Contract Labour: An era of live-in relationship
Women in Board Rooms
The representation of women on corporate boards is progressively increasing, but the number of women leading boards still remains low globally. Having women on the board is no longer just the right thing to do based on gender equality arguments but also the smart thing to do. An article by Dr. S.K. Gupta

Exit Interview: Diagnosing the organization health
Exit interviews are critical to any organization’s growth and development as they offer an understanding of the reasons why employees leave, and also provide opportunities for effective talent retention. An article by Kamlesh Kumar Agrawal

Are you your "BEST" Resource?
The bottom line is that the idea that we’re supposed to be on a high & have only good times, all the time is misleading and it can cause us to have false expectations of ourselves & the world around us. An article by Aparna Sharma

Case STUDY
Functioning without HRIS
By Dr. Pravin Durai

Case Analysis
"Importance of HRIS"
~By Bhaskar Dhariwal

Book Learning
Leadership by Proxy
The Story of Women In Corporate India
Author: Poonam Barua

Banking and Negotiable Instruments
Author: Avtar Singh

Be a Champion!-Learn from World T20
The most important learning from the World Cup T20 is that no matter what one has or does not, no matter what others say or does not say - self-belief, determination and collaboration can help one win. An article by Prasanth Nair

Government Notifications
Proposal to amend Contract Labour Rules
Revised Minimum Wages in DELHI
Minimum Rates of Wages in UP
Minimum Wage in CHATTISGARH
Minimum Wage in GUJARAT

Shift Schedule & Rotation
This one is one of the main benefits of shift rotation as it enables management to spread employee expertise and talent across various shifts and responsibilities. An article by Dr. P.B.S. Kumar

Recent Important Judgments
Proposal to amend Contract Labour Rules
Revised Minimum Wages in DELHI
Minimum Rates of Wages in UP
Minimum Wage in CHATTISGARH
Minimum Wage in GUJARAT
Our lives are full of illusions! Do you agree? Have you examined this ever closely? I have & here’s the crux of my deliberation with a very close friend...who has been going through a lot of trials & tribulations in life just like any one of us! As we're growing up, we associate with our family- parents, siblings, larger family, friends, teachers, our social community, work colleagues etc. We begin to feel safe & secure in each of these relationships based on the strength of these ties & the meaning given to them by our family & society. Each of these has a phase in our life & it's a great place to be...unless we begin to experience them first hand.

You must have heard the saying “Success has many relatives, failure has none”. It’s an interesting one, since the world associates with people (children or adults) who are successful...including your own near & dear ones. You very quickly know the difference & real meaning of “Apne” (one’s own) & “Paraye” (others). Many of you who are lucky may disagree - your experience may be different..!

That's absolutely fine... however, majority will agree!!

When you’re person to reckon with according to worldly standards, on a “high” in life- you will have lots of friends; your acquaintances will make extra efforts to make friends with you; you will be surrounded by people- “genuine as well as so-called friends & relatives”.

It is not any different in the professional sphere, my friend adds. Depending on how senior (age & experience)you are, you may have a great fan-following- especially by the ones who know that you could help them in any way, you will be invited to every professional forum-people will sing praises of you verbally & in print. This one is industry agnostic- whether it is in politics, field of education or any other profession. It can be summed up as “Chadhte Suraj Ko Salam” - the literal translation is “Worshippers of the Rising Sun” or just the “Sun” since it shines. You need to have a “Utility Value” in any or all relationships. Harsh as it may sound, you will only agree once you experience it!

So, coming back to the illusion, we begin “to believe” that all these people like us, love us & care for us, until reality hits hard- you’re facing hard times, surrounded by hardships- the “ebb” or trough in life. When you look around you or behind you- where are all the fans, friends, relatives? You hardly find a handful of people who really care & are still there with you & for you. The same people do not answer your phone calls, respond to messages or begin to make excuses if you reach out to them.

I questioned if gender diversity had any role here—guess, the experience is same whether it is men or women. Each one can argue basis their own life’s truth.

Another point, is about Mentors. Where do they feature in this....? In her view & experience, “True Mentors” are like “True Friends”- They will stand by you & guide you all along, irrespective of the season in your life!

The fact is that there is an ebb and flow to life. There are highs and lows. There is bitter and sweet. There are grey days and sunny days and it’s all part of the package. If it were peaches, sunshine and roses all the time, we’d probably get bored pretty quickly & not learn the real lessons in life! The bottom line is that the idea that we’re supposed to be on a high &
have only good times, all the time is misleading and it can cause us to have false expectations of ourselves & the world around us. We would live in a "make believe" world. It’s no wonder that we live in a world mired in addictive behaviors aimed at escaping the lows that we all inevitably experience.

What I shared with my friend basis my own life experiences & those I have been closely observing & learning from is to have & maintain a strong connection with the Divine & have faith & confidence in one’s own abilities & potential irrespective of good or bad times, whoever stands by you or distances from you! Always, remember “You’re your only RESOURCE”!

Also, I’ve been learning that the best way to cause a shift in our mood when the darkness hits is to completely surrender to the experience of it. This means facing the feelings, writing about them, talking about them with someone we trust (if you have) and sometimes, even laughing about them.

Most importantly, when we’re having one of those days or phases in life, it’s an opportunity to practice loving ourselves more, to dig deeper and have greater faith in our dreams, to build up our spiritual endurance and press on in the face of fear and uncertainty. It’s an opportunity to learn about ourselves and grow by getting to know a side of ourselves that makes us uncomfortable.

Surely there is an ebb and flow to life. Rather than fight it or resist it, embrace it. Adjust our expectations of what is “normal” and practice accepting the highs, the lows and everything in between.

There’s a lesson in all of it and it’s by fully being wherever we are that we can maintain a sense of inner peace and remain empowered regardless of what the day or phase holds or what the weather outside looks like.

As Dolly Parton so aptly said, “If you want the rainbow, you’ve got to put up with the rain”. “You’re going to meet people who are intimidated by you. You’re different. People don’t know how to react or how to accept people who don’t follow the crowd. They are not used to someone who doesn’t fit in so instead of bolstering your uniqueness, they’ll try to make you feel like you’re weird or damaged. I’m here to offer some well-earned advice: Don’t bother. Keep moving. Keep "BEING YOURSELF."” ~ Anonymous (Alfa CALfavorites)

Etch this well in your mind & keep reinforcing “I am my ‘BEST’ resource! It will give you all the strength to surge ahead on your own steam!!!!!”

---

**Be a Champion! - Learn from World T20**

The most important learning from the World Cup T20 is that no matter what one has or does not, no matter what others say or does not say - self-belief, determination and collaboration can help one win.

**Prasanth Nair**
Managing Partner & Country Head, InHelm Leadership Solutions, Mumbai

Last few weeks, a nation glued on to cricket…and as West Indies ‘rightfully’ lifted the cup and danced in the way they can only do, here are some of the key learning’s that organizations can pick from this amazing game of Cricket.

**Higher purpose drives individuals and teams** - While many teams were focused on just winning the matches, it is clear that the West Indies had a ‘point to prove’ to many, including their administration. Also, their win is closely related to the growth of the game itself in the islands. A ‘higher purpose’ helps get the team united and focused. Organizations need to create the purpose going beyond the bland statements written on walls to build the passion and alignment needed for higher level of achievement - something organizations like Apple, Alibaba - have done successfully.

**Right talent is ‘what is required’**: Many a team stuck to their test/ODI squad, while most tinkered with some changes, maintaining the essential team configuration (5/6 specialist batsmen, 4/5 specialist bowlers). There are just a few like Windies (or England) that completely changed the team configuration (9 could bowl and 9 could bat, 2 specialist bowlers). We see this happening when capability needs for start-ups are mapped - very often folks from corporates look at it from the prism of large corporations thereby successfully seeding the fruits of failure. Similarly when start-up needs to scale up, founders tend to look at it from prism of start-up. The learning here is - look at what capabilities are required and then get the talent. Don’t force-fit.

**Limitation of experts**: Wonder how many ‘Experts’ predicted before the tournament, that the two best teams would be West Indies and England. Wonder if anyone predicted that West Indies would win? Hardly few, if at all. In many a case the problem with Experts is the use of past data to predict future - and this model fails to bring aspects like passion, uncertainty, elements of luck among others in the equation. Organizations that rely on expert advice needs to bring in the element of intuition and gut (which may not be available with Experts), especially when charting out new areas. Similarly when an existing corporate wants to get started in a new different venture - first forget the learning from past.

**What local advantage?** At the start of WC (main round), there were five Asian Teams out of 10 competing. In the semi-final, there was just one and in final, none. Where was the local advantage? One reason is the equalization of understanding of conditions thanks to the multiple T20 leagues involving players from all countries. Similarly in a globalized world with limited trade barriers, one’s competition is not restricted to geography and can emerge from any part of the world. Think global.

**Go beyond Super Stars**: Having Super stars is good. They can win you matches. But if all the prices like Windies won - essentially because others were performing. Organizations are making a mistake in their talent management practice if they focus only on ‘stars’ - for organization sustainable performance, the solid citizens need to be developed and given charge in line with their passion.

And perhaps the most important learning from Windies is that no matter what one has or does not, no matter what others say or does not say - self-belief, determination and collaboration can help one win.