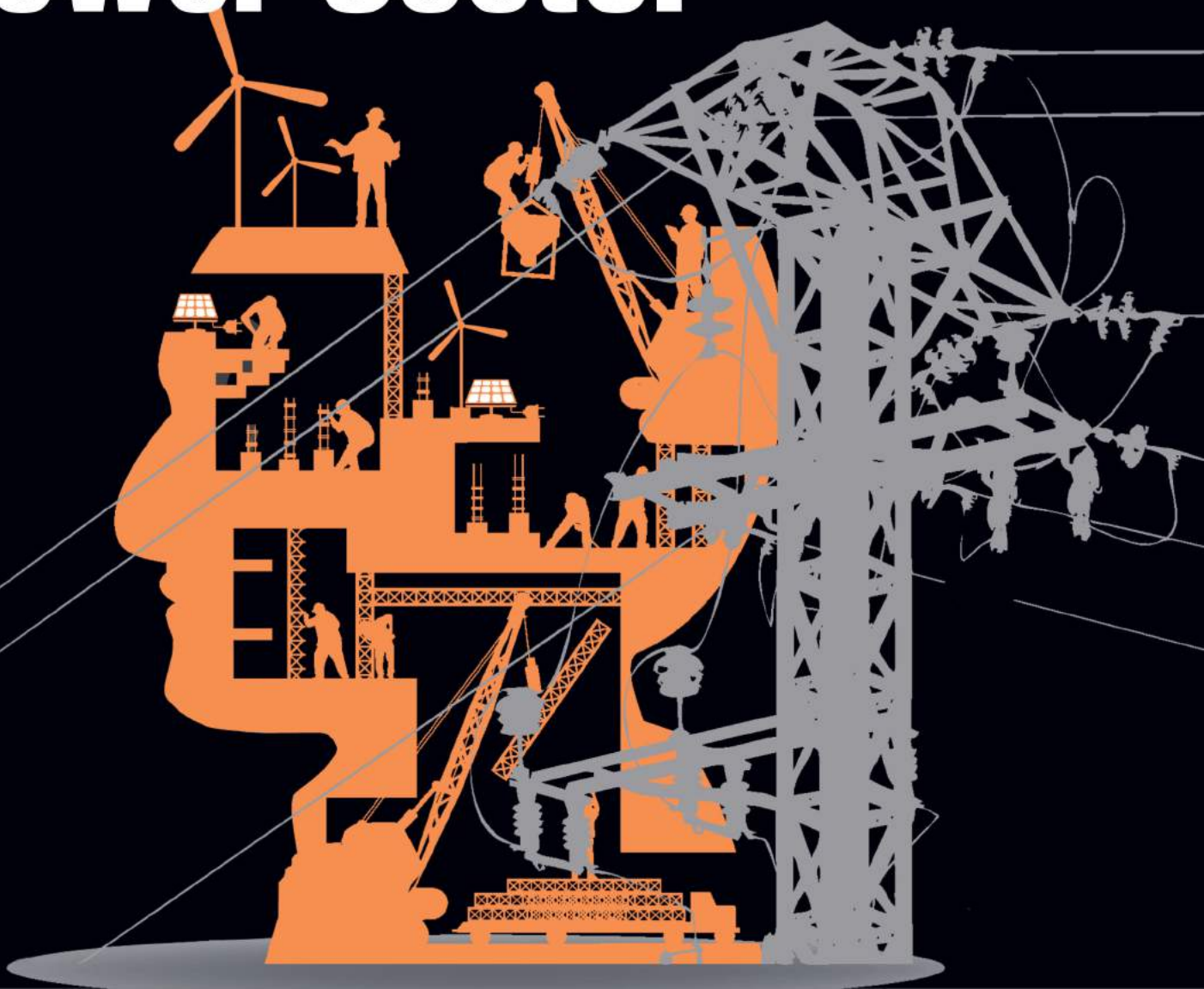


Business Manager

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Making HR People Complete

HR *in* Power Sector



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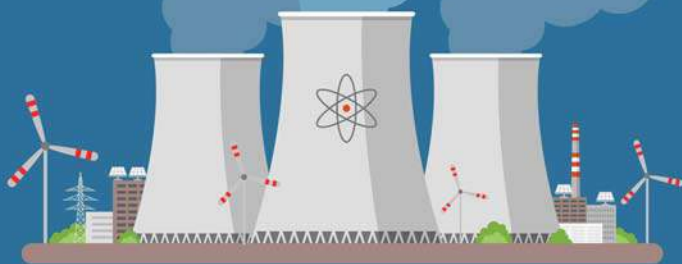
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HR in Power Sector

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- BM Editorial Team



Key thrust of HR strategy is to renew our manpower capacity and capabilities

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Journey of constant learning & developing the human talent

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Foremost contribution of HR is about creating required skill set

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Developing internal talent is the priority

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Solutions provided here are in context to narrated facts & not in general.

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helpLINE

Anil Kaushik | Management Expert -HR & IR

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With the recent judgment of the Delhi High Court imposing cost of Rs. 50,000 against the woman for filing false complaint of sexual harassment, the debate has again come on surface about the rising abuse of POSH Law, which was enacted to protect the women from sexual harassment at workplace. An article by **H.L. Kumar**

59 Union's right to agitation

Section 17 & 18 of the Trade Union Act grant certain immunity but no immunity can be claimed under these sections for any activities of the union which constitutes or fall under the ambit of intimidation, molestation or violence. A peaceful strike is permissible after due compliance with section 22 and 23 of the ID Act but no exemption is allowed where violence is resorted to by the members of the Trade Union. An article by **Deepanjan Dey**

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Megha should learn the art of lifting the veil

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RESPONSE

India's Best HR Magazine

Business Manager
Making HR People Complete

AUGUST 2019

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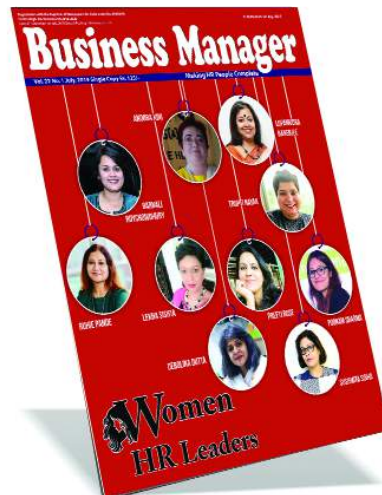
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JULY 2019 ISSUE

Breaking myths

Good to see a special issue on Women HR leaders. They have demonstrated their capabilities, guts to face the challenges, power and will to make work life balance and so on. But there are certain myths about women professionals in Indian society at large which need to be diminished. Women in India are expected to conform to traditional and societal norms. Women who get to join the workforce are not free of facing stereotypes and harassment. Women are rarely offered C-suite roles and similarly lofty positions. As rightly observed by the editor in his note, Instead of holding their social conditioning against them, let's all try to build a workplace in India where everyone has the same opportunities and treatment irrespective of their gender.

Jitendra Singh

Supporting

Great to see you Ruhie Pande & Trupti Nayak Kuddos to your family who stands by for supporting your respective careers.

Shruti Khandelwal

Empowered

Lovely Ruhie. Well deserved I must say. Enjoyed reading about your journey too. More power to you....

Deepa Agarwal

Like

Congratulations to all the featured Indian Leaders who happen to be woman and confirmation that Women do hold up the sky!

Nina Elizabeth Woodard

Dream big

Don't sleep but dont stop dreaming big dreams - well done Anubha!

Ganesh Natarajan

Well done

Nicely put, Anooba. Continuous learning and adapting is the lesson I take from your story. And the fact that you stood for your values and succeeded.. well done!

Lekha Sishta

Capable

Female leaders can change scenario of IR issues in industry.

Ravindra Pareek

Encouraging

Its so encourage to see the canvas of powerful leaders, thank you Anil Kaushik.

Arjun Singh

HR Analytics

Dr. Ajit K. Kar article to have an understanding of HR Role in Analytics. Good job sir.

Pintu Kumar



An inspiring journey indeed Ruhie. Glad to be working with you.

Nayantra Hegde-Karkhanis

Awesome Anooba keep flying higher . Congratulations!!

Mamta Patni Narsaria

Looking Forward and looks great collection of thoughts.

LS Murthy

Well done Trupti...

Makarand Khataavkar

Kudos for excellent edition..

Rakesh Seth

More women power

Annapurna A

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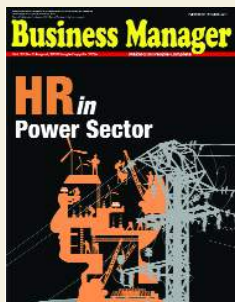
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FROM THE EDITOR'S DESK



August 2019

Vol. 22, No. 2

Out of box thinking

The power sector conventionally is understood by power generation, transmission and distribution. From thermal and hydro means of generation, it has now expanded to nuclear and renewable energy. It includes biomass, bio fuel, wind and solar energy. This sector is highly capital, technology and manpower intensive requiring large number of skilled manpower.

The biggest challenge for HR in power sector lies in attracting, acquiring, developing, retaining and nurturing the manpower along with skilling and up-skilling the existing ones to keep them relevant to the changing needs. In renewable energy segment manpower intensity is much higher than conventional energy production. Organisations engaged in conventional energy production, transmission and distribution have also not paid much attention in re-skilling and up-skilling of their existing manpower. Most of the activities including service and maintenance of distribution system in the field activities are outsourced and people engaged are not fully equipped with training on safety and functional skills causing tragic accidents and loss of human lives while on work. The new alternatives to conventional energy generation also pose critical people challenges. The challenges range from attracting fresh capable people to upgrade the skill sets of existing human resources and bringing about behavioural shifts for developing managerial competencies. For HR it is not only limited to acquiring the talent from outside but also to infuse confidence in them that there is a defined career path and growth opportunities for new as well as existing people.

The HR of this sector has to work hard on building employer brand, sell themselves to talent and showcase the organisations as charming as others like IT/E-commerce and service industry. HR has to think out of box in this respect. It is time for divergent people strategies to equip with sufficient manpower. Solar energy sector also faces high turnover of manpower, may be due to insufficient competitive compensation and incentives or may be due to lack of training and development opportunities. People are still not fully aware about its potential growth opportunities in future because the world now prefers to go to renewable energy as quickly as possible.

There is a clear skill mismatch in availability and requirement. HR has to transform itself and converting its functions into house skill centres, making this sector as preferred choice of millennials by overhauling their people policies and processes and adapt to newer demands of market and change the work environment. There are huge employment opportunities lying in this sector in near future. HR should tap it.

The cover story of this edition is all about what is happening in HR in power sector, what is required to be done to stay relevant and how organisations are doing better in this domain and making a good HR business case.

If you like it let us know. If not, well, let us know that too.

Happy Reading!

Anil Kaushik



Do happy **employees** equal happy **customers**?

Dr. Aparna Sharma

Board Member, Thought Leader,
Best Selling Author & Motivational
Speaker, Mumbai



It's become a business bumper sticker! It's a fantastic sentiment! It's the right strategy!

"If you treat your staff well, they will be happy," says the Virgin Airlines website (CEO, Sir Richard Branson's mantra). "Happy staff are proud staff, and proud staff deliver excellent customer service, which drives business success."

Zappos once ran an advertising campaign with the theme "Happy People Making People Happy."

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

"The formula is simple : Happy employees equal happy customers," asserted an article in *CEO Magazine*. "Similarly, an unhappy employee can ruin the brand experience for not just one, but numerous customers."

All the above examples & conventional wisdom which we rarely question suggest that there is bound to be direct co-relation between "Happy Employees" & "Happy Customers". However, I thought it only fair to dig a little deeper. Do happier employees really mean happier customers? Without giving too much away, the results of my exploration will almost certainly surprise you. Not because happy employees don't mean happier customers (in general they do). But, because of the potentially worrisome connections between employee performance and happiness, and customer engagement.

Gallup which we are familiar with, for example, has been promoting the 12 Elements of Great Managing - which are all about inspiring top performance in employees - since the 1990s. Remember the famous question from Q12- Do you have a friend at work? Their latest Q12™ research quantifies the (significant) gap between companies at the top and bottom quartiles of employee engagement. In it, they found that organizations in the top quartile had :

- 22% higher profitability,
- 21% higher productivity,
- 10% higher customer metrics,
- 37% less absenteeism, and
- Up to 65% less turnover

While happy employees do help deliver happier customers, high-performing employees can help to deliver happier customers and business results.

No brainer, right? Faced with numbers like these, what company wouldn't think that employee engagement should be a top priority? What we want to know, though, is if happier employees mean happier customers.

Since the top employee-engagement groups beat the bottom by only 10% in customer metrics, it seems the answer is a resounding "maybe."

Recent research from Leadership IQ states that in 42% of the companies studied, low-engagement employees outperform high-engagement employees. After reading the research, a crystal-clear picture of these high-engagement, low-performance employees emerges. They are happy and engaged, in part because they actually aren't held that accountable and/or don't have to work as hard as high performers. Expectations are lower, and their jobs are

easier. As a result, they're even more motivated to "deliver 100 percent at work" than high- and middle-performers.

These higher-performance, lower-engagement employees care a great deal about their work, have loads of intrinsic motivation, and lots of talent - but often don't feel empowered, encouraged, or recognized. While higher-engagement/lower-performance employee want nothing more than to please your customers, they may not be as willing (or as able) to make the difficult choices sometimes required to satisfy customers *and* meet business objectives.

Which brings us back to the question at hand, and the "dangers" of conventional wisdom. Because, while happy employees do help deliver happier customers, high-performing employees can help to deliver happier customers *and* business results.

The trifecta is this : happy, high-performing employees, happy customers *and* stunning business results. If you're like the most successful firms I've worked with, getting there means aligning your reward systems with your customers wants and needs - and ensuring that your desired outcomes are clearly defined, and that everyone is held accountable for their results.

Get that in place, and it gets easier to imagine all your employees contributing to customer happiness - boosting customer metrics, while driving profitability and productivity along the way.

The strongest links between employee happiness and business outcomes occur over the long term and behind the scenes. Innovation, for example, is a fragile thing; it flourishes in supportive, transparent & high-recognition environments. The correlation between employee happiness and innovation is nearly twice as strong as the correlation with customer focus.

Businesses are bound to crash once their customers are repeatedly turned off by their experiences with the employees to the point they seek alternatives. In order for your company to grow, you have to ensure positive customer experiences are the norm with your staff - not the exception. Investing in the happiness of your staff translates into happy customers more willing to shop with you more.

Now, let's also see why happy employees create happy customers?

1. Happy Employees build better relationships with customers -

When an employee has a positive attitude towards their work and is fully engaged, that positive attitude naturally spills over into their customer relationships. Happy employees easily strive to deliver high quality service with a lot of consistency, resulting in increased customer happiness and loyalty.

It takes presence, attentiveness, and attitude to create and build the strong customer relationships that separate successful companies from mediocre ones. When an employee is happy in their workplace, they are not only far less likely to miss work (presence), they are also more likely to handle customer needs faster (attentiveness) and with much more positivity at that (attitude).

2. Happy Employees are more creative with their customer service -

Employee-customer interaction is not a scripted role play. In a world of rapidly changing customer preferences and increasing corporate competition, the creativity with which your employees approach their jobs can become the deciding factor between your company's growth and stagnation.

Innovative thinking is an important skill for your employees because your customer service staff is the first representative of your business that customers interact with. Happiness contributes to the creative ability of your staff because a happy employee has more mental room to come up with fresh ideas and their mind is more likely to take on new challenges with gusto and enthusiasm and such happy employees make happy customers.

3. Happy Employees provide more knowledgeable service -

Happy employees tend to stay with a company much longer. Not only is employee retention good for the business (think about the additional costs you will have to face when hiring a new worker such as the cost of advertising or interviewing, the cost of on boarding and training, the cost of errors as well as time for adjusting and etc.) but it's good for the customer as well.

Employees who have spent longer working at your company have more experience and knowledge to use in providing better customer service. And when customers receive more knowledgeable service, they have a better experience and are more likely to do business with you again.

4. Happy Employees put the company's best face forward -

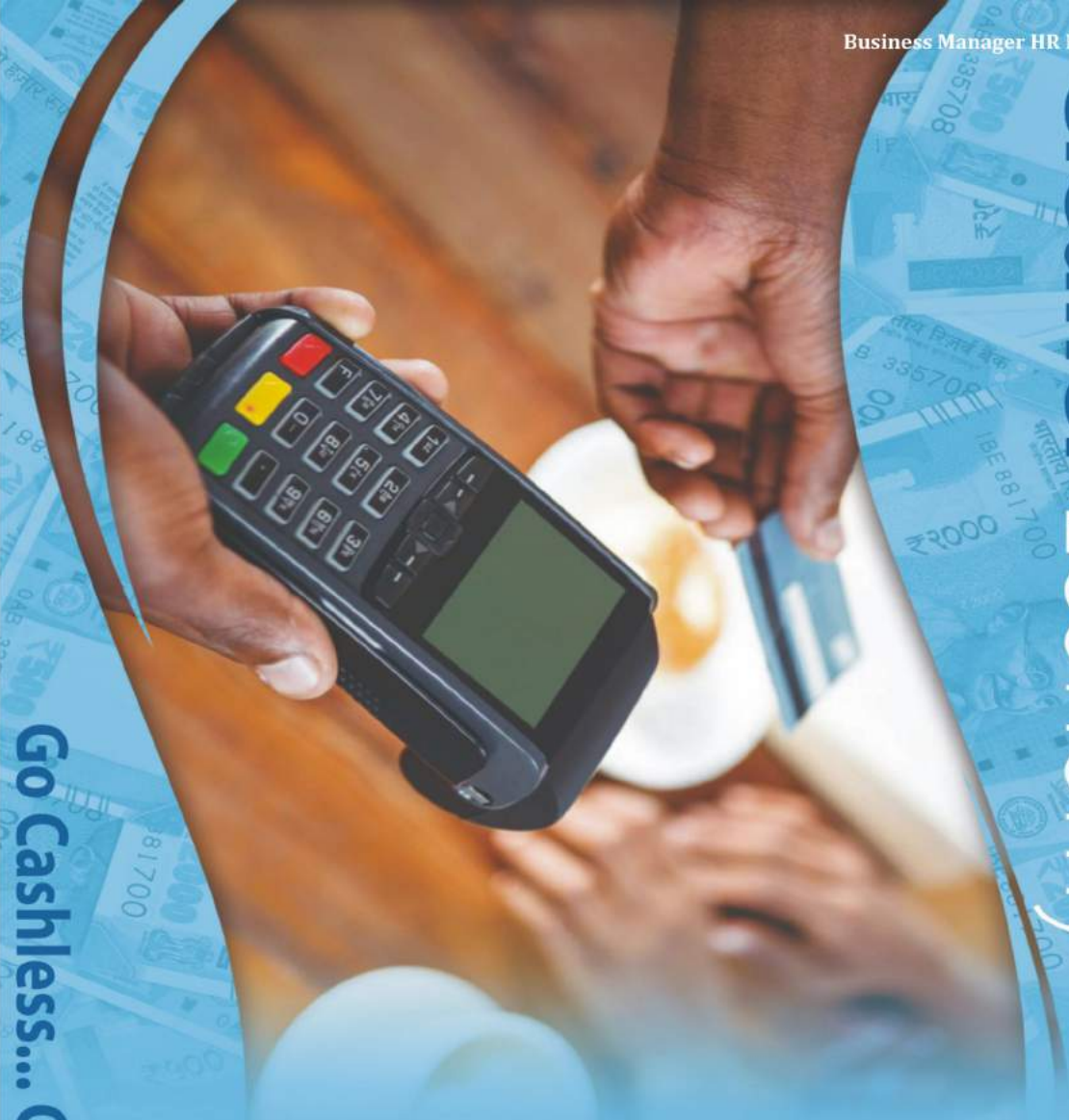
Similar to having a positive attitude that promotes a positive customer experience; employees that are happy and committed to their workplace genuinely want to see the company do well.

They are more motivated and innovative, and will often go the extra mile to give customers an *exceptional* experience. They are a vital asset to maintaining a strong reputation, brand image, and competitive advantage.

To conclude

Even though prioritising your customers' needs will most certainly increase customer satisfaction and loyalty, under no circumstances should managers forget about equally important assets of their company - happy employees. **EM**

Clean Transactions Cleaner Economy



DON'T

- ✓ Accept cash of ₹ 2,00,000 or more in aggregate from a single person in a day or for one or more transactions relating to one event or occasion
- ✓ Receive or repay ₹ 20,000 or more in cash for transfer of Immovable Property
- ✓ Pay more than ₹ 10,000 in cash relating to expenditure of business/profession
- ✓ Donate in excess of ₹ 2,000 in cash to a registered trust/political party

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