

Employee first



REALITY BYTES

The Role of HR in Today's World - A Contemporary Ready Reckoner

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People management is considered a strategic imperative in any organisation. The chief distinguishing feature of organisations is the competencies of its people and their innovative contribution. Acquisition of passion, imbibing of values and enthusiasm among the workforce are considered prime challenges of CEOs. Research studies reveal about 80 per cent of the CEO's time is allocated to leading and managing people affairs and not core business decisions. With these paradigm shifts towards the supremacy of the 'employee first' mantra, what is important for leaders at all levels is to facilitate an environment where people perform best and are driven by a sense of passion and challenge to take calculated risks and excel.

This focus and proven significance of the human resource, now termed as human capital, has catapulted the function of managing human capital to the top level in the organisational hierarchy. It has also reiterated its strategic place in the organisation and has mandated the need for leaders to learn to enable environments to make members excel in their performance and provide them with avenues to address their grievances or minor irritants, which are likely to disrupt their performance and productivity.

Reality Bytes... is a fitting tribute to this transformational change in an organisation's focus. Written as a ready reckoner it encompasses the entire gamut of the professional lifecycle, from a potential employee to his or her exit and rejoining an organisation. What is unique is the summarised point style

and, more significantly, the employee-centric approach. For instance, what do employees want from the organisation? And the factors mentioned are: satisfaction, feedback, growth and learning. The employer value proposition is mentioned as points of self-reflection or pondering as: Where does my company stand as an employer? What is its image? Can I give a guarantee about its value systems and culture? Are our existing employees happy with the organisation? These cues facilitate a sense of self-feedback about an organisation, so imperative to enhance its employee value proposition.

The chaptering is also well-sequenced around the principle of 'employee first'. For instance, it begins with employee value proposition, moves on to talent acquisition and management, and then the importance of competency building for learning and growth – and, of course, there is compensation. Chapters on change, HR analytics and exit reflect the changing philosophy of an organisation towards its people.

The author, a post-graduate in personnel management from Tata Institute of Social Sciences, and an HR professional associated with several organisations, has in a simple and lucid tone, elaborated on the multitude of nuances in HR. A winner of many awards, her keen sense of understanding the sensitive role of people in organisations and their need for coaching, mentoring and learning is ably mirrored through live experiences.

The only limitation is the summarised manner of dealing with important areas related to HR like performance, competency mapping and compensation. It has also missed out on areas like laws and labour, human resource information systems, culture, and values and HR. This is a must-read for not only academicians but any personnel, at any level, dealing with people in an organisation.

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The reviewer is faculty, consultant in HR and leadership, and author of Human Resource Management: The Human Face