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SYNAPSE

2015 EDITION



**SOCIAL HR & TECHNOLOGICAL
APPLICATIONS IN HR**

XAVIER SCHOOL OF MANAGEMENT



ABOUT XLRI



Founded in 1949 by Fr. T. Quinn Enright in the steel city of Jamshedpur, visualized as a partner in the liberation and developmental journey of independent India with a vision of “renewing the face of the earth.” Fr Tome joined hands with him to bring this mission to fruition, and along with other Jesuit companions, both of them worked tirelessly towards bringing this vision into action.

Over many years XLRI has developed its own identity. The hallmark of this identity is not to walk on the beaten path but to strike new routes; not to benchmark but to be benchmarked against, to be second to none but to be the first to respond to the needs of the people and the nation, by taking up tasks which are bold but necessary.

Our vision is infused with the spirit of Magis and aims at making XLRI a management school with a passion for academic excellence, uncompromising human values, sensitive social conscience, and abiding commitment to improving the quality of life in organizations and society, and integrity.

XLRI prides itself on offering various courses including a full-time 2-year post graduate program in Business Management (BM) and Human Resource Management (HRM), 15 months full-time General Management Program (GMP), Doctoral Fellow Programs (FPM), Global MBA Program and numerous executive education programs.

SAPPHIRE 2015



Providing a strong thrust to the domain of human resources and industrial relations knowledge at XLRI is SAPHIRE, the Students' Association for the Promotion of Personnel Management, Human Resources and Industrial Relations at XLRI. SAPHIRE is a student body aiming to integrate the experiences of practitioners with the theoretical knowledge of academicians in the area of human resource development.

SAPHIRE'S Mission: To enable development of world class, well-rounded HR Professionals who are capable of delivering and creating value in the emerging business environment and make meaningful contributions to the field of Human Resources.

Over the years, SAPHIRE has acted as an interface between the industry and the academia and provided a forum for discussion and debate on the prevalent HR concepts and best practices. Throughout its 25 years of existence, SAPHIRE has organized a multitude of events which have served as platforms to further that goal.

SAPPHIRE— A GLIMPSE



The year was 1989 and in XL, there were only 2 student committees on campus. MAXI pioneers of the Marketing fair from the late 1970s and SOCRATES who helped you to book a half hour slot to use one of the 7 computers on campus, days in advance! While a few things have stayed the same over the years, a lot more have changed. However, SAPPHIRE with its beginnings in those halcyon days continues to remain the official committee at XLRI for the promotion of Human Resources.

SAPPHIRE was founded by Rajiv Burman and was then known as IRAXI, the IR committee on campus. “IRAXI was conceptualized to address the gap between the needs of the IR roles and the lack of preparation for it at XL. Although XL offered solid employment law courses, there were specific unaddressed requirements on issues like negotiations and dealings with unions —both critical as we thought they might be and in my work life proven true. IRAXI was set up to focus on these gaps and cover them albeit partially through real life case studies and discussion forums. It attracted a lot of students who liked IR. However, it was seen as the unattractive side of HR as it involved the blue collar workforce rather than service professionals. IRAXI wasn't popular in comparison to MAXI, but it did raise awareness about IR education”, quips Burman now in New York.

In the 1990's as the markets opened up (and so did our society!), HR became a buzzword in XL. And so IRAXI was renamed around the early 90's and it became SAPPHIRE. A gem was born. SAPPHIRE hosted the 1st HR conference back in 1996. It was a single day event with 3 speakers and dealt with areas of organizational structure and team dynamics. Indeed, it proved to be the building block for bigger ones in the future. The next year, in 1997, SAPPHIRE in association with External Linkages hosted the first ever HRD conference in India. This has since been followed up by 4 more conferences. In the interim there have been plenty of workshops, symposiums and corporate interactions which have stood upon the SAPPHIRE platform.

For well over 2 decades now, SAPPHIRE has been a committee that has been the flag bearer of XLRI's prowess as one of the best destinations for studies of Human Resource Management. Today, SAPPHIRE at XLRI serves as a platform for academic and corporate discussions and interactions which add a lot of value to the academia and the industry on the issues in the field of Human Resource Management.

FROM THE DIRECTOR



I am delighted to present to you the latest edition of Synapse, the annual magazine of XLRI's HR committee, SAPPHIRE (Students' Association for the Promotion of Personnel Management, Human Resources and Industrial Relations).

As we begin a new year, we are driven by the spirit of "Magis" – ever greater, ever better, excellence. It is this relentless quest for excellence and belief in the greater good that sets XLRI apart. Today, as we look back at XLRI's accomplishments, it feels good to know that XLRI has delivered to the business world not just leaders who are technically proficient, but leaders who distinguish themselves with their integrity and ethics.

The same spirit of 'Magis' runs through SAPPHIRE as well. SAPPHIRE, the flagship committee at XLRI, celebrated its 26th anniversary this year. Over these two and a half decades, SAPPHIRE has conducted numerous events and published significantly in the field of HR. Synapse, the annual HR magazine launched by SAPPHIRE, has found much appreciation throughout the fraternity. XpressHR, the monthly HR magazine, has kept a finger on the pulse of the HR community.

In keeping with tradition, this year's Synapse delivers a wide and diverse range of views from the world of academia to the industry, to a student perspective as well. It also highlights all the events that took place over the past year at XLRI in the field of HR and details the events that are planned for the coming year.

SAPPHIRE has worked tirelessly over the past year to uphold tradition and launch new initiatives as well. Last year saw the launch of Battle HRoyale, an online quizzing league that will dovetail with the 7th National HR Conference at XLRI, also organized by SAPPHIRE. The Conference shall provide yet another platform for interaction between the business world and academicians. Synapse is another step in this direction. I congratulate the team on a job well done, and wish them all the best in their efforts to make the coming year a bigger and better one.

FROM THE DEAN



SYNAPSE is the annual magazine of SAPPHIRE, XLRI's flagship HR committee, which stands for the promotion of personnel management, human resources and industrial relations. Synapse contains a collection of articles and interviews from the world of academics as well as the corporate sector. Through its corporate perspective, students gain a better understanding of how HR is carried out in the real world while articles by students, by showcasing the opinions and mindset of future leaders and managers, reveal what the future of the function might be.

This year's edition is on the theme of "Social HR and Technological Applications in HR". As the world sees an explosion in the volume of data being produced everyday and every organization is investing millions in analyzing how that data can be leveraged, the topics discussed in this issue are especially relevant. There is a distinct sense of inevitability that technology will play a critical role in HR in the years to come, but there is less certainty over what exactly that role will be. This issue attempts to provide an insight into how the topic is tackled in the industry today and how it might be tomorrow.

The work done by the SAPPHIRE team over the past year is truly commendable. I congratulate them wholeheartedly and wish them all the very best in their future endeavors. May their good work continue.

HRMinators

HR Going Social – the Path and Way Forward

- Gautam Ghosh

Where We Are and Where We're Headed

- Sangeetha Rajalakshmi, An Interview

Evolving One's Own HRIS and their Challenges

- Abhishek Kaushal, An Interview

What happened in Vegas, shouldn't stay in Vegas!

- Mohit Gundecha

**7TH NATIONAL
HR CONFERENCE**

Faculty Front

How Technology is Changing Managerial Competencies

- Professor Premarajan RK, An Interview

Impact of Social Media Platforms in HR

- Dr. M.C.Agarwal

Change in the time of the Smartphone

- Professor Manish Singhal

A Fruitful Year : SAPPHIRE, And Its Events

Expressions

Gamification of the Workplace

- Adwitiya Tiwari, HRM 2013-15, XLRI Jamshedpur

Social Learning in Organizations

- Sagar Srivastava, PGP-HRM 2014-16, MDI Gurgaon

Role of Social Media in the Evolving Face of HR

-Saurav Kumar Das, and Sanjana Grover, HRM 2013-15, XLRI Jamshedpur

HR Going Social – the Path and Way Forward

- Gautam Ghosh



Gautam Ghosh is one of India's earliest bloggers (<http://gauteq.blogspot.com>) and Twitter influencers in HR. He specializes in the areas of HR, Organization Development and how businesses can leverage Social tools for HR. He is a subject matter expert in the HR and Social Media area for SHRM India. You can follow him at <http://twitter.com/GautamGhosh>) He works as Director of Talent Branding at Flipkart.com

According to an analysis of 4,200 companies by McKinsey, social technologies stand to unlock from \$900 billion to \$1.3 trillion in value. Two-thirds of the value unlocked by social media rests in "improved communications and collaboration within and across enterprises."

Over the last few years, the external facing groups of companies have embraced (enthusiastically or in some cases- gingerly) social networks and online communities to connect with external stakeholders. Marketing, Customer Service and PR groups in organizations have leveraged it to build an army of fans and advocates. However, many feel that getting an organization ready internally should be the first step to being a true "social business". Social can scale only if employees are engaged and connected to each other and external stakeholders. However, the reality in most organizations is that the budget of the external facing groups is much higher. Social there also shows more immediate benefits and benchmarking is easy (however can get misleading)

So if there is budget available and executive sponsorship then an organization should focus on getting internally ready and externally focused at the same time. However for the vast majority of organizations, the "social competencies" would

be learned by folks in marketing, sales, PR, customer support and then travel to the other parts of the organization. This is not to advise HR and other people in organizations not to focus on social - far from it. But to recognize that once top management understands the value of social media they would expect that other groups then leverage the tools for their business ends. However there are differences. Externally social media campaigns can be done again and again to get across to more and more customers/fans. However when launching a social initiative internally, it would need to be successful in a far smaller group and would need to be designed to succeed. Often one will hear Social Business (or Enterprise 2.0) enthusiasts say - like we said in the days of KM - "The key to success is people, process and technology", followed by the statement - "Success is dependent 80/90 percent on people". I believe that "people" issues have a whole lot of other issues that get hidden behind that word that companies might miss. I have mentioned "culture" in the title of the post which is itself like "people" a composite of many other things.

Here's the thing HR and other people need to remember, 'social media' might be a new term, but what it signifies is not really new. Ever since the advent of the internet people have connected with each other in a public system (via UseNet, Bulletin Boards) to discuss and share their views and opinions. It's just that social networks like Facebook, LinkedIn and Twitter have emerged at a time when internet penetration is growing exponentially in our part of the world.

So what does social media comprise of? When most people think of social media, they think about "networks" – and the biggest three names are of networks. Social networks like Facebook (Friendster and Orkut earlier), professional networks like LinkedIn (and Ryze earlier) and information networks like Twitter are all networks. The networks are people-centric. My social network comprises of people who I have known, but might not know each other.

The other aspect of social media is "communities" which are virtual places

Many feel that getting an organization ready internally should be the first step to being a true "social business"

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where people who have a common interest gather to share and engage about that subject. These can range from communities of practice (where professionals interact) to hobby communities (photography or quilt weaving, for example). The principles that drive social media adoption is when people start sharing information and creating content on networks and communities.

According to an oft quoted thumb rule, a minority of the people “create” content. Some more people “curate or comment” on the created content and the majority of people “consume” content. As a person gets more and more comfortable – they start to curate and create too. These sites have also added design principles that encourage people to move from the “consumption” default. There are two main ways they do that. One is to reduce the effort to curate. This is what the “like” and the “share” buttons on Facebook and the “favorite” or “Retweet” buttons on Twitter do. The other thing many communities do is give recognition in the form of levels and designation to people who contribute. So as they contribute more and more and other members find their content useful they move from a beginner to an expert level. They also publish leaderboards to drive peer based competition so that others are motivated to rise up the ladder. About the Author Gautam Ghosh is GM – HR strategy and Projects at Philips India. In this role he owns and drives the key strategic objective of making Philips India a strong Employer Brand by leveraging new emerging media & technology. Gautam is one of India’s earliest HR Bloggers and an avid Twitter user. Social Media 101 for HR Gautam Ghosh

Since many people are aware of Facebook and LinkedIn here are some other communities and sites that I thought would be useful to know about.

Google Plus

Google Plus is Google’s answer to Facebook with the promise that you can share your information with specific people and communicate with them. One of its biggest features is that you can have video conference with 9 other people, without installing any additional software. The chats also get integrated with Gmail chats. And can be recorded on YouTube – to be distributed later – if so desired

Slideshare

Slideshare can be described as the YouTube of slide decks. It also has the ability to upload documents too. By nature of its content, Slideshare seems a very “professional” site, and businesses have found it useful to showcase their reports and viewpoints easier through this than video (which is expensive and harder to get right) Professionals also use Slideshare to showcase their expertise and build their own personal brand. After the acquisition by LinkedIn, Slideshare integration is seamless with LinkedIn profiles.

Quora

Quora is a “question and answer” site where people ask questions in various topic areas and others answer them. People who read answers can then vote on them, causing the most useful answers to rise to the top. So people can discover experts who share their knowledge in areas as diverse as Engineering to Management to Photography to Mythology to Economics. Since Quora originated in Silicon Valley the topics of startups, entrepreneurship are specially rich and detailed. A lot of entrepreneurs, VCs (like Jimmy Wales of Wikipedia and Craig Newmark of Craigslist) are active on the site almost on a daily basis.

So what does this all mean for HR?

Content is shaping how people find and connect with each other. Organizations now have to become content creators themselves to remain relevant. They cannot rely on external media (paid, like advertising or earned, like being mentioned in mass media) alone. They have to invest in creating “owned media”. For an employer brand that means media that showcases the organization’s culture in the form of articles, presentations, videos.

This is necessary as otherwise employees and alumni are rating and reviewing all aspects of an employer (from culture, to salaries, to interviews) on sites like Glassdoor and Jobs-Buzz. It also means that HR needs to “listen” to conversations on the social web about what people are talking about it, its leadership and even its competitors. This can be as simple as doing a search engine search regularly, or using sophisticated tools that track large number of conversations and can even judge the sentiments of the conversations.

Within the organization, it means HR (along with IT and other functions) needs to get the organization ready to deploy tools that enable employees to use the principles of

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Externally, organizations have to enable its own “employee advocates” to act as influencers in their own social networks and become the “Talent Magnets” to hire great talent

“participation for a purpose” to engage the next generation workforce with the larger organization. These tools can be deployed from the cloud (via the internet) or installed on company servers too. Most large ERP service providers also offer social networking software these days. These tools help in employees to connect across geographies and silos to discover and collaborate with other colleagues. These are also a great tool to engage the larger workforce in larger change initiatives or communication when they are rolled across the organization.

These tools are significantly impacting recruitment, recognition, employee communication and engagement and on-the-job learning (using MOOCs and internal communities of practice – bunched under a term “Social learning” – which assists people to discover content and experts within the organization). Externally, organizations have to enable its own “employee advocates” to act as influencers in their own social networks and become the “Talent Magnets” to hire great talent. To enable all this however, the culture of the organization needs to be open, collaborative and participative – else it won’t really work. It needs to move from the 20th century paradigm of command and control to the 21st century of being cooperative, open and co-creative.

As more and more young workforce enter organizations, their expectations shaped by consumer social applications like facebook, twitter and blogging, they would want access to similar tools within the workforce. The next step would be mobile. For example many internal networks are already available as a mobile apps. This would be a key aspect for organizations with a large sales force who are distributed and need constant communication. Communication would lead to collaboration – as more and more employees connect and communicate with each other, they would change work processes itself, making things work faster better and changing processes. Organizations have to continue being open and continue the trusting processes earlier.

Can employees and HR professionals and management folks together work together using social media -to do work that was only done by HR people? Let’s think about the aspects of HR work and what can be made “social” . The skills needed for HR people to become savvy socially. To manage online communities – HR people would need to become community managers. Community managers are online facilitators who understand how people connect and share online and understand what kind of discussions and content gets people to open up and share. Community management is a subset of roles incorporate various disciplines - and can best be described as Technopologists - a combination of marketing (or recruiting/HR), technologist and social anthropologist. The focus of the online Community Managers would be to bring in members leveraging the weak ties between people - and providing content around the social object of the community - so that they help members develop strong ties.

Communities and Learning

Talent communities are where people go to connect with fellow professionals and learn. Hence they are more “communities of practice” than anything else. Talent communities are places one goes to find experts and also to build their own personal career brand. Companies must engage in talent communities by letting their internal experts connect with and build their own networks. The best Talent Community Facilitator would be an expert in the roles – not necessarily a recruiter.

To do all this HR people have to embrace and experiment with this new medium and grow comfortable with it. It is time to stop talking about it, and to start doing it.

Can employees and HR professionals and management folks together work together using social media -to do work that was only done by HR people?

Where We Are and Where We're Headed

- Sangeetha Rajalakshmi, An Interview



Sangeetha Rajalakshmi is currently working as General Manager HR - Customer Development with Hindustan Unilever Ltd. Sangeetha started her HR journey from XI in 97-99, she has worked across, Leadership & organization development and HR Business partnering in the last 15 years. Her passion is to work on organization strategy and impact of top teams on business growth. Her interests include tracing leadership journeys, reading any fiction she can lay her hands on while plugged to music from across genres, when she isn't grappling with domestic accounts, school homework, and finding the odd evening out for peace and quiet with her husband.

1. In the 15 years that you have been in the industry, what are some of the major changes that you feel you have seen in the way businesses operate?

In the last 15 years much has changed. Technology across business functions has become a differentiator, we have moved from analysis to analytics and there has been an explosion of new business models – ecommerce, modern trade, de-regulation of banking and other industries, etc. The way we speak to stakeholders, whether consumers, customers, employees or shareholders has changed. We have moved from memos to email, to messaging & social media. The political situation has undergone drastic change and the intermittent periods of chaos and stability have shaped the way the industry is today.

2. Going forward, what are some of the technological improvements you would like to see in business systems, particularly in HR?

Most organisations struggle with ease of access as well as flexibility when it comes to HRIS & other HR systems. Easier-to-access user interfaces are the need of the day and mobile and tablet technology should take over. Integrated business analytics and their use in planning is at the nascent stage – greater ability to use these and drive dynamic, predictive analytics would be the next practice here. Data security and knowledge management will also need to migrate to easier technology. Given that matrixed virtual organisations will be the

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norm, communication modes will need to move from the orthodox to the new – Skype, video calling.

3. What do you feel have been some of the biggest advantages as well as the major pitfalls of the advent of technology in HR in the industry?

HR as coach and sounding board is a role that has become scarce. Too much emphasis on metrics, numbers, process has reduced the personal touch that HR could bring. With stress in the work place increasing, this is a role that should continue. Outsourcing of all standardised tasks and actions, and movement of some parts of employee benefits and information to employee self-service will free up time for strategy even more.

4. What are some of the things we should look forward to, and what should we be weary of in the future?

We can look forward to a dynamic and versatile workforce, with increased importance given to skill and ability and lesser focus on age or longevity. Diversity of gender, race, thought & skills in the workforce alongwith flexible careers, agile working, predictive analytics and

moving from face time and input to output based performance assessment are other things to look forward to.

Things to be weary of would be traditional roles and careers, the need for standardised templates whether for careers, technology infrastructure, communication or other as well as more analysis and lag indicators.

5. Based on your experience, what would your advice be to a person who is just about to set foot in the industry?

Get your hands dirty. Working your way up from transactions through to strategy would be a wise move. The new world will see movement from information to analytics, from person-controlled transactions to self-service, so focus attention on what the data says and how to identify predictive indicators to connect people decisions with business goals and delivery. Understanding the building blocks of creating a sustainable ecosystem at work which leverages special skills, flexibility and links in with business delivery would be important. Most importantly network and keep the connect going!

Most importantly network and keep the connect going!



- Abhishek Kaushal, An Interview



1. What do you feel are the primary reasons for the evolution of HR Information Systems?

2. Can you describe the initiatives you have taken to implement the system at AkzoNobel?

that we studied our processes thoroughly followed by analyzing the systems involved (if any). The primary objective of doing this exercise was to gather insights with regards to where a system should be introduced to derive maximum benefits and what system to introduce that supports the internal processes best. This helped us design a far more compelling business proposal to start with and effectively measure the outcomes post system implementation. In order to do this we formed carefully chosen cross-domain teams that could better study the end-to-end process framework and identify improvement opportunities. Not only that, these teams continued to be operational even during implementation to ensure best possible customizability and tailor-made solutions which best fit our organization

Striking the balance between local needs/requirements and global consistency has been the key to maintaining efficient system integration. In order to ensure that we envisaged a global HRIT Landscape, we regularly check for con-

As these systems slowly evolve and find mainstream acceptance, they prove to be a central repository of not just data but meaningful insights



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sistency with the same not only at the local/country level but also at a global level. System Integration becomes an extended logical step once architecture compliance is maintained for all existing and new systems. A robust vendor/product evaluation framework and governance structure is in place to regularly monitor the same. We have maintained a strict zero tolerance for the standalone system introduction approach.

4. What were some of the challenges you faced at AkzoNobel and how did you address them?

Change Management deserves a worthy mention when we talk about the challenges faced. Every implementation team has dedicated Change Agents who are responsible for cascading the change right to the bottom of the organization. We observe a proactive approach in Change Management and invest in communication right from the beginning through to the end of the projects. An extensive communication and training module is rigorously followed to ensure that the benefits are realized at the granular level where digitization, automation and centralization drive the most value. Another challenge we do face, especially with respect to the Global Systems, is adhering to the global standards while at the same time making way for the local country-level needs. This is the part where it gets quite tricky and thus brainstorming is the best solution to tackle such issues

5. What is the road ahead for AkzoNobel? What are the improvements that you see on the horizon for these systems and how're they going

to benefit the company?

The road ahead that we have envisioned for AkzoNobel is the fact that we have world-class offerings in the HRIT space to support the best-in-class people practices. Every HR resource should be more and more involved in core HR practices and value-added activities and we have thus planned to support these development needs by providing an agile and flexible system which makes it easy to implement changes and makes our decision making processes far more fact based and data driven. The company in this way is going to benefit a lot by ensuring that the right people and right behaviours are encouraged and wrong practices/behaviours are highlighted at a very early stage. This is our plan to build a High Performing Organization



What happened in Vegas, shouldn't stay in Vegas!

- Mohit Gundecha



Mohit Gundecha is the CEO of Jombay, a Talent Analytics company. He is a passionate entrepreneur who believes in using technology to solve real world problems. Prior to Jombay, Mohit was the Country Head for mig33, a mobile community of more than 50 million users. Prior to that, Mohit was studying at Stanford University in California, where he co-founded Mobile Momentum with Prof. Thomas Kosnik. Mohit's biggest learning at Stanford has been 'Human Engineering' where he worked with the best-in-class from diverse cultures & geographies across the world.

The HRTech Conference Las Vegas, one of the largest gathering of HR practitioners and vendors, was a must attend event for me in 2014. I always keep an eye out for occasions like these as they give me a chance to sense the global pulse of HR Technology.



Traditional annual engagement surveys are being supported by real-time insights on what each individual in a company feels every day.

The clear standout at the conference was the growing trend of using Technology & Analytics to engage and retain employees. This is a remarkable shift from reliance on conventional ways like birthday celebrations and team outings to drive employee engagement. Reactive measures like matching the salary if the employee receives a competitive offer or providing better perks are being looked upon as ideas of the past. I came across some simple and interesting applications of technology that are rapidly gaining popularity overseas for retaining employees. I already see some of these trickling in India -

Gamified Onboarding: There's a large focus in reducing early (infant) attrition. Organizations are engaging with the employees from the very beginning. Instead of boring onboarding manuals and documents, companies are using games and widgets to introduce the company and colleagues to the new joiners. In the process, they also capture regular feedback to detect dissatisfaction in the first few weeks of joining that are very critical.

Real-time Mood: Traditional annual engagement surveys are being supported by real-time insights on what each individual in a company feels every day. Companies are doing analytics regularly on the mood of the workforce. The focus is on preventive action instead of damage control.

Purpose: This was a revelation for me. The GenY and Millennials place a lot of importance on doing meaningful work that aligns to their personal goals or larger purpose in life. Companies are using social platforms to understand and contribute to the purpose of the large part of their workforce. Regular Analytics is run to see the alignment of the business initiatives and the social responsibility projects to the Purpose of their people. This goes a long way in retaining talent.

I came across numerous examples of how employee engagement and retention went up by simply enabling employees to appreciate the work of their colleagues on a social platform so that everyone could witness it.

Social Recognition: I came across numerous examples of how employee engagement and retention went up by simply enabling employees to appreciate the work of their colleagues on a social platform so that everyone could witness it. The philosophy is to encourage good behavior and build networks of trust by recognizing good behavior on a social platform.

Wellness: The GenY and Millennials are very conscious of their physical and mental fitness. Especially, with the Internet of Things and wearable technology, I saw a lot of companies including a Wellness component in their employee engagement effort. Encouraging & rewarding workouts and healthy diets through a social platform seems to be the latest trend.

organizational movements without much friction (or attrition).

I feel one of the key focuses in 2015 for Corporate India would be retention. Apart from racing to get new talent, companies will be increasingly focusing on retaining not only their best but also the next best talent. I think it's high time that we predict Retention and increase engagement as much as we focus on predicting Attrition. Analytics and Social Technology is to our aid!



Networks of Trust: People in organizations have different kinds of working relationships with different people. There's increasing usage of Analytics to understand the kind of relationships people enjoy with their peers, subordinates and seniors. The focus here is for the management to visualize the organization as a network of trust vs. just a hierarchical structure. Once you know the relationship dynamics of your workforce, you can implement

SAPPHIRE Hosts the 7th National HR Conference at XLRI, Jamshedpur

As the current academic year reached its twilight, SAPPHIRE organized the biggest event of its packed roster: the 7th National HR Conference, which was held over two days on the 10th and 11th of January, 2015 in the XLRI, Jamshedpur campus. Considering the desire of SAPPHIRE to always tackle the most current and relevant issues and topics in the industry, the theme of this year's conference was **"Social HR and HR Applications in Technology"**.

In celebration of the completion of a glorious 25 years by the committee, the conference turned out to be a gala affair for the entire HR fraternity and was SAPPHIRE's grandest and most exciting event of the year. The event was graced by representation from industry stalwarts, national and international HR professional bodies, and the best academic institutions.

T V Narendran, the chief guest of the 7th National HR Conference talked about reducing the distance gap with the help of communication and the role that it plays in saving time and money. He also cited the above using some examples from his personal experiences and Tata Steel. He then focused on the importance of technology in Training and Development, Learning, Knowledge Generation and Securing Knowledge that is about to retire. He felt Social HR and its application in technology is an emerging field and is very relevant to be discussed at this point of time.

In order to have a smoother and more diverse flow of ideas, the conference featured multiple panel discussions on various sub-themes. Participating members in each panel consisted of industry practitioners and academicians.

The 4 panels along with their respective members included:

Coming Age of Predictive Analytics

In the past managers were often left with just their intuition and some bare bones data as they strove to make decisions. But the amazing volumes of data present at our fingertips today aims to change that. Human resource analytics or talent analytics, aims at using that data most efficiently to make strategic and operational decisions, using sophisticated data mining and analysis techniques so that an organization can effectively manage their human capital. The discussion revolved around how the organizations are capturing and inferring data to get an optimal return on investment on talent and to aid capability building.

The session had Mr. T. Shivaram and Mr. Pankaj Bansal provide a kaleidoscope of ideas and thoughts. Mr. T Shivaram gave insights into the world of SAP HR analytics. Through SAP Jam, an internal social platform for its employees, HR in SAP can have a hold on the pulse of the organization. Analytics in SAP has become an empowering tool to make right decisions as well as an eye opener to many problems in employee engagement, diversity, performance appraisals which might have gone un-noticed otherwise.

Mr. Pankaj Bansal from PeopleStrong structured his presentation on data, hindsight, insight and foresight. According to him, HR in India still makes a lot of decisions in hindsight.

He told us how HR analytics and workforce analytics are not synonymous and emphasized on companies and HR to create an HR control room, where they can have info graphics i.e. charts, data representation, etc. to aid in better policies, interventions and decision making. It is not just about metrics but also about using appropriate metrics and asking relevant questions which will make HR analytics valuable.



Pankaj Bansal
Co-Founder and CEO,
PeopleStrong HR Services Pvt. Ltd.



T. Sivaram
Director-HR,
SAP Labs India

Moderator:

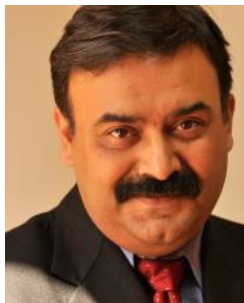


L. Gurunathan
Associate Professor,
Human Resource Management

Competencies in Digital Workspace

The rapid rise of digital literacy has led to a rapid alteration in the way organizations function. This pace of change has affected many facets of management including the requisite competencies for being efficient in the digitally evolved workplace. The panel discussed the evolution of competencies across the digital divide and what organizations do better to make the best use of this literacy.

Speakers- Abhijit Bhaduri (Chief Learning Officer, WIPRO), S.K. Dutt (Group Head HR- ABG), Ashis Sen (DGM- Capability Building- HPCL)



Abhijit Bhaduri
Chief Learning Officer,
Wipro



S.K. Dutt
President & Head-Group HR,
ABG Group



Madhukar Shukla
Professor,
Organizational Behaviour

Moderator:



Ashis Sen
Head, Capability Building,
HPCL



Manish Singhal
Associate Professor,
Organizational Behaviour

Social HR: Challenges and Opportunities

It was just a short time ago that organizations began to earnestly integrate social technologies into the functions of recruitment, development and engagement among others. But this social integration is fast becoming status quo in many places and the digital immigrants are trying fast to catch up with the natives, with ever newer trends popping up. Therefore, the panel talked about how some of the most important HR functions are leveraging both traditional and non-traditional social media avenues to improve their organizational practices.



Suryanarayan Iyer
Vice President, HR
ABG Group



Gopal Mahapatra
Chief Learning Officer,
RPG Enterprises



Gautam Ghosh
Talent Director,
Flipkart



Prem Kumar Aparanji
Sr. Architect,
Cognizant



Jittu Singh
Professor,
Organizational Behaviour

Relevance of Technology in Driving Cultural Change

The models for Change Management in organizations are continuously evolving and improving. The HR function is considered the custodian and bringer of change. With the evolution of technology, the way change is executed and communicated in an organization has undergone a paradigm shift, as the knowledge of any change now percolates through the organization much quicker through both formal and informal networks. The panel discussed how technology can aid us bring about more effective change management and how it should be used to best control it.

Mr. Gautam Ghosh, the Talent Director of Flipkart, talked about how we overestimate technology's impact in the short run and underestimate it in the long run and how social, mobile and cloud are the major drivers of change today in the technology and business sphere. He also mentioned the consumerisation of technology and the move from systems of record to systems of engagement. He was joined by Mr. Prem Kumar Aparanji of Cognizant who shared his own insights into how these systems can drive organizational culture.

The Conference also presented an analysis on the results of the 2nd National HR Survey. In the light of the changing workplace dynamic and the rapidly increases penetration of the use of digital technology and social media in the organizations of today, the 2nd National HR Survey looked at where organizations stand when it comes to some of these practices and how frequently and effectively they are using these technologies in their functioning.

Mr. Suresh Dutt Tripathi from Tata Steel discussed about the increasing connectivity of future customers and their reliance on technology by the use of an example about his daughter's ability to multitask by using technology. He discussed about the flexibility that can be attributed to technological advancement. With the advent of technology there are multiple pipelines going into multiple directions for each customer and organisations must leverage that by using Facebook, IM, Whatsapp, etc.

Sujoy Banerjee from McNally Bharat told us about the extent to which Gen Y and the social media world are embedded. He discussed the transformation of HR Analytics from manual to excel sheets in its first stage and from excel sheets to ERP in its later stage.

He told us about the way some people adapt to technology first because the rest of the world is doing so and later consider the implications of this change. He also gave his views on the shift of HR from a Data Enabler to a Decision Maker and told us the reasons for moving away from online appraisals and performance management.



P Dwarkanath
Advisor-Group, Human Capital
Max India Limited



Suresh Dutt Tripathi
Vice President (HR)
TATA Steel Ltd

Moderator:



Sujoy Bannerjee
President – Group HR & OD,
McNally Bharat Engineering
Company Ltd



Aquil Busrai
CEO,
Aquil Busrai Consulting

The panel discussions were followed by presentations of data and research-backed papers by students and industrialists. Ms. Noha Sinha of the Xavier Institute of Management, Bhubhaneshwar talked about the current trends and implications in HR Analytics and using those to bridge the gap between the organizational goals and workforce interests. Mr. Adwitiya Tiwari and Ms. Anusha Mittal of XLRI focused on using social media for recruitment, measuring the online presence of top employers and using tools like Klout. Mr. Krishna Chaitanya of ITC talked about how technology can make work life as exciting and satisfying as the personal life.

The conference drew to a close with a special session by Mrs. Sunita Bhuyan. She related typical organizational activities with rhythm and melody of music and how we can learn from it to better structure our personal and professional lives. She regaled the audience with her singing and gave a stirring performance on the violin.

The Conference also witnessed the epic finale to SAPPHIRE's hugely successful monthly quiz league, Battle HROYale, which saw participation from over 55 B-schools and nearly 2000 students. The top 5 teams over the course of 6 months participated in a case study competition at the Conference for the grand prize.

The conference provided a platform for researchers, academicians and experienced HR professionals to present their work and opinions on the theme of emergence of social media in HR and the increasing applications of technology in the HR domain. It also provided the attendees an opportunity to meet and interact with some of the top industry professionals.



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P DWARKANATH
MAX INDIA



How Technology is Changing Managerial Competencies

- Professor Premarajan RK, An Interview



Premarajan RK is currently working as Professor in the Organizational Behavior and Human Resources domain at India's highly acclaimed Xavier Labour Relations Institute (XLRI) Jamshedpur.

He is also the India Partner of the RoI Institute, Alabama, U.S.A. coordinating joint work in the area of HR Measurement. He is a Member of the Governing Board of XLRI, as well as the Advisory Panel for SHRM India. He has also been on the National Panel on HR of the Confederation of Indian Industry (CII).

With the way business and management have evolved over the years, how relevant do you feel are the theories and models students still learn in B-schools? Is there an overwhelming need for change?

We have been hearing about the end of business education for some time. A rather strong antecedent of that is the question about the relevance of what is being taught in B-Schools today. I categorically affirm my faith in the continuing relevance of Business Education. We need to keep in mind that more and more new sectors are emerging in markets like that of India and other emerging countries. And you need Business Education and the relevant management skills for making the best of use of these opportunities. It is also interesting to note the way Business Schools are laying claim to areas hitherto considered outside of their purview -you don't need to look far, just look at the increasing number of social entrepreneurs coming out of Business Schools.

That brings us to the second part of your question – the relevance of the theories and models that are taught at B Schools. I feel it is very important for Business Schools to constantly reinvent and remain relevant. And to be fair they are trying hard – some are more successful than others in their endeavor.

A few years ago, Warren Bennis raised questions about the relevance of the scientific model B Schools follow when they ought to be focusing on the professional model – where people with at least some amount of practical experience combine theory and practice. While the jury is still out, there is a fair amount of agreement that the practice perspective has somehow not gotten the attention it needs. Therefore, it is obvious why employers are still not satisfied with the quality of many Business School graduates.

When you refer to old theories and models, you need to appreciate that if they have lasted this long, it is not because you do not have new theories, but many of those old ones are classics. I, for one, strongly believe in what Lewin said 'there is nothing more practical than a good theory'. These classics provide us with a strong foundation. Of course that doesn't mean new theories are to be ignored. They will continue to develop and we need to constantly be on the lookout for new theoretical models – but not at the cost of ignoring the foundation.

I would like to illustrate the point with Frederick Taylor's Scientific Management Theory. Taylor is credited with modern management in the late nineteenth century. Aren't his focus on finding 'the one best way', training the workers in the one best way, or identifying the right fit between person and job based on their motivation level and capabilities, still relevant? Aren't many successful practices that we find in today's workplace guided and informed by principles of scientific management? Further, didn't we see almost a century later, another model in the name of Business Process Reengineering occupying considerable mind-space of management scholars? Didn't we recognize the parallel between Taylor's 'one best way' and the BPR's 'one best process'? Thus new theories emerge based on such classical theories which never lose their relevance.

The advent of technology has changed the face of management. Today managers have an immense amount of data available to them, which they are expected to use to make decisions. How have managerial competencies evolved or need to evolve in order to keep pace with the changing times?

Everybody agrees that Technology has changed every facet of life from home to workplace – beyond recognition. Yes you are right, access to data and information has never been easier. But how does the manager make use of the data? How does s/he take decision using those data? In the Volatile, Uncertain, Complex, and Ambigu-

We have been hearing about the end of business education for some time.

Access to data and information has never been easier. But how does the manager make use of the data?

ous business environment that we have, the managers have to be VUCA ready. There is so much of the unknowable in the environment. Continuous learning is a very important quality and so is tolerance of ambiguity and risk taking. It calls for fluidity in the thinking process – creative orientation. So learning orientation, critical thinking, ability to seamlessly shift perspectives, innovation and creativity, and above all flexibility and adaptability are key competencies to flourish in the VUCA environment.

How do you feel technology can play a role in improving or augmenting some of the traditional HR activities such as those related to development, performance management etc.?

Technology has impacted all functions of management – and indeed has impacted the various facets of HR function. For too long HR has been taking anticipatory bail under the cover of it being a long-term catalyst and results being difficult to measure. I think modern Analytics has exposed that facile argument. Today you can clearly define the objectives of any HR process and can constantly track the progress at

As we all know, outsourcing has changed the face of HR today, leaving HR time and resources to focus on Change management, Business Partnering for change management, employee capability building, etc.,

Technology will make HR a bit 'powerless'. Every line manager will have access to the relevant personnel information, and it will no longer be the exclusive prerogative of HR to be the gatekeeper of this information. Besides, the line managers can make meaningful interpretation of that information real-time, and in a sense usurp certain roles which traditionally belonged to HR. But if HR is smart enough, this reduction should make them shift their activities to more value adding processes, which we talked about earlier.

Technology including social media has made recruiting more efficient and effective. It is greatly reducing recruitment cost, and better able to narrow down to quality hires. So many passive candidates are brought to the active mode enriching the

For too long HR has been taking anticipatory bail under the cover of it being a long-term catalyst and results being difficult to measure.



regular interval on multiple parameters. The time horizon correspondingly been shrunk to weeks and days from years and months.

While the impact of technology has cast its influence far and wide, whether people have wholeheartedly embraced the concomitant change is a moot point. This is where HR managers can play another crucial role by facilitating this change process and the associated mindset.

potential applicant pool. Of course access and power of information sometime also change the equation. It is now easier for the employee to initiate the hiring process.

Customization of the learning and development offering has also been considerably aided by technology. The ability to access information from remote locations makes some of the disincentives of internal mobility a thing of past – not to talk of the virtual classroom and its scale. Of course

I feel management education traditionally has over emphasized the analytical and functional bit

MOOCs have transformed the learning delivery and reach.

What according to you are some of the skills that the managers of the future need to attain in order to be more effective?

I feel management education traditionally has over emphasized the analytical and functional bit, and the confidence you display in the workplace. To me that perhaps has got to do with the scientific model Warren Bennis was alluding to. You have true-blooded academicians deciding the selection process and they naturally felt those attributes that traditionally helped students to score, ought to be the entry criteria. This definitely seems to have led to the phenomenon of too many business graduates having great analytical skills and greater level of confidence, but lacking in many of the softer skills.

It is not that we have not recognized the importance of softer skills for success in the workplace. The problem is with how we leverage that insight. The emphasis seems to me a bit lopsided. We get bright young men and women with lot of functional and hard skills and then try to inculcate in them the softer skills such as ability to lead and influence, work in teams, adaptability and flexibility, being humble, etc., I think it should be the other way around.

In my last twenty years of teaching bright young MBAs, I see a distinct profile today when compared to the profiles fifteen to twenty years ago. The Gen Y or millennial certainly wants answers quickly and would like to have the goals clearly communicated. They are truly impatient. Another thing that I find is that Gen Y is not very keen on listening to negative feedback. That is like 'I know about it, but tell me how I can leverage on my strength'. There is nothing wrong in that, but you would multiply your ability to leverage your strength, when you are aware of your weaknesses.

To me what is needed today is the ability to take charge of your own career. In this protean career age, that calls for certain key competencies. Self-awareness is one very important aspect. Building trust by creating a reputation is very important. The ability to be independent and at the same time to work well in a team environment is also critical. Being proactive, the ability to connect with others and gain feedback are extremely important. Of course the managerial competencies we talked about earlier are equally important. Individuals who lack these competencies are going to be challenged by the disruptive work environment of today.



Impact of Social Media Platforms in HR

- Dr. M.C. Agarwal



Dr. M C Agarwal, is Professor and Associate Dean (Executive Education) at School of Business, NMIMS University, Mumbai. His areas of specialisation are Human Resource Management & Organizational Behavior. He has published 42 research Papers in National & International Journals.*

Technology is rapidly changing the way business is being conducted. Social Media today plays a significant role in most aspects of business. Increasingly, people are using social media sites such as LinkedIn, Facebook and Twitter. These sites have become the most powerful business tools. The importance of social media cannot be denied by the fact that social media is but one of many digital platforms that form the backbone of what many of the current generation not only use, but have been exposed to from a young age. Organizations throughout the world have begun planning around how to use social media, the search channels and the various digital methods to address their business issues. The fact remains that for many, there is huge interest in this area as organizations begin to really look at this as a more cost effective way of addressing their problems as they move forward.

Social Media has a special place in the HR processes today as it allows for interaction and relationship building. A study conducted by the HR consulting arm of Wipro Ltd.* in five different sectors of industries, gives some of the findings as follows:

“Social media continues to remain a major tool for organizations to reach their customers and employees. However, marketing and sales leads the way followed by human resource and corporate social responsibility.”

*Wipro Ltd. – Social Media Impact and Relevance in Managing Human Resources in India; Social Media and Human Resources; Feb.2012

“Majority of the organizations use social media in human resources. However, they also agree that it has not been tapped to the maximum. It is used disparately and inconsistently. However, organizations are confident that they will be using social media better in the future to be ahead of the competition.”

“Hiring emerged as the only area where organizations were found to be social media ready”

The study clearly indicates that social media has started its impact on the Human Resource function in the organizations.

Let us now review the areas where the impact of social media on Human Resource Processes is helpful. They are:

1. Recruitment: According to Nielson’s report

(2010) “over half of UK Job seekers are using social media sites for their job search – around 18% use Facebook, whereas LinkedIn has the major share of about 31% of the job seekers”. There are many potential candidates on social media who have the required skill sets for the company but are not actively searching for a job. With social media, one can connect with such candidates and hire a right fit for the company. A long-term strategy would lead to better engagement with socially savvy job seekers.

2. Employer branding: Showcasing the employment brand is another area of HR, where the company can highlight the factors that make it a unique place for people to work. Providing key information such as company culture, career growth opportunities, missions and goals go a

Social Media has a special place in the HR processes today as it allows for interaction and relationship building.



Many employers are unsure of how to regulate employee's use of networking sites and address questionable employee action.

long way in establishing an organization's credentials as a worthy employer.

Nielson's Report 2010 on Social Media

Social Media is also used for internal branding. The Wipro study indicated that "large and small enterprises were keen on using social media compared to medium size enterprises in the areas within internal branding."

3. Talent Management: There is tremendous potential in social media for collaboration and the sharing of real time ideas or solutions with team members. HR realizes that in order to accomplish business goals, individuals must be encouraged and rewarded for using non-traditional thinking. Talent management, virtual events and certification programs help employees develop skills in different areas and get a better understanding of the big picture of their organization. There are enormous advantages of using various platforms and applications like Moodle, Podcasts, and Webinars to train and develop employees. The benefits of social media for employees include formal training, learning community, networking and collaboration, and learning and development.

Companies like "Saba" have spent considerable resources integrating social networking that can be used for development and knowledge transfer, with learning curriculums, performance management tools and competency maps. Organizations such as "Triple Creek" provide competency driven mentoring programs over the web. "Plateau", another organization, has built on an integrated architecture introducing integrated and highly scalable solutions for career development, compensation, pay-for-performance, and employee profile management- all of which are used in line management support.

4. Understand the Potential Employee's Behavior: Facebook and Twitter have become a platform for sharing personal information. People post a great deal of personal information, which is accessible to the public, as well as to their potential employer. Thus, companies and recruiters can now access such written information as well as photographs relating to the behavior of the potential employee outside of work. Such behavior can help you understand their political inclination and cultural practices. Analyzing social media profiles of the candidates would help you understand if the person is the right cultural fit for your organization.

5. The voice of the employees: Through social media blogs and online forums employees can now share their experiences and suggestions, good as well as bad. Companies can address the employee's concern and monitor the change and continue to communicate with employees this way.

At Philips India, "Management believes that every employee is a brand ambassador, and the best way to build or strengthen a brand is via employees - who can contribute to building the brand - inside out. To that effect Philips encourages employees to be active on social media sites and share their perspectives on a wide range of subjects. This exercise has been one of rich learning and fun - and has provided the world at large a glimpse in to the knowledgeable and informed Philips employee and its rich culture".

6. Performance Management: Social media is gaining popularity and is increasingly used in the regular operations of many companies, including start-ups, small, medium-sized, and large organizations. With digital tools, employees are kept in real-time and engaged far more than their counterparts. In the long run, employees are happier, management becomes smoother, and organizations achieve more success.

HR professionals can use computer software technology to assess employee performance and also to get employee feedback to be used for the betterment of the organization. Various software professionals examine employee performance using matrices to ensure that employees are meeting performance standards.

Despite the growing presence as well as the benefits of social media in the work place, many employers are unsure of how to regulate employee's use of networking sites and address questionable employee action. Organizations have to draft well-crafted social media policies in place that protect their employees and help the organization to avoid legal issues.

Social media is a prominent avenue for managing, monitoring and promoting your brand, successfully recruiting and hiring strong candidates, and conducting marketing research. Clearly, employers can maximize the benefits of these tools, while minimizing the legal risks associated with their usage.



Change in the time of the Smartphone

- Professor Manish Singhal



Prof. Manish Singhal is Associate Professor in the area of Organizational Behaviour at XLRI, Jamshedpur. He boasts an eclectic profile with qualifications in mechanical engineering, finance and general management, organizational behaviour and sociology, and experience in the disciplines of anthropology, archaeology, journalism and yoga as sadhana and therapy. He has work experience in chemical plant maintenance (J K Synthetics, Jhalawar), event management, administration, teaching and providing training in holistic personality development and various management functions and skills. In particular, six years of full-time experience as a selfless missionary dedicated to 'Man-making & Nation-building' has provided him the breadth of experience to be able to relate to various human challenges and encourage the move towards actualizing one's potential.

haps not be able to get that attention for them. So they are becoming more and more dependent upon switched devices even to access information. Now, because of that what we will also see is the issue of multitasking coming in, which I address in my courses as well. Say I go and meet my boss, and my boss is busy with his own smartphone, then probably the impact upon the person who has come to talk to such an executive is far from positive, because the person in front would obviously realize that he is not as important for this particular person, and therefore the attention span has gone down.

I read this report from Scientific American which talks about the reading brain in the digital age which is about the paper versus the screen and given that most of the information that we are getting now is consumed off screens, so people are not able to comprehend and digest as much as is possible with paper products (<http://www.scientificamerican.com/article/reading-paper-screens/>). That is one thing which I thought was very much about how technology and the way in which information and knowledge is consumed today is not elementary, it is pretty important.

The way it would be related to HR would probably be by looking at the idea that earlier, information asymmetry was more common and it was not really inconceivable that a particular class of employee have more information, whereas the others on whom that information is getting used may probably know less about it. So, that information asymmetry is no longer sustainable, and I am not restricting my comment only to the Right to Information Act which is currently applicable only to the government organizations but in the context for private organizations also. For instance, there was a post on Facebook yesterday which talked about Kitnadetihai.in and how this particular website gives you details about the compensations available across the hierarchy in various organizations, and therefore that would also become clearly available and the kind of power available with HR managers to be able to withhold things to themselves- that probably takes a very different edge currently. Similarly, if there is something unsavoury which happens inside an organization in this digital age, it would probably be difficult to contain that only within the boundaries of the organization. So that also becomes more important; given that if something which you may not like in HR terms within the organization happens, it can very soon go viral. Therefore more HR managers will need to learn how to use that technology to be able to communicate, to be able to control damage. So that was the other idea that I was thinking of that given how information asymmetry is no longer sustainable, we will probably need to move more

This particular topic of technology in HR takes my thoughts in different directions. One is the idea of technology and its very pervasiveness, and, because of the technology devices which are hand held, owner owned, etc. So, there is the pervasiveness of it because of which there is easy access and availability of information, and there are a number of strands that are connected with that: one is the idea that over a period of time it has become very difficult to keep people engaged with long dialogs and people would much rather have byte-sized information which is more useful for their current purpose, and therefore may probably not have the patience for text or information which is more dense or which requires more attention. I suspect that when we have such information, when we have such inputs for employees inside organizations, you may per-

There is the pervasiveness of it because of which there is easy access and availability of information

We will probably need to move more towards deliberate transparency, not accidental transparency which comes about before employees from the non-organizational sources.

towards deliberate transparency, not accidental transparency which comes about before employees from the non-organizational sources. Within the organization also, there should be a greater amount of transparency: the rules and procedures and the regulations will probably need to be more widely known, we will need to have repositories where people will have ready access to such information. So the kind of discretionary powers that were available earlier with the managers, in particular HR managers, will probably not remain so sustainable in the digital age today. Now another way in which technology may perhaps impact the HR profession is increasingly (which is what I hear from my executive friends) about learning and development. Given that I would want to reduce the training expenses for my organization, I would much rather have that conducted over VC rather than sending my own people across physically to a particular location to take advantage from that opportunity. That is one, but you're still spending just as much amount of time.

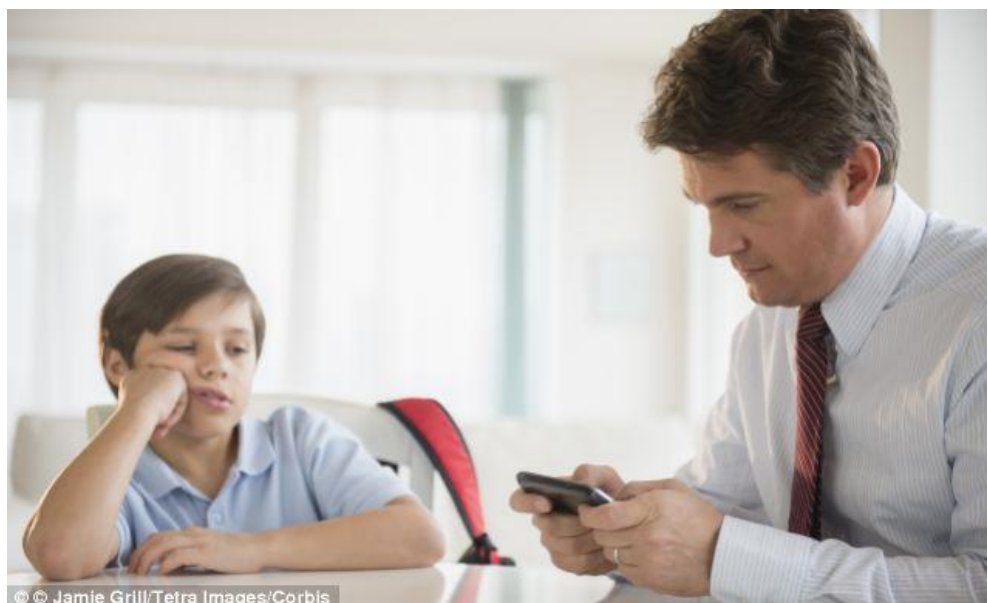
But in order to be able to keep track of that, or to cater to the reduced attention span, I probably will have more of virtual modules, which is also becoming increasingly important inside organizations wherein I could've got Web 2.0 technologies and whereby the people can learn at leisure and given their own timelines and their own deadlines, can pace it out themselves.

There is this particular formula about leadership development, the 70:20:10, where we are looking at 70%, which is actual experiences, 20%, which is supportive relationships, and 10% from the classroom. So we will need to see that even this 10% of the classroom need not actually be through formal instructions and classrooms any longer; that medium may also change. Similarly, when we are looking at the supportive relationships, they may also change, with the advent of technology, more from face-to-face to other ways in which we could support the executives, as they seek to grow in the organization.

When we now look at the 70% actual experience, I would believe that even in this leadership development, somewhere or the other we will need to make the executives - and I'm not talking only about the HR professionals but about the corporate executives - bridge the digital divide. For example, when we look at the traditional organizations we realize that not everyone would be equally skilled with the technology. Therefore, how is it possible to send the same message to people who wield smartphones and those who do not? How is it that I can seamlessly communicate with these two classes of people within the organization?

Similarly you could look at other aspects of HR like Recruitment, Selection, and again there also technology will have an impact, wherein, possibly the referrals, the use of LinkedIn, the amount of information that you glean about an applicant from one's social media pages, and how would I ascertain their veracity and whether they present the complete picture of the candidate. We also need to see what happens to an individual's privacy rights inside the organization and to what extent will the company be able to encroach upon what may perhaps be considered private or personal, and how is it that one person may be able to use those resources inside the organization for the benefit of the organization, and not only for personal enjoyment. So, that would be another challenge, as to, how do we control that, and whether we would be able to develop a culture in an organization which will act as that soft power, a resource that people can lean on, to be able to conduct more, in accordance with organizational demands.

What happens to an individual's privacy rights inside the organization and to what extent will the company be able to encroach upon what may perhaps be considered private or personal



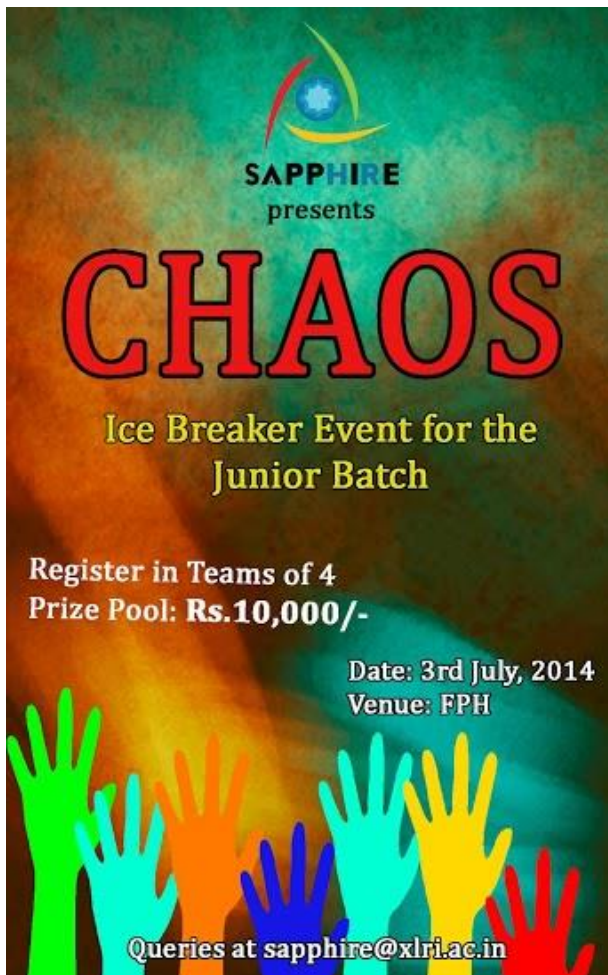
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A Fruitful Year: SAPPHIRE, And Its Events:

It has been an eventful year for SAPPHIRE, the Human Resources committee at XLRI. With many successful collaborations with the industry and equally enticing competitions for the students, the committee has been able to contribute substantially to developing world class HR professionals. Some of the events that drew widespread participation from the industry and academia are listed here.

Chaos

Chaos launched its ice breaker event for the junior batch – Chaos. Chaos was an event that brought to the students a night filled with disarray and outright pandemonium. Over 180 students from BM and HR junior batch competed for the prize money of Rs.10000. The event comprised of two rounds. The first round was a quiz round and comprised questions mainly related to HR and also few of them checked the student's knowledge of XL legacy. The second round was a labour market simulation. All in all, the event lived up to its name 'CHAOS' and was a truly exciting and thrilling experience for the participants as well as the moderators.



Battle HRoyale:

This was an online quiz league and case study competition conducted by SAPPHIRE in association with GSK. The unique thing about this event was that the scale of the event was unprecedented. It saw participation from the top 60 B schools in India, with more than 670 teams and 1800 participants taking part in it. The total prize pool was a massive Rs 60000, and the top ranked teams in the quiz league also get a chance to work on case study conducted by GSK during the national HR conference.



GSK Business Excellence Series:

This was a case study competition conducted by SAPPHIRE in association with GSKCH, whose aim was to explore solutions to the real world problems faced by GSKCH. The brightest minds of the country were set to task on this case, and the solutions were intriguing and insightful. Apart from being another achievement, it was also a huge learning experience for the teams as the case was complex and involved a lot of analysis. The consisted of a maximum of 3 and a minimum of 2 students, and the winning team received Pre Process Interviews from GSKCH for their summer internship process.



Inferno:

Inferno, the Ensemble launch event organized by SAPPHIRE and FIREAX, was a treasure hunt with a 21st century flavour to it. It was open to all the students of XLRI. The students were provided with a set of pictures, which served as clues to locations in the campus. The students then had to take selfies in front of those locations and return to the starting point within the allotted time. The treasure hunt ensured that both knowledge of XLRI's past and present, is required to win the hunt. The event saw massive participation from the students, and created an unprecedented buzz around the campus. Overall, the event was a lot of fun- a welcome break from the routine of classes, tests and assignments.

War of Wits:

The HR flagship event in this year's Ensemble, War of Wits, was conducted by SAPPHIRE in association with Colgate Palmolive. This event aimed to go beyond a traditional management event, to celebrate not only business sense but also the zeal and creativity of the brightest minds in the country. The first round of the event was a time bound online quiz which tested the solidity of the HR concepts of the students, as well as how resourceful they can be given a tight deadline. The top teams were shortlisted for the second round, which was an online simulation round which had an online case study which was dotted with potential human resource problems which needed sound logic and bold creativity to solve. This round tested the thinking skills of the shortlisted teams, and the top 6 teams were invited to the XLRI campus for the final round. The final round involved presenting the solutions to real life case study from Colgate Palmolive to the judges from the company. The case study involved coming up with ideas to increase employee engagement, and the judges had very insightful reviews of each and every presentation. To the participants, it was a great learning opportunity, not only on the application of the concepts of human resources, but also on resourcefulness and presentation skills. The event proved to be mutually beneficial to both the student community and Colgate Palmolive.

Event Partners :  COLGATE-PALMOLIVE (INDIA) LIMITED



participation in huge numbers with more than 80 students participating in the workshop.

**HR Unplugged**

HUL conducted a day long workshop for HR students of XLRI in collaboration with team SAPPHIRE. The workshop targeted the 2nd year HR students and was delivered by the esteemed alumnus of XLRI, Mrs. Sangeetha Rajalakshmi – General Manager HR at HUL. The workshop dealt with a case study based on improving and monitoring efficiency of the salesforce at HUL. The workshop saw par-

GAMIFICATION OF THE WORKPLACE

- Adwitiya Tiwari, HRM 2013-15, XLRI Jamshedpur

Imagine your typical day at the corporate office starts not by reading reports, and planning meetings but playing Angry Birds? Or playing Farmville and learning collaboration with the most annoying fellow in your team?



Good news for the HR departments across the world! If the employees are busy playing games secretly on their mobile phones and company laptops- it is probably adding to Company's bottom line! And your bosses will be happy about it.

Sounds counter-intuitive? Welcome to the era of Gamification of the Workplace!

The Gamification encyclopedia defines gamification as **"the concept that you can apply the basic elements that make games fun and engaging to things that typically aren't considered a game"**. The leading gamification experts Badgeville define it as the concept of applying game mechanics and game design techniques to engage and motivate people to achieve their goals

How did this concept evolve? Gallup reports that 70% of Americans are actively disengaged in the workplace. And then we have millennials joining the workforce by the thousands

each year. The need of the hour is to keep the tech-savvy population engaged. And what better way than making the workplace a game zone for those who grew up playing them?

Gamification uses leaderboards, badges, points and virtual currency to help employees develop innovative thinking, strategy and team spirit. The designers at Silicon Valley have been keeping busy with developing cause-and-effect games, dynamic systems game, and skill building games to monitor the real world behavior of the employees. HTML, XML and the latest software provide a real life experience, and with real time data bring out the valuable information and behavior required by the businesses. These are specially designed to help the procrastinators (they are a dime in dozen in every organization) get involved in professional skill development.

A BIT OF A HISTORY LESSON:

1973: First mention of gamification made in a book "Game of Work" by Charles Coonradt. Also, the organization had been using strategy games with scientific elements for training.

2002: The term was coined by Nick Pelling.

2010: Concept gained popularity as Salesforce.com, and Badgeville started providing gamification services to its customers.

2011: Gartner added it to its hype cycle for emerging technologies in its **"on the rise"** stage ([Link](#)), along with Big Data, and Internet of Everything.

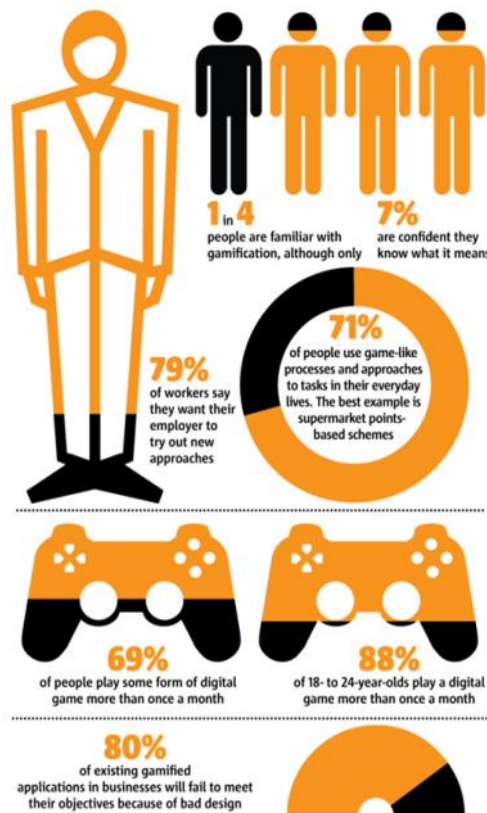
2012: Soon, players like SAP, IBM, Microsoft, and Deloitte Consulting started using gamification as a practice in their organizations.

Some classical examples of learning, customer reputation building via games are:

A) In a game called **procurement fraud indicators**, players get a set of 8 different scenarios with a chance to collect information and draw hypotheses to figure out if there has been a procurement fraud. In the next level, they have a chance to question the likely suspects and clear the game by answering questions about the fraud.

B) **Starbucks** went a step ahead. Each time their

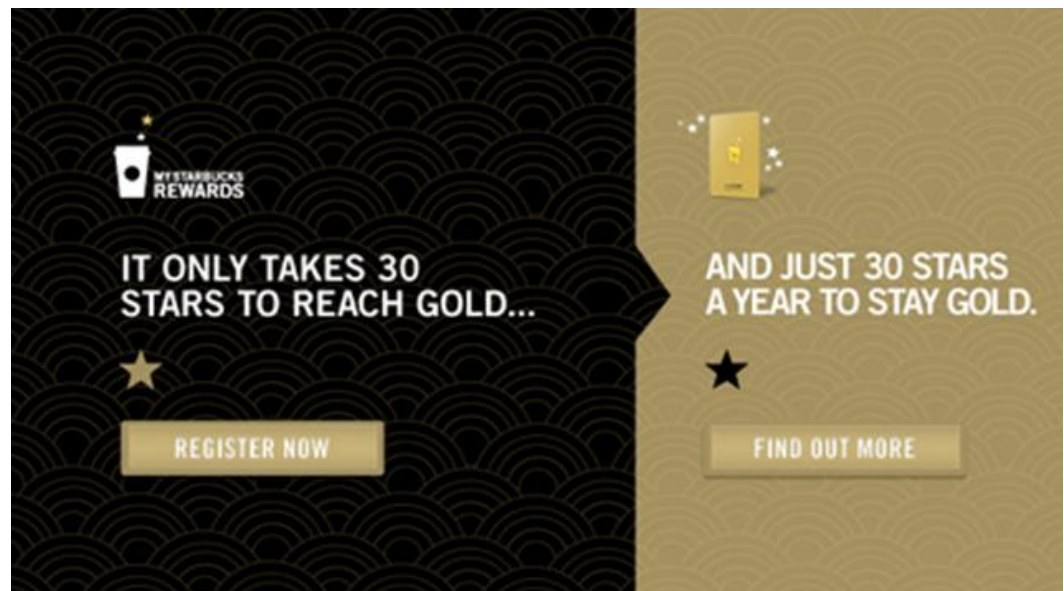
The concept of applying game mechanics and game design techniques to engage and motivate people to achieve their goals



mobile app “My Starbucks reward” is used to pay for the coffee, the customer gets a “Gold Star”. Eve-

GAMIFICATION AND BIG DATA

Like Big Brother, Big Data is everywhere. Gamifi-



ry 5 gold stars mean a “green level” status and free coffee refills for an entire day. In Q1 2012, 25% of their customers were using My Starbucks reward for the purchases.

C) And then there is **Nike+**. Launched as early as 2006, this mobile app, which challenges people to record the pace and distance of their running, now has a “Cheer Me On” addition. Nike+ GPS will post status updates on the user’s Facebook page with the location, and the runner can see the motivational sentiments and cheers shared by his friends while on the run. Salesforce.com has sprung up with multiple games for customer service improvement and sales management.

cation results can be captured and analyzed to find the content and activities that motivate and engage the employees. Implementation of these suggestions can lead to a significant increase in sales, customer satisfaction and loyalty.

HOW IS CORPORATE MILKING THE COW?

Accenture Paper has enlisted different uses of gamification in recruiting, training, sourcing and performance management. The American Army has always been using games to train and recruit the best of the pick for their ground soldiers.

L’Oreal’s Reveal has topped all charts, and won **Top Com d’Or in the 2011 Top Com Corporate Business Awards’ Digital/Multimedia category**. It is a game designed for professionals to figure out their suitability in different careers in L’Oreal, using their talents and skills in a environment that resembles the L’Oreal culture. Thomas Riegel, the Recruitment Director at the Global Cosmetics firms explained how within hours a man figures out where his skills are best suited – from Finance to Marketing to HR, and accordingly the best performers are invited for interviews.

Gamification: REVEAL by L’Oréal



When **Deloitte’s** CRM was failing, Duggan asked the sales force to start as chicken hunters. They used more features of CRM, achieved higher game ratings and sales force satisfaction increased dramatically.

SAP promotes collaboration and teamwork through a pilot app that allows employees to socialize and learn the importance of SAP’s environmental goals like carpooling. Another travel expense app allows employees points for timely and accurate reporting of their expenses.

The trend is still to catch up in India. Prashant John, Executive Director K’wrench revealed that only 10% of Indian corporates use gamification.

Where does it lack?

Gamification is found to reward and encourage basic behaviors, like team playing – but is found lacking in larger term orientation and big picture thinking.

HAS THE GAMIFICATION BUBBLE BURST ALREADY?

Every trend that becomes an overnight hit finds its share of doubts & critiques. People have questioned the sustainability of gamification practices. Once the hype wears off, then what? Gartner unknowingly added fire through a 2012 report which stated that by 2014, 80% of all gamification apps will fail due to poor design and inability to meet the business objectives.

Well, like every other invention – gamification has to evolve. Here is the basic recipe to make it successful in implementation for the next 10 years:

Customize: The right competencies, business situations and lessons must be focused on while designing the games. It would make no sense if the game is not linked to the organizational learning strategy

Leadership support: Many learning initiative fail as the business leaders fail to back them up. Employees treat them as another run of the mill training program and all the planning goes down the drain. Given how expensive some of these games can be, well – leadership must themselves show commitment for Gamification exercises, to ensure the right attitude towards it.

Localize: The game should be designed to cater to different levels, and not just be a one-size-fits-all exercise. Further, it should have the flexibility to cater to the needs of different geographies and functions. A war game would be considered perfect for European branches, but can be misconstrued as offensive in war-torn Middle Eastern states.

Track the changes: You designed a game, and you got your employees engaged in playing it. But you cannot please the Big Bosses in the ivory towers just like that, can you? The whole idea of gamification is to have measurable targets, with tracking ability to measure

the improvement in the skill level of the person.

Recognize it socially: The winners should be allowed to share their scores online, which solves their appreciation and recognition needs and makes them more engaged.

Gamification underlines the growing impact of technology in human systems. A perfect example of how human variable and technology collaborate to create the perfect learning platform for the 21st century workforce. CHROs conscious of how technology is impacting and changing the workplace have to consider gamification as a game changing opportunity. If aligned perfectly with organizational strategy and objectives, it can become the competitive advantage they have been looking for.

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Social Learning in Organizations

- Sagar Srivastava, PGP-HRM 2014-16, MDI Gurgaon



It is imperative to understand that learning in the social context has prevailed for centuries

Stuck up at work? Where do you look first to resolve? Peer learning through colleagues in different forms largely embodies the latest trend in organizations, social learning. Easy value addition to knowledge base and expertise on all matters using social networking in the global space defines a framework, the objective of which is to enhance effective learning at optimal costs.

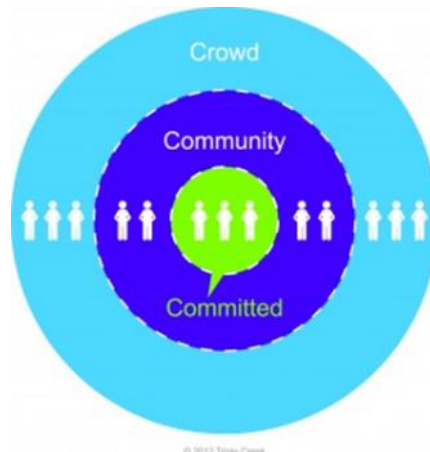
The sources for social learning on an organizational level can broadly be classified into three Cs:

Crowd: It is a set of all the employees in the organization. Simply put, it comprises all the people with whom an individual can connect.

Community: It comprises people who share similar interests and knowledge about a development area, irrespective of their active participation in the process.

Committed: The people actively connected, i.e. the ones at the sending end or the receiving end of the information from this group. These are the ones personally connected with the individual in the learning process.

People move out and into any of the groups at any point of time. Also, the commonality with the nodal point narrows down as we move from the crowd to the committed.



At the very outset, two misconceptions should be cleared. First, that the term 'social learning' is a recent development. Actually, it has existed for a very long time. The ancient philosophers, Socrates and Plato were known to practice social learning almost exclusively. Talking about the corporate scenario, even the most primitive learning models of organizations have incorporated social learning as the basic fundamental.

Then why has it seemed to gain so much im-

portance in the recent past? It is because of the massive leveraging of technology through various social networking tools, at various organizational levels, that it has become a lot more conspicuous. The scale to which the web based technologies have been put to use has reduced the barriers, now predominantly related with the past. Nevertheless, social learning is the most natural way of learning and interacting with the world.

The second misconception, the failure to understand 'social learning', primarily arises due to the first one, discussed earlier. It is generally believed that the use of technology alone drives a successful social learning process. Technology is only an aid and it is imperative to understand that learning in the social context has prevailed for centuries. Strategizing the whole developmental process and differentiating it from the conventional and traditional learning interventions leads to the correct application, minimizing the chances for undesired outcomes. For an effective structure, preparing a framework as well as communicating the values and objectives of the framework to the relevant audience is essential. Since merely developing a framework may not lead to the acceptance of the same among the employees, the integration of social learning into the fabric of organization design should be the essence of the whole framework.

Let us see the cause of this recent buzz about social learning. It is coming across as the most pervasive terminology in the learning domain yet it is difficult to implement effectively. US companies increased their spending on social learning tools and services by 39% in 2012 over 2011. Analysts predict that such numbers will continue to grow as companies look towards social learning as a master tool for engaging their employees in a cost effective way.

For social learning to happen in the right way, the process needs to be backed by a vision and a robust strategy. Simply opening up social networking sites and providing people a platform to share their ideas will not help them to learn and retain their learnings over a time period. Social networking sites like Facebook, Twitter and LinkedIn have been where they are because they have kept themselves updated with the needs of their audience, evolving over a period of time. Their makers had a vision and a robust strategy in place to build a network which passed the test of time. Specifically, the field of technology-based learning is a fast paced one where what might seem relevant today might become redundant soon. The dynamic growth of technological services complemented by the pervasiveness of

information sharing throws a challenge to this generation's strategists to develop and sustain services which help in developing the human capital to its fullest potential.

Ideas need to evolve with clear objectives in order to help develop sustainable practices. As part of the strategic action, few things need to be kept in mind while developing learning management systems that focus on social learning.

Identify learning goals:

At the very outset, the goals should be clearly defined in terms of the objectives for which the whole structure is designed. Mostly, the focus remains on showcasing the peripherals and the purpose of learning is lost. Also, the learning from the collaboration of groups needs to be encouraged, which is the whole idea of the set up. After identification of the goals, the employees should be given a certain level of autonomy to chart their path to realize the desired outcomes. The freedom to guide one's own development ensures optimal performance in a favourable learning environment.

Assessing the effectiveness of the system on a dynamic basis:

The foremost question that should be asked is whether the system resolves the issues faced by the people in their daily work lives. If not, it puts a big question mark on the relevance of the entire system. It should be such that the takeaways from the process help people enrich their solutions and increase their productivity. In a world where people are running away more and more from classroom programs and do not want to get tied down to constraints, the process should cater to their busy schedules and answer their problems when they need answers the most.

Organizations have shown that following best practices they have been able to evolve sustainable social learning methods using social media. It helps improving performance cascaded from the lowest levels to the highest levels. The individual outcomes are reflected in the business of each unit and eventually in the revenues of the company. Few examples detailed below are testimony to the evolving role of social learning in the today's organizations.

NASA using NASASphere: NASA uses this social network to enable collaboration of its knowledge workers in order to support its vision of space exploration. It realizes that new ideas have increasingly become difficult to evolve and thus an input from the community is imperative to sustain its idea. An enterprise level social network enables the exchanging of ideas and collectively building of intelligent solutions.

Qualcomm using Yammer: Qualcomm is using Yammer to connect its employees across various geographical and functional divisions

Agilent Technologies using Wiki: Two years ago, the globally present solution provider created Wiki as a collaborative learning software for its employees. The model specifically focuses on tech savvy Gen Y learners who look forward to knowledge sharing to overcome various challenges.

SFR using ActiveNetworker: The French cell phone company implemented this social networking tool from Jobpartners to build a social learning culture encouraging knowledge sharing to create innovative solutions and build new ideas. Also, it allows the employees to join various groups of their interests.

British Telecom using Dare To Share: Though the new platform does not replace the traditional learning system in the company, it certainly augments in a big way the informal learning opportunities, the purpose for which it was developed. The platform leverages Microsoft Sharepoint to help employees create various knowledge sharing groups and then discuss and debate relevant topics.

Effective social learning using technological advancements helps people retain the information for a longer period of time as compared to the conventional methods. Showing people what to do and then letting them reach the goals in their own desired ways has proven to produce favourable results. To retain what the employees have learnt, it is important for them to put their learnings to practice without any significant lag of time. The current trend gives the liberty to experiment, innovate and develop an attitude of information sharing, thus fulfilling the purpose of social learning.

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Role of Social Media in the Evolving Face of HR

-Saurav Kumar Das and Sanjana Grover, HRM 2013-15, XLRI Jamshedpur



Anshika has suddenly taken ill & won't be able to attend office. So she drops in a WhatsApp message to her boss seeking permission for a leave. Within minutes she gets a message confirming the approval of the leave. Getting leaves approved on WhatsApp would have been unheard of in the not-too-distant-past, but the social media revolution has torn down many a taboo.

Well, social media has its darker side as well. Picture this, after a frustrating 16-hour day at work Nilesh updates his Facebook status- "Job Sucks!L" The likes & sympathetic comments notwithstanding, Nilesh is given the marching orders when he walks into office the next day.

Not to sound too clichéd, but in the modern day VUCA world, as the business world is embracing social media, the ramifications for the workforce are profound & far-reaching. Today's changing business landscape demands that the role of the HR professional has to be in sync with the needs of the evolving organization. Organizations that have embraced the social media revolution as part of their design have created remarkable impact and disruptive innovation in the industries they operate in, overturning existing business paradigms. In this social era, the ability to move fast and out-innovate competitors while constantly noting feedback from stakeholder networks is what makes companies the market leaders. Companies are integrating social technologies into their employee life cycles right from recruitment, skill development and employee engagement to employee exit. Companies are on a relentless quest to enhance their social media presence.

Emergence of Social Media Tools:

The near-future holds an explosion of HR social media usage with organizations embracing mobile and social technologies to build loyalty and revolutionize processes. Social media tools allow users to communicate more effortlessly inside and outside the organization & support them in finding the information they want when they want. Social HR tools can be accessed through browsers, specialized apps on mobile devices or be bundled in holistic social business software platforms. Commonly used tools include:

Networking sites: Social networking sites such as Facebook, LinkedIn can connect individuals with similar social or business backgrounds.

Information Sharing Portals: Sharing files via email has become redundant owing to the sheer volume of information to be shared. A more method-

ical storage and access facility is offered by dedicated file sharing utilities.

Blogs: These are the perfect forums for informal sharing of information and opinions

Wikis: They come across as useful knowledge management alternatives for generating shared documentation and a central repository of knowledge.

Discussion Forums: They facilitate online discussions to create a sense of community around a particular corporate issue or project.

Gamification in HR:

A large number of companies report that a majority of their workforce is not engaged or is actively disengaged in their work which translates into billions in lost revenue. Gamification allows HR teams to develop a more interactive, rewarding and attentive workforce. Though the idea of gamification attempts to induce employees into doing what they should already be doing, it is indeed a powerful tool to leverage intrinsic motivators to drive desired employee actions. Gamification can be incorporated into a wide spectrum of HR processes. Companies are increasingly turning the recruitment process into a gamified experience by hosting competitions on social media. Rewarding candidates at each step not only helps attract qualified candidates but also enhances the onboarding efficiency significantly. Gamification can also be used by HR teams to promote a positive corporate culture by rewarding employees for providing process or product improvement suggestions, or even participating in company-wide volunteer programs. A gamified platform can be used to track these activities and



opportunities & provide intrinsic motivation to the entire workforce. Adding a gamification experience to online learning programs by offering rewards for completion of each program can spur employee involvement. HR departments can map mission-based career paths for its employ-

As the business world is embracing social media, the ramifications for the workforce are profound & far-reaching.

The basic premise of the social era is to create social experiences at work that mirrors the employee's actual world.

ees showcasing their progress & the steps employees would need to take to grow further in the organization. .

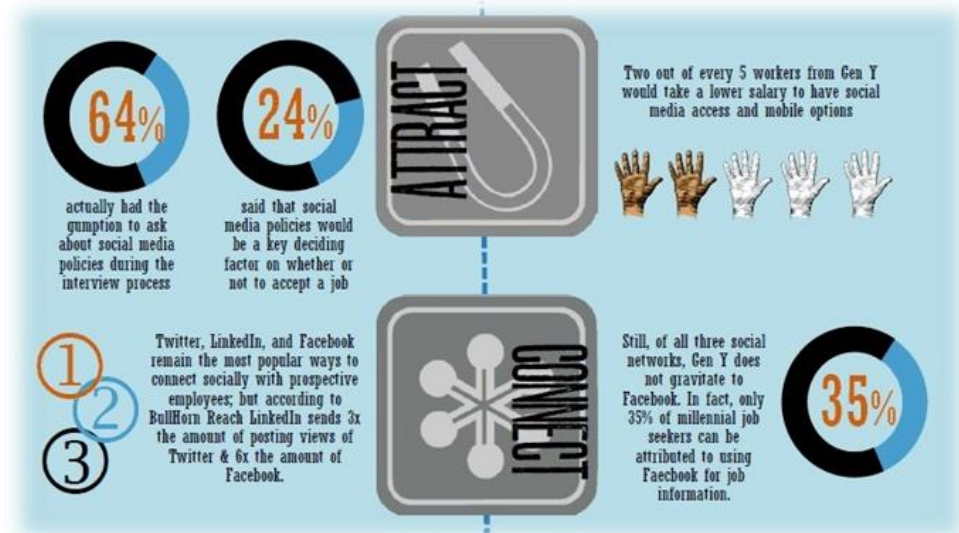
Social Recruiting:

Following the global recession, companies are pruning their recruitment budgets. In this wake utilizing social applications by HR professionals to attract, engage and recruit job candidates has emerged as a well-accepted strategy. It has got several facets. Usually candidates do in-depth research on the organization to find people who have worked there & follow their words on social networking platforms to form an initial impression. By giving due consideration to the applicants' journey and the entire recruitment process, employers can further build their brand. Social media platforms like Facebook & LinkedIn help employers identify the right people and find out what they are interested in. Human interventions through interviews & competency tests can then be deployed to create further engagement needed to bring them into the organization.

communicating the company's value proposition. With extensive focus on data mining and analysis, Big Data continues to be a priority in developing profiling tools to find & map talent.

Real Time Performance Management:

Not many would disagree that performance reviews are indeed among the most dreaded rituals for any organization. Managers find tracking employee performance over an annual cycle not only cumbersome but time consuming as well. On the flipside, employees are discontented with the trifling feedback and the lack of a line of sight between their goals and the broader organizational objectives. Employees belonging to the millennial generation seek more frequent dialogue about their performance. In view of these challenges, several progressive organizations are doing away with the periodic performance cycles and moving towards real-time feedback. Social performance feedback by peers, co-workers and seniors provide real-time



Candidate relationship management forms the crux of the social recruitment initiatives. A prospective employee pipeline can be created as well as nurtured around specific skillsets, by developing relationships with candidate pools across social networks. This allows recruitment managers to not only measure the current skill levels of the pool but also hone them further. The current employees of an organization know best about the workplace & the work culture & should be honed as trusted brand ambassadors to find ideal candidates through their social networks. Social media offers companies an ideal platform to showcase their brand image to candidates when they apply for a job.

Innovative new companies like Jobvite, Work4 and TalentBin offering social recruitment solutions, are making remarkable progress, developing advanced platforms. With a thrust on employment branding, user experience on these platforms holds the key to

and instant feedback on employee performance. By offering employees the deserved recognition and visible rewards for their efforts in real-time, organizations provide positive reinforcement for employees to deliver superior performance on a sustained basis.

Learning through Social Media:

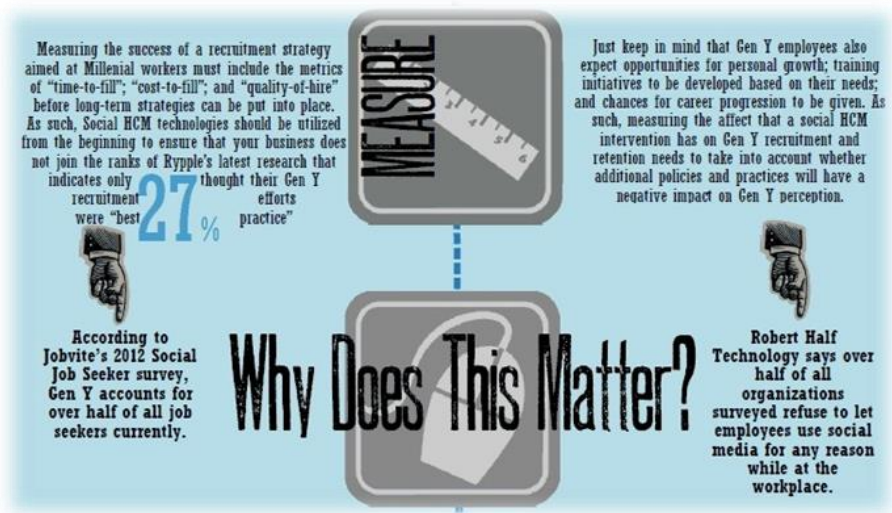
Social media learning platforms allow employees to create a social profile that reflects their expertise and interests. Social Bookmarking is one of the most useful tools on the web that allows users to save, tag and easily re-find sites that they find useful. It also helps them track what others with similar interests are viewing & saving. TELUS, a Canadian telecommunications company recently embraced the MS SharePoint server as the crux of its social learning initiative. The system can be utilized to support learning through a formal, infor-

mal and social content paradigm, including networking, blogs, wikis, videos, communities and collaboration sites to encourage knowledge sharing among team members. The true impetus behind this method is promoting better employee relationships & motivating them by giving them the relevant tools that enhance their productivity. This social learning setting encourages individuals to experiment, innovate, collaborate, communicate and share their knowledge in engaging ways. This not only enhances engagement ratings within teams but also cuts down learning costs significantly.

In Conclusion:

Social media offers HR professionals an opportunity to connect with people that they would never have had the access to otherwise. With the business world undergoing a paradigm shift from being a knowledge economy to an innovation economy, these are critical times for the HR function. As the social media revolution blurs the boundaries between the workplace and employees' private lives, HR professionals have to take a bold and courageous stand to steer their organizations into the reality of social networking.

As the social media revolution blurs the boundaries between the workplace and employees' private lives, HR professionals have to take a bold and courageous stand to steer their organizations into the reality of social networking.



Social Media as an Enabler for Employee Engagement:

Employees who are socially connected and engaged at work are more aligned to organizational values, are highly motivated and drive the business results. The basic premise of the social era is to create social experiences at work that mirrors the employee's actual world. Employee satisfaction surveys have indeed become an anachronism of sorts as social media platforms allow organizations to measure the employee satisfaction levels on a daily basis. The organization's culture gets reflected every day on these platforms based on how the company responds to the information it gathers. Employee social experience offers tremendous opportunity for HR teams to harness this free but powerful data to shape the organizations policies. By making the workplace experience social, organizations can communicate a commonality of purpose and clarity of thought on what the organizations stand for and how the employees can contribute towards organizational goals.

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हम लोगों के जीवन, उनके स्तर को निरंतर बेहतर बनाने में लगे हुए हैं। ज्ञान, अच्छी सेहत, अच्छे घर और कई अन्य खुशियाँ एवं सुविधाएँ प्रदान करते हुए, हम लोगों के जीवन को बेहतर बनाने में सदैव प्रयासरत हैं। हम अपने सच्चे एवं निःस्वार्थ प्रयासों से देश के कई शहरों और गाँवों के लाखों लोगों के जीवन में सुधार ला रहे हैं। जहाँ तक एक सामाजिक ज़िम्मेदार निकाय के रूप में हमारी भूमिका की बात है, तो विश्व के सबसे बड़े कोयला उत्पादक के रूप में हमने सम्पूर्ण प्रतिबद्धता के साथ अपने दायित्व को उम्मीद से बढ़कर निभाया है।



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