



— INDIA'S —
MOST AGILE
HR LEADERS

2021



Butter paper





Founder & CEO's Desk

An agile HR leader leads to happier employees.

If we look at the past, we see how HR roles have evolved from handling personnel hiring and payment to now aligning closely with the company's strategic plan. We have moved from an era where employees were considered dispensable to where they have now become indispensable.

One of the major transformations that we see is that we have moved from a world of matching people to jobs to a world where we look at matching skills to tasks. HR's role has also been transforming digitally. A digitally transformed enterprise requires a new kind of HR function—one that is more connected, that drives a culture of innovation, and enables new ways of collaboration.

Today, HR leaders are considered architects who build great employee experience and act as an unrelenting advocate of the employee's voice to the leadership. Gone are those days of compliance and transaction, HR's of today, have complete insight to all the different things that impact on how an employee feels when they come to work. They have shifted from 'getting what I need

from employees' to 'how can we show our employees we care about them'. They are known as pathfinders, as they seek to make that connection with the employees and become true value drivers of organizations. Last year, with the COVID-19 ambiguities, we know for sure that the future is uncertain, but the need to move toward it is greater than ever. This is the paradox that only the most capable HR leaders are likely to overcome.

India's Most Agile HR Leaders 2021 is a handbook that comprises of those HR leaders who have pioneered the agile model transformation in their organizations and demonstrated benefits of transformation as a core component for the next-generation HR.



ANKITH BANSAL
Founder & CEO
Sapphire Human Solutions



A Division Of Sapphire Human Solutions Pvt. Ltd

About Sapphire Connect

Sapphire Connect is an initiative of **Sapphire Human Solutions**, India's premium retained executive search firm with over a decade of experience in CXO facilitations. **Sapphire Connect** is a B2B meeting specialist that focuses on creating knowledge sharing and networking platforms through conferences, business meetings, webinars & virtual conferences, bespoke events, research papers, Coffee Table Book and by building business communities. The start of Sapphire Connect is the end result of a decade long effort by the founders in the space of delivering the best in terms of quality and service. Our platforms rotate around the current scenarios and talk about how best to tackle these challenges in the future. We provide and share knowledge with end-to-end stake holders so that they can take back vital learnings and most importantly EXPERIENCES. Our platforms act as a junction for industry leaders who aim to achieve path breaking courses in their respective fields.

Our Bespoke Platforms aim to create customized solutions in order to meet client objectives by conducting different format of events involving the thought leaders of India along with a very limited and select audience. It is our intention to further validate and build the content of all our initiatives with the help of experts. The findings of such initiatives will be published as research papers in order to enhance learnings.

Our Business Communities bring together Industry Leaders of the country to absorb new learnings, network and relate with each other and impart knowledge to peers.



About India's Most Agile HR Leaders 2021

Agility is no longer a new concept. On the contrary, it is a global best practice that is transforming workplaces around the world. Traditionally, agility is defined as the ability to move quickly and easily. But, in HR, it is all about adaptability, evolving people and processes to accelerate during unpredictable changes. Over the years we have experience drastic change in the nature of work especially with rampant increase in global operations, thus, bringing an urgent need for more skilled workforce. The evolution of technology further added as an enabler to attract greater collaboration and for streamlining new processes.

While much has been said about the unprecedented disruption brought on by the pandemic. But, thriving in a pandemic required a completely different mindset, an agile mindset. A mindset that is alike to agile methodology in engineering or marketing; a mindset which has more flexibility, an openness to change and adapt. For an HR professional, being agile means being able to drive employee engagement and retention in sync with the overall organizational goals. They have the potential to revolutionize and co-create the future of work. They equip with capability to help organizations transform and meet the challenges of a volatile, uncertain and complex business world.

To be Agile, HR Leaders need their own customized approach when learning how to do agile. They need to start small. They experiment with various strategies which may fail at times but will definitely learn from them and allow the Agile ignition to move forward. With this in purview, Sapphire Connect is glad to present "India's most Agile HR Leaders 2021" Coffee Table Book. This book features those distinguished HR professionals across different spectrum of work that have been the driving force in leading exceptional change and bringing exemplary HR practices in their organizations.



AMIT DAS

Director HR & CHRO
Bennett Coleman & Co Ltd (Times Group)

LEADERSHIP MANTRA ►

Organizations who can successfully navigate technology and maintain human touch while being agile, are the ones who will eventually emerge as winners. Disruptive innovation can hurt, especially, if you are not the one disrupting. An individual who is adaptable, open-minded, and flexible will eventually emerge a winner not just within the organization but beyond it.

ABOUT THE LEADER

A seasoned Global HR professional, having experience of 32 years working in Senior Leadership roles at various professionally managed large MNCs & reputed Indian organizations across diverse business sectors, namely, Tata Motors, CESC Ltd, ITW Signode, Britannia Industries Ltd, Taj Group of Hotels, Vodafone, RPG Group, and Reliance Group. He is currently the Director-HR & CHRO, Bennett Coleman & Co Ltd (Times Group). He has built and led large diverse HR teams across global geographies, managing the overall responsibility of the HR function in the context of integration of HR with business strategies to facilitate simultaneous growth of Human and Business capital. The significant part of his experience has been in Organization transformation, Partnering & driving the Business growth strategy and Value creation for the enterprises.

30,000 FOOT VIEW THE BIG PICTURE

As one of the largest media conglomerate in the country with over 185 years of legacy & industry leadership, we believe that it is our responsibility to introduce innovative Business & People practices for not only our own organization, but create new benchmarks & best practices for the larger media ecosystem. It is extremely important for us to not only adopt an agile mindset but more importantly, break free from legacy structures and ways of working. HR needs to have a clear line of sight of what the business is doing in the marketplace, changing customer preferences, technology trends, regulatory dynamics & then convert that knowledge into organizational capabilities, to future proof the business.

ONE THING THAT I LEARNED

The global pandemic has caused disruptions in Work, Workplace and Workforce (WWW). This has led to organizations experimenting with remote work culture, and emergence of new work patterns supported by the Gig economy and flatter, flexible, inter-connected & collaborative organizational structures. This experience has reinforced my learning that the starting assumption

for making organization more resilient & make them fit for future is to first assume that none of the crisis that we have experienced in the past, will re-appear in a similar manner. So, there is no point in practicing & preparing for responses to specific catastrophes. However, I think Scenario planning is a better way of looking at the future. We need to pro-actively engage the organization leadership into multiple scenario building approach, understand the challenges & implications for each of these scenarios & co-create work flows, re-engineer roles & new productivity metrics, with the technology infusion & collaboration in mind.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

As organizations and the society at large, we have accepted that change is inevitable and hence this is the time that we need to start working with those changes rather than against them. I believe the biggest shift post COVID era has been our mindset shift. We are moving from a mindset where we no longer ask "can we do this in person?", but ask "do we need to do this in person?". This would mean an opportunity for interactions with all our stakeholders moving seamlessly between physical & virtual mode. We need to embrace disequilibrium, which will keep people in a state that creates enough discomfort to induce change, but not so much that they give up. We need to encourage creative disruption by allowing employees at all levels to experiment & develop the culture to celebrate failures if that provides learnings & insights.





ABOUT THE LEADER

Amit Sharma is Vice President - HR and member of the Country Management Team for Volvo Group in India. Previously he has worked across various HR roles with Indian Oil, Johnson & Johnson, Philips and TE Connectivity. Amit has been focused on building sustainable high-performance People Culture, enhancing Inclusion & Diversity, developing Talent & Leadership and strengthening Employee Engagement & Experience.

30,000 FOOT VIEW THE BIG PICTURE

Effective organizations shape the world we want to live in. They spring from a genuine humanistic approach and build through innovation. I strongly believe that for any society to prosper, it is essential for organizations to deliver sustainable and efficient solutions, through collaboration and diversity of thoughts & perspectives.

Great organizations are committed to making a change, for the people and by the people. The health, safety and wellbeing of people is one of their main priority and they build their culture around care for people. It's not just about attracting the best talent / partners but inclusivity and focus on their growth & development is the key to organisational success.

Finally it's the Organisational Values that serve as the guidepost for the leadership behaviours. They help create a high performing culture by focusing on results as well as appropriate behaviours, helping each other succeed, grow and develop..

ONE THING THAT I LEARNED

For a successful organization, the key imperatives are – Passion of the team towards Organizational Purpose, Strategy towards achieving this, and Alignment of the Culture towards this Purpose & Strategy. Purpose is the Target, Strategy is What's to be done and Culture is How it is done. Congruence of these is essential for organizational success.

Generally, organizations are very articulate in defining their Purpose and also have a well-defined Strategy. Where it gets fuzzy and they kind of miss the bus is, working

on Culture. The fact is that whether an organization works on shaping it's Culture or not, the Culture is getting shaped automatically by actions of the employees.

Hence the need to focus on Culture as a key enabler of the organizational success. In the HR Leadership roles, working with the Leadership and the Employees in shaping the desired Culture through an OD approach has been my key focus.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Organizations develop a rhythm of working and that rhythm, over a period of time, becomes the Culture of the organization.

To implement any change, first step is to have ears to the ground. Leaders need to listen to the voice of the people with an open mind and accept the need for change. This is a crucial first step. The second critical step is to involve employees in defining what needs to change and how. This empowerment ensures that the employees are equally vested in defining the way forward and are not just sharing the pain points. Third step in this leading the change journey is for the leadership to devise a coherent & concrete plan towards this change, taking into consideration the ideas generated by the employees. Fourth step in this journey is to socialize the change plan with all and finally the fifth step is to implement it with all the vigour and sincerity.

It's about leading the change programs, with the involvement of all stakeholders.



AMIT SHARMA

Chief HR Officer
Volvo Group India

LEADERSHIP MANTRA ►

Leadership is about creating an inspirational vision and striding towards the same, together with everyone. It's a journey, wherein leader balances the interests of multiple stakeholders, stakes on potential talent, gives them responsibility, encourages them and enables them to make wonders. People live up to the expectations leaders have from them, so inspire them and witness the magic unfold!



ABOUT THE LEADER

An Economics graduate with a professional qualification in HR and coaching yet a student till date. Three decades in field of human resources and business management has been a great journey.

Across industry experience, from technology to banking and to NBFCs and more recently leading a business has been his career in brief.

Continuous on the job and professional learning and education has been key to his success.

30,000 FOOT VIEW THE BIG PICTURE

Throughout my journey as an HR professional, I have always been intrigued by the chasm between HR and business management. The relationship between HR and the business management is defined by multiple appellations such as partner, stakeholder, collaborator etc. However, these titles for the HR leader as the functional head in the context that they are used I find them very limiting in current scenario. The HR function cannot have independent agenda. Nevertheless, the fact remains that HR is an integral part of a business and business can't be agile and sustainable if HR is not embedded in it.

To do justice to the role, HR leader needs to earn credibility from all stakeholders, including peer functions and staff in general. That's the only way HR leaders can earn their rightful space in the organizational landscape. For that, HR professionals and practitioners must move away from the traditional definition and align their priorities with the larger goals of a business, which I call the transition from pure-play HR to business-inspired HR.

ONE THING THAT I LEARNED.

That nothing is permanent and that the devil is in your ability to foresee. The world is becoming more and more dynamic and change has very different meaning today. We have endless examples of organization and careers

not witnessing great endings. One very common culprit that I have witnessed is that they did not see what was coming.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Are you part of the problem or solution? A very simple question, heard commonplace but the answer is difficult as the teams or person in the middle will often not see themselves as not being part of the solution. The invisible cost of misunderstanding and miscommunication is avoidable provided we mitigate.

Proactive communication has been the mainstay of my belief in addressing the gap challenge. Endless efforts should be made to ensure that all the stakeholders have all the clarity required through the communication so that they are on same page with the expectations and can continue to deliver on the business objectives. And when it comes to employee communication, the same needs be weaved around care and compassion.

The trick to success more often than not, is keeping the story simple. We all try hard and enough and learn it the difficult way that success is not necessarily the function of the push. Many a times being subtle and easy does the job much more seamlessly. The old adage comes to rescue here, different strokes for different folks and different strokes for the same folks. Try it, has worked for me.

ANIL SALVI

Group Head HR and CEO
JM Financial

LEADERSHIP MANTRA ►

Water always finds its level; if you feel you haven't got your dues, check your efforts..





ABOUT THE LEADER

Animesh Kumar is the President - HR & Transformation at ZEE. He leads the people and transformation agenda for the Company and is responsible for driving diversity & inclusion, employer brand and the overall organizational change required to enable the ZEE 4.0 transformation. In addition, Animesh works closely and mentors the Corporate Responsibility and CSR teams internally. Animesh joined ZEE in 2018 as its Chief People Officer and under his leadership, ZEE has emerged as the Employer of Choice and one of the Top 50 Workplaces for Women in India. With almost 30 years of experience across FMCG, Financial Services, Media and Entertainment and Not-For-Profit sectors, Animesh has been on the Executive and Management Committees of large Indian & Multi-National Companies and served on the Boards on quasi-developmental and social sector Companies.

30,000 FOOT VIEW THE BIG PICTURE

The Covid-19 pandemic gave rise to two intertwined yet separate challenges for the Company – the first was creating and then deploying a framework of crisis management of unimaginable proportions to provide employee care, safety and ensure business continuity. The second which, is orchestrating the internal transformation to enable the digital pivot of the Company. The speed of digital adoption by viewers and customers, is forcing businesses to reimagine existing value chains if not the entire business model. HR leaders and teams have been at the forefront of articulating and anchoring the big shifts in talent; culture; capabilities; employer brand; rewards; recognition and creating new hybrid ways of working. It is akin to changing the engine while flying through a once in a century storm!

ONE THING THAT I LEARNED

Initially by happenstance and later by design I have been in roles which are focussed on orchestrating transformations. In all transformations, the current pandemic being the most significant one I have had to manage, the most important thing is to take a decision. Transformations by their very nature are characterised

by ambiguous environments, inadequate information, contrarian perspectives, limited resources and conflicting priorities. The HR leader who has the unenviable task of orchestrating this change has to develop a mechanism of taking decisions, which given the situation, can often be the wrong one. You have to be comfortable with being wrong, have the humility to accept that, make changes and move forward. Inaction only compounds the problem when you are in the thick of a crisis or a transformation.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

I prefer the term orchestrating change because it better represents the role of the HR leader. Leading change is the responsibility of every leader and it starts with the CEO. The role of the HR leader is to guide and shape the change. There are two mantras I believe are important – first, clearly articulate the reason for change. "Driving" change is an oxymoron. Leaders at every level must create a compelling case that ignites change. Without this, organizations get compliance at best and indifference at worst. Either case, they don't get change. The second is to do the hard yards of building consensus. It takes more time and requires authentic, meaningful conversations between leaders and teams, but it results in greater internal alignment and a deeper more authentic engagement with the change at every level. At the end of this effort, organizations will be confronted with employees who are not aligned with the envisaged change. The "conscientious dissenters", individuals who disagree but are 100% committed, they must be retained and engaged. These employees are the lighthouse that will prevent the change from running aground. Others, who don't commit and align, must be let go for they will gnaw away at the change effort eroding the efficacy of every initiative in this exercise.



Extraordinary Together

ANIMESH KUMAR

President - HR & Transformation
Zee Entertainment Enterprises Ltd.

LEADERSHIP MANTRA ▶

I learnt this adage from a business leader I worked with closely – don't make perfect the enemy of the good. Successful transformations are a series of small victories, orchestrated every day and not a grand momentous occasion or announcement. Keep it simple, small and keep at it every day.



ABOUT THE LEADER

Anjali Rao leads HR at Intel India with overall accountability for delivering strong HR partnership and value for thousands of employees spanning R&D, Sales & Marketing, enterprise IT and business enabling organizations. In her 15+ years in HR, she has held several portfolios and closely partnered with leadership to set up strong and impactful organizations and teams.

30,000 FOOT VIEW THE BIG PICTURE

Technology has never been more important for humanity and our purpose at Intel is to inspire the best engineers and technologists to create world-changing technology that improves and enriches the life of every person on earth. Inculcating inclusive values into our culture and workplace to engage diverse minds to innovate, create and disrupt is at the core of our work and efforts. Intel's workplace transformation is rooted in experience and backed by industry-leading technology innovation that continually focuses on the future.

ONE THING THAT I LEARNED.

Leading is a privilege and it comes with a lot of responsibility. It's an opportunity to make a difference and change and influence lives for the better. My motivation to continue to learn, evolve and grow was based on some very early experiences I have had of working with several leaders, observing them, learning from them and discerning what type of leader I wanted to be. Working through different styles, different people, and in different roles teaches you about the core values you stand for and what you show up for. This has helped me define my unique brand of leadership and values.

I also want to underscore that HR as a function is one of the most powerful enablers and a catalyst for an organization to achieve its goals by focusing on crucial

elements like diversity that in turn leads to innovation. The focus on identifying smart talent enables organizations to work and innovate faster. You invest in building leadership and in return you get an organization that is highly motivated. The opportunity to be connected to people through a function like HR is really the force that can be used to shape strategies and culture and empower organizations to realize their vision. To be able to lead in this domain is as gratifying as it is challenging and a unique opportunity to galvanize change.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Leaders today have to learn to lead in an ever-changing and dynamic environment. Take any product or any feature, change is at the core of it. Technology is changing, the world around us is changing, people's mindsets, methods, and approach towards work are changing. And this change almost always impacts people. It is really about enabling people to get comfortable with change, be able to accept change and equate it with opportunities to innovate and disrupt.

Driving change as a people-centered process needs a multi-pronged approach. Change can happen only when you are able to cultivate the value of inclusion and promote diverse mindsets. And you bolster it by ensuring that leaders exemplify the change and actively reward and recognize change agents and changed behaviors. I do see a significant role of data and analytics in being able to predict and prepare for change and transformation.



ANJALI RAO

Head HR & Sr. Director
Intel India

LEADERSHIP MANTRA ►

Leadership is a choice and a tremendous responsibility. It requires you to be deliberate about your actions, behaviors, and words. Show up with empathy, make people stronger than you, and empower your teams to influence, challenge and innovate.



ABOUT THE LEADER

Ashutosh is a seasoned HR leader with 27 years of experience. At True North, a leading home-grown private equity firm, he guides partner companies in developing culture and leadership capabilities to help them to transform into admired institutions. His areas of focus include the development of a talent network, assessment and development of leadership teams, organization capabilities and providing strategic human capital counsel to the firm and its partner companies.

Prior to True North, he was the Chief Human Resources Officer at Marico Limited, where he spent a large part of his career developing and sustaining a unique high-trust, employee-centric, performance culture.

30,000 FOOT VIEW THE BIG PICTURE

We are truly living in exciting times for Human Resources Management. HR is embracing changes and ingeniously adapting from various disciplines like Technology, Psychology, Sociology, Marketing and others, to create win-win propositions for employees as well as the organizations. The future role of HR will be that of an organizational architect, a career counsellor, a culture builder, community facilitator and a conscience keeper. Even in the context of True North, the success of any partner company's transformation depends highly on how well the HR leaders can further the vision of the CEO in building the right culture, driving organization values, inculcating agility in structure and processes and developing talent. The pandemic has taught us some valuable lessons - CEOs and HR Heads must have a shared agenda and HR practitioners need to consistently build their capabilities to help organizations survive and thrive through any unprecedented challenges.

ONE THING THAT I LEARNED.

I strongly believe that in order to create a high performing and agile organizational culture; Trust and Empowerment

are the two values which help in enabling people to leverage and play to their strengths thereby driving a natural change. I have seen this belief system, drive designing of roles at Marico and influence the success of various HR initiatives in the organization.

I have also seen the manifestation of these beliefs in the relationship between True North and its partner companies. To be a true partner - we have to "trust" the vision of the partner company and "empower" the leadership team to drive this vision.

FROM DOING AGILE TO BEING AGILE - LEADING THE CHANGE

Leaders play a key role in any Agile transformation. Agile leaders ensure that the transformation or organization change will be successful and deliver the promised benefits. I work with many organizations on their transformation journey and my first step is to help leaders question their existing beliefs and adapt to an agile mindset. My focus is to work closely with CEOs in building an entrepreneurial vision, mission and values; and help them create great teams as well as strengthen leadership capability to shape an agile organization environment. Another key requisite for this transformation is continuous improvement, my endeavour is to encourage leaders to learn from best practices and develop an extended network in the industry. Ultimately coaching leaders for success involves helping them become more self-aware, adopt a growth mindset and nurturing core leadership competencies.



ASHUTOSH TELANG

Chief People Officer
True North

LEADERSHIP MANTRA ►

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

- John Quincy Adams



KN MURALI

Sr. Director HR & Administration
NTT in India Ltd

LEADERSHIP MANTRA ▶

Hire right and place your trust and confidence in your team. Give them space to think, act and grow. Be there for the team when they need you and give them the confidence that you are there for them.

ABOUT THE LEADER

Over 32 years of experience, predominantly in Sales and Business development, in the Middle East, USA and India. Have been the HR leader in NTT India since 2018. Responsible for managing the aspirations of 5,500+ people in the company through strategic, people and culture initiatives.

30,000 FOOT VIEW THE BIG PICTURE

The industry we are in is going through a massive transformation brought on by digital technologies and the never-before-seen opportunities it presents. While the external transformation manifests as opportunities, organizations must bring radical changes within, in the ways of working, in helping people align to the new needs and coping, re-skilling and up-skilling them, and in identifying new measures of performance to adapt and exploit these opportunities. It truly is a paradigm shift from the classical views of HR. And therein lies the exciting opportunities for us as HR professionals - to be a part of this transformation. HR is no longer a support function. It has a front and center business role that shapes and impacts outcomes in a direct and measurable way. As a company we are focused on bringing change that empowers our people, our clients and communities through agility, excellence and by working together.

ONE THING THAT I LEARNED.

Living in one's comfort zone is the most dangerous thing. I have seen far too many people in my career never push themselves, never look beyond the narrow definitions of their role, unwilling to experiment, try new things, only to find themselves stagnate and languish watching the world go by. I have always pushed myself to do things that I have not done before, every few years, and I truly believe that by doing so I have been able to find joy in everything I do. Everything is a new challenge and there is excitement in that. I strongly encourage people in my

team to try new things every so often and learn from the successes and failures they see. I believe that it makes them better leaders and better persons.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

We are in an era of transformational change, the pace of which is nothing short of frenetic. Organizations that don't keep up with change will be left behind. We are focusing on making sure that we and our people are equipped to deal with, adapt to and embrace the change. Our strategy is to ensure that every employee stays motivated and engaged. To us, an engaged employee is one who approaches his work with vigor and dedication and can bring to bear his full potential to the company. Our attempt is to ensure that everything we do is personalized to an individual employee. In an age of hyper-personalization there is no reason why the same experience cannot be brought within an organization, to each employee. Agility is an outcome of an organization's willingness to empower people to take decisions quickly and act when needed. Our personalized engagement drive also looks this aspect of helping people become good decision makers through meaningful empowerment.





ABOUT THE LEADER

Madhavi has more than 30 years of multicultural and multifunctional experience. She has been a Managing Director and the head of HR at Deutsche Bank India since May 2015. As a member of the Executive Committee at Deutsche Bank, she is responsible for shaping the Deutsche Bank Group's people strategy in India and in helping build the employer brand for the organization. Prior to her current role, she was Managing Director- HR at Accenture. She has also worked with companies like Standard Chartered Bank, ABN Amro bank, Colgate Palmolive and HCL Hewlett-Packard & GlaxoSmithKline. She was also a Director on the Board of Standard Chartered Finance Limited.

Madhavi is a graduate in Mathematics from St. Stephen's college and holds an MBA in HR and Systems from XLRI, Jamshedpur. She has also completed a Leadership Management course from the University of Oxford.

Madhavi was conferred the "Women Leadership Award" by the jury and Council of Board Members of the Institute of Public Enterprises-BFSI in 2010. She has been conferred the Distinguished Alumnus Award by XLRI in 2016. She is Chairperson CII Indian Women Network (IWN) – Western Region and Member- CII National Committee on Leadership and HR. She is also a founding member of the HR Committee for FICCI.

30,000 FOOT VIEW THE BIG PICTURE

That people are the greatest differentiators at any organisation is a given. Every individual comes in to work to succeed and excel at what they do. Organisations need to provide a conducive environment in which employees can bring their whole selves to work and give their very best. The role of HR is to hire the right people and ensure development, motivation and retention plans are in place. The additional aspect is to balance the need for productivity with empathy and helping people through their various life phases.

ONE THING THAT I LEARNED.

Early in my career I identified two areas that I was passionate about and wanted to focus on – the environment and gender diversity. Having been through the experience of being a woman in the corporate world I understood the challenges women face and was able to influence policies and decisions that helped inclusion and retention of women but there is still a long way to go.

Along my career journey, I learnt to always be ambitious, go the extra mile, think end to end and think of new and efficient ways of doing things.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Diversity and inclusion has been an area that I have been passionate about. Apart from ensuring we have equal representation of women across all levels in an organisation, we have to make our workplaces more inclusive for LGBTQI. We need to create a culture where people from all backgrounds feel included and can participate in the growth of the organisation.

At Deutsche Bank we have built awareness around unconscious biases and how to manage them and this has been led by our leadership at the senior most level. We have reviewed our internal policies to offer fair treatment and equal access to opportunities for all, integrated diversity and inclusion strategies in recruitment, training, performance management, and leadership assessment. We have also built accountability at senior levels by ensuring we measure outcomes.

Deutsche Bank

MADHAVI LALL

Managing Director, Head of HR, India
Deutsche Bank

LEADERSHIP MANTRA ►

*Always go the extra mile and take on more to do!
Try and understand points of view that are
different from your own!
Never underestimate the power of collaboration!
Trust the intrinsic human need to excel!*



ABOUT THE LEADER

I am a People Management professional with 27+ years of experience across diverse sectors. I enjoy leading Organisation Development and transformation and was privileged to be a part of a few successful transformation journeys. I like working on Unleashing People Potential and developing leaders. I truly believe in the power of Authentic conversation and Coaching and goes a long way in influencing the culture of the Organisation.

30,000 FOOT VIEW THE BIG PICTURE

"Business is 80 percent about people and 20 percent about strategy". HR exists to serve people and enable them to unleash their maximum potential. HR is expected to create huge value by bringing disproportionate focus on improving Quality of Talent, productivity, Building futuristic capability, Agility, working on Holistic Wellness of employees and providing enabling culture. Agility and customer obsession is core to HR function. It's equally important to listen to the infra sounds, understand employee pulse and refine employee experiences. Investing in Human Capital is as important as investing in business. HR has rapidly evolved over the years and the role has shifted from being administratively heavy to Value Creator.

ONE THING THAT I LEARNED.

The concept which has heavily influenced me over last few years is "Growth Mindset". I have always maintained that transformation starts with mind. In times like today, where uncertainty has become a reality of life, your ability to think big, take exponential goals and channelize your efforts and energy towards achieving them is the true differentiator. I define growth mindset by three tenets – Courage, Credibility and Thinking big. As I started going deeper to understand the concept, I realized it is indeed a science which can do wonders. It makes you focus on your own ability to think big, influencing others

to think big and execute to achieve big. It follows a step-by-step approach which includes identifying area of your control, aiming at 10X improvement, bringing like-minded together, making every problem irrelevant and ideating and executing. I have driven a lot of interventions to build Growth Mindset across the organisation and the results are very encouraging. Imagine an organisation where everyone displays growth mindset.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

I personally believe in identifying the root cause of the issue by investing time in qualitative and quantitative research. For example, in CEAT, we have insightful based conversations as a prime method to gauge people/ business problems. This is followed by creation of cross functional teams involving all relevant stakeholders who would contribute to conceptualizing a solution. Ideation involves understanding the current issues followed by building a prototype. This entire process ensures involvement from every level in the organization. In true sense, it becomes an organizational effort. To give an example, in CEAT, we launched Project SPRING last year. The objective was to make CEAT leaner, fitter and stronger. Leadership team was divided into cross functional teams/ agile teams to focus on projects leading to increased profitability, operational efficiency and building a culture of agility and empowerment. These cross functional teams, post their study came up with recommendations which have been cascaded across all levels. The organization is reaping the benefits through improved product and process efficiency and higher revenue growth. This has significantly improved the speed of decision making.



MILIND APTE

Senior Vice President, Human Resources
CEAT Ltd.

LEADERSHIP MANTRA ►

1. *Think 10X*
2. *Make yourself uncomfortable everyday*
3. *Make problems irrelevant*
4. *Its all about your character*



ABOUT THE LEADER

A passionate HR Leader, with versatile experience in managing change, building culture, envisioning, and establishing smart solutions for integrating people practices in dynamic business environments, and bringing stability under diversity. Her innate leadership traits are enriched with multi-dimensional industry experience, a rare exposure to Defense Services and meeting minds of a large pool of diverse & aspiring people.

Nivedita started her career as Pilot Officer with Indian Air Force. She was the first woman from Odisha to join the prestigious IAF. She was heading HR for Future Retail, India's leading retail Organization. She has also worked as Group HR Head, Prime Focus Ltd, Chief People Officer, Reliance Health, Reliance Energy, Praxair Ltd..

30,000 FOOT VIEW THE BIG PICTURE

Today, business moves faster than ever, Evolved Organizations are very much in terms that they must innovate to keep up with the market's pace of change which brings disruption in the Organization. The role of HR has been all about supporting the business strategy execution with Differentiated Talent Management inside the Organization. As a Strategic HR Leader the focus has always been threefold – People Productivity, Business Profitability and People Happiness, as one is fully aware that one factor impacts the other and only an organization that manages to strike a balance of all three factors is a force to reckon with.

ONE THING THAT I LEARNED

My learning over these years has been to come to terms that change is the only thing which is constant. So always been playing the Change Agent role and leading a team where in they become the catalysts to achieve the business objectives and help the Organization to nurture its Culture and Value System.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Building great Team – Having Served in Defence Services, where Team is the nucleus around which, it is built to accomplish its mission. This structure allows the teams to accomplish tasks larger in scale and more complex than can readily be accomplished by individual member. So, my mantra for life has been "Trust" which is the core factor to build an effective Team. Trust is that superglue which brings the teams together and inspires people to deliver their best. I strongly believe building a team requires lots of effort from the leader to focus on credibility, transparency, openness also honouring commitment by being empathetic towards the members.

NIVEDITA NANDA

Group CHRO
Kaya Ltd

LEADERSHIP MANTRA ►

Leadership and learning are crucial to each other. There is no better investment than learning. So try to Invest heavily on yourself which will eventually help you to be successful in Life.

kayaTM
clinic



ABOUT THE LEADER

Pankaj comes with more than two decades of experience of managing change programmes in collaboration with key stakeholders in major blue-chip organizations covering sectors such as Aviation, Automobile, IT Enabled Services, IP & Legal Services.

In his current role, Pankaj leads the Human Resources function for Edelman and Zeno in India. In his Tenth year with Edelman, Pankaj has played an active role of partnering with different stakeholders at regional and Global level on various strategic initiatives providing strong and effective leadership as the company's principal architect regarding human resources strategy, practices, and processes.

30,000 FOOT VIEW THE BIG PICTURE

In this new age digital world, it's important that we leverage technology to create ways to connect to the outside world and help engage and educate prospective employees about the organization and it's values- programmes like Campus Connect, forums like Great Places To Work Institute, presence on social media platforms shall go a long way in creating the required brand equity. Internally, it shall be essential to create a developmental model that helps employees navigate their career and identify a wider range of opportunities across the company. Processes that allow for more just-in-time feedback and coaching, reward and recognition which the next generation considers to be highly desirable, shall be critical and important. Associated to this shall be expanding the leadership-development and top talent programs and connecting participants across those programs in order to support a broader base of culturally adaptive global leaders.

ONE THING THAT I LEARNED.

Without risk, there is no opportunity! People often hold themselves back as there is a fear of failure and what others will think! And this stops innovation and leads to mediocrity. I would say don't care too much about what others think of you as people don't nearly care as much about you as you think they do! So, be bold and take charge!

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Successful innovation happens when people with skills, experience, and capabilities come together to understand or predict, and then address, other people's challenges. One needs to be able to blend approachability and empathy with strong professional communications and business expertise that support business and teams. One needs to have the ability to add something useful to the team, from a wonderful temperament or sense of humor, to compelling personal experiences, to a wide range of interests and achievements. Inspiring potential talent will drive innovation and growth.

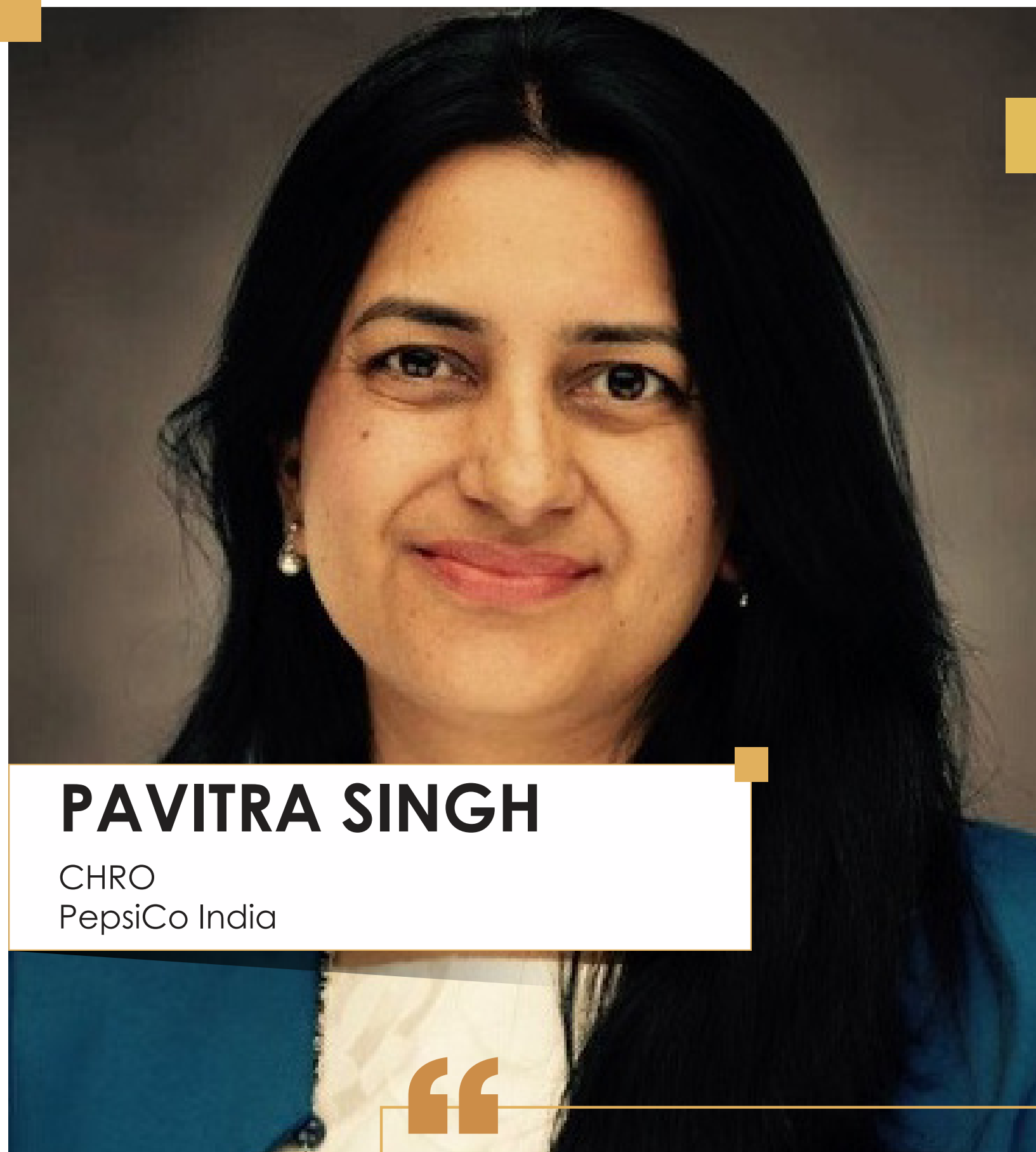
PANKAJ SURI

Executive Vice President - Human Resources
Edelman, India

LEADERSHIP MANTRA ►

Leading by example, I think is the best way. "Let's go" than "Go" has to be the mantra. You cannot inspire unless you're inspired yourself. Passion is everything and, as a leader, one must share that passion at every opportunity-it's about making the job more interesting!





PAVITRA SINGH

CHRO
PepsiCo India

LEADERSHIP MANTRA ▶

HR leaders should lead with a heart. They need to be Humble, Empathetic, Agile and Transformational. HR needs to address concerns, align structure to new business strategy to drive growth, be proactive and quick in decision making, and lastly come up with new norms to tackle the unprecedented situation. It is important to have high-quality interactions and bring energy to every meeting.

ABOUT THE LEADER

With an experience of more than 19 years, Pavitra has led large teams and multiple cross-functional groups across geographies in different leadership positions in India and other markets. Prior to joining PepsiCo, she worked with American Express and Fair Isaac. She is serving as an independent board member at PepsiCo India and has also been recognized by the 'Economic Times Women Ahead Award' in 2016 for being one of 30 women who are able to make a difference. She is passionate about building institutional capability and nurturing young talent. An I&D (Inclusion and Diversity) evangelist, she strongly believe in creating a culture of inclusion for all diversity to thrive in spirit and action. An explorer at heart, she loves travelling the world and experiencing different cultures. And as a Gen Z mom, she loves spending time with her daughter and learning from her new age ways.

30,000 FOOT VIEW THE BIG PICTURE

HR plays a pivotal role in defining the Talent and Culture strategy for the organization. Hiring the right person for the right role and ensuring that the organisation is building new capabilities not just for today but for tomorrow is critical. Building the right culture and making sure it is reinforced through tone at the top and actions, policies, processes, employee experience is the other aspect where HR can truly impact, and drive differentiated business results. Employees value fairness, transparency, a workplace that allows them to bring their whole self to work free of biases, politics and toxicity. HR can play a very important role in shaping, nurturing and growing the organization provided it has the courage to stay true and do the right things and have an independent and balanced voice – then only will it earn the right credibility and respect of all.

ONE THING THAT I LEARNED.

Over the last 12 months, my greatest learning has been recognising the power of people - how you treat them, how you work with them, how you inspire them can be a multiplier and competitive advantage. Creating the right

environment is the role of the leaders and empathy and trust are too underrated but the most powerful potions that go a long way in creating a thriving environment.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Today Employee engagement is a hot topic – everyone is talking about it. I have led several cultural transformations to drive engagement. In my mind there is no one silver bullet on employee engagement. It's complex because everyone is different, and each individual has different drivers. Best companies have a customized/ individual approach vs a one brush approach. At the top level - A simple way of looking at engagement would be in 4 buckets:

1. Do employees feel valued?
2. Do they feel involved in what they do, or it is just another 9-5 job for them?
3. Do they feel they are getting an opportunity to develop their skills, build their capabilities and the organisation is helping them to grow?
4. Most importantly, do they feel inspired – are they connected to the larger purpose of the organization as a sense of belonging helps in increasing levels of enthusiasm and engagement?





RAJ RAGHAVAN

Senior Vice President & Head of Human Resources
IndiGo (InterGlobe Aviation Limited)

LEADERSHIP MANTRA ▶

Let us manage HR as a business, and scale faster through technology and simplified processes rather than through HR headcount growth. I would like to see us rigorously auditing ourselves to disrupt and reinvent HR standards in the Aviation industry.

ABOUT THE LEADER

Raj leads Human Resources function at IndiGo, India's largest airline by market share. A key member of IndiGo's Executive Committee, he has responsibility for all aspects of Human Resources and CSR. Prior to IndiGo, he was Amazon's Head of Human Resources (Asia Pacific & Middle East) for their International Consumer Business and Global Technology Development Centers. Starting his career in the late 80's, Raj held several senior HR leadership positions across geographies in diverse organizations.

30,000 FOOT VIEW THE BIG PICTURE

While it is true that HR has its rightful place in most progressive companies, I would like to see HR as a key function on which the bedrock of talent rests. For this to happen, HR needs to turn "Agile". Last year helped us learn the real meaning of being Agile. For years, companies have been talking about Agile methodology practices such as flattening organizations, ability to collaborate remotely and working in teams. However, last year things like digital transformation and the redesign of performance management happened in months. We learned that a focus on helping employees be productive, safe, and included is really the core of a transformation.

ONE THING THAT I LEARNED.

It is easier to be smart than to be kind and compassionate. Just add a bit of wisdom, kindness and compassion will be the most sought-after skills that corporate India will ever need.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

The virus made sure that in 2020 several companies shed headcount and laid off employees. However, in my mind the whole gamut of Talent, including Talent Acquisition, Training, Leadership Development, Succession Planning, and long-range HR planning remains one of the most complex parts of HR.

In 2021, companies will begin to put more emphasis on job sharing and internal talent mobility. I also see gig-working finally opening in India, what with several young workers not willing to put all their eggs in one basket. One of my mentees asked me why she cannot professionally pursue weekend signing at a local band even as she works as an HR Manager during the week.

Digital transformation that began a few years ago and picked up in 2020, is certainly here to stay. There is no more reason to believe that those roles which can be performed from home cannot be done so even as several of my colleagues now work from anywhere. Of course, let us not forget that much of Retail and most of Aviation roles need to be performed from where the customer needs it.

In fact, the big trend to me is that work comes to you rather than you going to work. In HR, this translates to how we double down on digital work experience by way of simplification, integration, and design thinking. Products like Microsoft Teams, Zoom, etc., are sweeping across the world, enabling HR teams to create a single platform experience for employees.

Sadly, we now have to play a game of catch-up because all other business functions including production, operations, marketing, finance and supply chain long ago shifted to a more innovative and tech savvy business model.





ABOUT THE LEADER

As Chief Human Resource Officer of Welspun India Limited, Rajendra, leads the Human Resources & Industrial Relations function for all WIL India subsidiaries. This role comprises of managing 25,000 plus employees base and business operations in India, US & UK. Rajendra brings with him over 26 plus years' of astute experience in curating strategic human resources agenda, reengineering and transformational opportunities and building culture of compassion and performance. Having worked in diverse businesses such as Engineering, Mining, Metals, Media & Entertainment, Retail and Financial Services and now Textiles, Rajendra, brings forth a strong work ethic and a fine balance to people and profits agenda of organizations. Rajendra has worked with companies like KEC International (RPG Group), L&T and Zee Entertainment etc spread across global geographies and his agile and futuristic work is built on the foundation of this rich exposure.

30,000 FOOT VIEW THE BIG PICTURE

Today, HR plays a vital leadership role in shaping organization's growth. People function must operate on a customer centric model and deliver experiences for employees and must continuously innovate people processes for achieving better business outcomes. I believe HR function is uniquely positioned to influence people and lead them to thrive and deliver business results. Today, HR functions are co-leading the firms in becoming more robust and resilient to overcome the economic and cultural ramifications of environmental turbulence. HR has been the driving force in keeping the workforce and organization engaged, productive and resilient. The new ways of working have accelerated Digital transformation in HR, enabling people to tap into new technologies and push creative ways of leveraging them. The present HR model necessitates digital implementation, building smart factories, building digital environments around employee lifecycle and building visibility of how we do business with the external world.

ONE THING THAT I LEARNED.

My most important learning is that, as a part of HR Fraternity, we must dive deep into people philosophies and create contextually right models and solutions for businesses and individuals to flourish.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

I feel there is no other alternate than managing speed to change and it takes humungous capability of influencing and bringing people alignment to make transformation happen. COVID-19 has caused monumental pivots in our work, workforce and workplace, while providing an exceptional case for HR leaders to reimagine their role. HR teams made agility in business a reality, by adapting to cultural changes, implementing technology, innovating and delivering the highest business value in last one year. This digital environment and remote work adoption has created enormous opportunities for building diverse workforces.

I believe the real metric for the success is not just in numbers but leveraging individual talents and building engagement in decision making therefore improving the real benefit of cognitive diversity. It is important to build a collaborative workspaces, leverage differences of perspectives towards problem solving and collectively make the human capital a part of decision making at the organizational level.



RAJENDRA MEHTA

Chief Human Resources Officer
Welspun India Ltd.

LEADERSHIP MANTRA ►

It's one life, we have the opportunity to do something good, let's make best use of this to create positive impacts on people and be remembered for the legacies we build.



RAJORSHI GANGULI

President and Global HR Head
Alkem Laboratories Limited

LEADERSHIP MANTRA ▶

Leaders must be authentic, natural and walk the talk. An inspiring leader challenges status quo, create a sense of urgency, continuously raise the bar, spurs innovation & passion and never lose sight of flawless execution, all this while displaying utmost discipline, care, empathy, humility and grace.

ABOUT THE LEADER

Rajorshi is a seasoned HR professional with a career spanning over 27 years in multiple industries. Over the years he has successfully handled several strategic roles across the people process value chain. He has led variety of complex HR assignments in sales, manufacturing, research & development and centre of excellence with responsibilities both in India and numerous geographies. He has worked with Usha Martin, BPCL and Dr. Reddy's Laboratories prior to joining Alkem.

He is well networked, frequent speaker in different forums and known in the HR field for his professional contribution. He has received numerous awards during his professional journey for demonstrating excellence in his profession. By education he did post graduate diploma in human resource management from XISS, Ranchi and was the gold medalist of his batch. His interests are in traveling, writing, networking and cooking.

30,000 FOOT VIEW THE BIG PICTURE

Alkem is a leading pharmaceutical company which makes innovative lifesaving medicines for millions of patients worldwide. Our employees are our strength and differentiator and together we ensure that we continuously deliver high performance and bring customer delight. Our HR vision is to "sustain Alkem's competitive edge by building a global, future-ready and a capable organisation with a ready pipeline of engaged talent". To fulfil our vision, our people process philosophy ensures that we:

- Continuously focus on building an agile, meritocratic and highly accountable organization
- Attract, develop and retain high performing talent
- Create a learning organization
- Develop and nurture leaders
- Promote mutual respect, teamwork, collaboration and entrepreneurship mindset & behaviour
- Build a diverse workforce
- Position Alkem as an Employer of Choice

Our HR processes are geared towards building capability and creating an engaged and connected workforce thereby ensuring that we are a great place to work.

ONE THING THAT I LEARNED.

What I have learnt is organisations become great by not just great products and systems but a progressive mindset who always dares to think beyond. Complacency and arrogance are biggest evils. A constant hunger, restlessness, curiosity, backed by good execution are recipes for doing great things. Thus it is important that how we create the right culture and experience to make this happen.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

In order to create an agile organization we always need to have good and involved leaders who are given the space to do their best. Good leaders always attracts great talent. At Alkem, we try to create a culture which promotes entrepreneurship, agility, quick decision making and at the same time we go out of the way to take care of our people. For us it is important to keep things simple and execute properly. Allowing people to innovate and experiment is important. As we constantly look for opportunities to do things better we ensure that people work collaboratively and get the opportunity to develop their capability by several learning opportunities that we provide.





SAMIR KUKADE

CHRO & President - Human Capital
Praj Industries Limited

LEADERSHIP MANTRA ▶

I followed in my life - Make yourself dispensable in your role. Develop leaders who will replace you and then you are left with an option but to elevate yourself through knowledge & performance to next level. This leads to individual growth, team growth and organisation growth.

ABOUT THE LEADER

Samir Kukade is a seasoned & well round experienced Human Resource professional who is in the field for more than 3 decades. He has exemplary People/organization transformation, Organization Development work in his career. Through his visionary leadership and unique people solution skill set, he has contributed significantly to his organizations as "Value adding HR Business Partner". He is most likable HR Expert and team leader.

30,000 FOOT VIEW THE BIG PICTURE

Praj is India's most accomplished industrial biotechnology company with global footprints spanning 75+ countries across 5 continents, is driven by innovation, integration and delivery capabilities. Praj's diverse portfolio comprises of Bio-energy solutions, High purity water systems, Breweries, Critical process equipment & skids and Zero liquid discharge systems. Bio-mobilityTM and Bio-PrismTM are the mainstays of Praj's contribution to the global Bioeconomy. The Bio-Mobility portfolio offers technology solutions globally to produce renewable transportation fuel, thus ensuring sustainable decarbonization through circular bioeconomy. The company's Bio-PrismTM portfolio comprises of technologies for production of renewable chemicals and materials solutions, promises sustainability, while reimagining nature.

Current India's ethanol blending that stands at 8.5% is expected to reach 20% by FY2023 resulting in huge demand/Traction for ethanol production. Praj, being the market leader in this business, is at the forefront of capitalizing on this opportunity.

Praj Human Capital team will be playing active role in ensuring high performance, right resources at right place, developing new leaders, effective employee Engagement and promoting ethos & values of the organisation through 3 pillars namely 1) Perform to deliver on aspiration 2) Execute to Excellence 3) BUILD for future. HC team is working as business partner & focusing on outcome-based people processes right from agile talent sourcing practices, focused training & programmes, succession planning, consistent employee communication, Reward & recognition, and contemporary people policies focusing attract, retain & develop principle.



ONE THING THAT I LEARNED.

In my early age while in academics, I did the some mistake of not taking myself seriously which is common. Obviously, it resulted in a failure. It was wakeup call, and it fired a passion in me to succeed and set my life goals and plan to achieve that. I realized Making right choices is the foundation for success and started learning this game right from my first job offer.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Building team: I remember one quote by Herman W. Lay founder of Frito Lay Wafers Manufacturing Company. He said once "We use same potatoes, same process and similar kind of infrastructure to manufacture wafers but we have one thing different which makes the difference i.e. "People". People make us different which is having infinite possibilities. In my view, building team is critical to the success. I have always tried to cascade company vision vis-à-vis people approach in my team. Once your team is onboarded with your vision processes goes on auto pilot mode. For the organisation creating people connect, celebrating success, evaluating what went wrong rather than who went wrong helps to make people to be with team and lead the change as change catalyst.

Recognizing achievements: Pat on the back can change the human behaviour. In young age, mother encourages baby to turn on one side, crawl and finally walk independently. Baby takes pride to show progress by looking at mother. This continues for the whole life and recognition is the biggest drive in any culture for extra ordinary performance. As HR we need to find out how, when and by whom this recognition will play vital role in encouraging team to do better & best.





SANDEEP KOHLI

Partner and Talent leader
EY India

LEADERSHIP MANTRA ►

In a world of accelerating change, one trait transcends all others is the transformative mindset. Be open to learning new technologies, leveraging diverse views and adopting them into practice.

ABOUT THE LEADER

Sandeep is the Partner and Talent Leader at EY India. With almost three decades of work experience in managing talent priorities, Sandeep has multi-industry experience including Consulting, IT, Manufacturing and Telecom. In an increasingly dynamic and disruptive working world, Sandeep believes in being an effective 'Change Leader' and shaping organization's culture by attracting talented professionals and providing them with an environment where they can realize their full potential while delivering organization's purpose.

30,000 FOOT VIEW THE BIG PICTURE

We at EY are the builders of better working world for our people, for our clients and for our communities. The insights and quality services our people provide help build trust and confidence in the capital markets and in economies the world over. In so doing, we develop outstanding leaders who team to deliver on our promises to all our stakeholders. We empower our people with the right mindsets and skills to navigate what's next, become the transformative leaders the world needs, pursue careers as unique as they are, and build their own exceptional EY experiences.

ONE THING THAT I LEARNED

The working world is evolving – technologically, demographically and socio-economically. The future of Talent is unconstrained, connected, omni-channel and cognitive. One of the biggest challenges as well as the opportunity is to align talent management with exponential technological advancements and prepare our people for tomorrow, today. At EY, we identified that one of the key differentiators is how we impact intangible talent factors such as culture, leadership, innovation, employee experiences and create an economic value for our people and business at the same time. In our commitment towards building an exceptional EY experience in this transformative age, we enable our people with entrepreneurial spirit, ensuring intellectually stimulating environment, being digitally transforming, encouraging social responsibility and promoting passions beyond work.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

In this highly transforming world, organization's must look beyond bringing incremental change and must strategies to bring in radical changes in the system. By being agile helps deliver quick wins and iterative progress that aligns with the desired transformational value. Now more than ever, we at EY are focused on hiring people from a broad range of backgrounds, tapping gig workforce and simultaneously enabling diverse career journeys for all our people. We are truly committed to promoting diversity and inclusion for everyone irrespective of their gender, ability, preferences, background, skillset, etc. and giving everyone an equal opportunity to learn and grow. When it comes to preparing our people for tomorrow, we have been investing in empowering them with right skill sets to navigate what's next. As we continue to work virtually, we have ensured that 'out of sight doesn't mean out of mind', we continue to recognise our exceptional performers and have ensured our people are engaged. We have gone above and beyond to ensure their Wellbeing and encouraging them to follow their passions beyond work. Through all this and much more, we ensure agile and high performing teams at EY which delivers exceptional client services.





ABOUT THE LEADER

Sanjay started his career in the Civil Services of India. Always seeking new challenges, after 10 years in the service, he obtained an MBA from Nanyang Business School, Singapore, and changed job lanes into the corporate world. He has since worked with Dr. Reddy's, Tata Motors and Crompton Greaves before joining UPL. A globe-trotter, Sanjay has extensive exposure to international HR practices across multiple sectors which gives him a good lens to understand them from the perspective of law, culture and corporate maturity.

30,000 FOOT VIEW THE BIG PICTURE

The Human Resources function is a key differentiator in large multinational corporations having a diverse employee base. Improving people capability, enriching employee experience, carrying out regular interventions on cross-cultural awareness, creating a strong internally-aligned organisation, and building a diverse top management team, are key to building a strong organisation. Employees expect HR to act as custodians of organisational culture and HR leaders need to stay on top of that agenda. HR technology and analytics are hygiene activities needing regular reinforcement. They can tackle routine operational matters, allowing the core HR team to focus on effective business partnerships. Sanjay helps his Human Resources team towards delivering consistent and seamless employee experiences, and an inclusive and empowering culture – one that provides everyone the best personal and professional growth possibilities. And one that is driven by sustainability and social responsiveness.

ONE THING THAT I LEARNED.

Sanjay's assignment in Russia is where he realised the power of experience in building professional capabilities, much more so than his previous stints in other countries. A completely different culture in post-Glasnost days, Russia

was experiencing an unprecedented surge in capitalism. This fluid cultural climate tasked him with working under daily constraints of communication and free movement, thus enabling him to understand himself better.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

Leading change for Sanjay means working from an integrated lens of business, people and process. Understanding business and regularly networking with others in the organisation are key to managing change. Sanjay thrives on driving large-scale technological and cultural transformation, backed by solid processes and implemented using cutting-edge HR technology tools. The decisive means to achieving this is a high calibre senior HR team. Transformations can only be executed via capable leaders at all levels in an HR team. Ones that bring a clear point of view and strong professional will to their role.

As the senior most HR team-lead, Sanjay believes that culture-building, strengthening leadership bench-strength, and succession planning, are the three critical responsibilities of CHROs. And he takes a measured approach towards capability and culture building. Because for him, real HR transformation lies at the intersection of 4 areas – a company's vision and purpose, an entrepreneurial culture, seamless people processes and an open learning organisation. All of which lead to high energy, pride and passion amongst the associates.



SANJAY SINGH

CHRO
UPL

LEADERSHIP MANTRA ▶

Take a leap of faith, push yourself to think differently, and do your best. At times you will be hit hard on the way, gather yourself and walk stronger.



ABOUT THE LEADER

Sukhjot Singh Pasricha joined Kotak Mahindra Bank in 2019 as Group Chief Human Resource Officer (CHRO). His responsibilities include overseeing all HR functions to secure long term growth for the company by leading training, talent acquisition and career development activities across Kotak Mahindra Group companies.

In a career spanning 25 years, Sukhjot has been in leadership positions across sectors and in complex businesses that operate in both the B2B and B2C spaces. He has been instrumental in building business-aligned HR strategies, driving HR transformational projects and strengthening organisational capabilities through formulation & implementation of HR processes and ensuring proactive HR interventions.

Prior to joining Kotak, Sukhjot was Chief of HR & Admin at Bajaj Finance, CHRO at IndiGo Airlines, and was in leadership roles at companies such as Bharti Airtel, PepsiCo and Spice Communications.

30,000 FOOT VIEW THE BIG PICTURE

In the new normal, the discourse has moved away from uniformity, bureaucracy and control, to flexible and responsive models that emphasize greater connection. The organization of the future is creative, adaptable and anti-fragile, and HR has a crucial role in driving this change by facilitating change in three areas:

Identity: In today's dynamic business environment, purpose is not a choice but a necessity. HR can role-model desired behaviors by identifying moments that matter in the company's culture and translating purpose into a set of leadership and employee norms.

Agility: HR plays a vital role in creating new career paths for agile teams, revamped performance management and capability building. Its goal is to shift the organization from a traditional hierarchy to a collection of small, empowered teams in which individuals are staffed to prioritized tasks.

Scalability: The organization must transition from a know-it-all ethos to a learn-it-all ethos, blending traditional learning with non-traditional methods such as enhanced peer coaching, learning networks and 'nudging' techniques, and HR can support this endeavor by leveraging data-driven insights and people analytics.

ONE THING THAT I LEARNED

I have always believed that if we give ourselves 30 days to clean our home, it will take 30 days, but if we give ourselves 3 hours, it will take 3 hours. While Kotak is recognized as being at the forefront of digital, the COVID-19 pandemic was a wake-up call for many organizations including us, and served as a catalyst for the digital transformation that would have taken years, but was completed in months. Thus, the drive to innovate is the recognition of necessity, and the pandemic, from an organizational transformation perspective, not only made us more digitally oriented, but also more prepared to weather the uncertainties of the future.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

During an agile transformation, teams tend to focus on technology and process; however, at its essence, creating agile enterprises is a people-centric endeavor:

Leadership: HR should function as an enabler of the agile transformation roadmap in collaboration with executives, designing and driving a culture that enables change.

Learning & Development: HR can create agile competence by attracting and retaining qualified Agilists.

Talent Management: The focus must shift from organization-driven career paths to employee-driven career mosaics.

Organization Structure: HR must facilitate a shift from siloed skills to a cross-functional framework, creating adaptable role descriptors that focus on agile capabilities and culture.

Recognition: In an agile framework, HR must focus on rewarding teams rather than employees, and enable the employee shift from extrinsic to intrinsic motivators.

SUKHJIT SINGH PASRICHA

President & Group CHRO
Kotak Mahindra Bank Limited

LEADERSHIP MANTRA ▶

Consistency is better than perfection - while perfection is impossible, consistency can be achieved by anyone.

Success is not about greatness, but about consistency, and while persistence helps an organization get to the top, consistency helps it stay there.





ABOUT THE LEADER

Vinod Bidwaik is a Global HR Leader having in leadership roles in big Indian and Multinationals industries.

He is currently working with Alfa Laval, Cluster India, Middle East and Africa as CHRO & VP-HR. He is a Country Council and CSR member Alfa Laval India. Prior to this he was working with DSM India Pvt. Ltd as Director -HR. Vinod has written 6 English and Marathi books.

30,000 FOOT VIEW THE BIG PICTURE

One of the challenges to the leaders are to make the organization agile to respond the VUCA. Business growth in core business areas and profitability is on the agenda of CEOs. Business has the focus areas like sustainability, customer experience, digitalization, innovation and acquisitions. HR has to translate those priorities in People Agenda.

HR priorities would be

1. Competence Development in view of future of work and new skills required,
2. Working on Leadership Transformation to facilitate the change in the organization,
3. Focus on diversity and create the inclusive culture for multigeneration, multicultural workforce,
4. Employee experience
5. Health & wellness initiatives for employee to keep them fit.

ONE THING THAT I LEARNED.

In a crisis, leaders are in the line of fire from various key people in the ecosystem, customers, government, employees, stakeholders, society and political leaders. These all people may have unrealistic expectations from the leaders. This brings tremendous stress and possibly the leader may make mistakes. In such a situation, leaders need to be courageous and confident. When your employees and customers are watching you, you need to demonstrate the behaviour where they should feel

comfortable working with you. By demonstrating courage and confidence, you drive the right behaviours in your team too. This includes taking a calculated risk, saying no at appropriate time, taking care of employees and simultaneously focusing on the business continuity.

FROM DOING AGILE TO BEING AGILE – LEADING THE CHANGE

“With a changed scenario in workforce management, we also need to understand the implication of the coronavirus pandemic on human resource & work.”

I believe that HR should facilitate the change in creating the agile culture in the organization by facilitating following.

Psychological workplace: This is about considering the emotional aspect of the workplace. Creating the ecosystem for engagement, trust, inclusion and ensuring the wellbeing of employees will be vital.

Physical workplace: In view of physical workplaces moving at home, employers need to support having the right infrastructure, digital platform and proper connectivity. Employees who will attend offices and factories will need assurance of safe and healthy workplaces. HR will have to work regularly to assess the situation and take appropriate calls so that employees are productive and efficient.

Digital Workplace: This is not only about digitalization and automation but also thinking about how technology will foster new business models, ways to work and employee experiences. Further it is also preparing, educating, developing employees to work in the virtual world. Roles will be changed. Few new roles will be created. Speed and agility will be core of workgroups. HR needs to work speedily in creating new behaviours in the digital and virtual world.



VINOD BIDWAIK

CHRO and Vice President - HR
(Cluster India, Middle East, Africa)
Alfa Laval

LEADERSHIP MANTRA ▶

Purpose, values and creating the trust capital is crucial. As a leader, one of the imperatives is to give the larger “purpose” to the team, work on the values essential for survival in business or in personal life and create the trust capital in the organization. Build the trust during good times, so that you are not alone during a crisis situation.

Glossary

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