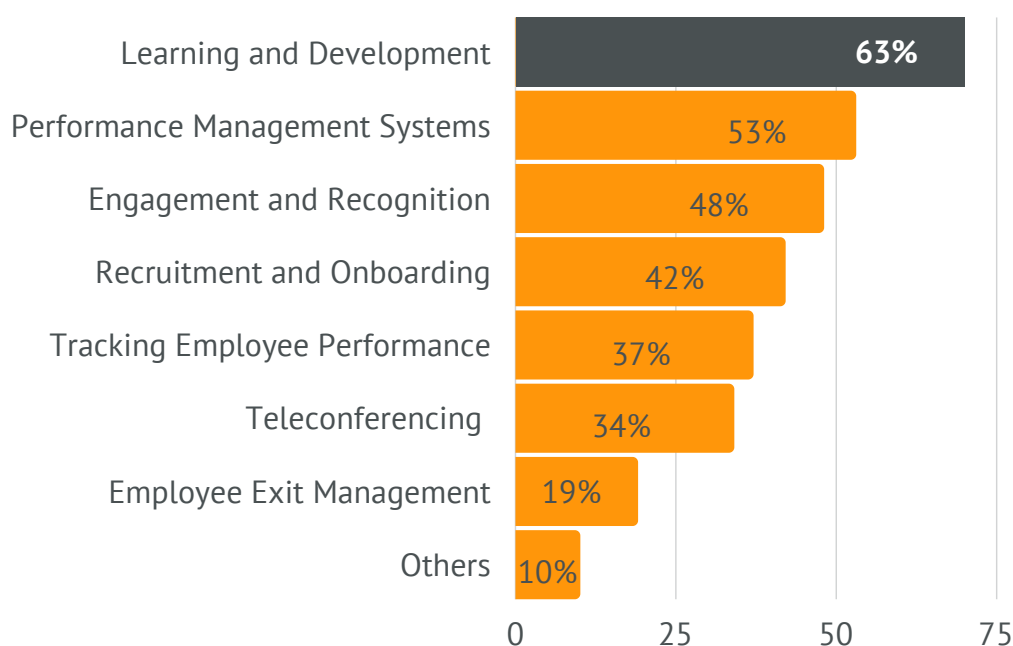
Making work from home easier and more productive



Connecting virtual teams for better performance

*highest scoring statements of companies adopting new digital solutions to improve their working (62%)

FOCUS AREAS FOR DIGITIZATION



71% companies enhanced IT training for a great learning experience



DATA INSIGHTS

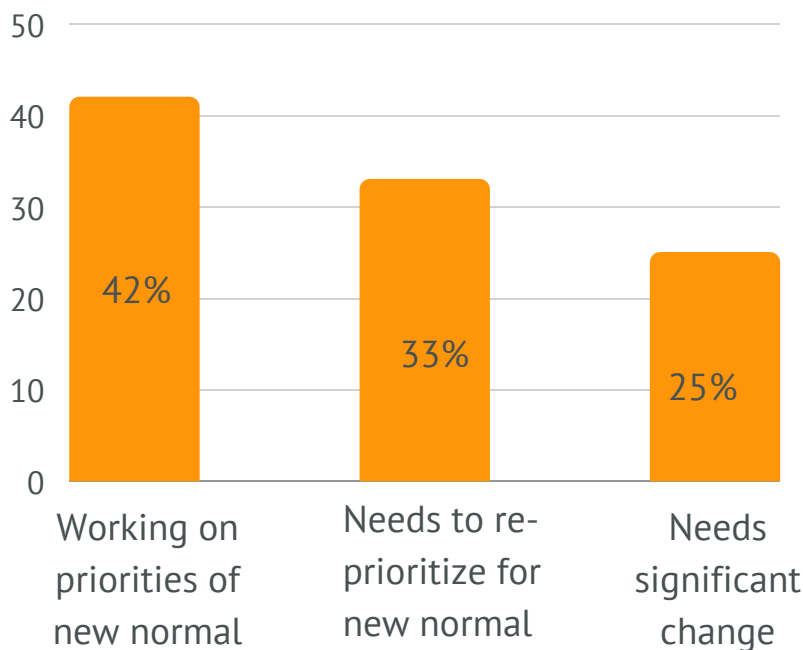
Has HR done a good job of managing the crisis?

92% of respondents believe that employee engagement improved/remained the same in their organizations

and

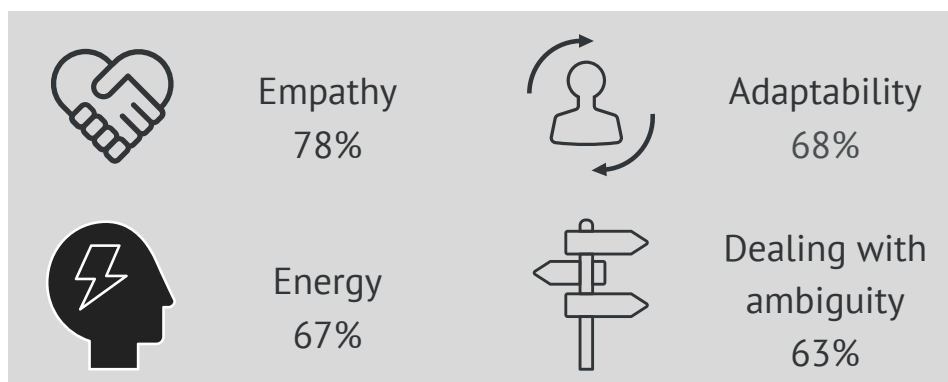
76% of respondents believe that the performance of the HR team is measured by the degree of employee engagement

CAPABILITY OF THE HR FUNCTION FOR THE NEW NORMAL



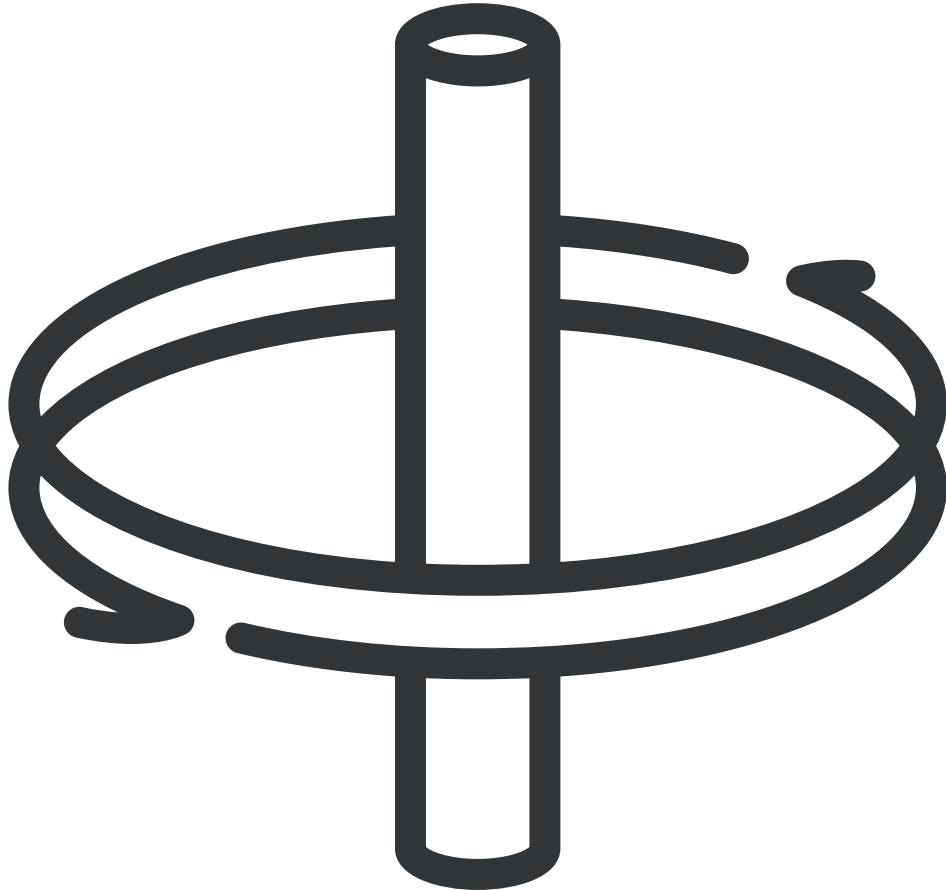
55% of respondents said that they have felt the pressure on existing HR policies & practices

SKILLS REQUIRED BY THE HR FUNCTION

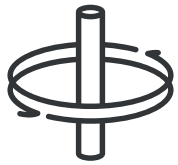


SECTION 1: PIVOT

Panicking to pivoting; Ready for battle



***These are unprecedented times and
none of us knows what lies ahead.
Prepare to pivot and pivot again.***



PIVOT

Panicking to pivoting; Ready for battle

By mid-March, much of the world was in lockdown due to the pandemic. Organizations in India responded well to this crisis and pivoted their business models successfully to ensure business continuity while maintaining a high degree of employee safety and wellbeing. Particularly impressive was the sense of urgency, compassion, planning, and business alignment displayed by organizations. Organizational culture may seem invisible during prosperous times, but in moments of crisis, its presence can be seen clearly in the collective behaviors. (McKinsey¹).

Our research showed that 87% of organizations believed they responded effectively to the crisis, Responding organizations seem to have effectively taken near-term measures of employee safety, motivation and ease of working from home. Our research also points to a shift in culture towards empowering employees and building a managerial connect.



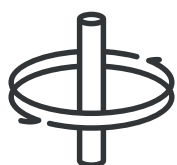
92% felt employee-engagement either stayed the same or improved since the pandemic hit.

URGENCY

The most potent example of the pivot is how quickly organizations switched to a work-from-home model and carried out the work process and technology changes necessary to facilitate this switch. Organizations moved to change swiftly and decisively; some examples include Maruti Suzuki, Tata Steel, Larsen & Toubro (L&T), VE Commercial Vehicles Limited, Mylan Laboratories, Amara Raja, Prestige Construction, UNO Minda, Mahindra & Mahindra, Arvind Fashion, Sapphire Foods, Tata Realty and Infrastructure Ltd, Sony Picture Networks, Microsoft India and Dream11. Our research indicated an urgency in how digitization was fast-tracked in the first 6 months after the pandemic hit. The urgency was displayed in how channels of communication morphed to inform, train and keep up engagement with employees and stakeholders and the promptness with which HR policies were changed, decisions taken and resources allocated.

COMPASSION

Compassion was the strongest sentiment we picked up in our conversations with leaders. SY Siddiqui, Executive Advisor, Maruti Suzuki, believes that compassion has been the bedrock of their entire leadership response to the crises.



PIVOT

Panicking to pivoting; Ready for battle

Maruti Suzuki's communication was aimed at creating a 'calming assurance'. The steps that they took produced dramatic results in terms of employee response and participation. Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja narrates an incident where more than the required number of employees turned up at work because they wanted to participate in the tumultuous changes the organization was facing.

Balachandar NV, ED - Human Resources, from Ashok Leyland, talks about how they 'celebrated compassion' and made it a nodal part of their 3-C model: compassion, collaboration and contribution. Ms. Sandhydeep Purri, Chief People Officer, Sapphire Foods, said *"The pandemic tested our values and helped us turn the tide much faster than many other organizations"*. Manu Narang Wadhwa, Chief Human Resource Officer, Sony Picture Networks, addressed the high medical costs with her employees, *"Do not worry. You are family"*. The loyalty the company gained has been extremely valuable.

“

How colleagues give back when you show care. It helped us to bounce back faster.

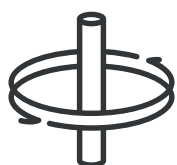
- R. Mahalakshmi, Head HR India, Mondelez International

”

Other excellent examples are Maruti Suzuki, Ashok Leyland, and VE Commercial Vehicles; the companies tracked thousands of drivers stuck all over the country and ensured that they get back home safely. Organizations exhibited compassion in health and hygiene programs, strengthened insurance policies, and special COVID-19 leave-with-pay policies. At Amara Raja employees got unlimited paid leave even if a family member, under the same roof, was taken ill with COVID-19. The company even made advance payments to farmers to ensure their wellbeing. Similarly, Maruti Suzuki introduced special leaves.

COST MANAGEMENT

Although revenue loss and cash crunch were two big shakeups reported by our respondents, organizations adopted more sustainable practices on jobs and compensation during the pivot phase. *"These were difficult decisions"*, said Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda. *"We will not leave people in a lurch, it is our moral obligation"*, echoed Sandhydeep Purri, Chief People Officer, Sapphire Foods. *"We are doing this with our heart"*, summarized Raj Raghavan, SVP & Head HR, Indigo. At Sony Picture Network and Tata Realty and Infrastructure Ltd there were no job cuts and salary cuts.



PIVOT

Panicking to pivoting; Ready for battle

The respondent at Volvo Eicher said that despite dipping demand, they haven't laid off any permanent employees and also paid up the committed variable income. Maruti Suzuki did not do any job or salary cuts, and in fact went ahead and released bonuses along with salary reviews and promotions. *"For employee health & safety, cost was never a consideration in our mind at this point"*, said SY Siddiqui, Executive Advisor, Maruti Suzuki.

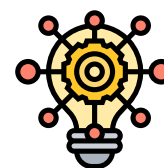
Our conversation with the Minda Group revealed that they even paid contractual labor who were unable to work through the lockdown. The leaders at crisis-hit organizations like Sapphire Foods spoke about a subsistence allowance to cover housing, food and child education instead of lay-offs and reduction of mass headcount. Indigo decided on no pay-cuts for 40% of their employees (whose salaries were below a certain threshold). In many companies, payments were merely postponed.

An amazing example is the airline, Indigo. While they reduced permanent headcount, their net promoter score (NPS) went up from 38 in January to 66 in July 2020.

As we move from the pivot phase, our research shows that 55% of the respondents are looking at redesigning organizations to make them leaner and more productive. 33% of them will review outsourced and freelance employees. How can we make our organizations more future-ready proactively?

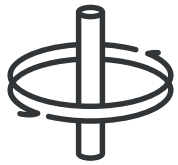
EMPOWERMENT

Empowerment was no longer about a style of functioning; it was an urgent business need necessary to create flexibility and enable decision-making. *"Whatever action you are taking is the best"*, said Suresh Tripathi, VP - Human Resource Management, Tata Steel to his people. There was no time to second guess decisions.



55% of organizations have empowered employees to make on-the-ground decisions

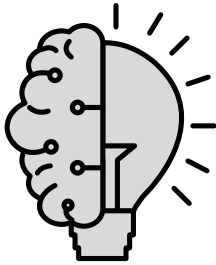
As the situation evolved in different parts of the world, responses and strategies needed a promptness never seen before. Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda called it *"Shared Leadership"*. *"Every day was a new surprise. You must delegate and allow people to take decisions. Our people experienced a renewed level of trust and the overall sense of urgency improved significantly"*, Kapoor said. Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS Inc., shared that they are encouraging people to make decisions with confidence.



PIVOT

Panicking to pivoting; Ready for battle

Maruti Suzuki calls it “*distributed leadership*” and SY Siddiqui, Executive Advisor, Maruti Suzuki, said that it flowed down as a culture from the Board to senior leadership and beyond.



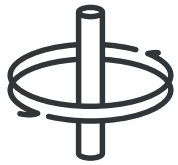
Organizations have displayed great resilience, agility and empathy in responding to the crisis.

PLANNING

Along with the severe health and humanitarian crisis, executives faced enormous business challenges: the collapse of customer demand, supply chain interruptions, economic recession, and increased uncertainty. In that context, organizations planned and thought through next steps to help them get through the crisis and kick-start their businesses. L&T, Minda Group, Tata Realty and Infrastructure Ltd and VE Commercial Vehicles were hit by the flight of migratory labor and had to gradually restart their operations through careful balancing and planning between local government restrictions, operational needs and the availability of skilled manpower. “*Our first task was to get maintenance activity organized because that’s the backbone of operations*”, says Vinod Aggarwal, Managing Director and CEO, VE Commercial Vehicles Limited.

Suresh Tripathi, VP - Human Resource Management, Tata Steel, speaks about a detailed level of planning and scenario-building. They created green, yellow & red, scenarios and developed contingency plans for each scenario, including mock trials. They thought through the related impact on numbers of people coming into work, overlapping shifts, social distancing, entry and exit points, meal timing and transport – all designed to maximize the safety of employees and the start of operations. “*We saw the signals early and prepared*”, he said.

At Sapphire Foods, 9000 employees from 355 stores across the country fled to their towns and villages when the pandemic broke. Sandhydeep Purri, Chief People Officer, Sapphire Foods was tasked with the challenge of tracking their whereabouts, ensuring their wellbeing and bringing them back to open stores. An immense planning and logistics challenge.



PIVOT

Panicking to pivoting; Ready for battle

BUSINESS ALIGNMENT

Pivoting produced business results, people came together, and collaboration levels were exemplary. In every company, the frequency of leadership meetings increased, and leadership cohesion was high. *“We were meeting twice a day to make sure that we were available to discuss and take decisions”*, says Reena Wahi, Head HR, Tata Realty and Infrastructure Ltd. Virtually all the respondent companies reported a spontaneous explosion of alignment in contributing to the cause.

There are many examples of employees coming together to go beyond the scope of their regular roles to improve business performance. As a result, Indigo is at 50%, Sapphire Foods is steadily moving towards pre-COVID levels, Mylan Laboratories and Amara Raja are at 100% of pre-COVID-19 operations today. Prestige Construction reported the one of the best Junes for housing sales. UNO Minda is moving towards pre-COVID-19 levels of productivity. Tata Realty and Infrastructure Ltd is 80-90% operational with a flexible work-from-home model. Maruti Suzuki has reached, and in some cases exceeding pre COVID -19 levels of operation.

Management at Tata Steel realized that their preferred way of working in verticals was causing a large number of people to come together in one place. One infected person would put many at risk. They created self-sufficient workgroups of 8-10 people – pods and thought through different scenarios and protocols. The protocols included staggered shift timings, independent point of entry and exit, staggered mealtimes, spaced seating, and even a protocol to ensure traceability if there was a “breach of pod”. They set up 3000 pods and were able to manage employee safety as well as operations.

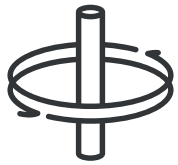
The reality of how companies are dealing with the crisis and preparing for the recovery tells a promising story of how business models are pivoting to ensure short-term survival along with long-term resilience and growth. Pivoting is a lateral move that steers organizations towards a new existence characterized by shorter value chains, remote work, social distancing, empowerment and greater technology use.

“

”

VUCA looks like a dinky toy when compared to this disruption

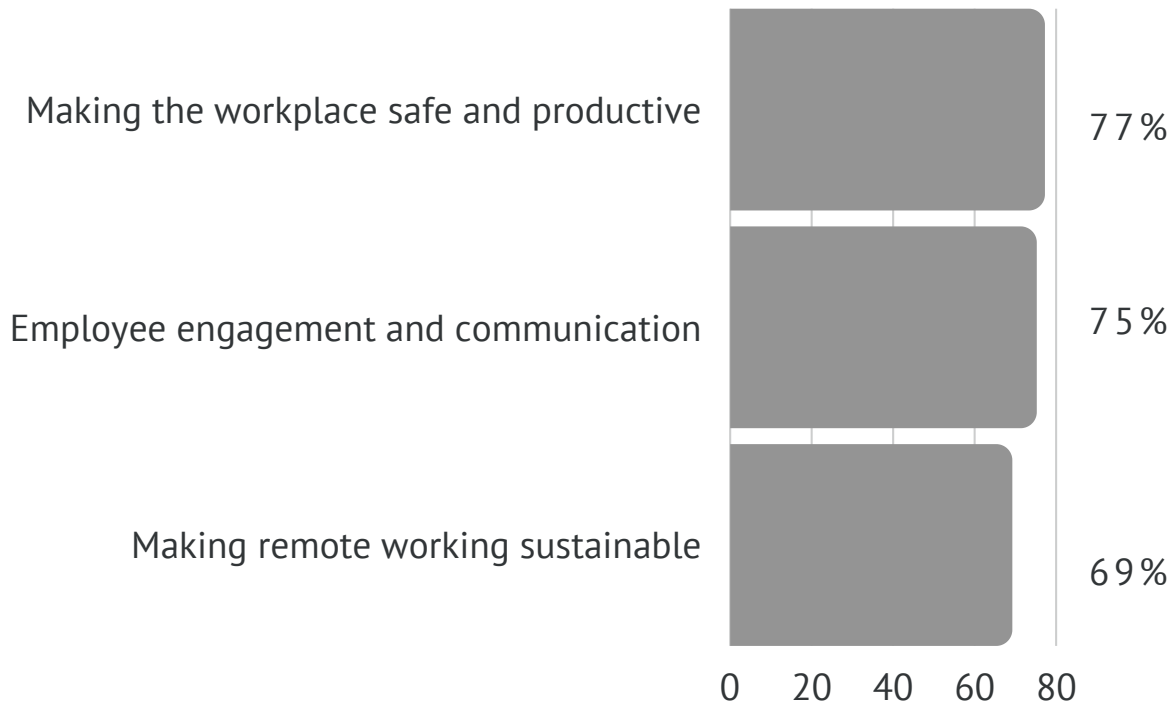
- Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda



PIVOT

Panicking to pivoting; Ready for battle

HOW WELL ARE WE PIVOTING?



“Employee wellness is the top priority”

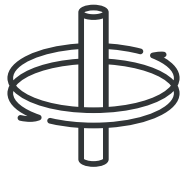
- Udbhav Ganjoo, Head of HR - Global Operations,
India, Emerging Asia & Access Markets, VIATRIS Inc.

87

% of respondents that believe their
companies have responded
effectively to the crisis

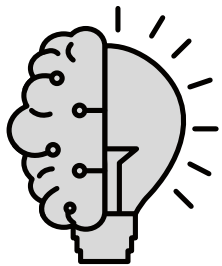
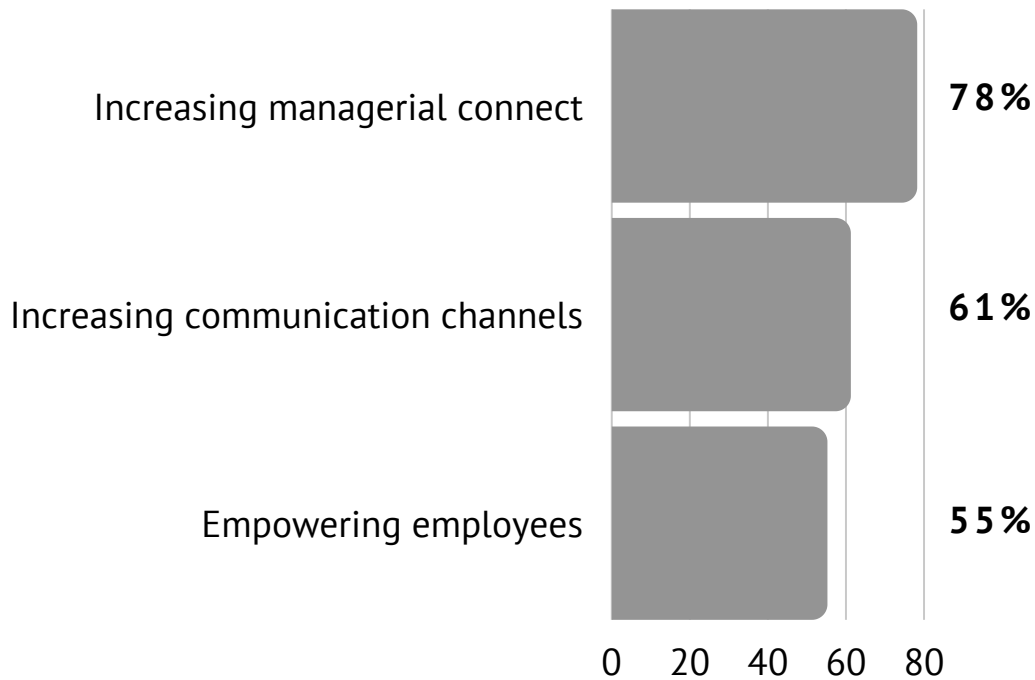
82

% of manufacturing companies are
redesigning workplace to make it
safer and productive



PIVOT

Panicking to pivoting; Ready for battle



The reality of how organizations are dealing with the crisis tells a promising story of how business models are pivoting

92

% of respondents believe that engagement has remained same/ improved

83

% of IT/ITES companies saw an increase in employee engagement

SECTION 2: REMOTE WORKING

It is not only about efficiency. It's also about social capital.



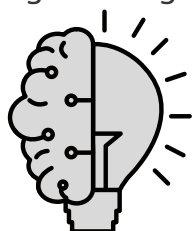
The pandemic has forced us to adopt new ways of working and to reimagine the role of offices



REMOTE WORKING

It is not only about efficiency. It's also about social capital.

The most visible and talked about change is remote working, and it is here to stay. Research by McKinsey and Company² showed that 80% of people across industries enjoyed working from home. Talentonic research highlighted many stories of people liberated from long commutes and extensive travel who welcomed the flexibility of remote working and a better work-life balance. The leaders saw an improvement in productivity even when discussing topics like performance evaluation, product launches, hiring or budget planning which were historically always 'in-person' discussions.



19 of the 20 leaders we spoke to reported that they saw an increase in productivity from virtual meetings

While WFH was a first-time experience for employees at Uno Minda – however, white collar productivity saw a 20% jump. Mylan Laboratories is at 100% of pre-COVID-19 output with over 3000 staff members working from home. Maruti Suzuki is at 100% of pre-COVID-19 productivity with 75% of its office staff working from home. Indigo is at 50% of pre-COVID-19 capacity utilization, while declaring that 25% of its workforce will work from home permanently.

The Information Technology and the Information Technology Enabled Services sector settled into remote work easily. *“We had the technology, and we had the culture”*, says Shipra Singh, Director Human Resources, Microsoft India. *“One-on-one conversations went up during this period”*, Singh observed. The old economy sector is not remote-work-friendly and may in the past have looked upon it with an element of mistrust but has now embraced it with arms wide open. *“The very thought process of work-from-home was new to manufacturing”*, says Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda. *“A Work-from-home culture for a brick-and-mortar company like ours is a huge mindset change”*, says Reena Wahi, Head HR, Tata Realty and Infrastructure Ltd. *“Maruti never believed in WFH. This was a huge learning.”*, says, SY Siddiqui, Executive Advisor, Maruti Suzuki. But COVID-19 made it a reality for Tata Realty and Infrastructure Ltd, UNO Minda and others like Maruti Suzuki, Tata Steel and Mylan Laboratories. To underline the trend, it is not work-from-home, it is *“work-from-anywhere”*. Morneau Shepell and Ashok Leyland permitted employees to go back to their families in satellite cities.



REMOTE WORKING

It is not only about efficiency. It's also about social capital.

We believe this forced work-from-home experiment is leading to a paradigm change for many organizations that are now questioning the old ways. Vinod Aggarwal, Managing Director and CEO, VE Commercial Vehicles Limited, made an important observation: *"We have never done customer reviews and product launches as effectively as now."* He is not going back to the old ways, he adds.

The difference between 2013 (when companies like Yahoo and HP tried remote working) and today is that remote working fell on us like a bolt of lightning and companies had to respond within days. Health was and is a big issue, and there is a cessation of economic activity. Financial and health insecurity mixed with a rapid change in work methods and lifestyle has been a tough cocktail.

SOCIAL CAPITAL

A debate has exploded on the impact of remote work on social capital. Remote working has helped to pivot and kick-start businesses, but the office space was never about finding a desk or a printer to use. Companies took care to design their workspaces to foster a certain culture, and office events were carefully curated to provide a cultural experience to produce a mix of pride, loyalty, collaboration and teamwork. This way of working was an important laboratory, which encouraged best-in-class performance and an atmosphere of shared trust.

In 2013, Yahoo's CEO Marissa Mayer had ended the company's remote-working experience, observing that the company needed to become *"one Yahoo"* again, pointing towards the obvious danger of multiple cultures emerging and leading to unpredictable behavior on different teams.

Without hallway conversations, lunches together and multiple accidental interactions, how do you create substitutes for personal connection moments, necessary for people to thrive? *"The physical office is the thread of the culture. Creative processes requiring ideation, brainstorming and building on each other's ideas thrive on personal relationships"*, says Manu Narang Wadhwa, Chief Human Resource Officer, Sony Picture Networks.

“We are used to hunting in packs and we miss that”

- Raj Raghavan, SVP & Head HR, Indigo.



REMOTE WORKING

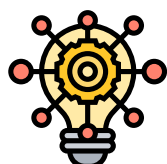
It is not only about efficiency. It's also about social capital.

The danger is real, points out Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro, and warns that we need to be careful. *"It's a very pertinent worry"*, says SY Siddiqui, Executive Advisor, Maruti Suzuki. How to create a 'high tech and high touch' organization is the challenge he throws. Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS Inc. and Kevin Freitas, CHRO, Dream11 believe that more profound thought is required on the impact of prolonged remote working. Customer service organizations such as Indigo point to the difficulty in establishing rapport, making eye contact and smiling at the customer while wearing a mask and a headgear. Even the customer is now looking for safety rather than rapport. Dr. Prince Augustin, EVP - Human Capital and Leadership Development, Mahindra & Mahindra and R. Mahalakshmi, Head HR India, Mondelez International agree there are pitfalls but also point out that it is up to HR to take into account the workspace of today, virtual and physical, and be the architects and visualize the change they want to curate.

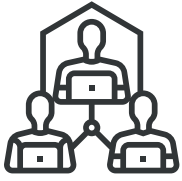
We also saw examples of positive attempts at engagement programs which establish social connect and keep boredom and frustration at bay. Henkel a chemicals and consumer goods company runs virtual weekly talent shows where employees display their talents (Henkel's Got Talent). Tata Realty and Infrastructure Ltd, a real estate company has invested in a social tool that allows them to engage with employees, build brand advocacy and connect through gamification. Many organizations have a *"Friday Happy Hour"* where employees get together informally to connect and celebrate the week gone by. Encouragingly, the Boston Consulting Group's³ COVID19 Employee Sentiment Survey in its study of the U.S, Germany and India found that employees satisfied with social connectivity are more likely to maintain or improve productivity on collaborative tasks.

MENTAL HEALTH

There is consensus on the need to manage employee wellbeing. The Willis Towers Watson survey⁴ finds that nearly two-thirds of respondents (64%) anticipate facing higher than normal levels of employee stress and anxiety over the next three to six months.

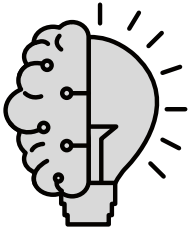


Research by Talentonic shows that one of the top three employee-engagement challenges organizations face is mental health and wellbeing-related issues (45%).



REMOTE WORKING

It is not only about efficiency. It's also about social capital.

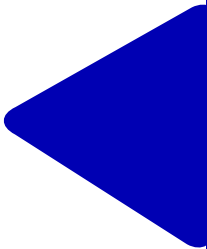


Today's work from home may not translate into the 'new normal'. It will be mix of on-site and remote working.

Companies are using coaches, and apps like Headspace or Calm, to help employees and their families. They are organizing yoga classes, cooking classes, meditation classes virtually. Dream11 encourages people to take 'digital breaks' to rest and re-energize themselves. Mondelez India uses a fitness app, expresses gratitude towards the employees more often and also encourages a digital detox time. Despite all this, Raj Raghavan, SVP & Head HR, Indigo feels that *"HR is underprepared for dealing with mental health issues. This is hard work still to be done. It's not enough to introduce APPs. There is a change in orientation required"*

Perhaps the best example we saw was the work from home pledge⁵ by Arvind Krishna, Chief Executive Officer, IBM. The pledge is a comprehensive understanding of the problem and the solution.

In India, less than one-third of the CEOs saw over 25% their workforce continuing to work from home¹² because their jobs require them to be physically present, such as operating machinery, helping customers or patients. Therefore, a hybrid model that allows a win-win solution will likely emerge. There are clear advantages in both the models but *"neither extreme will work"*, says Shipra Singh, Director Human Resources, Microsoft India. McKinsey⁶ speaks about six possible solutions on the continuum between almost entirely on-premises and almost entirely off-premises optimizing the cost of real estate, productivity, and ability to access talent. HR needs to find its solution that fits the organization.





REMOTE WORKING

It is not only about efficiency. It's also about social capital.

69% organizations want to make work from home a more enduring / longer term & sustainable strategy

WHERE ARE WE ON THIS JOURNEY?

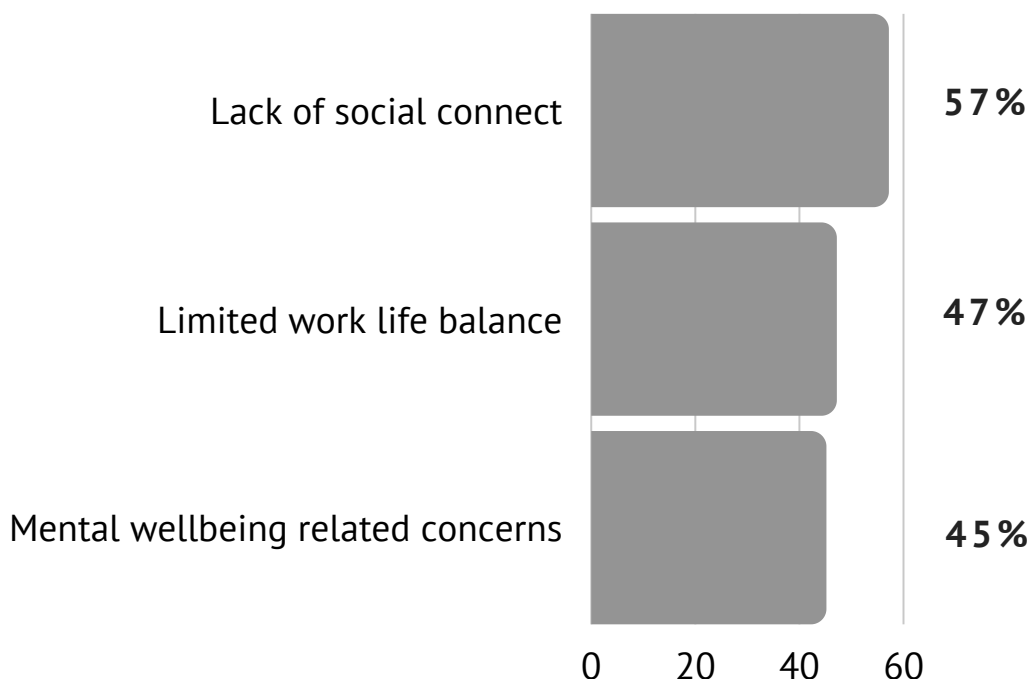
68

% of organizations have introduced / revamped flexible time / remote working policies

63

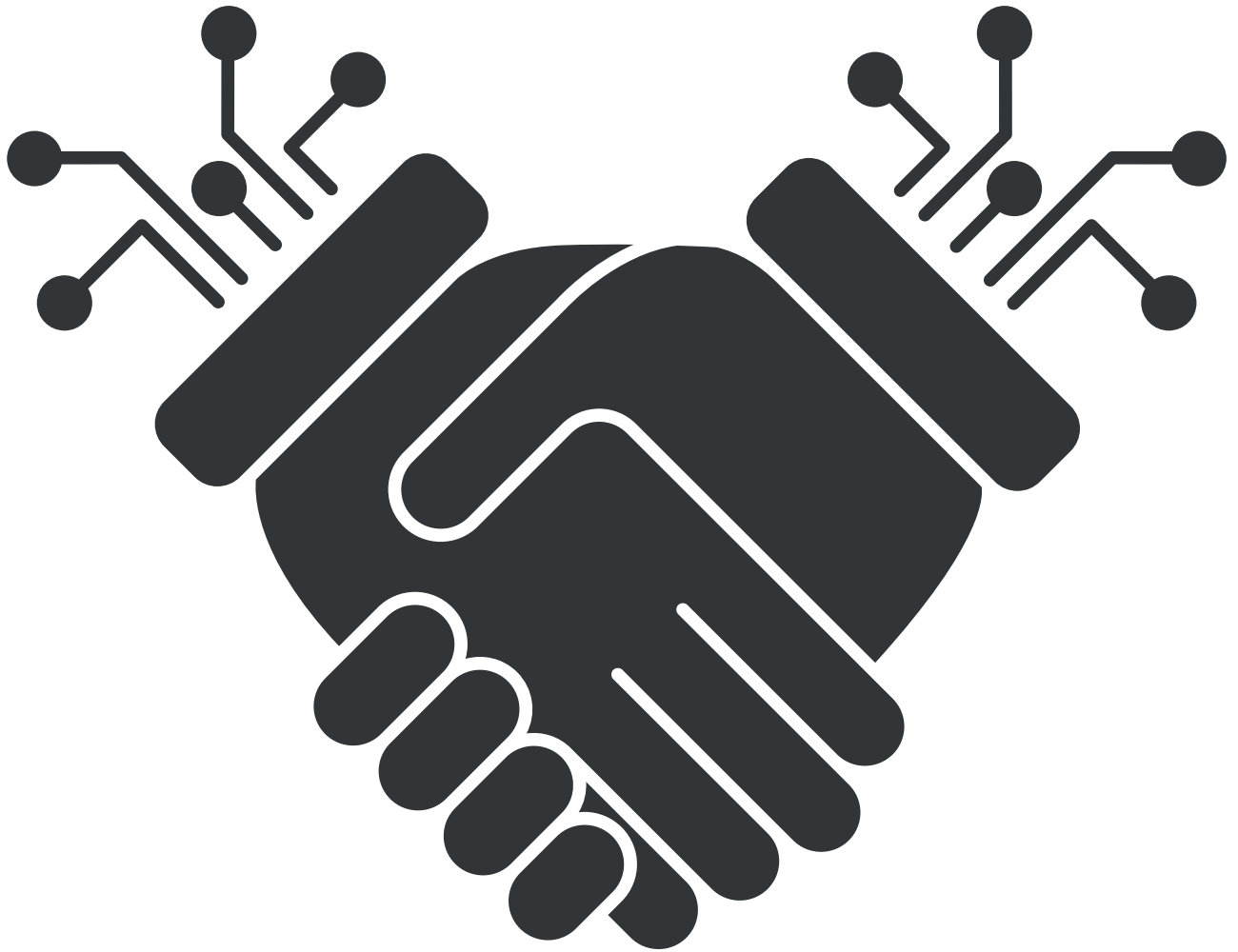
% of organizations are innovating to connect virtual teams for superior performance

WHAT IS THE IMPACT ON THE SOCIAL CAPITAL?



SECTION 3: DIGITIZATION

It's not about technology. It's about change management.



“We have seen two years’ worth of digital transformation in two months”

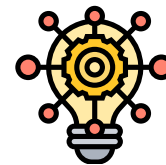
- Satya Nadella, CEO, Microsoft



DIGITIZATION

It's not about technology. It's about change management.

Digitization has become the backbone of the post-COVID recovery. Respondents to the Talentonic survey unanimously agreed that the multi-year digital transformation road map collapsed to weeks due to the health pressures unleashed by the pandemic. Nothing demonstrates the 'power of the possible' better than the accelerated adoption of digitization in organizations. Our research shows that 62% of organizations that have made digitization a priority, said they had adopted new tools and technologies with a focus on facilitating business continuity in the form of remote working and connecting virtual teams.



95% of organizations have made digitization a priority

ACCELERATED PROGRESS

Vinod Aggarwal, Managing Director and CEO, VE Commercial Vehicles Limited is ecstatic with how behaviors have changed. R. Mahalakshmi, Head HR India, Mondelez International is amused as she comments, *"the joke is that COVID is the biggest Chief Digital Officer"*. Rakesh Khanna, CEO, Orient Electric says, *"these tools and technology have always been with us. Why didn't we use them sooner? This is so much more efficient"*.

We noticed widespread and accelerated digitization in virtual meetings, employee lifecycle management, employee engagement, virtual customer experiences, and learning and development. VE Commercial Vehicles Limited reported a huge uptick in the adoption rate of their performance management system.

Many organizations have continued to hire through the pandemic and are onboarding, training, managing, and promoting their employees. Technology and digitization have played a pivotal role in these practices. Video interviewing, online onboarding, managing internships remotely, etc. are a few examples of effective adoption of technology in the HR domain. At L&T, Dream11, Morneau Shepell and Spectranet, onboarding programs were made digital. L&T converted their landmark development center process into a 100% digital process. Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro hopes one day to land at a hybrid process which he calls 'Phyzitisation'; perhaps missing some of the face-to-face interactions. Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS Inc. admits that a shift to video interviewing was tough (given his preference for face-to-face interviews) but necessary at this time.



DIGITIZATION

It's not about technology. It's about change management.

Both VE Commercial Vehicles Limited and Prestige Construction have found a great business advantage in creating virtual customer experiences. VE Commercial Vehicles Limited has relied on digitization for product launches. Executives in both organizations asserted that they would not go back to the old model. Sales of houses have increased dramatically at Prestige through the digital channel ever since the company adopted this virtual technology.

“
Simple and digital customer experiences, which go right the first time at a lower cost, have become essential for continued growth
- Boston Consulting Group⁷”

Digitization has supported sustainable operations in so many different ways. Many manufacturing companies reported in-house ‘Arogya Setu’ applications to ensure social distancing and traceability. “*We knew where our people were at any point in time*”, said Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja. Apart from facial recognition & contact less attendance systems the ‘Minda Care’ App connected many daily operations like entry, exit, health status and travel related information etc. Tata Steel digitized –and made the process touchless – the movement of material-handling vehicles in and out of the premises. The waiting time reduced, turnaround time went up, and health concerns were addressed.

Tech Mahindra installed a touchless system for biometric attendance which works on a face-recognition system. They also implemented a ‘BookMySeat’ concept, wherein employees could book their workstation, before going to office, whilst maintaining social distancing. BCG⁸ talks about how the crisis has highlighted the link between business continuity and new digital-first approaches. Technology is proving to be a critical lifeline in efforts to solve operational issues.

EMPLOYEE ENGAGEMENT

Employee engagement and connection has been another area of focus. “*Collaborate digitally*” was a theme which Ashok Leyland adopted and set up 48 virtual cultural clubs to improve connect with employees and families. Tata Realty and Infrastructure Ltd has invested in a social tool for greater engagement with employees, building brand advocacy and digital connect through gamification. Mondelez International uses a fitness app to promote the physical and emotional wellbeing of its employees.



DIGITIZATION

It's not about technology. It's about change management.

MakeMyTrip and Morneau Shepell have initiated an emotional counseling app. Genpact is reporting real-time employee sentiment-tracking using an AI-powered tool. SY Siddiqui, Executive Advisor, Maruti Suzuki, reported the very effective use of crowdsourcing for generating so many of the kaizens which were implemented. Johnson & Johnson is talking about an employee-sentiment analysis every week. Medtronic and MakeMyTrip have a BOT for obtaining employee feedback. Monday.com has helped Dream11 create accountability and transparency as they operate from over 450 individual offices.

Learning and development have emerged as a priority. Genpact has moved to 100% virtual learning on their 'Genome' platform. Natural Remedy adopted a virtual learning platform during this period. Airtel reports that they have increased focus on reskilling and learning - using digital platforms. Anarock has been able to digitize their learning modules. Sarovar Hotels is working with Google Classroom. Landmark Group is digitally working on enhancing design thinking to improve customer skills. L&T is quite proud of its shift during this period from LMS to 'ATLnxt', a recommendatory content platform. *"It's worked brilliantly"*, said Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro. Employee adoption has been better than expected, he asserts.

It's been a great story in parts. Still, there have been challenges that the participating organizations are working on and will become a focus for HR in coming months. Talentonic research shows that the top two challenges in digitization are (1) difficulty in shaking legacy issues especially predominant at senior leadership levels, and (2) creating synergy between departments.

For HR today to firmly demonstrate the business value of digitization in terms of its impact on health, on engagement, on productivity and cost, on customer connect and collaborative working is easy. Nobody questions these investments. However, internal alignment and change management could be standing in the way of turning our early successes into a more broad-based reimagining of employee experience.

It has become clear that COVID-19 is radically amplifying the adoption of new technologies, and organizations will soon need to redefine their digital strategy to give themselves the best chance for a brighter future in the new normal.

“The biggest constraint to digitization today is our mind”

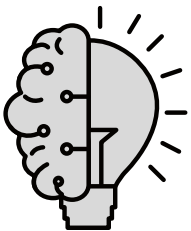
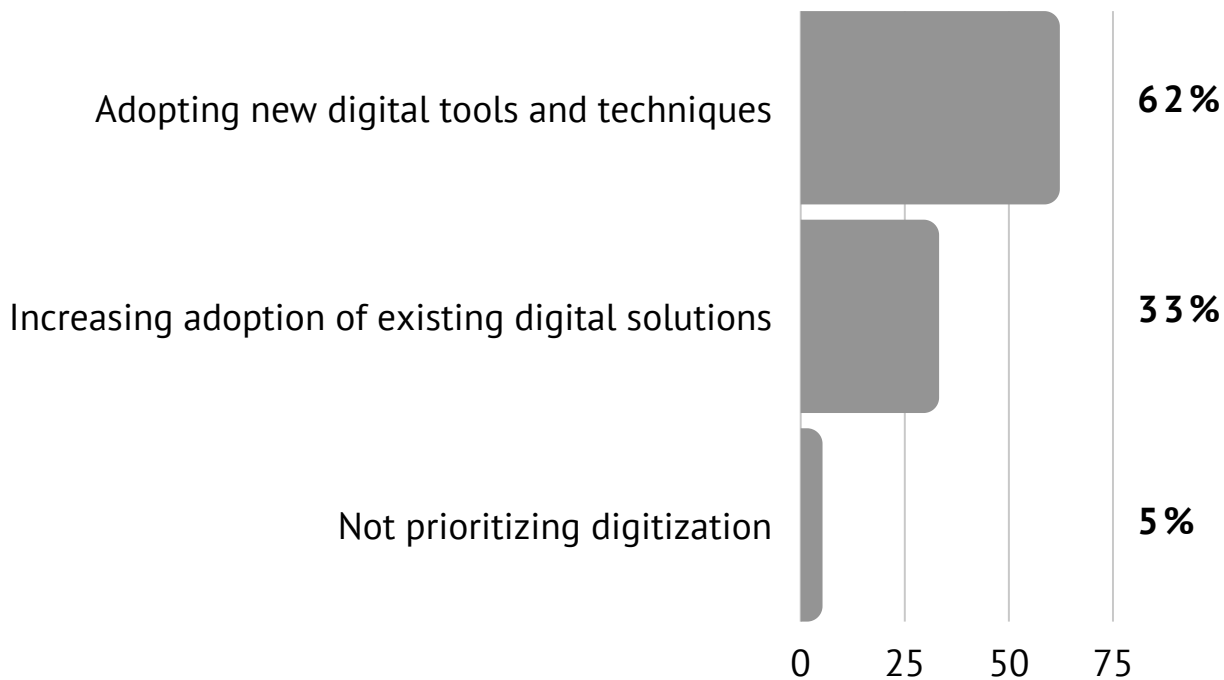
- Kaushik Das, Learning and Development Partner, Siemens



DIGITIZATION

It's not about technology. It's about change management.

PACE OF DIGITIZATION



Digital adoption has taken a significant jump at both the organizational and industry levels

CONSTRAINTS FOR DIGITIZATION

51

% of manufacturing companies are finding it difficult to shake their mindset and way of doing things

40

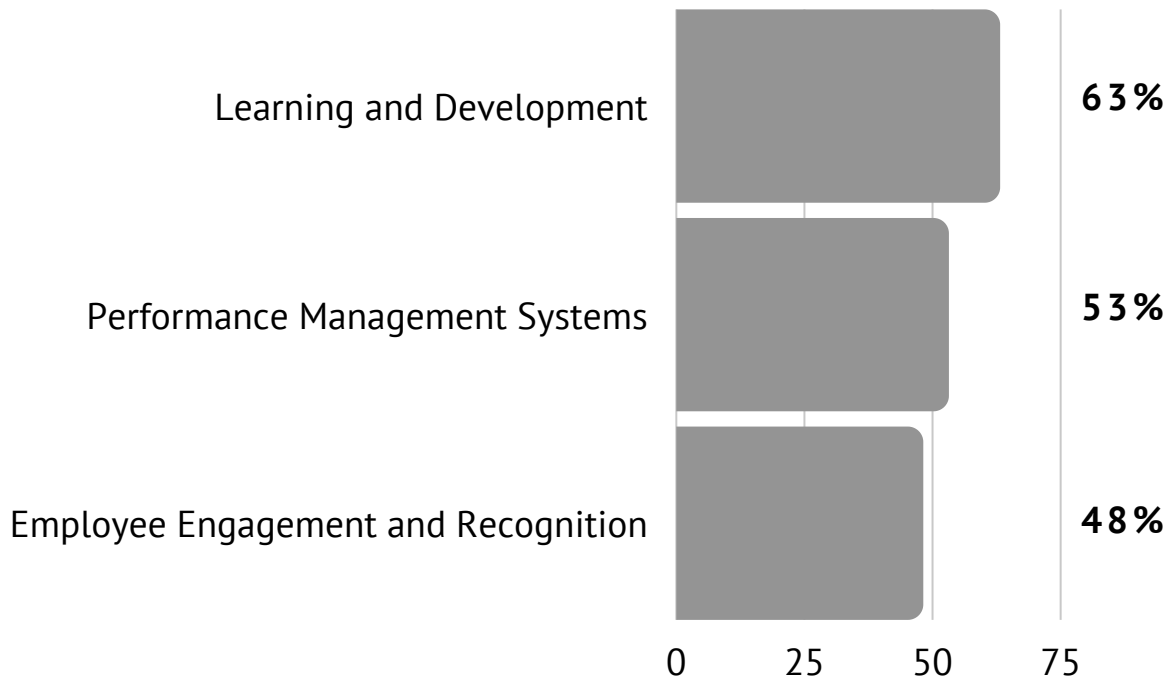
% of consumer goods and pharma companies are facing challenges of creating synergy of processes between departments and functions



DIGITIZATION

It's not about technology. It's about change management.

FOCUS AREAS FOR DIGITIZATION



THIS IS JUST THE BEGINNING OF THE DIGITAL JOURNEY

37

% organizations are investing in tracking employee performance while working from home

77

% believe that digital mindset will be the most needed skill in the new normal

SECTION 4: LEADERSHIP

Future tense - Past irrelevant



“ CEOs are expected to have a mindset of a warrior and a heart of a savior ”

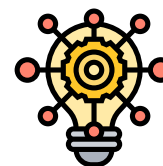
Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja



LEADERSHIP

Future tense - Past irrelevant

Talentonic's research shows that pressure on leadership teams is the biggest challenge impacting organizations today – more so than the loss of revenue. That's evidence of how comprehensive and broad the challenge has been and how deep is the leadership crisis we face. There are three reasons why this could be happening.



67% of participants say pressure on leadership teams is the biggest challenge that has impacted their organization

- 1. The economic and business crisis is huge and stressful.** The Indian economy is expected to contract by 10%. Over 60% of the respondent companies have seen a serious impact on revenues and cash. In our sample, there are sectors such as aviation, projects and EPC, manufacturing and restaurant chains which have seen a virtual cessation of operations in the first few months. That must have created a huge pressure on businesses.
- 2. Leaders were thrown into uncharted territory.** Leaders were underprepared and had to make rapid changes to their leadership styles. They have been developed for scalable efficiency. They are great problem solvers and decision-makers. Confident and firm. *"Our leaders are used to telling. Our leaders are not used to exploration",* agree executives at two large manufacturing groups, while explaining the change they had to go through in leadership functioning.
- 3. The future is opaque.** The current situation is like going through a dark tunnel with a flashlight. You can only see that far. Virtually all our responding companies have reported having to crash planning and lead times. *"This was unprecedented and so there was no playbook",* says SY Siddiqui, Executive Advisor, Maruti Suzuki. *"We live month to month and have no plans beyond that",* said the CEO of a large manufacturing firm. *"There was a point in time when we were focusing on our business performance by every day and week, we are now moving into our regular performance management cadence",* said Sandhydeep Purri, Chief People Officer, Sapphire Foods.

McKinsey⁹ refers to the COVID-19 crisis as a once-in-a-century event; no training or experience, in previous downturns, has prepared CEOs for this. To be fair, despite the above challenges, leaders have responded with agility, and there has been significant progress on the ground.



LEADERSHIP

Future tense - Past irrelevant

There have been changes in how organizations function, most people we spoke to pointed to an increase in the frequency of leadership meetings leading to greater cohesion, willingness to change, and increased collaboration across stakeholders. Organizations like Mylan Laboratories and UNO Minda have reported a shift in their leadership conversations, resulting in a better balance between business and people issues.

“

We are all standing there frozen like a deer in the headlights of a car. Its fear

- Jayaram Easwaran,
Author and Leadership
Advisor

”

The question which many of our respondents raise is that if there is so much multi-tasking and stress then who is looking after the CXO? Their skill, their stress and the need for them to create an appropriate balance in their lives. Shipra Singh, Director Human Resources, Microsoft India recognizes this need as she says, *“As CXOs step up on their leadership for organizations and teams, self care becomes very important”*. R. Mahalakshmi, Head HR India, Mondelez International, agrees that *“we need to be better role models of all that we preach others”*. *“It’s a tough job”*, says Manu Narang Wadhwa, Chief Human Resource Officer, Sony Picture Networks, but has little doubt that leadership will come out of it stronger. *“Who is protecting the CEO’s back?”* asks Raj Raghavan, SVP & Head HR, Indigo. *“We should not become the cobblers children. Making shoes for everyone but barefoot ourselves”*

The leadership which will inherit tomorrow is being created today. Over the last six months, the leadership of the future has been a subject of considerable comment. If experience and the past have indeed to be discounted, then there are four personalities, which have emerged from our discussions with the responding companies and study of the literature.

THE GROWTH ENERGY.

These are leaders with energy and ambition. They see opportunity in the future and have the courage to grasp it. They are driven by a sense of purpose and a larger and more sustainable view of what they do. They are ambitious for themselves and those around them. They take risks and are continually visualizing the future rather than waiting for it to happen. They instill hope. They are the future energy.



LEADERSHIP

Future tense - Past irrelevant

THE SURVIVAL ENERGY.

These are people who have resilience, agility, and tenacity to live long and survive. They navigate through difficulties. They can change direction quickly and may not have too much patience for procedure, process and bureaucracy if these stand in the way of desired outcomes. They can take setbacks in their stride and are strengthened by storms. They recoup quickly and have the energy to fight on.

THE HUMAN ENERGY.

They are humble but not weak. They ask questions and listen for answers. They understand and respect diversity in all forms and appreciate the human chain of effort which distinguishes between good and great. They know that what the world is passing through is a human and not an economic crisis, and that's how it must be dealt with. They have compassion and understand what it means to combine for creating performance.

THE DIGITAL ENERGY.

Leaders exhibiting this energy are comfortable in the new world, have high digital dexterity, are quick at, and enjoy learning new skills. They have the skills to live and work in a society where there is easy access to information across multiple devices. They are well-informed, but not captive to digital sources. They understand the opportunities which can be created by digital technologies in improving performance and sometimes even creating new business opportunities. They are not geeks; just comfortable in their digital skin.

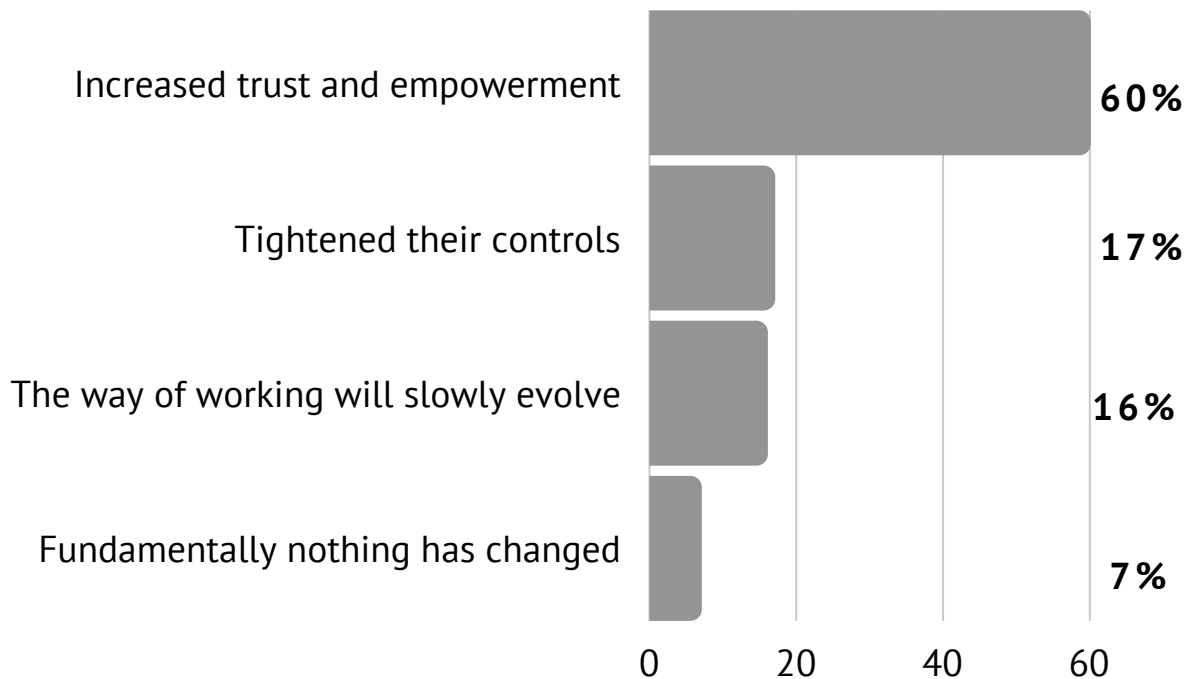
This crisis is an unnerving test for leadership teams everywhere. As leaders deploy their strategies to overcome this crisis, the four energies identified by the respondents will be valuable for leaders looking to survive and grow. There is some way to go, and our respondents speak about this leadership transformation with confidence and conviction.



LEADERSHIP

Future tense - Past irrelevant

LEADERSHIP'S RESPONSE TO THE CRISIS



% of respondents who agreed with the above statements

72

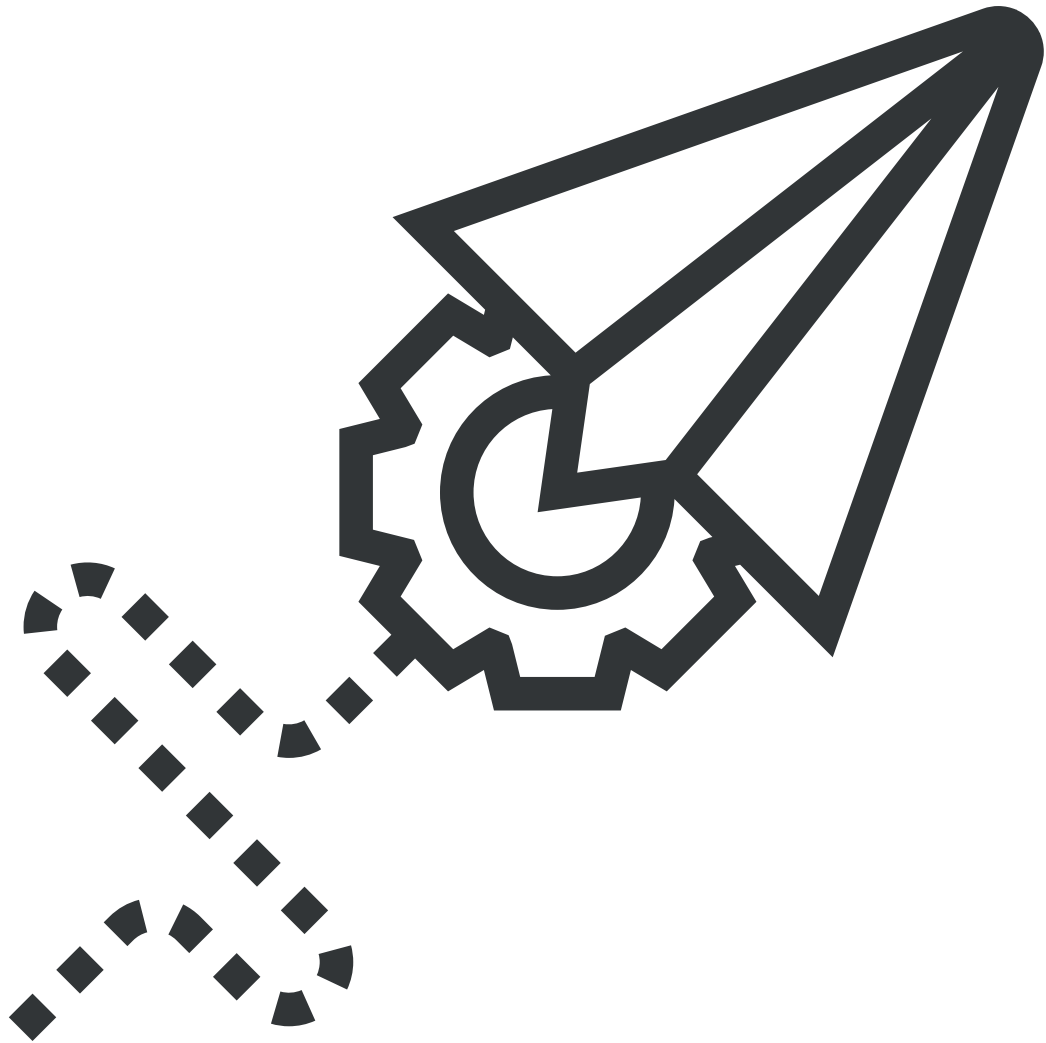
% leaders are dividing their time equally between business and people / cultural issues in order to deal with the crisis

67

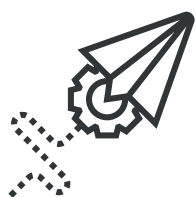
% believe that pressure on top leadership is the most important challenge faced during the crisis

REIMAGINING THE ORGANIZATION

Follow your heart and lose your mind.



*It turns out that the
future we are talking about is
here and now*

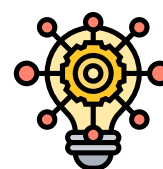


REIMAGINING

Follow your heart and lose your mind.

The speed of the pandemic surprised us all. The crisis created over the past few months resulted in fear of survival and played a big role in how we behaved. Work habits and rituals changed beyond recognition, and as noted earlier in the report, organizations pivoted, ensured safety for their employees and kick-started businesses. An article by the Boston Consulting Group¹⁰ states that companies have reacted effectively to the crisis but are less active on forward-looking measures. Research by Talentonic highlights that HR-led discussions around the role of the office and work in the new normal have low priority (40%).

Very soon, if not already, the word 'reimagining' will be attached to every corporate initiative; we will have webinars, books, training programs and consultants offering quick solutions in four easy steps. Sanjay Behl, Co-Founder and CEO, Nextqore Inc., believes that, "COVID-19 has pushed us so much that 5-6 years from now we will marvel at people who were reborn at this time, thought differently and shaped their industries".



Talentonic's research shows that 49% believe that resulting changes will be so substantial that it is better to reimagine the organization than deal with incremental changes.

Is the power of the past limited as a filter to create the future? Dr. Prince Augustin, EVP, Human Capital and Leadership Development, Mahindra & Mahindra, speaks excitedly about the power of visualization: "You can create what you can think".

Augustin at Mahindra & Mahindra and R. Mahalakshmi, Head HR India, Mondelez International talked about curating a virtual work organization of the future. In the end, the value of experience is limited, and we are all equal in facing the future with the skills at our command. This is what Manu Narang Wadhwa, Chief Human Resource Officer, Sony Picture Network calls the "premiumization of skill".

Organizations are making fundamental changes and not incremental or knee-jerk reactions. When revenue is down 70-80%, the short-term measures of renegotiating rentals, cost-cutting or introducing non-core tangential products are not enough.



REIMAGINING

Follow your heart and lose your mind.

This is an opportunity for reinvention. As businesses start to recover across sectors, there is a heightened realization that they need to become more agile in the business model as well as in internal structures and processes, to be more aware of potential threats and what the confluence of technologies, talent and sheer ambition is creating in their neighborhood. Look over both your shoulders. You don't know who may be competing with you. Internally as well, some of the changes in structure, design, decision making, policy, style & culture may require more permanent changes as we move from surviving to growing. McKinsey¹¹ classifies the search for a new identity along the following questions: who we are, how we operate, and how we grow. Leaders may not have had the time to reflect on these questions as they grappled with the daily challenges of the pandemic.

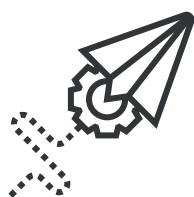
Some organizations are redesigning products, services and work experiences to meet new demands and requirements in this new world. Here are some examples.



Suresh Tripathi, VP - Human Resource Management, Tata Steel, asks what “*go to work*” means in a steel plant. If you took the pulpit of a blast furnace and replicated that technology at home, you could manage the blast furnace operations from anywhere. He also talks about an experiment in creating their employees into gig workers, starting with the maintenance team.



Maruti Suzuki is well on the way to a permanent reset using the principles from their legacy and learnings from the last six months. One principle which SY Siddiqui, Executive Advisor, Maruti Suzuki holds forth as a beacon is that “*we have to selectively delete our past*” on the path to becoming ‘globally competitive’. This is bringing a change in leadership towards simplicity, modesty and listening. This is bringing change in the mindset towards digitization, a higher acceptance of remote working and use of AI and this is bringing change in the HR orientation towards transformation through a much higher degree of customization and differentiation in employee contracts.



REIMAGINING

Follow your heart and lose your mind.

After successfully dealing with the crisis, Uno Minda are well on the way to a refreshed organization deploying leaner & more effective work processes and methods, creating empowered and enhanced job roles, faster decision making and a new vision for leadership capabilities. These changes were conceptualized in the Ways of Working (WOW) workshops initiated in 2018 and 2019.



Dream 11 started working on technology enabled work coordination processes in late 2019, showing tremendous foresight that helped it navigate the pandemic. What emerged was a company that continued to stay focused on its core business. They divided their ~450 employees into smaller teams called clubs, mini-clubs and dream teams - each with a captain and a defined role in the business. Kevin Freitas, CHRO, Dream11, was a club member himself. Then management created a high level of transparency and accountability using Monday.com, a productivity tool. They have a strong focus on the culture and the business model. *"We are not going to be diverted despite the noise"*, said Freitas.

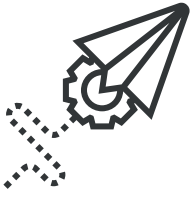


Mondelez International started moving towards a culture which encouraged 'imagination', 'growth mindset' and 'agility over perfection' a year ago. This early move helped the company navigate the crisis and not just survive but prosper. Early in the crisis, Mondelez International started looking for the permanent changes needed as opposed to being in a reactive mode. For example, if the sales channel was changing permanently, then the talent had to be redeployed in line with the business changes.



In its reset, Sony Pictures Network is already rapidly moving towards a hybrid culture. They have divided all their roles into 4 cohorts. Club. Roam. Home & Hub depending on their work styles and dependence on physical work space. They have also gone ahead and made changes in compensation and other policies to respond to the practical needs and special requirements of employees in the 4 cohorts. Responding to the 76% increase in content consumption and the consumer preference towards 'convenience watching', Sony Pictures Network is also looking at a significant organization reset to respond to market behavior.





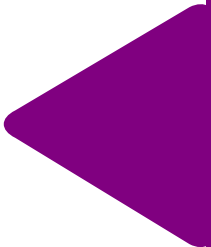
REIMAGINING

Follow your heart and lose your mind.

LESSONS FROM REIMAGINING

1. **Be present in the moment.** An early recognition that some of the changes are permanent. There is no other place to go back to or wish for in the future.
2. **Yesterday is obsolete.** Use imagination over experience and prior knowledge. Tap into the power of possibility and visualization.
3. **Design organization for new ideas.** It's difficult sometimes to incubate new and creative ideas within the same old organizational umbrella. *"The organization has an immune system which produces antibodies and rejects ideas and actions which challenge existing business models, capabilities and attitudes"*, says Sanjay Behl, Co-Founder & CEO, Nextqore Inc. It's best to incubate new entrepreneurial ideas through a separate organizational structure.
4. **Welcome new ideas and concepts.** Digital agility. Asking questions. Being ready to explore and being self-aware of the journey ahead. Embrace agility over perfection.

That is the journey ahead. More organizations will want to ride that train rather than wait to be run over. There will be opportunities to do that within their industries. The one opportunity which faces us all is to design hybrid working in a manner that curates the culture which we want and creates the house we all want to live in.





REIMAGINING

Follow your heart and lose your mind.

WHERE ARE WE TODAY

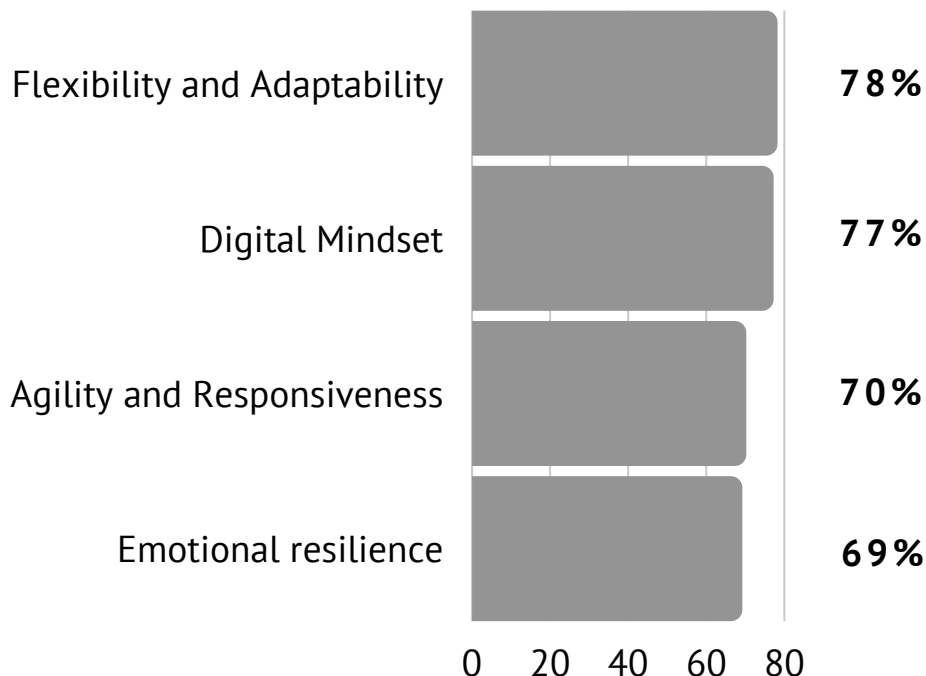
40

% believe organizations are engaging with HR in discussions around how the role of the office and work design will evolve

49

% believe that change will be so substantial that it is better to re-imagine the organization and not deal with incremental changes.

WORKFORCE OF THE FUTURE



“

The future requires people who can work with ambiguity and create their own paths.

”

- Suresh Tripathi, VP - Human Resource Management, Tata Steel

ROLE OF HR

Become an architect - Think design



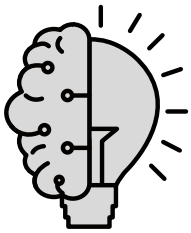
***This is a people crisis and only smart people strategies will pull us out of it.
This is the year of the CHRO***



ROLE OF HR

Become an architect - Think design

The pandemic has provided HR with the perfect opportunity to provide clear-cut business value. HR leaders are playing a pivotal role in accelerating business growth, leveraging technology, and ensuring that employees stay engaged and motivated.



HR leaders are more engaged, listening with empathy, and at the epicenter of cultural change that the organizations are facing – ground zero.

HR leaders have demonstrated their capability to collaborate with the business and have exhibited action orientation, detailed tactical planning and have become the torchbearers of compassion, care and concern – all-important in re-establishing confidence and faith in the future. Research by Talentonic shows that only 25% of respondents believe that the HR function needs significant changes to be relevant in the new normal.

Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja and Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS both agree that organizations corrected the balance of attention between people and business coming to a more sustainable alignment – Thanks to HR. Further, 72% of the responding organizations believe leadership is dividing its time equally between people and business issues.

Ultimately this is a peoples' crisis, and only smart people strategies will pull us out of it. That's why it's called the year of the CHRO, and the function has never had such a clean runway.

“We have matured as an HR Function during this period”

- Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda



ROLE OF HR

Become an architect - Think design

There is broad but strong guidance which this study, and the key contributors have mentioned for the CHRO and there are task imperatives emerging for the HR fraternity.

HR CONSUMERISM

Is it time for HR to move away from broad-brush policies and processes towards flexibility? SY Siddiqui, Executive Advisor, Maruti Suzuki, speaks about 'differentiation in employee contracts' to make way for different employment conditions and categories. Suresh Tripathi, VP - Human Resource Management, Tata Steel calls this "*HR Consumerism*". R. Mahalakshmi, Head HR India, Mondelez International calls it the "*Marketing and Segmentation*" approach in HR. Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro is probably hinting at the same thing when he looks for social intelligence in HR to handle the diverse challenges they are being hit with.

Our conversations with HR leaders indicated a desire for the function to become more outcome-driven and less process-oriented: to recognize the need for different solutions for different people and situations. This change will allow the function to build flexibility, versatility and improve employee experiences.

As organizations are reimagined and redesigned- recruitment, compensation and career policies evolve and may not become the gold standard against which life is measured.

Manu Narang Wadhwa, Chief Human Resource Officer, Sony Picture Networks likes the concept and has in fact been an early practitioner. But, she feels, we should be careful how far down the road we take this concept.

“
“The HR solution for each individual can be different”
- says Suresh Tripathi, VP
- Human Resource
Management, Tata Steel
”

HR ARCHITECTURE

Now that organizations are moving from pivoting to re-imagining, there is the expectation of a 'design thinking' approach, where HR can take more proactive responsibility for designing the outcomes. Lt Col Milan Khurana, Executive Director - HR, Admin & IT, Prestige Construction wants HR professionals to become "*collaboration architects*". Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda speaks of the "*architecture of culture*".



ROLE OF HR

Become an architect - Think design

“Use the ‘power of visualization’ to create a picture of the possible future”

- Dr. Prince Augustin, EVP - Human Capital & Leadership Development, Mahindra & Mahindra.

HR must curate conversations and influence the social capital of the firm. Vinod Aggarwal, Managing Director and CEO, VE Commercial Vehicles Limited, sees this powerful role in the design of organization performance by combining roles, capabilities, governance, decision making and interfaces into a powerful cocktail of the reimagined structure. Designing an organization which is lean, effective and capable of enveloping the new opportunities and not rejecting them.

STRIKE THE RIGHT BALANCE

In the rapidly changing, sometimes conflicting demands and expectations, there is a need for HR to be driven by wisdom and strike the right balance.

Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS Inc. wants HR to balance between ‘40,000 feet above and on the ground.’ He talks about the ability to carry ‘big’ ideas through organizational implementation. Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja speaks of the “*mindset of a warrior and the heart of a savior*”. He refers to a focused implementation capability with deep compassion. Kevin Freitas, CHRO, Dream11, asks that you “*Influence the system but don’t put yourself on a pedestal*”. Sensing is important, but HR professionals need to start getting comfortable with data, analysis and “*evidence and outcome-based management*”, says Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro and Balachandar NV, ED - Human Resources, Ashok Leyland.

CURATE THE CULTURE

Like waves against a sand castle, there is so much that is buffeting the culture of the organization and chipping away at its social fabric- Work from home, drivers of engagement, evolving leadership, learning needs, digitization driven change management, structure and role changes pushed by consumer needs. How do we acknowledge all these waves and shape a culture and leadership, which is still representative of our brand?

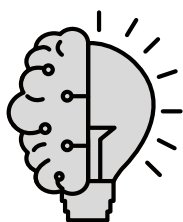


ROLE OF HR

Become an architect - Think design

That's the biggest expectation from the CHRO in 2021. Designing a home we all want to live in. There are many discrete strands here that our respondents have offered as inputs for the HR function.

1. The emergence of the new hybrid workplace. This is a meal still being cooked designing work, HR policy and people interaction to create engagement and performance.
2. Many think that employee engagement is already dipping. The top three employee engagement concerns for responding organizations are lack of social connect, work-life balance, and mental and emotional wellbeing-related stresses. Buying smart and digital apps is the beginning of that journey.
3. The pandemic appears to be pushing us beyond the limits of the 'command and control' structure, throwing up challenges for HR in leadership development and empowerment.
4. We have all spoken about becoming more ambitious, displaying a growth mindset, learning agility and resilience. We also talked about the need to show humility. HR must initiate these conversations and gently convert these conversations into behavior and applaud performance.
5. The learning agenda and methodology are undergoing a transition. More digitization, new content to support the rapid organizational changes and skills. More outcome driven.
6. Many of the challenges of digitization are people and culture related and not investment and knowhow related. If legacy practices have been the big constraint then change management and "digital mindset" are the HR driven solution.
7. HR Consumerism. Design thinking. A balanced approach & Curating the culture. This why 2021 is the year of the CHRO.



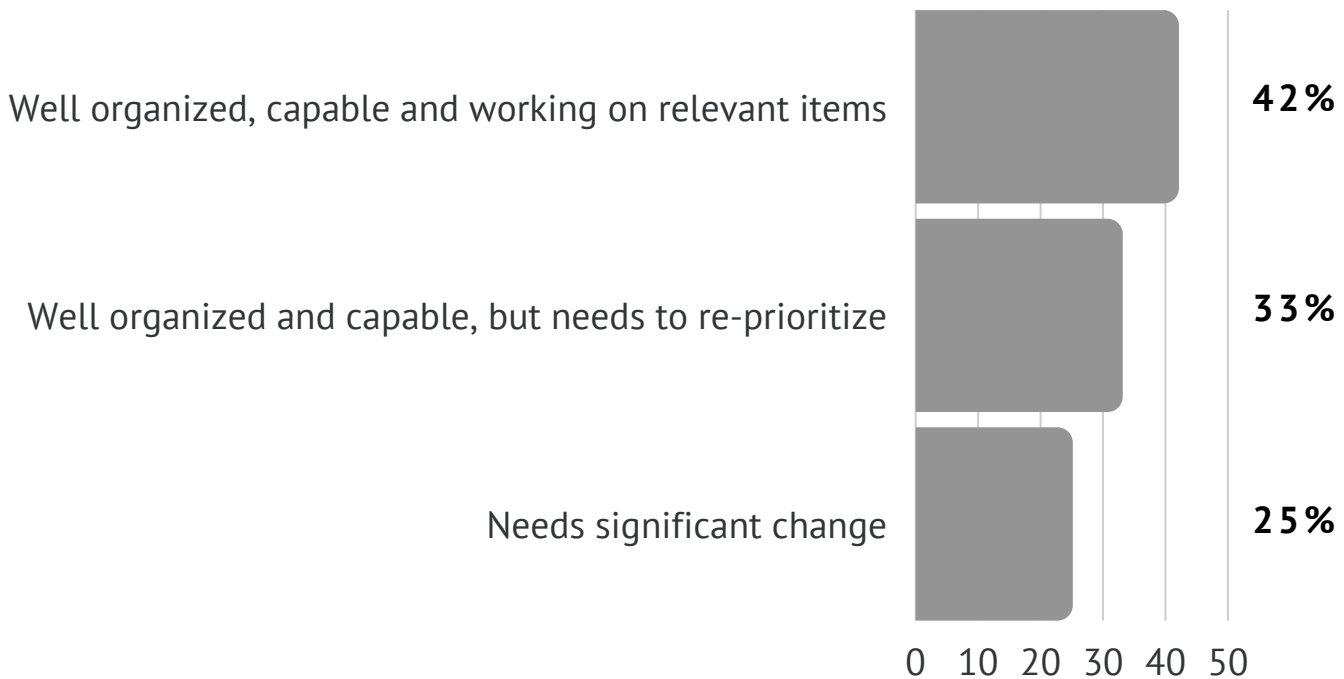
HR Leaders should not forget to prioritize their wellbeing as they work around the clock paying attention to continually shifting challenges.



ROLE OF HR

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TRUST IN THE CAPABILITY OF THE HR FUNCTION



EXPECTATIONS FROM THE HR FUNCTION

62

% of organizations expect the HR function to innovate employee services, communication and engagement

68

% of organizations have revamped or introduced flexi time and remote working policies

“Creating & infusing the right culture is the job of HR”

- Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda



ROLE OF HR

Become an architect - Think design

HR FUNCTION'S RESPONSE TO THE CRISIS

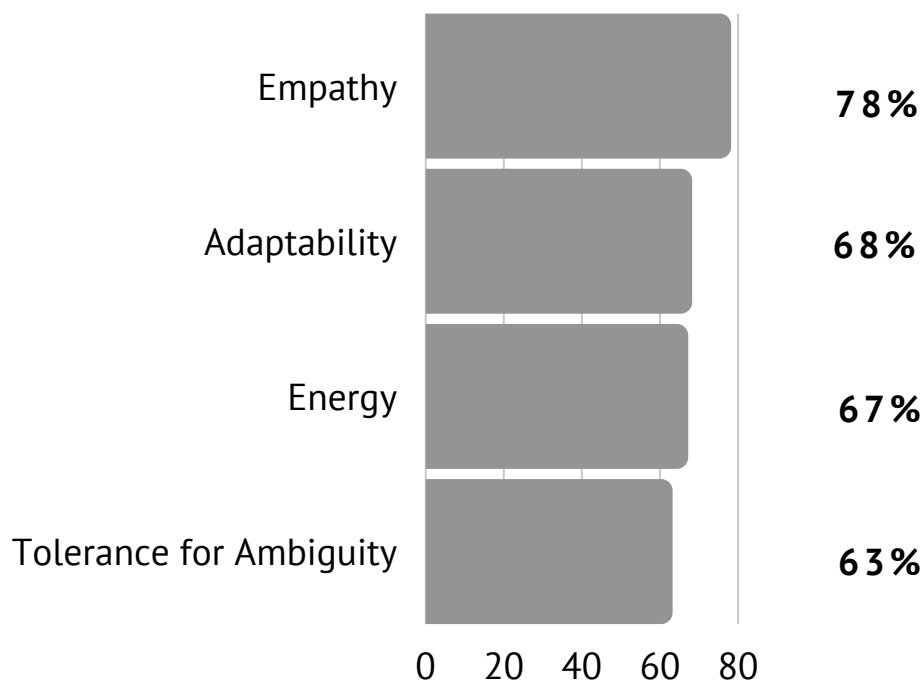
76

% believe employee engagement should be used to measure HR Performance

92

% believe employee engagement improved/remained the same during the pandemic

SKILLS REQUIRED BY THE HR FUNCTION



FROM THE FRONT LINES

Leader Quotes



“It was very difficult to isolate the performance of companies from the strength of their cultures and the size of their war chest as they entered into the crisis. It gave them the cultural and financial strength to navigate the storm.”

- Deepak Dhawan, CEO & Founder - Talentonic HR Solutions

FROM THE FRONT LINES

Leader Quotes



"If the country declines by 24% the first thing we should concede is that we don't know."

Sanjay Behl, Co-Founder & CEO, Nextqore Private Limited



"We have to selectively delete the past."

SY Siddiqui, Executive Advisor, Maruti Suzuki India Limited



"Organizations and people with a growth mindset have been able to manage this crises better than those with a fixed mindset."

Dr. Prince Augustin, EVP - Human Capital & Leadership Development, Mahindra & Mahindra



"As an organization we became more inclusive. As a leadership we became more cohesive."

Udbhav Ganjoo, Head of HR - Global Operations, India, Emerging Asia & Access Markets, VIATRIS Inc.



"HR needs to get into solution mindset and away from a process mindset."

Suresh Tripathi, VP - Human Resource Management, Tata Steel



"Remote working has actually improved customer and employee connect."

Vinod Aggarwal, MD and CEO, VE Commercial Vehicles Limited



"Industries operating at low capacity utilization it probably makes more sense to consolidate and centralize rather than empower for reasons of speed and agility."

Aamir Akhtar, CEO, Lifestyle Fabrics - Denim, Arvind Fashion



"Strengthen your emotional resilience."

Balachandar NV, ED - HR, Ashok Leyland



"You have to question what worked for you in the past."

Kevin Freitas, CHRO, Dream11



"You need the mindset of a warrior and the heart of a savior."

Jaikrishna B, President - Group HR & Corporate Communications, Amara Raja Group

FROM THE FRONT LINES

Leader Quotes



"VUCA looks like a Dinky toy when compared to this disruption."

Rajiv Kapoor, Executive Director - Group Head HR, UNO Minda

"You cannot roam around with a telescope in one eye and a microscope in another. Those days are gone. Focus on the near term."

Lt. Col. Milan Khurana, Executive Director - HR, Admin & IT, Prestige Constructions



"We need to find a way to curate the culture."

R. Mahalakshmi, Head HR India, Mondelez International

"Agility is a gift that we have suddenly been blessed with."

Sandhydeep Purri, Chief People Officer, Sapphire Foods - Pizza Hut & KFC



"Workforce reduction is a forgotten skill."

Raj Raghavan, SVP & Head HR, Indigo (InterGlobe Aviation Ltd)

"As long as a company is deeply entrenched in its culture, technology can be a huge enabler, culture being the pivot of reimagining the workplace in a digital-first world"

Shipra Singh, Director HR, Microsoft India



"Trust is the new currency."

Yogi Sriram, Advisor to CEO & MD, Group HR, Larsen & Toubro

"Mental well being has become a very important piece to work on."

Manoj Tewani, HR Director, Morneau Shepell



"Organization culture is a meal in the making right now."


Manu Narang Wadhwa, Chief Human Resource Officer, Sony Pictures Network

"Work from home is a huge mindset change for a brick and mortar company."

Reena Wahi, Head HR, Tata Realty And Infrastructure Ltd



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ABOUT CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government, and civil society through working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry.

For 125 years, CII has been working on shaping India's development journey and, this year, more than ever before, it will continue to proactively transform Indian industry's engagement in national development. The premier business association has more than 9100 members, from the private as well as public sectors, and an indirect membership of over 300,000 enterprises from around 288 national and regional sectoral industry bodies.

With 68 offices, including 10 Centres of Excellence in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

ABOUT CII-SNCEL

The CII Suresh Neotia Centre of Excellence for leadership (CII-SNCEL) is part of CII's Integrated agenda of building competitiveness through Centres of Excellence (COE). CII-SNCEL is one of the 9 COEs set up for enhancing development and progress through a diverse range of services.

Established in 2009 at Kolkata, the Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and socio-cultural demographics. CII-SNCEL was conceived on the core belief that the quality of leadership will play a vital role in enabling the 'new India' to succeed in its mission for inclusive growth and competitiveness, and thereby becoming a frontrunner in the global economy.

Grooming current and future leadership is top priority for the 'new India' which is characterized by start-ups, first generation enterprises, family run businesses, digital revolution, disruptive business practices, global headwinds and growth of new institutions.

Confederation of India Industry

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ABOUT TALENTONIC

Talentonic is a trusted business partner known for client centricity, domain depth and competitive advantage. Talentonic enables its clients to achieve consistent and tangible business results by implementing practical people solutions and developing innovative HR software products. Talentonic's client support is grounded in the belief that the HR function is fast evolving from business partner and supporter to business leader and enabler.

A consulting, research and products company, on the consulting front Talentonic uses domain knowledge, understanding of best practices and the overall capability to craft solutions to meet the unique needs of its clients. Talentonic's product portfolio is also highly customizable and user friendly.

What makes Talentonic unique is that it custom builds answers and doesn't offer a one-size-fits-all solution.

Client Relationships

Talentonic's client support is grounded in the belief that the HR function is fast evolving from business partner and supporter to business leader and enabler. Advances in technology are allowing HR to apply data to make talent decisions. Talentonic's areas of work include:

- Organizational Effectiveness and Manpower Planning
- Competency Framework, Talent Management and Assessment
- Partner HR/IR Audits
- HR Digitization
- Board Evaluation

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