HR Challenges
Global Perspective

By Anupama Vaidya

14-Sep-2013

- Tough, unpredictable business cycles

- Relentless pressure for profitability

- Virtual workplace

- Global competition – more options with higher value

- Changing customer demographics/influencers

- Technology – cutting edge, rapid changes, high redundancy

- Socio-Economic-Legal-Statutory frameworks

Shifting Business Paradigm

- Individualistic ambition at the workplace

- Demands faster growth, greater responsibilities and more flexibility

- High confidence and questions status quo, wants to experiment and take risks

- Impatience – want things here and now

- The "Why" generation

Drive to Acquire

Drive to Bond

Drive to Comprehend

Drive to Defend

Changing Individual Drivers

A NEW PARADIGM FOR HR

Addressing the HR Challenges – a Global Perspective

- Becoming familiar with the business
  - Understand business and the industry
  - Complexities of managing the business processes
  - Understand the dynamics of the market, customer and competition
- Well-rounded business people
  - Keep your hand on the pulse of the organization
  - Integrate with lines of business
- Tangible results and business metrics, measures of success

Core Business

Challenge –
Business Focus

Speak the Business language ...

Business Outcomes	HR Priorities	Example
Sustained Revenue Growth	• Identify talent strategies for entering new markets • Predict requirements and source critical talent to grow • Refocus HR function on supporting high growth business • Help the business manage mergers and acquisitions	Double size of senior workforce population in a new market next year
Profit Growth And Cost Reduction	• Manage the change process associated with cost reduction initiatives to minimize productivity impacts • Help business evaluate and implement outsourcing and off-shoring strategies • Focus on reducing HR's own operating costs	Reduce organizational costs for business unit by 5%
Working Smarter: Speed, Flexibility, Adaptability	• Align performance and rewards with speed, flexibility and adaptability • Create communications and tools to reinforce culture • Optimize HR processes and service delivery • Source the right talent to perform	Increase average product to market speed by 20%
Customer Loyalty And Retention	• Assess employee loyalty and retention and potential impact on customer loyalty/retention • Increase understanding of customer acquisition strategies and ensure HR programs are supporting (incentives, learning)	Increase customer satisfaction by 10%
Strategy Execution Capability	• Anticipate potential leadership gaps and develop sources of top talent • Build execution capability into leadership development programs	Improve leadership scorecard performance by 10%

- Achieve Flawless Execution in Employee Transactions
- In-house versus Outsourcing
- Service Level Agreements; Accuracy and Immediate
- Customer Service Orientation
- Communication – Data Vs. Processed information
- e-HR – Technology, Data Management
- Compliance and Governance
- Radical Redesign, Fundamental Rethinking

Challenge –
HR Operations Effectiveness

Service Guarantee, first time and every time…

"We built the Starbucks brand first with our people, not with consumers. Because we believed the best way to meet and exceed the expectations of our customers was to hire and train great people, we invested in employees."

Howard Schultz
Starbucks chairman & visionary

HARVARD BUSINESS PRESS
foreword by C. K. Prahalad

EMPLOYEES FIRST,
CUSTOMERS SECOND

turning conventional management upside down

VINEET NAYAR

- Building a "Learning organization"
  - Continuous, customized, widened learning channels
- Career Management – tailored growth path
- Role Imperatives – Organization structure
  - Structure fits people or people fit structure?
  - JOB Matters ! But with responsibilities and freedom
- Leadership
  - Coaching, Guiding, Mentoring
  - Qualitative transition in the way people are managed
- Knowledge Management
  - Convergence and divergence

Challenge –
Talent Management

Getting away from the 'Corporate MOLD' …

- Grow from within

- Mobility – functional, regional

- Campus Programs / influencing customized courses

- Newer avenues like Social Media and Networking sites

- Search for tomorrow

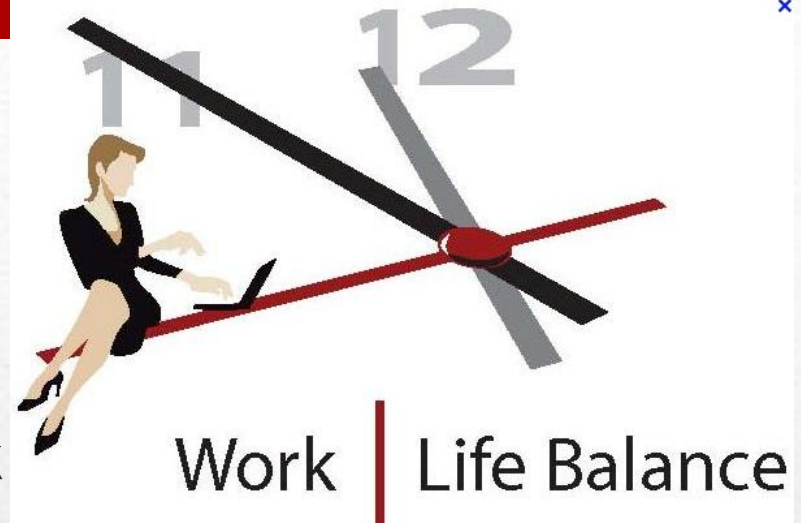- Employer Branding

- Reverse Interviews!

- On-boarding

Challenge –
Talent Acquisition

Integration and Assimilation …

WORK IS PLAY

- Vibrant workplaces, Fun @ Work
- Promote flexibility in performing work
- Balance between work and non-work areas in organizational context
- Feel understood
- Fair and Secure Workplace

Challenge – Work-Life Balance

Fairness in Perspective…

Diversity

- Gender
- Age
- Education and Experience
- Geographies
- Economic background
- Language
- Communication

Culture

- Multi-cultural organizations
- Dynamism
- Empowerment
- Sensitive
- "My Opinion Matters" - Respect to individualism
- Personalized solutions

Challenge – Diversity & Culture

Recognize & acknowledge differences…

- Keeping the Communication Alive
- Utilization of Technology
- Optimizing Total Rewards
- Leveraging Employer Brand
- Competing for Talent
- Engagement … … …
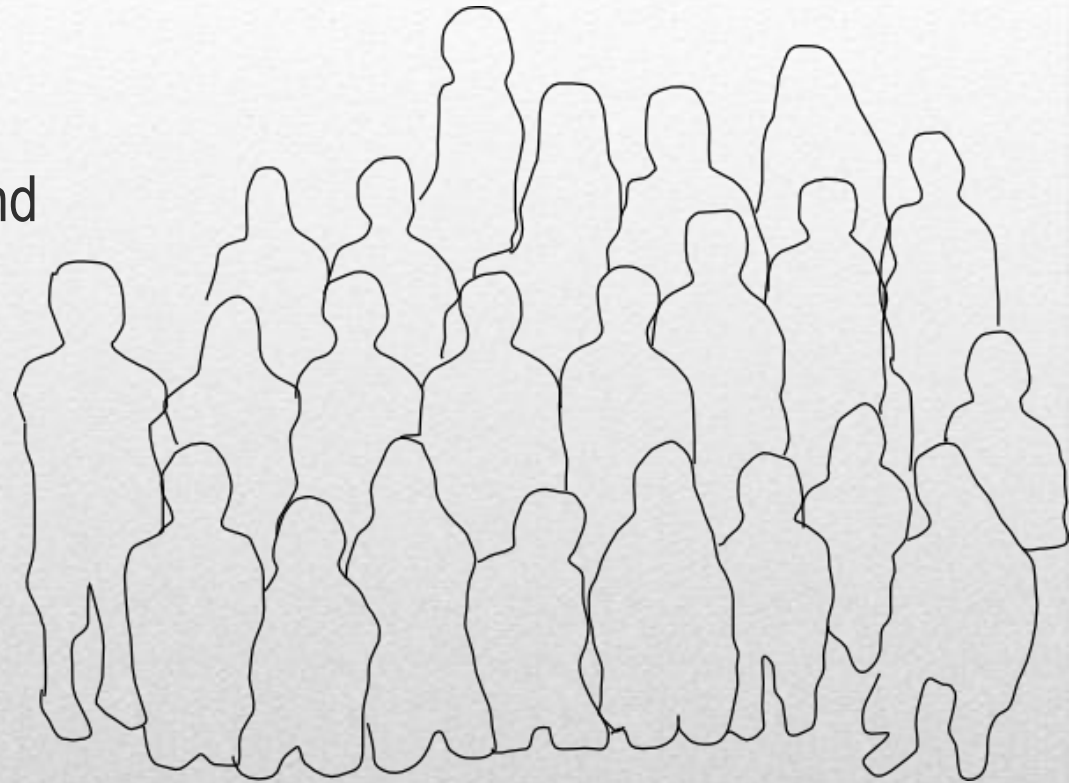
Other Challenges

THE COMPETITIVE EDGE FOR HR

Addressing the HR Challenges through HR Competence

Functional & Cross Functional Business Skills; Financial Acumen, Marketing Skills, Project & Process Management

Business Environment Context; Socio-politico-legal; Customer Focus

Job Skills

Environment Skills

Relationship Skills

Personal Effectiveness

Leadership; Influencing; Networking; Conflict Management; Respect Diversity

Problem Solving, Risk Taking, Communication, Technology Skills, Comfort With Ambiguity, Global Mindset, Data And Information Management

Top Success Factors

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