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Making HR People Complete

Dave Ulrich

The 2017 HR Competency Study

FUTURE of PERFORMANCE MANAGEMENT
Looking at compensation model again

New pay requires a decision on the component of variable pay in the compensation package. This is to align individual goals with organizational goals. The employee's compensation is at risk just as business is subject to risk. The determination of performance standards, team based or individual based performance pay and the ratio of variable pay to total pay require understanding of business requirements, employee behaviour and the application of theories of motivation. An article by Hari Parmeshwar.

Ardhnareshvar inspired gender parity

In a professional work environment, Ardhnareshvar manifests as the representation of men and women in the organization. It also depicts how men and women work together balancing energies that they bring forward to collaborate and take business forward. An article by Mridula Sankhyayan.

Drop the labels, please!

An article by Aparna Sharma.

“Employee” under EPF Act needs to be redefined

The definition of ‘employee’ under the employees’ Funds act are very wide. They include not only persons employed directly by the employer but also persons employed through a contractor. Under the statutory definition even if a person is not wholly employed, he would be a person within the meaning of the term ‘employee’. An article by H.L. Kumar.

Case Study

Change for better but how?
By Dr. Kavita Singh

Case Analysis

To bring change, reinforce trust among employees
By Mihir Gosalia

To change, first understand the business and people dynamics
By Bhaskar Dhariwal

HR lost the game, not Devanshu!
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Can Indian organisations adopt holacracy?

An article by Nikhil Abhishek Mishra

Concept of Pay Parity- Front and Center

The SC judgment has ignited a hot debate as to whether the temporarily engaged employees including daily wage earners adhoc appointees and casual and contractual employees would be entitled to regular pay scale along with dearness allowance on account of their performing same duties which are performed by those engaged on regular basis against sanctioned post. An article by S.M. Jain & P.C. Chaturvedi.

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Third

- **Ardhnarishvar conveys:** The interdependence of Shiva on his power (Shakti) as embodied in Parvati. The separation of two results in Shiva’s Tandav leading to an out of balance catastrophic nature.

- **Corporate connect:** This depicts that men and women are naturally interdependent. An imbalance in gender representation will lead to imbalance of energies. The imbalance leads to aggression, conflicts, myopic decision making, big losses, psychologically unsafe workplaces and the list continues.

Fourth

- **Ardhnarishvar:** Across cultures, hermaphrodite figures like Ardhnarishvar has traditionally been associated with fertility and abundant growth.

- **Corporate connect:** The gender inclusion and gender parity in business leads to an environment which is highly productive and growth oriented. Diverse perspectives are valued not envied or feared creating employer of choice organisations.

Fifth

- **Ardhnarishvar:** Often, the right half of Ardhnarishvar is male and the left is female. The left side is the location of the heart and is associated with feminine characteristics like intuition and creativity, while the right is associated with the brain and masculine traits - logic, valor and systematic thought.

- **Corporate Connect:** In a corporate environment, its symbolic and manifests as the energies we need at workplace to sustain profitable business. It’s important to state that women are capable of showing valor and men emotional intelligence. I see the traits as gender agnostic. It’s about balancing the energies at workplace. If we just demonstrated logic, analytical thinking and bravado, we cannot create an inclusive work environment that fosters creativity, innovation and emotional intelligence. These energies when represented equally and synergistically create world class businesses that lead to unprecedented growth and raise the bar to next level evolution for mankind.

- **My bows to Ardhnarishvar that inspires Gender Parity!”**

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**Drop the labels, please!**

Aparna Sharma  
Independent Director on the Board of T.S Alloys Ltd. (100 percent subsidiary of Tata Steel), Mumbai

Our society lives by Stereotypes!  
Now, that we acknowledge that the world & society is constantly evolving, I had thought that by now in the professional world the story would be different.

As I was growing up, have heard of various stereotypes even in the professional world like for the role of a secretary, a woman would be best; teaching profession is good for women since they can take care of families well due to better work life balance; a guy is the primary bread earner in a family - a woman’s income is only supplementary; its okay for a man to be aggressive, if a woman asserts herself, she is aggressive which is not acceptable etc….

While some of these still remain or their degrees vary.... there are many more stereotypes that keep coming in, to add to the professional potpourri!

Very recently, a close friend shared some new ones... I had not heard of them before nor did such thoughts ever cross my mind.

In the Indian context, one strong one was that you must write a book or turn an author only once you have decided to hang your boots in the corporate world either thru superannuation or even before;

Another one, if you wrote a book during your corporate career, it was an indication that you wanted to hang your boots & become an academician!!! I found these really funny. My friend too, that’s why she discussed these with me.

In my view, any practising manager may want to share his/her experiences for the benefit of others (students, practitioners, academicians etc) by writing a book. Infact, they are trying to create a body of knowledge which will be a ready reckoner & help everyone immensely. They straddle between their highly demanding jobs & yet have the zeal to contribute.

I can’t understand the connection between authoring a book & retirement or the label of turning an academician!!! Can you?

The society or the world at large has strong perceptions which have become stereotypes & we try to label people & fix them into frames.

What I told my friend, is that I find such practising managers as versatile & multi talented who rise above their so called professional defined roles to make an impact. They are rare & need to be cherished & encouraged!

Point to ponder & act- Can we drop the labels, please? & let people be!

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