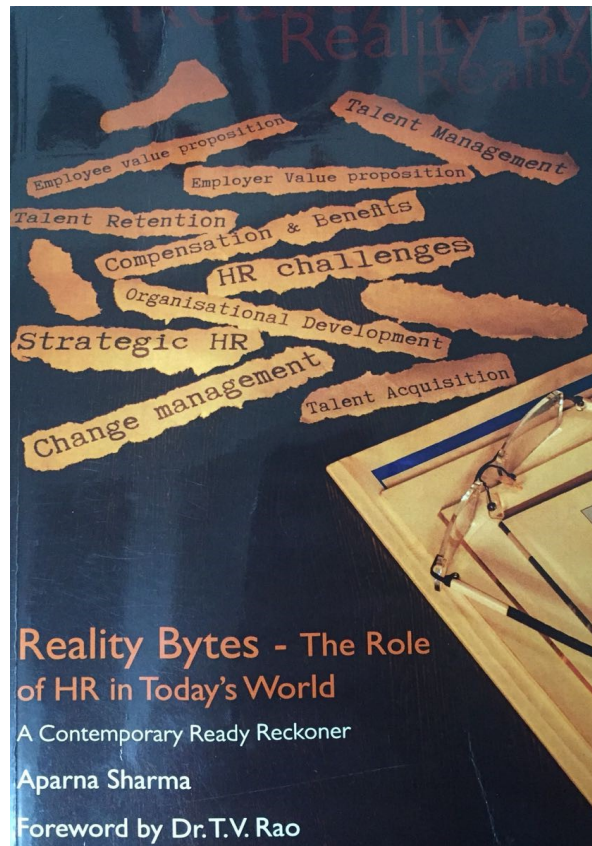


# The HR book “Reality Bytes –The Role of HR in Today’s World” by Aparna Sharma



The HR book “Reality Bytes –The Role of HR in Today’s World” by Aparna Sharma, written in a simple language, is a ready reckoner for budding HR graduates and professionals of other streams to have a comprehensive insight into the intricacies of industrial HR function. It gives a clear insight into how HR employee carry out value addition to a business. Cases on various topics allows them to graduate to practical handling of HR aspects in evolving business conditions.

The first Chapter discusses the “Twins of the Employer Value Proposition and the Employee Value Proposition”. The author assigns a huge importance to penetration or communication of Employee Value Proposition message across the organization and across all the stages of Employee Life Cycle. She says that if this is not communicated effectively, everything is lost.

The second Chapter discusses regarding Talent Acquisition, Talent Development and Talent Management. The readers would like to take a note of the newer and popular methods of recruitment especially recruitment through mobile phones which stands at 19 percent and is likely to grow further.

SHRM study states that there are three major reasons for employee exit, 50 percent cite better compensation and benefits, 35 percent specify problems and 32 percent need new challenges, which I feel is huge. The 32 percent employees are an asset and can be tapped for their skills. I couldn't have agreed to the author more, when she speaks about sending leaders to foreign countries for exposure and stating that succession planning should be part of every company strategic plan. Exposure widens horizon. I would have liked to know more regarding topics of Strategy of Business and Special Project Assignments to high-potential employees.

The author while discussing “Succession Planning Pitfalls” states that “Uncertainty about how long one needs to wait for promotion may result in best people leaving”. This problem is omnipresent in all organization. While deliberating on talent retention, the author quotes McKinsey's War for Talent' study as “In an operational role, high performance can increase productivity by 40 percent”. I would rather say that when one is served with lifesaving situation, these are the people who turn defeats into victories. These

heroes emerge out of nowhere. The need is, how to identify them and make arrangements to retain them.

In the fourth Chapter on “Compensation and Benefits” the author recommends four cornerstone approach of Communication, Training, Reinforcement and Measurement by John Schaefer. Good performance need to be recognized. In the sixth Chapter on “Change Management” various models of Change Management were discussed. It was also brought out that OD and Change Management are different from each other but both are needed to run a business successfully. “Adaptation is the key for survival” was brought out. While describing “Big Data” in seventh Chapter, the author states that an organization can benefit by combining it with analytics. It will result amongst others in cost saving, improving logistics, maximizing profits, recalculating risk portfolios, customer management and in detecting fraudulent behavior. Chapter eight discusses “Exit” in which What, Who, Why and How of “How to conduct Exit Interviews” are valuable. Exit Interviews are to be used as instruments of peace, as a knowledge bank of the competencies of the employee who is leaving, shows organization in good light in front of employees and it may the last effort to retain a valuable employee. The author advocates third party audit for such interviews for an impartial assessment. Chapter 10 deliberates on “Challenges in Today HR Management” where famous quote of Adam Smith “The Market Moves through Invisible Hands” finds mention. The change in scenario to me is a combination of old and today as under:-

1. Focus should remain on to Produce what Customers’ Need.
2. The Aim should be the Customer Delight which will give you profit,
3. The Means should be Happy employees.

HR professionals are key to success of business. They can produce results only if the organizational aims are clearly defined to them. They can thereafter tone their practices according to the aim and work accordingly. These professionals need to be aware of the future requirement of the Business house and need to work on the requirements accordingly. They should work out the tangibles by which the success of an employee(s) can be measured. Adequate tools may be required to be designed for the purpose. For employees, besides salary, the employment conditions play a major role in continuing with the same organization. An employee would like to continue in an organization which does not change the goal post very often. It sticks to what it promised the employee during signing on the contract of employment and provides adequate avenues for personal growth. An employee would love to work for such an organization and give his/her best so that his organization benefits and achieve desired targets.