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Amit Pant



स्त्रुशियों का सृजन
समृद्धि की वृद्धि



जलविद्युत से भारत को ऊर्जावान बनाते हुए

मिनी रत्न श्रेणी-I का दर्जा प्राप्त भारत सरकार का उद्यम
जलविद्युत परियोजनाओं की परिकल्पना से संचालन तक का 40 वर्षों से अधिक का अनुभव

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From the Desk of President



My warm greetings to all the readers of Power People!!

Our journey of connecting the member PSUs of Power Sector through Power HR Forum to address the HR related issues, concerns and challenges, which are common to all, has set benchmarks of success and provided a platform for all the member organisations to share and get strength from each other.

Since its inception, the Forum has challenged itself into achieving more than what is expected of it. It has been instrumental in bringing up newer ideas which are brought to table for brain storming and exchange of knowledge, experience, thoughts resulting in a positive impact on the member organisations. I am happy to state that right from the beginning, the Forum has been striving to serve the cause for which it was formed.

The current journal - Power People, focuses on several issues like Decision making, Performance management system, Leadership, Managerial role, Talent analytics, etc. These are very crucial in today's competitive market scenario and we hope that the readers will get new insights in these areas of management.

A delegation of senior executives from member organisations was sent to OSAKA, Japan, for a training programme, which was organized by the Forum. An article capturing various memorable moments during the programme has been included in the journal. Also, as is the practice, one of women leaders from member organization has been interviewed.

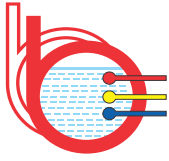
I express my gratitude to all for their contribution, through this medium and encourage the readers to give their suggestions which will help in further improvement.

With Best Wishes

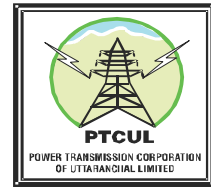
A handwritten signature in black ink that reads "R.P. Singh". The signature is written in a cursive style.

Ravi P. Singh
Director (Personnel) - POWERGRID &
President- POWER HR FORUM

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भाखड़ा ब्यास
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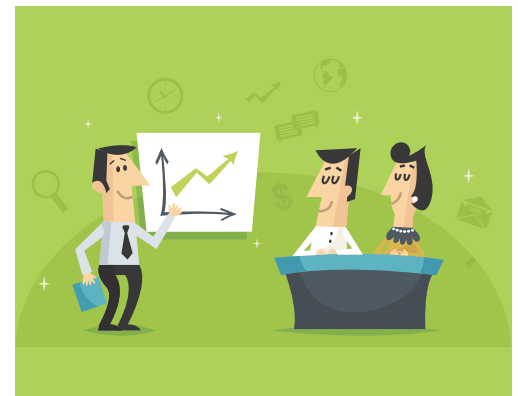
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Interview



Nandini Sarkar, GM (Co. Sectt.) - NTPC
Email: nsarkar@ntpc.co.in

First time, we met Ms. Nandini just before the Annual General Meeting of NTPC Limited last year. And after that few times more. Always, we marveled at her sartorial elegance, composure, methodical way of working and the ease with she interacts with other colleagues....

Ms. Nandini had joined NTPC Limited in 1987 and was trained to become finance executive. While serving as finance executive, she cleared ICWA and Company Secretary examinations. After five year's stint in finance department, she joined Company Secretary function in 1993.

In 2005, NTPC launched many joint ventures and subsidiaries to broaden it's area of operation. At the same time, NTPC was also listed in the stock exchange. Many activities were happening at that time. And it is to the credit of Ms. Nandini that she was associated with all such initiatives and had a hands-on. Her finance background and company secretaryship skill came very handy. At that time, there was no fixed working hours for this group of NTPC which was handling listing activities and no respite from long working hours. But the way NTPC handled company listing activities, it become a role model in PSU setups. And many requested NTPC to guide them in their own journey. And Nandini has played a very significant role in this achievement.

For someone, who has joined workplace so long back when women empowerment, work place diversity had not become the buzz words, the working experience is a mixed bag! There is a clear trend in acceptability of a woman colleague with passage of time in work places! Younger employees have far

more acceptance of a woman colleague and a woman leader as well. Seniors at NTPC have how ever given amazing support and cooperation for Ms. Nandini, to see that she is safe, assured and well prepared for future assignments.

She has a lot of appreciation for the younger lot. Though blaming the millennia has become a common practice in offices where majority of the employees are from gen-X or gen Y, she has much kinder and good words for them. "They are the future of NTPC; it is our responsibility to keep them engaged and motivated. Giving them meaningful work is a way to groom them up and keep them focused" – is her firm belief.

"Whether she has faced any gender bias?" is a question that comes to everybody's mind when one interacts with a senior woman executive, in such settings. So we are! We got a very interesting response! We feel proud as we share this with our readers. "Gender bias has a lot to do with self image, internal belief and how one perceives the work place! In a country, as demonstrated by many surveys and statistics, where greatest challenge is how a woman is treated before her birth to the grave, asking such a question is not right. What we need to ask is - what we are doing to support our women workforce to face the work place challenges? - should be pondered on? Not only in the work place, but outside work place, in our society at large."

Same is her response to WLB-the magical, mythical and somewhat misnomer word! The balance is within one self – not on work place design or job description! Further, in Work-Life Balance (WLB), why do we measure the inputs for knowing the

balance, why not in outcome and output wise? is her immediate question to us, and we were floored.

“Flexible working hours for woman – how do you see this, was our another question. She responded back, as we had feared- why do you feel that flexible working hours are only for woman and not for man! Flexible working hours- is a good concept, she mused, somewhat philosophically. But we misunderstand the concept and principles. Then we abuse the privilege bestowed on employees by the organisations. Employees need to mature well before they are given such things!

“Reservation for women – is an answer for diversity” aroused a faint smile! Any reservation is detrimental to the society – it has to be based on merit and it can bring sustained benefit to all.

Ms. Nandini is very proud of her profession. Given another chance to choose her profession, she would opt the same career

path that she has chosen, - she quipped thus, to our enquiry. “Job security” evoked very strong emotions within her! Job security is not for preventing the fear of losing own’s job - rather it is to enable taking a stand, a moral and ethical stand! This response completely bowled us. She said thinking very deeply, slowly-this is very important for all of us, man and woman alike. If job security is there, we can bravely do, speak what we feel is right, but not what is more acceptable.

The biggest challenge for all working professional is - winning trust and confidence of seniors, peers, juniors at work place. Surely she has own it, not from her seniors and others, but from Power HR Forum as well.

One simple but very powerful guiding principle of her is - Do Good, Be Good and Be Genuine. And this is the message she wants to convey to the readers of POWER PEOPLE.



Heartfulness: An Alternate Approach to Decision Making



Dr. Bibhu Prasad Rath, AGM (PE-Mech) - NTPC
Email: bprath65@gmail.com

How do we take important decisions in life?

First think from your heart...

Then discuss about it with your friends...

Afterwards analyse the pros & cons, apply

Logic & experience....

Then do as your wife says.....!

Often we are told what decision to take, in other situations we are swept by the circumstances with very little choice. These are easy escapes from decision taking yet when we decide how do we decide?

1. Rational Decision Making

1.1 Contribution of Herbert Simon

Herbert Simon was awarded Nobel prize in economics in 1978 for his contribution to rational decision making. The three stages of decision making were identified by him as intelligence, design and choice as illustrated in the figure below.

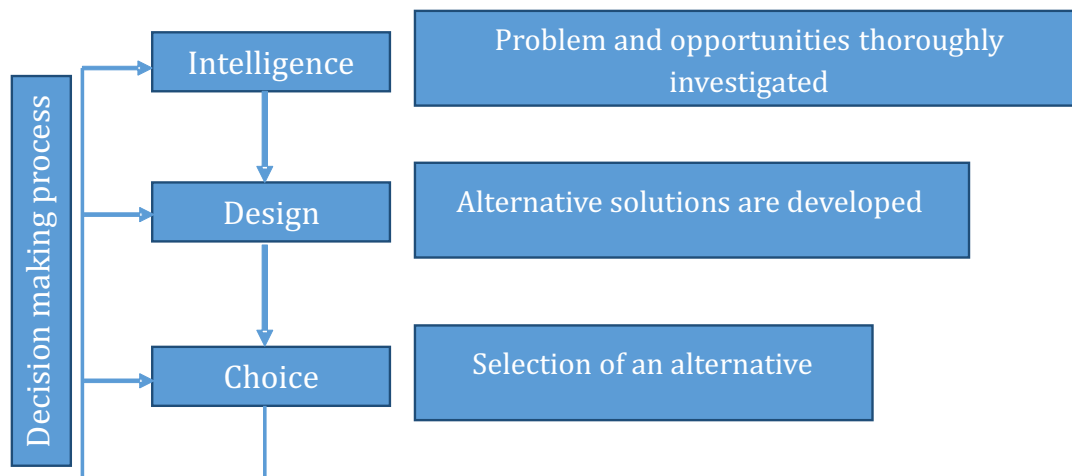


Figure 1: Decision making process

The steps may be understood as given in figure-2

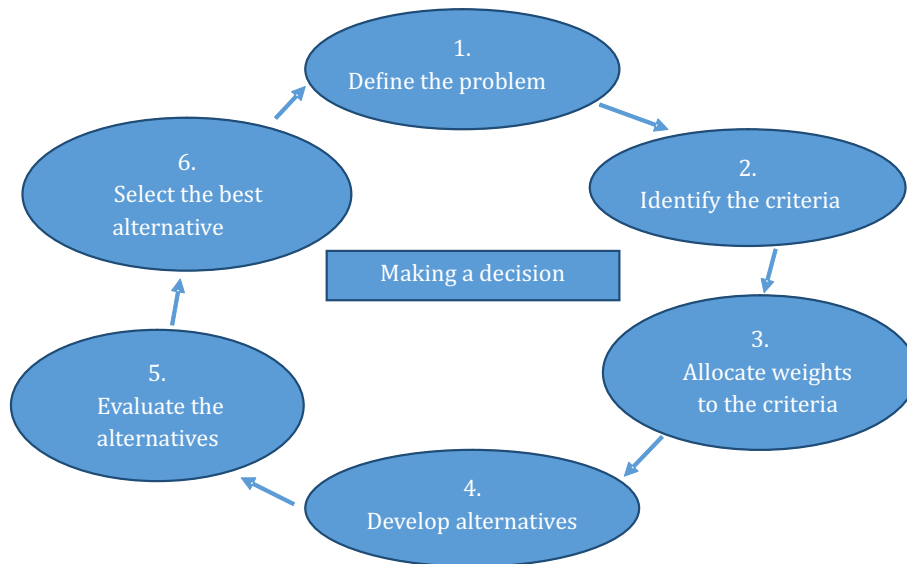
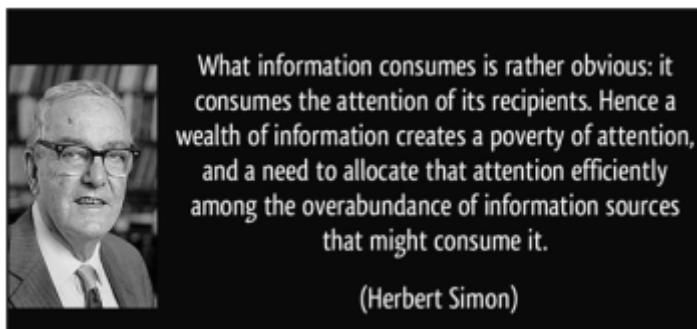
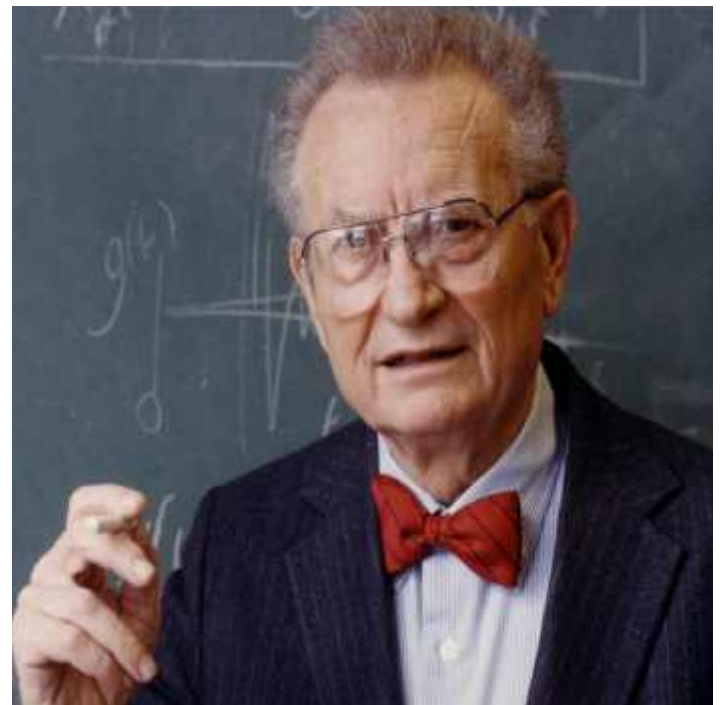


Figure 2: Steps of decision making process

After a life time dedicated to computational methods for decision making Herbert Simon concluded that a perfectly rational decision is impossible to make and we end up satisficing in our efforts i.e. we end up with satisfactory solutions that are good enough by trying to be rational. He attributed two reasons for it. Firstly it is nearly impossible to know all the alternatives a prior and secondly when we take one decision we sacrifice the other possibilities which might be more rewarding at a later stage.



1.2 Contribution of Paul Samuelsson

Before Herbert Simon, Paul Samuelson had advocated the use of mathematics for decision making. He was awarded the Nobel prize in 1970. He was in fact the first American to receive the

Nobel prize in economics. It was awarded “for the scientific work through which he has developed static and dynamic economic theory and actively contributed to raising the level of analysis in economic science.

“I think that it's more important for an economist to be wise and sophisticated in scientific methods than it is for a physicist because with controlled laboratory experiments possible, they practically guide you; you couldn't go astray. Whereas in economics, by dogma and misunderstanding, you can go very sadly astray.”

Paul Samuelson’s emphasis on mathematical analysis in economics and it’s impact on society is summed up in following lines “I don’t care who writes a nation’s laws - or crafts its advanced treatises - if I can write its economics textbooks”.

1.3 Contribution of Edgar Bloom

In 1954 educationists in Europe, led by Edgar Bloom after extensive seminars concluded that the objective of learning is decision making and the steps are Knowledge, Comprehension, Application, Analysis and Synthesis leading to evaluation or Decision Making.

Components of Competence	Skills Demonstrated
Knowledge	The recall of specific information
Comprehension	Understanding of what was read
Application	Converting abstract content to concrete situations
Analysis	Comparison and contrast of the content to personal experiences
Synthesis	Organization of thoughts, ideas, and information from the content
Evaluation	Judgment and evaluation of characters, actions, outcomes, etc., for personal reflection and understanding

Let us take up two cases to understand the difference between knowledge and comprehension.

Case-I: Cost of generation from solar power vis-à-vis coal based thermal power.

Case-II: Water Saving by bucket bath Vis-a-via shower bath.

Case-I: Cost of generation from solar power vis-à-vis coal based thermal power

It is well known that the cost of generation of solar power is lower than coal based thermal power. But how is this achieved? The answer lies in basics of life cycle cost of electricity generation. We have altered the debt to equity ratio from 70:30 to 80:20, we have gone for a lower rate of interest on loan for solar power in comparison to thermal to achieve it. We have a structure in place in form of “viability gap” funding to bring down the cost of solar power, we have not considered the energy storage requirement since for about half a day there is no Sun shine. In a place like Andaman, India clouds are formed on hour to hour basis and the load curve has frequent dips. Logically solar power without energy storage only replaces variable cost or fuel cost from existing conventional sources. Now of course with the new environmental norms setting lower emission norms for oxides of Sulphur and Nitrogen coal based power has become costlier.

Case-II: Water Saving by bucket bath vis-a-vis shower bath.

In different media, it is often advocated and urged to use a bucket instead of using the shower to save water. We all know however that atomisation would reduce surface tension and with a shower the wetting would be more for the same quantity of water. I tried to take a shower standing inside a bucket I found out I needed less than half a bucket. But if a person habitually forgets himself under a shower, he would end up consuming a lot more than a bucket of water.

These two cases above help understand the difference between knowledge and comprehension. The subjective and objective elements both contribute to building of knowledge, which is as it is generally understood in contrast comprehension is as it is appreciated by individual concerned. Knowledge is general but comprehension is individual. The other elements of application, analysis and synthesis follow from this orientation. But the path of decision making is not a natural corollary from the exercises so far. Herbert Simon rightly pointed out that with all these steps, we end up “satisficing”, i.e. take up good enough decisions.



1.4 Patanjali's Astanga Yoga

Our sages of yore particularly Maharishi Patanjali realised that while the circumstances of the decision and the details can be different and subjective there can be an objective positioning for the decision maker. He has to be in total restfulness to decide the best course of action. The steps with the description is as follows Hariharānanda Āraṇya (1983).

Yama	: Rectitude and Simplicity
Niyama	: Purity of Thought
Asana	: Stability of Posture
Pranayama	: Regulation of Breath
Pratyahar	: Avoiding undue attachment to the outcome of the decision
Dharana	: A Positive Supposition
Dhyan	: Focus on the Supposition
Samadhi	: Decision Maker is one with the decision

While conventional western wisdom dictates analysis and deeper understanding of the subject matter traditional wisdom requires balance and poise for the decision maker. A simple straight solemn attitude, a steady posture, regulation of the breathe, an awareness of external circumstances without a

knee jerk response, a positive supposition, an attempt to focus on the supposition and nothing else and finally the decision maker removes himself from the decision and what remains is the decision.

2. Neuroscience of decision making

The human brain map is as big as the cosmos and vast areas remain to be explored. Yet, broadly neuroscientists agree about the functioning of specific brain areas after extensive study of Electroencephalogram (EEG) and Magnetoencephalography (MEG) For example, the amygdala is a brain area related to the risk perception or derived quality of fear. While a person with activated amygdala maybe risk averse, a person with damaged amygdala may have very little risk perception. Such a person may be seen as a daring decision maker and may be more successful because he would create crisis after crisis and crisis most people will somehow handle. The left side of the brain is attributed to logical, mathematical, verbal decision making and the right side on the other hand is related to perceptions and recognises faces, smells and sounds. The sudden occurrence of ideas the feeling of eureka is attributed to the right side of the brain.

The human brain map is as big as the cosmos and vast areas remain to be explored. Broadly, neuroscientists agree about the functioning of specific brain areas after extensive study. Since the neuronal activity is detected by sensors distributed over the head, it is possible to identify where in the brain the activity is produced with reasonable accuracy. MEG is more suited for studying the human brain as a network of interacting brain areas during performance of various tasks. The main applications of MEG are clinical investigations and cognitive neuroscience research.

We are aware that the left side of the brain is attributed to logical, mathematical, verbal decision making and the right side on the other hand is related to perceptions and recognises faces, smells and sounds. The sudden occurrence of ideas the feeling of Eureka is attributed to the right side of the brain. Thus, the so called accidental discoveries are in fact moments of synopsis of two hemispheres of the brain of the decision maker Vinod D. Deshmukh (2006), Wenger, M. A. & Bagchi, B. K. (1961). "Heartfulness" meditational technique brings about a stillness of the mind, cooling the brain's left hemisphere thus creating possibility for hemispherical synopsis.

3. “Heartfulness” is a modern improvisation

“Heartfulness” is a modern improvisation of the traditional Raja yoga and can be availed without sacrificing the comfort of home and family. The following steps help the decision maker to gradually remove himself from the decision.

- A Steady Comfortable Posture for stability.
- Eyes closed softly and gently the decision maker is drawn inwards. Eyes create a lot of distraction and we attain better focus with closed eyes.
- A relaxation technique to run through toes to upper parts of the body.
- The supposition of purity and divinity in the heart to retain the attention from diverted.
- Pranayama is automatic as thoughts regulate breath.
- Thoughts arising in mind treated as uninvited guests.
- A state of balance & poise leading to Samadhi or one ness with the decision.

Conclusion

The human progress through logical/mathematical decision making cannot be undermined. Yet, the findings of neuroscience cannot be ignored. The right hemisphere of the brain responds like an artist and takes flights of fancy. Einstein said “If you want your children to be intelligent, read them fairy tales, If you want them to be more intelligent, read them more fairy tales.”. The society that overemphasise logical/mathematical precision ignoring flights of fancy would end up with less innovation with sub-optimal decisions with instrumentalism which A.P.J. Kalam branded as a sin. Heartfulness if practiced regularly has the potential of hemispherical synapsis improving decision making.



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Life Beyond Performance Appraisal at Workplace

Ashutosh Kumar Anand, *Manager (Personnel)-THDC India Ltd.*
Email: anand.ashutosh7@gmail.com



Introduction

Humans are considered to be the finest creation of God on earth, an intelligent creature who can think, have emotions, have brains to build and destroy. However, humans are not just biological creatures but also a social creature in fact the most social on earth. The history of evolution of humans can be divided into so many stages from being nomads to now dwelling in Burj Khalifa. Human Brain has evolved in past so many years and now considered as the most intelligent creature in the entire universe.

However, in quest for excellence and par excellence, competing to become more successful, wealthier, happier we have indulged in blind race leading to nothing but terms such as depression, unhealthy competition, work-life imbalances, stress, health issues. The life of human in machine age has become far more complex than his predecessors.

Industrial revolution and Human Resource

With the Industrial Revolution the importance of machines gained momentum but even than it was the human mind and brain that developed these machines and runs these machines. Among the five M of Business Management, Man is of paramount importance being the only live factor of production. Managing this capital effectively largely determines the success of any business. But managing men is a complex task. In these years several management theories of managing this important resource have been pronounced but all of them have some limitations as human mind and behavior sometimes become unpredictable.

Managing performance, encouraging the human resource for better performance, rewarding the performers and in some cases punishing the under performers all are very complex

task. Several methods have been devised for transparent, logical, rational, objective management and measurement of performance of human being at workplace. But all these methods have resulted in some amount of dissatisfaction, new challenge, allegation of subjectivity etc.

One of the ways to measure and manage performance at workplace in earlier days was through Annual Confidential Reports, then subsequently came the age of Performance Appraisal Reports. It was made more participative, transparent, and objective with several new attributes being added to ensure that it really measures performance in true terms, identifies the performers and give opportunity to under performers to know where they lag and try to enhance their



performance bar. But even then the system is not full proof and it has been causing dissatisfaction and resentment. Certain provisions related forced ranking named Bell Curve has further aggravated the problem. Almost every company is fighting to keep its workforce motivated and at the same time productive. There are several logics in favor and against the existing methods of Performance Appraisal, Performance Rating and linking incentive to Appraisal Reports.

But one thing is quite evident that managing performance and converting the performance of employees to rating under Bell Curve has never been easy for any organization. On the one side this has resulted in developing a culture of performance but on the other side has impacted on team work, unhealthy competition among peer group and to some extent on inters personal relationship in offices. The reasons can be several but more important concern is its after effects which are alarming be it mental, financial, and emotional.

There is lack of counseling and feedback which should be positive and given in true spirit to ensure improvement in performance is generally given in a way that turns to be more negative. We have found that in recent year's cases of mental stress related diseases, depression, anxiety, aggressive behavior at workplace and in some cases incident of violent behavior and indiscipline have been reported and in most of the cases the root cause is dissatisfaction over the existing system of performance rating.

It's said prevention is better than cure, organizations and their management have always asserted and tried to convince authorities that a company is performing and is yielding profit not because only 15% of its employees are doing well rather a major chunk is involved in putting its efforts and contributing in prosperity and profit of the company. But in times when talent management and talent retention has become a challenge it's very important for a company to go beyond damage control by convincing higher authorities over bell curve. But a more sensitive approach is required to win hearts, guide and console broken hearts. No one in this world can accept easily than he or she is an under performer, rather performance is a relative term and very difficult to measure sometimes in terms of attaining organizational goal.

We have been since our childhood rated at some or the other stage, in schools we are asked to perform well and there is a

percentage war there. Taking into consideration the ill effects and several incidents of suicides the system has been now changed to grade system to avoid unfair competition at very young age.

Further, our performance is rated again in colleges and then the same practice is repeated at workplace. Measuring performance is not bad but a misconception in mind that the world belongs to all those who are in top range in not appropriate and the same is leading to frustration, depression, stress and other mental and physical illness. This also results in workplace envy. Envy has sometimes been described as a social microscope. When others' successes in the workplace bother you, you become ruminative.

You obsess over interactions with rivals, compare your rewards, and over analyze even the fleeting praise the boss bestows on others. Your least-generous self surfaces as you try to boost your fragile ego at your rivals' expense. Some people become so fixated on a rival that they lose their focus on their own performance. In the Indian context, the bell curve ranking method has created too much emotional stress, and most importantly, it has destroyed to some extent the loyalty factor and has led to attrition.

Life beyond performance appraisal

The debate on viability and success of bell curve is now no more a contemporary topic to talk about rather it is more important to tell and train employees how to deal with emotions at workplace arising out of performance appraisal. Measurement of performance by some or the other way will always there but it has to be understood that there is **Life Beyond Performance Appraisal**.

Generally, it is said workplace is an extension of home. Though people usually talk about that a perfect balance between workplace and personal life but it's very difficult to practice it. In such circumstances it is very necessary that special attention is paid to make aware the employees that certain amount of stress, frustration is acquired by over expectation and desire for more when life has to distribute something to everyone.

“An employee who may not be rated as excellent at workplace may be an excellent human being at workplace; he may be an excellent son, an excellent husband, an excellent father, an excellent friend and colleague. “He may not be a favorite of someone but then also may be a favorite of someone else.

There is a general allegation made that in some cases those employees are rated excellent who are close to their bosses, who work for them, do all sorts of flattery but in reality such cases are very rare. People satisfy themselves by making such allegations but the truth is those who work hard, perform well are sure to be rated above than those who do not take that extra strain required for completion of a task designated. It should be understood that performance rating is not a sweet to be evenly distributed rather it has to be earned. So, though generally people blame bell curve for all nuisances at workplace and

changing the workplace chemistry altogether but at the same time it has made people aware of importance of performance as well.

Conclusion

However, for responsible organizations, it has to be understood that educating employees, counseling them and arranging workshops for coping with workplace stress and other related human behaviors would be far more advantageous to keep them productive for years. The ways and method of measuring performance at workplace will change, several companies have given up the practice of bell curve, but even then some or the other method will be there to differentiate people at workplace on account of their performance. The mantra is to be “karmyogi” mentally and spiritually strong to deal with workplace stress and unpredictability. It is important to all of us to appreciate that there is life beyond Performance Appraisal and that life is equally beautiful and meaningful.





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The Focused Leader

Indranil Mitra, Ex-GM (HR) - NTPC
Email: mindranil58@gmail.com



This write-up is inspired from an article of the HBR issue on the leadership theme, authored by Daniel Goleman. A primary task of leadership is to direct attention. However, in order to do so successfully, leaders must learn to focus their own attention. Specifically, this means that they should learn how to:

1. **Focus on themselves**
2. **Focus on others**
3. **Focus on the wider world**

1. Focusing on themselves has two elements:

- (i) Self Awareness and
 - (ii) Self Control
- (i) Self-Awareness can be learned by paying careful attention to internal bodily signals. “Gut Feelings” are messages from parts of the brain called the insula and amygdala that something “feels” right or wrong, and they should be treated with respect. However, they should not be relied upon in isolation, but in combination with analysis and logical reasoning. The other aspect of Self Awareness is Open Awareness, the ability to receive sensory impressions and feedback without judging. The two together, Self Awareness and Open Awareness, lead to developing Authenticity, which is a key characteristic of a successful leader.
- (ii) Self Control is essentially the ability to keep your attention where you want it to be in the face of distractions. This ability is also the one that manages unruly emotions. Good self control or willpower can be seen in people who stay calm in a crisis, tame their own agitation, and recover from a debacle or defeat. And it can be learned: a method used to teach school children to deal with upsetting problems involves thinking of a traffic signal. The red light means stop, calm down and think before you act, the yellow light

tells you to slow down and think of several possible solutions, and the green light means, try out a plan and see how it works. Meditation, or simply focusing on your breathing and simply observing your thoughts and feelings without getting swept away by them, also helps to develop self-restraint, self-control and willpower.

2. Focusing on others again has two parts:

- (i) Empathy and
 - (ii) Building Relationships.
- (i) Empathy is commonly understood as “being able to put yourself in the other person’s shoes”; however, a closer look reveals that there are three distinct kinds of empathy:
- a) Cognitive empathy is, neurologically speaking, an outgrowth of self awareness. The same circuitry in our brains that makes us think about our own thoughts and to monitor our own feelings, lets us, to some extent, “tap into” other people’s minds when we want to make the effort.
 - b) Emotional empathy is important for effective mentoring and in group situations. Certain areas of the brain come into play which can rapidly give rise to feelings without much conscious thought. Again, the body can “tune into” the emotional state of another person. The trick is to concentrate (or focus) on the non-verbal signals of the other person to try to feel what he feels.
 - c) Empathic concern springs from the brain circuitry that compels people’s attention to their children. Parents instinctively know what small children need from them; ask any mother. By the same token, we can come to know what an adult person needs from us, if we allow ourselves to “listen” to our instincts.

- (ii) Building relationships is closely linked to social sensitivity. A specific part of the brain reads the social context in which we find ourselves at a given time and makes us behave appropriately with our families or friends or colleagues. Skill in building and maintaining personal connections flows from this.

However, research suggests that as people rise in the organizational hierarchy and gain power, their ability to establish and maintain personal connections suffers a setback. For example, one research finding is that higher ranking people are more likely to interrupt or monopolize the conversation, and consistently focus their gaze less on lower ranking people. In other words, the higher we see ourselves on the status ladder, the less attention we pay to others. This should be a warning to top executives, who need to respond to fast-moving competitive situations by tapping the full range of ideas and talents within an organization. Without a deliberate shift in attention, their natural inclination may be to ignore smart ideas from the lower ranks.

3. **Focusing on the Wider World** involves disengaging from routine in order to allow the mind to roam freely and pursue fresh paths. For example, strategic thinking has two

main elements; exploitation of the current business advantage and exploration of new ones. Exploitation requires concentration on the job at hand while exploration requires open awareness, in order to be able to recognize new possibilities. Since both are fundamentally different mental activities, a deliberate change of focus is required in order to carry out both strategizing activities.

Why bother to let the mind roam freely? Because innovation arises from seeing things in different ways, putting together unrelated ideas and thinking “out of the box”. Indeed, the classic model of creativity stipulates that first we gather pertinent information, and then we alternate between concentrating on the issue and letting the mind wander (open awareness). It is common knowledge that fresh ideas and solutions suddenly spring up when people are out for a walk or run, or in the shower.

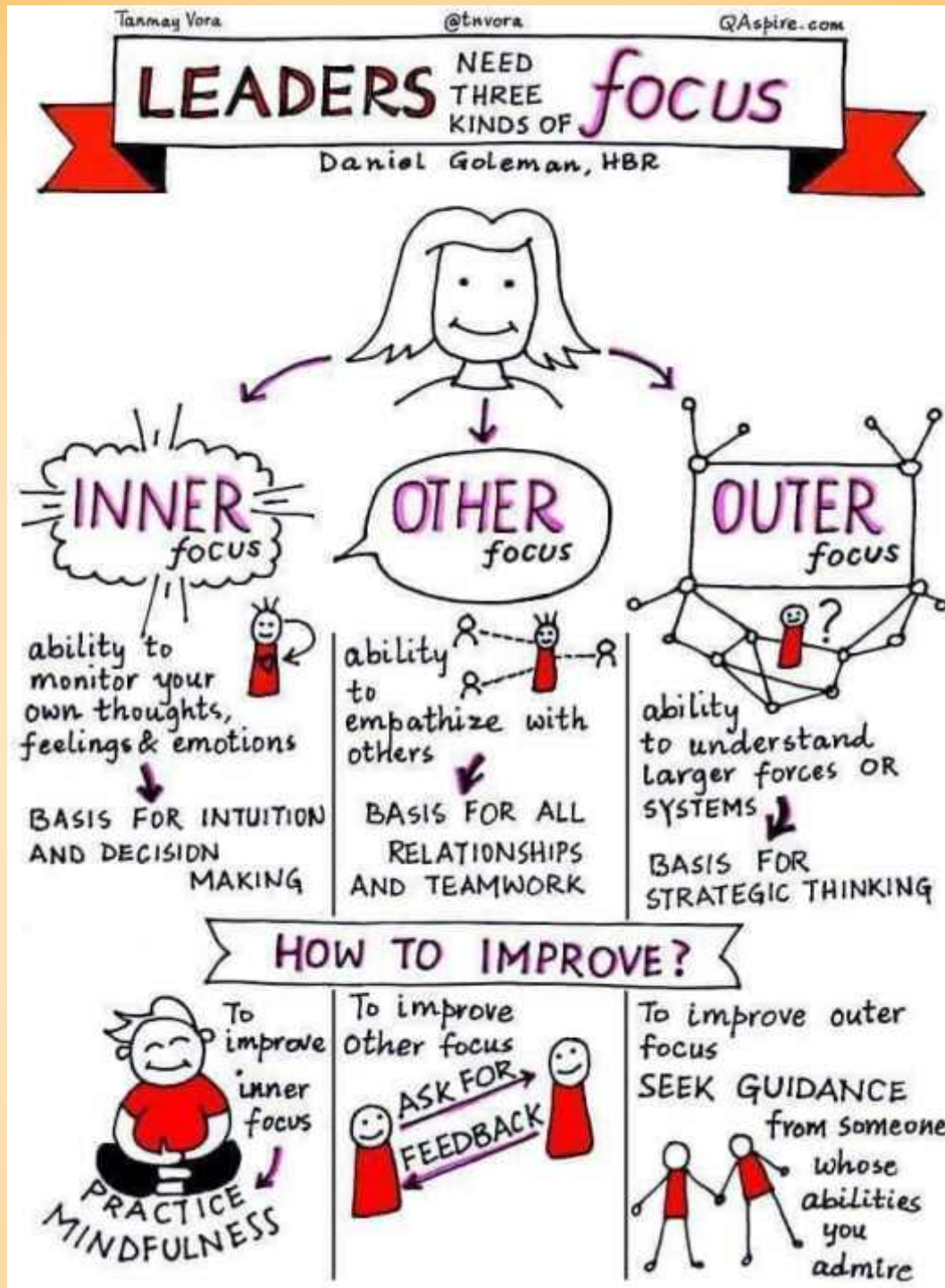
However, Systems thinking, which is a much appreciated and highly valued skill in organizations, may actually be coupled with an empathy deficit, i.e. people who are strong systems thinkers may develop a blind spot for what other people are thinking and feeling. Leaders who are strong systems thinkers need to guard against this tendency.

Conclusion

The essence of focus is command over the full range of one’s attention, from inner feelings to other people’s needs and perceptions to open awareness. It does not need any special talent to do this; it requires diligence- the willingness to exercise the attention circuits of the brain as we would exercise our reasoning skills or physical systems.

This is particularly important today because the flood of information that we are constantly bombarded with dulls our attention, although attention is the basis of all leadership skills. “Information consumes the attention of its recipients, and hence a wealth of information creates a poverty of attention” (Herbert Simon, Nobel Prize winning economist, writing in 1971). The goal of this piece of work is to place attention center stage so that leaders can direct it where they need it when they need to. If a person’s attention is mastered, he will be in command of where he, and his organization, focuses.





Power HR Forum is grateful to Mr. Tanmay Vora, Director (R&D), Country Head, Basware. He is an Author, Blogger and Top 10 Indian HR Influencers on Social Media recognized by SHRM for fourth consecutive year.

Tale of a Training-Corporate Management Program by Forum at Osaka, Japan



Sarbani Ray, AGM (O&M-C&I) - NTPC
Email: sarbaniray@ntpc.co.in

“The most valuable resources of our country is its human resources”, says a proud Japanese, in a class conducted by HIDA, in Osaka’s Kansai Kenshu center, amidst thirty equally proud Indians, representing their country’s power sector, diversified by functioning of organizations, yet united under umbrella of Power HR forum.

Acquiring, nurturing and retaining a skilled workforce, has always been a challenging task for power industry worldwide, especially more so in recent past, in India. An Industrial organization like a power company, needs to build a workforce in the path of its development, which is a very special kind of resource or asset, unique to each company. The human

resource is considered as an asset which adds to competitive advantage of a company. As the competition intensifies in Indian power sector, developing this one asset in exclusiveness has become a strategic move for all power companies.

Thus, the power utilities in India (and probably globally as well) share the same philosophy as Japan, in considering their people as the most valuable resources for them. Hence, it is only ideal for Power HR forum to hold hands with HIDA, Japan, in the quest of adding more values to corporate human resources management in Indian power sector.

Organizations and beyond.....journey begins



31 Participants in Japan during AOTS (HIDA) Programme during 5-10 June 2017

As the designated members of the team from different organizations gather and engage in airport formalities, slowly the team starts to form. The small circles converge into a bigger one, the Power HR Forum circle.

A brief halt at Seoul airport in the early morning hours of June 4th, takes us to Osaka, the Kansai state of Japan, or as they say Osaka prefecture in Kansai province.

Osaka, the present port city, was the first capital of Japan and modeled after Chinese capital. Subsequently though capital moved to Nara and Kyoto, Osaka continued to be a strategic center of culture and trade in Japan. Later it became political center as well, controlling power play from Osaka castle till the 17th century when political center shifted to Tokyo.

Osaka has emerged from the confusion of Meiji restoration in 19th century and later the devastation caused by World War II in 20th century, to be a modern international city of business and trade.

The seashore, adjacent to the airport, almost creates an illusion of actually landing on the sea, as the aircraft approaches the ground. It was a leisurely Sunday, devoid of hustle bustle at the airport arena, making the sailing towards exit quite smooth after an efficient handling of luggage and immigration for all.

Outside, two representatives of HIDA were waiting; one of them, a neat and small lady greeted us in fluent Hindi. A little confusion while the HIDA ladies tallied their list containing group members and with some members queuing up for



Participants at Kansai Center - OSAKA, JAPAN

currency exchange on one side. Finally all assembled; we march under the guidance of the two, to the bus standing a little away in the designated stand. The excitement of journey ahead together bringing back memories of past group excursion.

A cool of sea breeze and bright sun embrace us as we cruise through empty roads with Osaka city covered in a tranquil Sunday morning, after a busy night perhaps.

HIDA and The Kansai Kenshu center.....home away from home

Kenshu in Japanese means training. Although located in Osaka city, the HIDA training center is named Kansai Kenshu Center (KKC), perhaps for a broader aspect to its purpose of covering the whole province. The campus is well spread in a large area, with facilities of training and accommodation both, neatly landscaped as rustic green amidst a city ambiance.

True to its claim of providing a home away from home for international participants, a special Sunday lunch menu of Indian cuisine was awaiting us at the center. Sunday is usually a holiday when facilities like canteen remain closed. In our introductory address, the GM, HIDA said that the stay in the training center is basic and based on dormitory concept. It was a self-serving, which instead of causing discomfit, actually made us all nostalgic, with remembrances of youth, hostel days!

Variety of menu which tried to display an international flavor with, "something in it for everyone", is really commendable. If anything was amiss, the smile of friendly staff with greetings of "Gozaimasu" in their lips could compensate it totally.

The community laundry room in each floor, lounge and other facilities provide a very comfortable stay without being unnecessarily overbearing. The campus is a scenic composition of aesthetic Japanese garden and nicely designed buildings.

Exchange of ideas, called classes.....

Inherent in the introductory message of the smart and crisply suave coordinator Mr. Yusuke, was the explanation for reason of Japan being home to excellent watches. It was particularly important to arrive on time in all events as scheduled. Although, we Indians do not exactly consent to this philosophy, but in this case, showing respect to the famous Roman adage,

each member complied with time rule. "While in Japan, Do as Japanese do" - was motto adapted by us, for next few days and we actually succeeded, almost!

It was a nice, short opening ceremony in the presence of Indian consul general, Mr. Armstrong, and smiling gentleman General Manager of HIDA. Like the accommodation, food and arrangements, even the classes were neat, simple but full of warmth and sufficiently provided with all necessities.

The first of the series of classes began with a true sense of sharing of ideas, for us, power professionals, with subject matter being power industry of Japan.

Japan is heavily dependent on import for its energy sources. During oil crisis of 70's, it moved to sources like nuclear and later renewable to reduce the import dependence. Ten major vertically integrated companies dominate the electric power industry in Japan. It is presently undergoing a reform in the sector which started in 2013 and attained zenith with establishment of the Organization for Cross-regional Coordination of Transmission Operators (OCCTO) and full retail competition respectively in 2015 and 2016.

In the generation side, there has been an increase in solar PV generation. Power generated from PV is being used by pumped storage in hydro plants.

No discussion on Japan's energy would be complete without the Fukushima disaster of 2011. Nuclear operation had been suspended since then, although, now after going through series of tests and analysis, normal operation is being resumed in a phase manner. Interestingly, the void of suspended nuclear capacity was filled not only by fossil fuel but also by energy efficiency measures. Some work place measures were reduction in overtime, encouraging people to take paid holidays, reducing working hour in difficult season and increasing same in good seasons!

Management philosophy and strategies followed, which was pretty much similar to regular management lessons, discussing general theories but case studies on Japanese companies made all the difference. Small exercises in between the lecture kept everyone glued to the session. Madam interpreter had to really keep pace, as discussion got intense, in spite of a lack in fluency of communicating language between participants and lecturer.

One of the interesting facts that evolved from these sessions is that, big business in Japan is only 0.6%. Rest is mainly SMEs. Also, management in Japanese business is primarily all about human management.

Other interesting topic was on effective use of human resources. Since, it is the most valuable resources of the country, lot of efforts are put into by analysts and researcher in the study related to self-efficacy. The social evolution and changes are well documented in a chronological manner, and aligning to those transitions to maximize human potential had been a major task for businesses. Alignment might have been done by different sources of motivation or training etc.

Visits to a power plant of KEPCO and Sakai city clean center, on a rainy day, was another highlight of the program. Power plant of course was a regular sight for many of the group members, but visiting waste treatment at Sakai clean center was surely a winner. Waste is melted in a furnace and gas is used to generate electricity whereas molten slag and metal etc. is re-used in various areas. The whole process hardly produces any exhaust polluting agents while taking care of city's waste completely.

Land of the rising sun and smiling people.....

As our first day of arrival in Osaka marked a leisurely Sunday and classes were to begin only next morning, a whole afternoon and evening lay ahead of us to explore the city on our own. A solitary journey started for the author from nearby metro station called Abiku. The destination could be reached without any hassle with eager citizen's extended helping hands. Commuters, bystanders, metro officials, almost everyone on the way, whosoever was approached for any kind of information, happily complied either in broken English or sign language, patiently explaining or sometimes even matching our steps to take us to the right way.

Riding a bullet train or Shinkasen, for the first time, proved to be unique first experience of lifetime. A distance of one hour by normal transport was reached in exactly 8 minutes. Kyoto is a vintage city reflecting old glory of Japan capital, with picturesque landscape, shrines and temples. Since nineties, it has been in world energy map as well, for the famous international climate treaty, Kyoto protocol.

Osaka city itself has various landmarks for visitors, which are worth a look. The grand Osaka castle is most famous of them all. The grandeur and the greens around the serene surrounding, calms both mind and soul.

This is all about after classes and exploring unknown corners of the city together, helped to bond members, forming a team out of a group, success of which would again go to the platform provided by the Power HR Forum.

In the course of this training trip, as we hop jumped from one mode of transportation to another, perhaps we rode all that was there in Japan to ride. From Shinkansen (bullet train), metro/subway, train, slow train, bus, and tram/street car, to ferry, cruise, ropeway and flight, we had boarded almost all in these few days. Journeys on clean, well-managed, and round the clock public transport really created unique learning experience, of place, of people, culture, behavioral pattern, of the visiting country, outside the classroom.

Concluding session and a tribute to humanity

Indian consul general again graced the show, when it was concluded on Friday. We became lifetime alumni member of HIDA, and KKC. It was a very humble ceremony, subtly organized, but warm and heart filling. Probably, subtlety yet the firmness and honesty towards conviction, is what makes general people of this country truly a brave heart. The way these countrymen have been fighting against natural disasters, and bringing the country back again on feet after every fall, is a learning lesson for rest of the world.

After a week of busy schedule of classes, visits and exercise, everyone was happy to wind up and unwinding happened, indulging in more personal remembrances of the week. A thanksgiving speech from our side in Hindi, accompanied by translation speech in English was a tribute to the week long quality sessions, unhampered by presence of very able Japanese interpreter.

It is worth mentioning that, we could hardly detect any police vehicle or other law enforcement agencies anywhere, and we could not trace a speck of dust or disarrangement anywhere in any part of the city or wherever we went. Eating while on move is not done in Japan; hence, neither any waste-bin on the road was seen.

Saturday next was a free day and some of us decided to ride on the Shinkansen on a journey to the famous shrine of Japan, the atomic bomb dome! Remarkably, on the way, it was very difficult to mark the cities from countryside; such is the extent of development in Japan, and no sign of the disastrous tsunami anywhere, anymore, though we crossed Fukushima on our way.

I don't know about others but what I felt standing in front of it, is a feeling beyond expression. Before attempting to describe with words, let me narrate a small scene there. One of the team members, seeing a young boy of twenty around, sitting quietly in front of the gate, asked him, on his feeling about the events that took place there once. The boy had tears in his eyes, "I am sad, we were wronged".

But, he didn't have anger in his eyes, only sad expression. In the museum, all facts are carefully arranged, chronicled, but nowhere any sign of those being judgmental. The recorded story of survivors was being played in the television, most were school children then.

Every display in the peace museum tries to go beyond the right and wrong of this event, gives a message that this should not repeat again anywhere in the world.

Probably, it has humbled a race, a country, and as we go around the place, we too feel humbled. We silently sat in the central room of hall and prayed, to whom we don't know, for whom we don't know!

But one thing we knew, that without any known source of spirituality, we felt a spiritual ablation of the soul in us happening. Standing there on that land, our head bowed to humanity, for humanity!

A visit to small island village of Miyajima happened next. As everywhere, we experienced the same hospitality, same friendliness and same eagerness to help. The island was a true Japanese village, beautifully scenic with sea and mountain covering it from all sides. Shrines and temples, temple ritual tells tale of peace and only peace. Flocks of deer move around like stray dogs in our country, but unlike our country, they are cared and loved by human sharing the land.

As we boarded the night Shinkansen on our return journey to Osaka and KKC, the train of JR (Japan Railways), subway,

stations and people, perhaps no longer unknown, seemed so familiar as if we had been performing these journeys all along, since long.

Early next morning, as we commenced the return journey from KKC, the staffs at the desk were up and at our service, with smiling faces and packets of breakfast. It was again a sleepy Osaka Sunday and an empty road through which our bus cruised, amidst neat orderly array of buildings and roads.

The group which came as a disarrayed one, from different places, different organizations, is going back as harmonious one, and would hopefully be contributing to make the power sector of the country in building more success stories by engaging the best resources it has, "power for people and people for power". Thus, it was a happy Sayonara to Osaka Japan and Gozaimasu to our own loving country before we move on with the task of implementing the knowledge and experience of lifetime gathered, in these few days to write a leaf on Power HR Forum's success story!



सुंदर जीवन

हमारी ऊर्जा और देखभाल से प्रकाशित



उज्ज्वल जीवन और विकसित भारत का ऊर्जा प्रदाता

समाज में एक रचनात्मक भागीदार के रूप में कार्यरत, पीएफसी निम्नलिखित कार्यों में वित्तीय सहायता के माध्यम से, अपने सामाजिक दायित्व के उद्देश्यों को साकार करने के लिए, ठोस कदम उठा रहा है:

- अनुसूचित जाति, अनुसूचित जनजाति, अन्य पिछड़ा वर्ग, महिलाओं और ईडब्ल्यूएस तथा शारीरिक रूप से विकलांग व्यक्तियों के लिए रोजगारोन्मुखी प्रशिक्षण एवं कौशल विकास कार्यक्रमों को सहायता
- सरकारी विद्यालयों, आंगनवाड़ी केन्द्रों, प्राथमिक स्वास्थ्य केन्द्रों आदि में स्वच्छ ऊर्जा समाधान जैसे सोलर लालटेन, सोलर स्ट्रीट लाइट, सोलर पीवी सिस्टम उपलब्ध कराना
- पिछड़े और दूरदराज क्षेत्रों में घरेलू प्रकाश प्रणालियों के लिए वित्तीय सहायता प्रदान करना
- विद्यालयों और पिछड़े जिलों में स्थित गाँवों, जिनमें शौचालय की सुविधा नहीं है, में स्वच्छ भारत स्वच्छ विद्यालय अभियान के तहत शौचालयों का निर्माण
- प्रौढ़ शिक्षा केंद्रों में सुविधाओं का अपग्रेडेशन
- प्राकृतिक आपदाओं से प्रभावित राज्यों को सहायता
- प्रायोजन सहायता के माध्यम से शिक्षा, कला, संस्कृति, संगीत और नृत्य, खेल आदि को बढ़ावा



स्वास्थ्य



कौशल
विकास



स्वच्छता और
जल



शिक्षा



सामाजिक
विकास



पर्यावरण

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जीवन को शक्ति, भारत को शक्ति

The Oasis Factory

Deepika Tola, *Manager (CMD - Sectt.) - NTPC*
Email: deepika303@gmail.com



A story narrated by actor Aamir Khan in his popular TV series “Satyameva Jayate” was, what triggered in me water consciousness. It is a story of an experiment by some scientist, who put a frog in a pot containing boiling hot water. The frog sensed danger and saved itself by instantly jumping out of the pot. Then the same frog was kept in a pot containing cold water. It comfortably settled in. The pot was then subjected to a low flame. Gradually the water became room temperature, and then lukewarm. The frog started enjoying it. As the temperature increased very slowly, the frog didn't realise the increasing danger. And when the water started to boil, it was too late. The poor frog lost its life in the pot.

We humans are like that frog in context of the water-related crisis seeping in on earth. As we have water today, reducing - but there - we are not able to realise the imminent danger. If we don't care for water, and do it today, it might get too late for us too. Water is a responsibility of not only the Government, but of every citizen.

Post this, I began using minimum water for my daily needs. It was obviously not enough.

The second trigger came to me after almost four years. NTPC invited Dr. Rajender Singh for a lecture on International Water Day, 2017 - as a part of its Eminent Lecture Series, at Power Management Institute in NOIDA.

Dr. Rajender Singh is known as the Water Man of India, has won the Stockholm Water Prize (popularly known as Nobel Prize for Water) and Ramon Magsaysay Award amongst other numerous accolades. The Guardian has named him as one of the 50 people who could save the planet. These are only a few of the many accolades bestowed upon him!



Dr. Rajender Singh (Water Man of India)

What does he do? He works on the principle of community-driven decentralized water management - bringing together people to make them secure for themselves, by constructing small and medium sized water bodies - to stop rain water from flowing away or vanishing into thin air, by evaporation. He supports the villagers both on a technical and on a financial basis, through his team/NGO, Tarun Bharat Sangh (TBS). He has put in more than three decades of his life for this cause. A glimpse of the change he has brought is - bringing water to more than 1000 villages in Rajasthan, constructing 8600 jahns (water bodies) and reviving five rivers in Rajasthan.

Needless to mention, his lecture was hair raising. My eyes were more than moist to hear - not only the plight of people in water stressed areas, but also the extent to which a person can put in to save people, and the planet.

Post the lecture, I got an opportunity to talk to him. He invited me to visit his Ashram in Alwar, Rajasthan over the next weekend, as he would be available there then.

With this I did my life's first self-drive solo road trip, and what a pleasure it was. When I reached there, I saw hundreds of people sitting in a village panchayat kind of setup, with around 5-6 people at the front - with of course, the hero, Dr. Rajendra Singh amongst them.

It was a congress of "Jal Jan Jodo" initiative of TBS, which is aimed at establishing a network of water men across the length and breadth of the country, to commence awareness and stewardship, at a much larger scale. There were people from government, NGOs, foreign institutions, industries, local leaders, judges, and even a Marathi actor. There were people from almost every state of the country. The diversity of the crowd, their ideas and debates, and their commitment filled me with energy and hope for me too being a soldier in this noble cause. I happily registered myself for the Abhiyaan.

Modus Operandi of Tarun Bharat Sangh (TBS)

They work on a 5R principle: Respect, Reduce, Recycle, Retreat, and Rejuvenate.

TBS organizes two Padhyatras every year across villages, to identify potential areas of rain-water harvesting, and to educate the villagers of the potential benefits. The interested villages then start work of creating kachha/pakka bunds, or other structures, depending upon the kind of land, gradient etc. They learn from nearby villages, from their own common sense, as well as Dr Singh and his team are always available for their technical support. One-third of the funds required, and labour is provided by villagers, with the rest provided by TBS.

It is an exemplary show of teamwork, and of engineering by the common man. More than a hundred kinds of structures have been constructed till date. Ground water levels have risen, and rivers have resurfaced.



TARUN BHARAT SANGH, ALWAR - RAJASTHAN

The villagers, especially the women, while they used to have to travel somewhere between 2-7 kms earlier for fetching water, everyday, now need not worry for this most basic necessity. They can spend more time on their house chores and bringing up their children in a better manner. Needless to say, this has opened avenues for them to work too.

For food, there are places where people have started growing 2-3 crop and vegetables around the year. Most of them are now so self-reliant that they won't be affected by even upto three years of low or no rainfall. Water has brought food, prosperity, and

better standard of life for all the people. It is not only Oases of water that this initiative is creating, but also Oases of Hope, for better lives and a better world.

It is water that creates the life we live. Come, let us commit today, that we will respect every drop of water. We will understand every need of life, in light of its water intensity, and availability.

The disturbing news we get to know is that South Africa's Cape Town is going to be run out of water soon. The local authorities has already started rationing water use strictly.



Small Dam Called Johad

HR Professionals in Digital Milieu

Prachi Chhabra, DM (HR) - NTPC
Email: prachichhabra@ntpc.co.in



“Digital Transformation is no longer an option- it is imperative”-The Human Resource function is at the centre of sweeping changes. Digital technologies are radically impacting the manner in which employees communicate. We are living in a very interesting age of digitization and in the same context, I would like to share my take away of the 4th HR Summit conducted by NHRD on the topic "Discovering the pie of HR" during 8-9 September 2016 at Saket, New Delhi.

This digital technology is deriving change for HR in three key ways:

- 1. Allows new approaches to deliver HR Services:** Employees already engage with social media and other mobile tools regularly, so why not engage employees on their terms. HR can use familiar technologies to reach employees in new ways and use multiple channels to provide HR services anytime, anywhere and on any device.
- 2. Makes Talent Management easier:** Technology can help extend HR help to the organization, allowing managers and employees to manage their own profiles and performing many other processes in self-service format.
- 3. Enable HR customization:** The HR department can use technology to act more like a marketing department, by tailoring messaging to specific groups, customizing employee options and focusing on individual or group performance measures.

In a milieu, where our lives are ruled by myriad digital screens- mobile, tablet, laptop each telling us to how to communicate, shop and behave. Business processes are getting automated. The demands on HR, are therefore not only in terms of harnessing the right functional skills but also in terms of creating right attitudes and building a customer-centric, performance focused, empathetic organization culture. There

is an increasing need for HR to connect better with business. Understanding this would lead to forecasts on the skills/competencies required in the future.

It is expected from HR to keep the workforce engaged and aligned with the organization business goals. With people from increasingly varied and disparate backgrounds present in the organization and each employee community demanding different ways of motivation, intelligent HR professional should be well versed of such a requirement and means to deliver on them.

“Cookie Cutter” approach having standard operating process on engagement activities will not work now.

With this rapidly changing technology and an increasingly young workforce, the HR manager is going to be subjected to manage the aspirations of the youth on the one hand and handling the challenge of res killing the older generation on the other. Increasingly the HR professional needs to identify the



source the social tensions and be adept at resolving them. Right skilling of the younger people joining the workforce to enhance productivity is also the key.

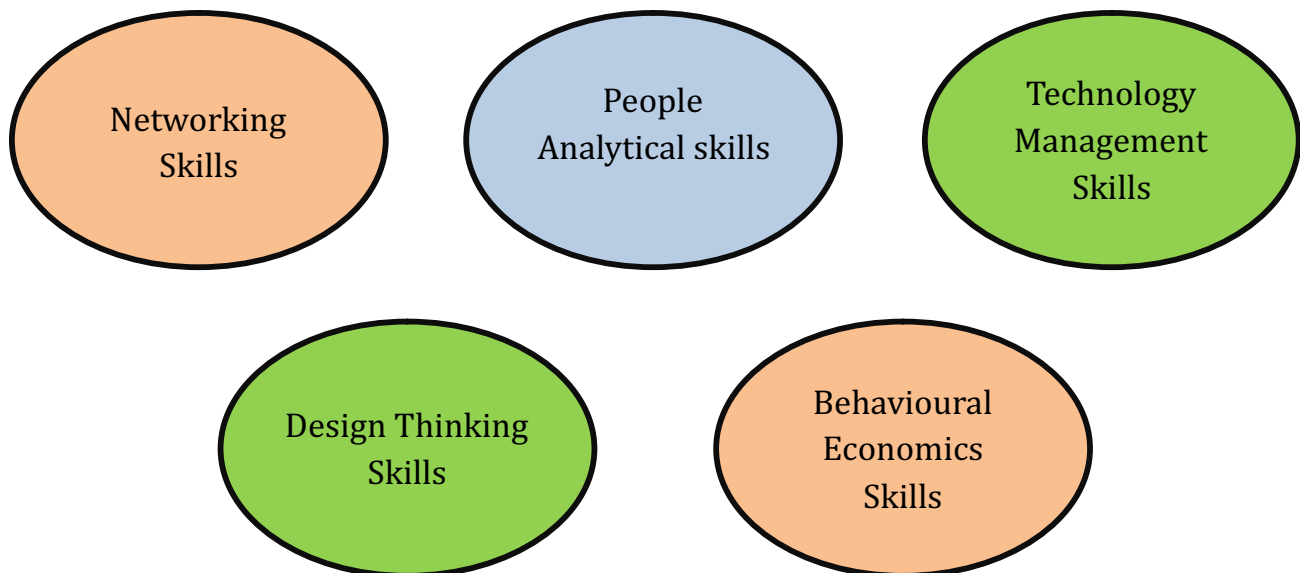
HR manager needs to be more aware of the science of sociology and perhaps anthropology too, not only limited to the science of Human Resource Management. The challenge for maintaining an emotional connect with people is greater than before. Unless HR professionals raise their empathy quotient manifold, organizations are at the risk of mercenary automation. HR manager must have knack for maintaining emotional connect with people.

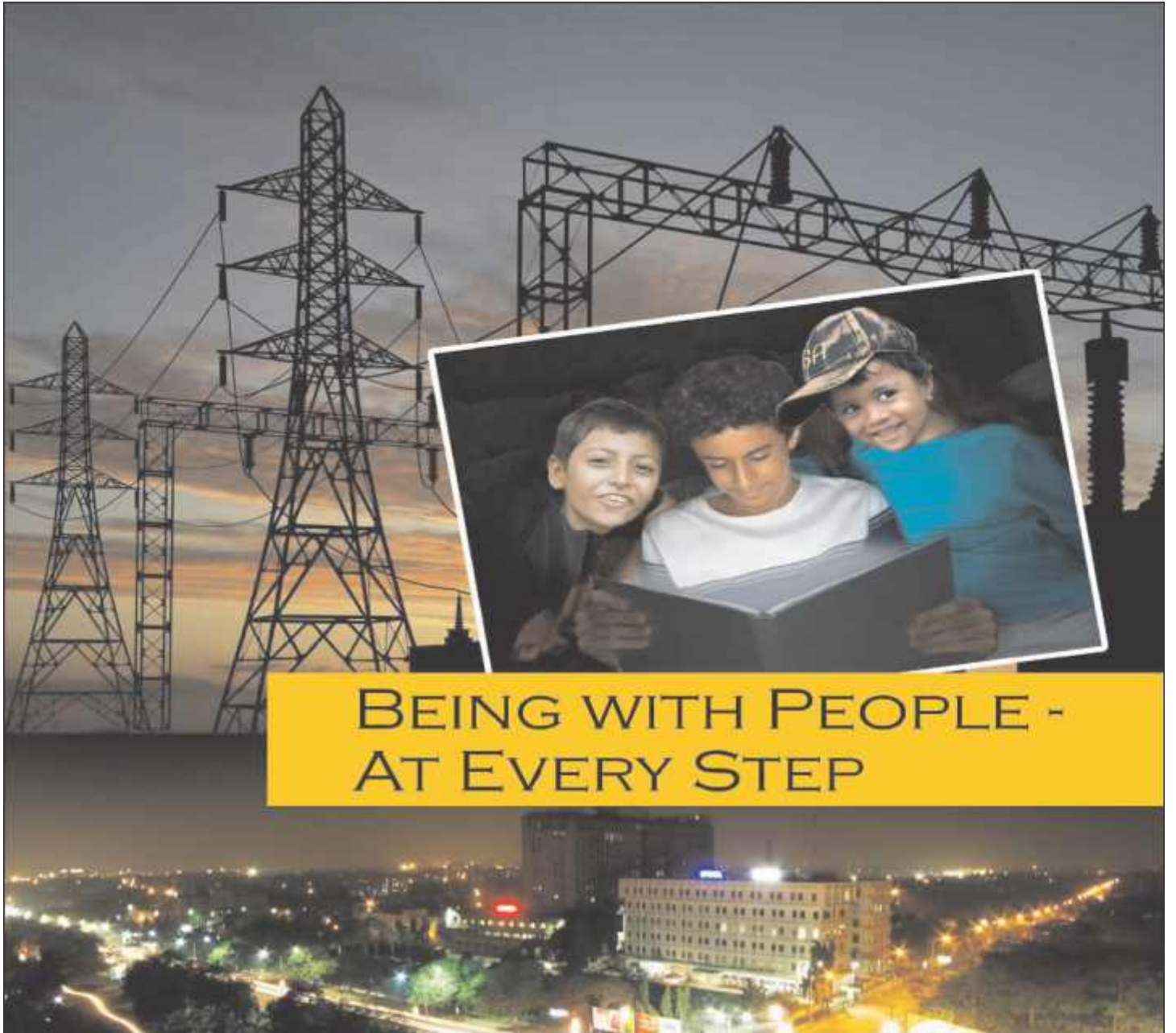
Based on the future work place, HR needs to redefine its value proposition. The **“must have skills”** for HR professionals can be outlined in below mentioned points:

Implication for HR

The world has undergone for reaching cultural, societal and economic changes based on increasing dominance of digital technologies. In sum these changes have led to the current period being characterized as “Digital Age”. In line with these changes, digital technologies play an increasingly prominent role in both the lives of employees and HR Managers. Enduring interaction with digital technologies has shaped a new generation with distinctively different attitude, qualifications, behaviors and expectations. It is obvious that human resource should react to such changes and align its strategies and activities to this new labor market cohort and search for adequate ways to recruit, develop and compensate to digital employees and to integrate them with previous generation of employees.

Focus has now moved to e-HRM. Digital Technologies have enabled new forms of organizing work that range from Single virtual workplace to Virtual groups/teams and even to virtual organizations.





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Challenges in New Job and Role of Manager



Amit Pant, Executive - Power HR Forum
Email: amitpantinfo@gmail.com

1. Introduction

A new journey begins with the new job for any aspirant who is starting his career. Getting the new job at first place is like a dream comes true, and aspirants start getting fascinated about the work culture, colleague behaviour, own dream, and career growth. It's obvious for everyone who has never been part of corporate. Therefore, it's become necessary for the organisation/manager to create a healthy and competitive environment for all employees without any partiality. Also, it's important for employees as well that they are choosing the right career path for their future. There could be so many reasons, we have tried an attempt to describe a few workplace challenges and how to resolve them.

2. Challenges and expectations

2.1 Dreams for growth: New dreams bring new challenges in life and to pursue those dreams everyone needs to put their hard efforts. It's more complicated for those who are starting their career. It's important to understand for aspirants that they are giving an interview for the right profile and they are competent enough to complete their dreams within this job profile for which they came for the interview. Besides recruitment managers and down line managers have to understand that with these competencies, they can deliver the desired result. That is why getting the right people into the right seats on the bus is essential to a company's success.



2.2 Dig the ground and fit In: To start with, a new place first thing comes in mind-how to become part of new work culture, “will it be exciting or frustrating”. HR manager and trainer need to keep their eyes open on each activity conducting during induction and training program. They also avoid creating monotonous groups and create groups with equal sex ration. Engaging new joinee in several activities will create a familiar environment and get a chance to know your co-workers by working on team projects. This promotes common interests, builds trust, and allies. Your good attitude, manners, and work habits will show that you are a professional.

2.3 Making mistakes: It is well said by the greatest novelists Joseph Conrad “It’s only those who do nothing that make no mistakes, I suppose.” Its human nature and it happen to everyone at some point. But new employees take this a pride issue because of their nervousness and start afraid being caught for their mistakes. They start feeling humiliation which drives demotivation at work and performance. Here, the mentor role comes, he can confront the issue and take it in a positive way to explain the employee that there should be nothing to ashamed off and one has to admit them and apologize. Also give a chance to offer solutions as soon as possible and fix the problem.

2.4 Lack of role clarity: Not having a clear understanding of job role is an extensive problem for new employees. In some cases, employee may realize that expectations of job are conflicting with the personal interest of job which was accepted during the interview. An experienced co-worker /manager can provide newcomers with insight related to job and align with his competencies which will drive him to the career growth. Additionally, manager can help to create a list of goals and responsibilities and set a time frame to achieve them. Timely feedback will extremely necessary to ensure that new employee is on the right track and engaging with the system.

2.5 Group cohesiveness: It is never too easy to bring everyone on the same platform at the same time. A significant difference always be between two people, things, or groups. When employee is new then it takes more time to gain trust of co-workers to get them on same board with ideas. Engagement of co-workers are required to let them know what new ideas or suggestions can make positive impact on the work process with clear objective by knowing what you are talking about. Top

management should accessible for everyone. One way communication, lack of timely feedback on suggestions and grievances makes employee unrest and leads to frustration. For any suggestion employees must be considered and timely feedback should be provided.

2.6 Work management: It can be difficult when an individual settling into a new job and become part of new culture. It is important to create a daily “to do” list which fits to new responsibilities. Although, its new work but past experience and ability to manage time in daily life will help breaking down tasks list and make task more manageable. To keep organized, more productive and efficient, co-worker and supervisors can be useful resources. If new employees are still having difficulty in managing workload, ask a co-worker for advice, or speak with supervisor to prioritize your work. Managers can do extra exercise in work management by paying extra attention on new comers. It will help them to figure out the work performance as well as assigning the new responsibilities.

2.7 Discrimination and workplace bullying: Discrimination at workplace due to performance and work attitude are always unwanted concern for everyone. Especially, for new comers who seeks for familiar and motivational environment. Still it remain unavoidable sometime it because disagreement with boss or colleague, behaviour, attentiveness or skills. Similarly, Bullying is aggressive and furious behaviour among the people, it can be repetitive physical and verbal harassment. It’s important to take stand for what is wrong and confront the bully in a calm, confident manner. It’s also, imperative to let bullies know that their comments or actions are offensive and give them an opportunity in supervision of seniors.

2.8 Employee engagement: This likely doesn’t come as a surprise to anyone, considering that roughly facts most of the employees leave their job in starting 6 months and reason is simple they were not well engaged into the system or the workplace behaviour was not appropriate. To retain the workforce within the organisation things like “making sure you hire the right people for your organization; engaging new hires from day one and making them feel comfortable; helping new hires set goals and achieve them; keeping people motivated; and connecting the people inside your organization to one another are very important.

2.9 Motivation and productivity: In today's scenario productivity is the most important parameter for any business to succeed. A new employee always comes with enthusiasm, immense creativity and these will give a boost to productivity. A highly motivated workforce directly affect the productivity. It is important to find ways to motivate employees and this is a challenge; simply because everyone has different motivating factors. If employee is feeling demotivated, and seems uninterested in work an attempt of counselling session is required to ramp up the motivation, few small practices can be considered such as rewarding people, thanking them, praise them and let the people know about their work. These small gesture will be satisfactory enough to boost morale and help in increasing the productivity.

3. Conclusion

It is always tough to be part of something new and adjust accordingly but it is not impossible. Starting days on job can be exciting and overwhelming as new hires familiarize themselves

with the company's work environment and culture. When we take some initial steps, we always be in a better position to plan and avoid challenges as much as possible. We need to understand as a manager or colleague that everyone has different style of work and ability to get the work done. People who give-up at early stage never achieve anything. Ability to accept the challenges as positive sign of growth, will help in all stages of life.

Before making any hasty decision to quit (especially in new job), try to make current job work and spend some time to understand the things. Figure out the problem, change routing accordingly, challenge the abilities and take on more responsibility, or pursue an interest outside of work. If all these doesn't work ask manager, co-worker for help and take guidance of supervisor. Bridging the gap between employee, co-worker and managers will unleash all the possibilities to create health and happy work environment.



Business Driven Talent Analytics

Dr. Kalpana Agrawal, Assistant Prof. (HR & Marketing) - PIMR, Indore
Email: muskan_mangal@yahoo.com



HR analytics, also called talent analytics, is the application of considerable data mining and business analytics techniques to human resources data. The goal of human resources analytics is to provide an organization with insights for effectively managing employees so that business goals can be reached quickly and efficiently. The challenge of human resources analytics is to identify what data should be captured and how to use the data and predict capabilities so the organization can get maximum return on investment on its human capital. In early 20th century the HR used to be care taker department but in 21st century it became strategic business partner. Its focus was on employee records but now its focus is on cost effectiveness and employee development. HR analytics does not only accumulate data of employee, instead it aims to provide insights into each process by using data to make relevant decisions, improve the processes and operational performance.

“What gets measured, gets managed; what gets managed, gets executed” - Peter Drucker

1. Introduction

People analytics has attracted the attention of human resource managers who analyze mountains of structured and unstructured data to answer important questions regarding workforce productivity, the impact of training programs on enterprise performance, predictors of workforce attrition, and how to identify potential leaders.

HR analytics allows human resources to interpret data, like employee demographic data, performance, compensation and benefits data, market data, rewards and recognition data, training data, behavioral data, and employee survey scores are used for this analysis. It helps in recognizing trends or issues, and take proactive steps with different departments to keep the



organization running smoothly and profitably. With HR analytics, HR managers can gauge employee engagement and whether or not workers have the skills to reach company goals. HR use data sources available in organization, including those not traditionally thought of in HR; advanced analytic platforms; cloud based services; and visualization tools to evaluate and improve practices including talent acquisition, development, retention, and overall organizational performance. This involves integrating and analyzing internal metrics, external benchmarks, social media data, and government data to deliver a more informed solution to the business problem facing your organization. Using these tools, HR organizations are able to perform analytics and forecasting to make smarter and more accurate decisions, better measure inefficiencies and identify management “blind spots”. **“The business demands on HR**

are increasingly going to be on analysis just because people are so expensive” David Foster.

2. HR analytics changing the world of HR

The goal of human resources analytics is to provide an organization with insights for effectively managing employees so that business goals can be reached quickly and efficiently. The core of HR analytics is the “metric” Metrics can be said as data that conveys meaning in a given context. Metric is to be distinguished from numbers.

Analytics is not about numbers, but logic and reasoning. Analytics is different from analysis, which is the equivalent of number crunching. Analytics uses analysis but then builds on it to understand the 'why' behind the figures and/or to predict decisions. HR Analytics is data based; it uses past data to predict the future. It is not about the quantity of data churned; it is about the logic used to link metrics to results.

2.1 Need of HR analytics

Many organizations have **high quality HR data** (performance management, learning, compensation, survey, etc.) but still struggle to use it effectively to predict workforce trends, minimize risks and maximize returns. The costs of attrition, poor hiring, sub-optimal compensation, bad training and learning strategies are just too high.

Data-driven insights to make decisions are always better than judgmental. HR practices in terms of how to recruit, whom to hire, how to onboard and train employees, how they keep them informed and engaged through their tenure with the organization. Hence regular tracking and prediction of crucial HR metrics is in dispensable. It broadly let the HR department know how to attract, recruit, engage, train and retain talent and thus it puts paramount impact upon business performance. But how well do companies truly understand the factors that influence HR decisions? How much statistical analysis is applied to recruitment, staff development and talent retention strategies? The truth is that HR data is everywhere but difficulty is collating, integrating and analyzing it. For years, companies have collected employee demographics, educational history, performance data and training records. And as social media infiltrates through businesses as an

effective way to communicate corporate culture and encourage engagement, the amount of potential data collection points is growing.

HR analytics does not only deal with gathering data on employee efficiency. Instead, it aims to provide insight into each process by gathering data and then using it to make relevant decisions about how to improve the processes.

2.2 New Insights through analytics

HR analytics does not only gather data on employee; instead it aims to provide insights into each process by using data to make relevant decisions, improve the processes and operational performance. HR collects enough data on employee’s personal information, compensation, benefits, retirements, attrition, performance and succession time to time so it is important to use it properly to interpret the outcome and spots the trends.

Some facts of HR department

Co-research by the International Association for Human Resource Information Management and Knowledge Infusion through a recent survey found about Human capital analytics as:

- 52% of organizations (with 2,500+ employees) only used "very light to moderate [HR initiative] assessment."
- 24% of respondents aren't measuring HR initiatives at all.
- About 25% "had implemented workforce analytics software."
- 35% of those surveyed indicated they were in the process of HR analytic software deployment.
- 30% planned on making significant HR software investment in the near future for analytics software.

Likewise a study done by Ventana research found:

- Slightly over 50% of respondents indicated a "need to gain visibility into basic talent metrics and Key Performance Indicators (KPIs)."
- 38% of participants had plans in place to "change the way they generate and apply analytics."
- 35% indicated that changes to HR analytics gathering are "needed but are not a priority now."
- 41% of those surveyed said that a major barrier for

necessary change in the HR analytics arena was driven by a lack of "suitable software."

These tools provides organizational insights by consolidating workforce information into easy-to-understand charts, graphs, and interfaces, Still, many companies aren't clear about the concept, the methods, the technology, or even the verbiage for this type of analysis. Some companies are discovering that if they employ the latest in data analytics, they can find, deploy, and advance more people on the right side of the curve by following:

1. **Turnover modeling:** Predicting future turnover in business units in specific functions, geographies by looking at factors such as commute time, time since last role change, and performance over time.
2. **Targeted retention:** Find out high risk of churn in the future and focus retention activities on critical few people.
3. **Risk Management:** Profiling of candidates with higher risk of leaving prematurely or those performing below standard.
4. **Talent Forecasting:** To predict which new hires, based on their profile, are likely to be high fliers and then moving them in to fast track programs.

3. Benefits

Human capital analytics is simply software (designed for managing talent) that aims to present key data for the employment lifecycle in ways that are both simple to understand and strategic in nature. Whether it be recruiting the best employees; assessing employee competencies; or any of the myriad other functions of strategic HR, analytics applications are about gleaning insight and making smart, fact-based decisions. Some typical benefits and use cases of analytics are: Improve organizational performance through high quality talent related decisions, it helps in forecasting workforce requirements and utilization for improved business performance, optimization of talents through development and planning, Identify the primary reasons for attrition and identify high-value employees for leaving, provide the source of competitive platform for the organizations, manages applicants in better way on basis of qualification for a specific

position, recognize the factors which turn the employee satisfaction and productivity, to determine the individuals KPIs on the business, enabling HR to demonstrate its benefaction to achieving corporate goals.

How HR analytics can drive performance

Josh Bersin recounts how one company put analytics to the test. After undertaking an extensive statistical analysis of the talent factors that affected its sales productivity, the company discovered indicators that were being considered critical to the recruitment process - such as education and the quality of references-had minimal impact on an employee's actual performance.

In fact the factors that were actually influencing sales achievement came from areas that weren't being taken into consideration, including big-ticket sales experience and the ability to thrive under unstructured conditions. When these analytics were formulated into a recruitment strategy, the result was a staggering \$4m growth in the following year. The lesson here is if you haven't used data to analyses your strategy, you are simply guessing.



4. Conclusion

HR analytics has pushed human resources into a more active and involved role in organizations' planning and objectives. The word is out on HR analytics, and interest along with technology is growing rapidly. Organizations are also turning their attention to employee engagement with HR analytics, doing away with unreliable surveys and using sentiment analysis to measure engagement in real time. Most HR leaders understand the importance of HR analytics. Now they have to figure out how to use analytics to enable their organizations to thrive because doing that will give their companies a leg up on the competition. There's no easy answer for how to achieve that status, but industry consultants say one important option is to apply people analytics more effectively to slice and dice the data that's routinely being captured about employees and their overall contribution to the business. To do that, HR leaders must do more than just create traditional reports using standard data, such as headcounts and absenteeism rates; they should also take a fresh look at the types of information being collected that can help senior executives make better decisions.

HR analytics is growing, it's because it has delivered results and strengthened the human resources profile within the organization. This recognition of HR analytics and the benefits it brings to an organization's bottom line is giving human resources an integral role in planning and achieving business objectives. The new generation of HR executives is moving from making reactive decisions solely based on reports and dashboards towards correlating business data and human resource data to predict future outcomes. Every business function has to reduce costs, increase revenue, maximize operational efficiency, and focus on strategic initiatives to stay profitable, to grow and sustain agility. One of the biggest challenges a company faces when it plans to launch a new line of services or products is recruiting the right people for the job in time for execution.

HR analytics help organizations how to select the right employees for training. Companies can mine forward-looking data related to turnover, benefits of investing in training

programs, quality of hires, and other critical aspects of HR management. This can be used to create statistical models that estimate probabilities and predict future behavior. Trends across key HR areas, HR leaders require a structured data source that is aligned with the business. Employee data such as demographics, skills, educational background, experience, and designation can be combined with information on roles and responsibilities to create such segments, big data analytics has been revolutionizing the way many companies do business.

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Corp. Off. : 'SAUDAMINI', Plot No. 2, Sector-29,

Gurgaon, Haryana-122 001 (India)

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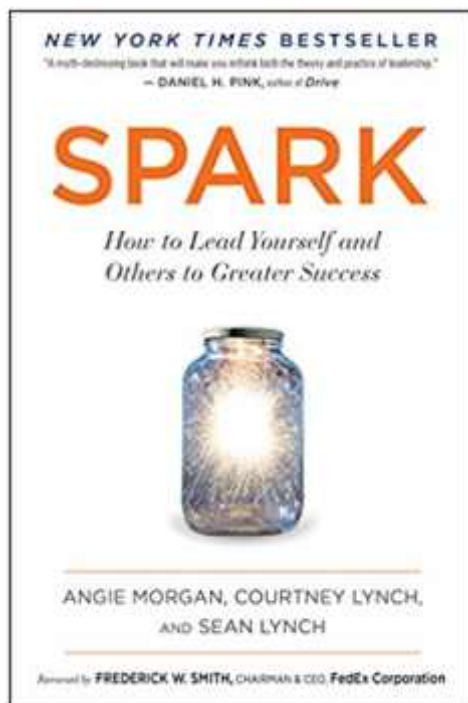
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Book Review



Dr. Disha Awasthi, Sr. Manager (HR), WR-1 HQs (Mumbai) - NTPC
Email: dishaten@rediffmail.com



by Angie Morgan, Courtney Lynch,
Sean Lynch and Frederick W. Smith

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Leadership isn't about a job title - it's about action and behavior.

In SPARK, entrepreneurs, business consultants and military Veterans Angie Morgan, Courtney Lynch, and Sean Lynch show how anyone can become an extraordinary leader by embracing seven key behaviors.

Many people believe that leaders are the rare few at the upper echelons of a business or other enterprise. But the truth is leaders can be found at any level of an organization.

These are the Sparks – the doers, thinkers, innovators, and key influencers who are catalysts for personal and organizational change. Sparks aren't defined by the place they hold on an organizational chart. They are defined by their actions, commitment, and will. When Sparks are ignited, their actions can shape their future. They make things better. They're the individuals who have the courage to challenge the status quo and take action.

Defining a spark: A spark is all about change. Sparks are people who recognize they don't have to accept what's given to them. They can do things differently to create the change as they'd like to see. Their actions can directly shape their future and they can make things better.

A spark is also a moment when you realize you have the ability to be a part of the solution you seek. You don't have to wait around for someone to create opportunities for you. You can create them yourself.

In Spark, the authors focus on seven essential behaviors required to become a leader in any organization:

Know your values: Character is the confluence of your values and your actions. Identify your values and never lose sight of them.

Earn trust and credibility: People will only trust and follow you if they see you as dependable, trustworthy and committed.

Be accountable: Sparks never blame others for setbacks or missed expectations. They understand how their own actions might have caused problems, and always seek to be part of the solution.

Act with intent: Have a clear vision of your future, and take intentional actions to achieve it.

Be a service leader: Sparks have an outward focus. They strengthen their teams and build camaraderie by recognizing and meeting the needs of others.

Build your confidence: Don't leave your confidence to chance. Take definite steps to build and develop it.

Demonstrate consistency: Set a high standard for consistency; then meet that standard by valuing readiness, persistence and courage.

When sparks are ignited, they're a catalyst for personal and organizational change. They're the individuals who have the courage to stand up and say, "We don't have to do things like we've always done them. We can do things better." They cultivate the fortitude and temperament to lead themselves and others towards the results they seek.

Sparks aren't defined by the place they hold on an organizational chart, yet they exist throughout organizations. They're defined by their actions, commitment, and will, not job titles. They're the ones who say, "I'll lead this." "I'll take responsibility," or "This is tough, but we'll get it done." And then they follow through.

Sparks are hard to pinpoint during job interviews; their resumes might not convey their ingenuity and perseverance. They also don't always stand out in organizations. They may not fit into the right mold or have the right pedigree to be identified as "talent," yet their efforts are the reason great ideas get implemented, organizational change efforts take hold, and employee retention is strong.

Our world needs sparks now more than ever. The workplace reality is the rate of change, the emergence of technology, the shifting workforce demographics, and the industry disruptions have created a VUCA landscape: a volatile, uncertain, complex, and ambiguous environment. We the authors all heard this acronym referenced when we served in the military and are now fascinated by how often business professionals use the same term to describe their working experience.

To help us confront VUCA, the military had invested thousands of hours into our leadership skills development, which transformed us into sparks and helped us develop the inner confidence, commitment and drive to see results through at all costs. Most professionals don't get access to this type of development which leaves them at a disadvantage when faced with challenge and change.

When many businesses seek to develop their teams, they start with hard skills and competencies, reserving leadership skills for the management ranks. Leadership development happens,

the curriculum typically consists of coaching, communication, and project management skills in one or two-day courses. These topics are important, but they are events not processes and they fail to help individuals build the capacity to develop and apply the behaviors that grant influence, inspire others, and drive results.

Furthermore, what gets lost in this approach is the opportunity to create organizational agility. Long gone are the days when one leader or a select few leaders call all the shots. As businesses become more global, and matrices change reporting relationships, organizations need to decentralize decision making and depend upon individual contributors to get the job done. Without the proper development, these individuals can be stymied and initiatives can get stalled.

Organizations need leaders represented at all levels to ensure sparks and those with spark potential have the ability to create impact.

Our society values leadership. Craves it, for that matter. Yet, we don't teach it in formal education. Some of the most prestigious colleges and universities guarantee their programs will make you a leader; the reality is they don't offer leadership courses or even the experiences to make leadership development possible. A certificate or degree doesn't make you a leader. You make you a leader and when you demonstrate leadership behaviors, you become a spark.

This book is for individuals who are determined to take charge of their careers and lead themselves and others to a better place. This book is also for business managers who want to drive performance in their organization by rethinking their approach to talent. Rather than identifying select individuals for development, they want to see every individual working to their fullest ability.

Sparks are essential for the growth of any organization; once identified, they can be encouraged and positioned for success. If given the right setting and opportunities, sparks can truly make all the difference in your organization. And if you're a spark and have the courage to forge ahead, then you will find yourself on a very fast track.

Becoming a spark begins with a choice. It requires you to rethink how you respond to the most pressing challenges you're facing. Do you submit to them, assuming you can't possibly do anything about them? Do you approach them the same way as you always have, expecting you'll get a different result? Or do you take a stance and lead? Think carefully before you respond, because your response can change everything—for you, the people who depend on you, and your organization.

Inspirational Books

With Management skill set - Forum Sectt.



These are 8 books featured here, all are written by **Rashmi Bansal**. She is an Indian non-fiction writer, entrepreneur and a youth expert. She is an author of 8 books by the age of 32. She is an alumni of IIM Ahmedabad and recipient of the National Talent Search Scholarship. She has been interviewed by New York Times for her outstanding work.

Rashmi is co-founder and editor of JAM (Just Another Magazine), India's leading youth magazine. Her body of work is entrepreneurship. Her books profile the people who've made big in the field of business on their own. These people may have been the ones with a degree or without a degree: it doesn't matter.

Details of Book

- Paperback, July 2012
- 363 pages
- Publisher: Westland Limited; 1st edition (July 2012)
- ISBN-13: 978-9381626719
- ₹ 138/-

Why to read

This book uncovers the people who has intensive quality of leadership, and the strategy to become a successful entrepreneur. In the tough world when everyone is trying to take safer path for journey of life, leaders think different and chose a rough path of success which makes them different from others. Not because of choosing difficult journey but the way they see the arena of challenges and more over they have one thing in common: they believed in the power of their dreams. This book inspires number of people for innovation in life and motivate their dream.

The book has inspiring stories of 25 IIM Ahmedabad Graduates who chose to become entrepreneurs. The book talks about 3 types of entrepreneurs "The Believers, The Opportunists, and The alternate vision". Some of them are behind well-known name i.e. **The Believers**- Naukri.com, Educomp, Mastek, Royal Orchid Hotel **The Opportunists**- Makemytrip.com, Edelweiss Capital, India Infoline and **The Alternate Vision**- Sintex (Water tank), chlorophyll.

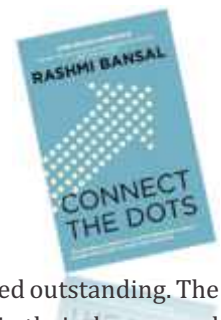
It is a beautiful documentation of these entrepreneurs who believed in their ability, their ideas and despite all odds became very successful. Each story contains the childhood of the person, his education, his career and his life in general.

Details of Book

- Paperback, July 2012
- 368 Pages
- Publisher: Westland Limited; 1st edition (July 2012)
- ISBN-13: 978-9381626702
- ₹ 138/-

Why to read

'Connect the Dots' is a collection of inspiring stories of 20 entrepreneurs of listened to their heart and performed outstanding. The book focuses on the idea of strong will against wit and is an attempt to boost people's moral and confidence in their dreams and hard work. All the stories follow a single path of fighting against the odds.



The common thing among all the stories is the passion to succeed. Author encourages the readers to map out every step taken towards success by forming dots and connect them with hard work and unending enthusiasm, to create a meaningful picture.

The book has three sections: Jugaad, Junoon and Zubaan.

- Jugaad is about those entrepreneurs who made big efforts on their own without any formal training.
- Junoon tells success stories of passion driven entrepreneurs, while
- Zubaan speaks about people with creative mind, which proved to be their best asset.

Details of Book

- Paperback, June 2011
- 340 Pages
- Publisher: Westland Limited; 1st edition (June 2011)
- ISBN-13: 978-9380658384
- ₹ 138/-



Why to read

The book, “I have a dream” name itself explain the comprehensive efforts and struggle of various entrepreneurs that have made a big difference in the world. Rashmi Bansal portrait the book in her own style and presented an inspiring book that sheds light on various aspects of entrepreneurship and talks about how one can overcome the various hurdles that come along with it. By tapping their talent successfully, these creative people become entrepreneurs in their own right. The book is inspirational as the readers are sure to get totally involved in the unique spirit that drove these people to the heights of success.

This book has been described as “a motivating read that encompasses an array of individuals who come from different backgrounds and have different interests but have one thing in common - determination and commitment to their beliefs”.

Details of Book

- Paperback, June 2011
- 200 Pages
- Publisher: Westland Limited; 1st edition (June 2012)
- ISBN-13: 978-9381626184
- ₹ 123/-



Why to read

H. Jackson Brown, Jr. American author and activist once said “The Best preparation for tomorrow is doing your best today”. This book describes the Asia’s largest slum Dharavi (Mumbai) and the dreams, which people of dharavi live each and every moment of their life. In the age of progress dharavi unleashed its unlimited dreams with the hope of planting seeds of change and how people of dharavi slum become inspiration for everyone and represent a silent revolution of energy and enterprise.

The book makes for a provocative and inspiring read for all those interested in development studies, entrepreneurship, urban planning, social enterprise, and activism and policy issues – indeed, for all citizens concerned about present-day India and the human face of its future.

After transformation of Dharavi Activist Raju Kondesaid “A child who grows up in Dharavi may be poor but does not feel inferior.” Which gives another reason to take a glance on the book.

Details of Book

- Paperback, March 2013
- 392 Pages
- Publisher: Westland Limited; 1st edition (March 2013)
- ISBN-13: 978-9382618423
- ₹ 137/-

Why to read

Follow Every Rainbow presents us with the stories of 25 women who fought their way through difficulties and achieved their dreams. As always, women have to go that extra mile if they have to be as successful as their male counterparts – this is the unfortunate truth about our society.

Follow Every Rainbow inspires with every story and presents us with unique lessons that stay with us through a lifetime. After so many years of civilization and decades of freedom working women is still considered as a taboo in some sections of the Indian Society. Author, Rashmi Bansal describes women as Lakshmi, Saraswati and Durga with 3 unique powers. They raised family as well as company together, with love, laughter and patience. Managing multiple roles at a single time – never giving in or giving up. These stories say one thing loud and clear. Women think and act differently, but they can be just as successful. What 'success' means, is something only you can decide.

**Details of Book**

- Paperback, January 2014
- 384 Pages
- Publisher: Westland Limited; 1st edition (January 2014)
- ISBN-13: 978-9383260805
- ₹ 138/-

Why to read

Over her distinguished career as a brand manager and writer Rashmi Bansal has shown that anyone can bring the changes. In Take me Home, it is a collection of twenty stories of success carefully selected, some of which belong to remote corners of India. For this inspirational book she has dugged down the ocean and bring out the stories of 20 entrepreneurs from small towns who dared to dream big.

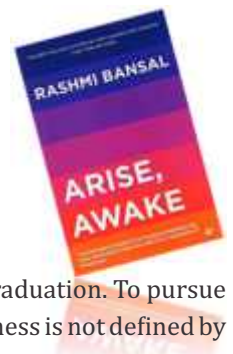
She has wisely picked up the insights from India's small towns, and describe how a normal person often take major decision and, challenge their comfort zone. The flow of intense efforts and implementing them into constructive way make them successful. Take me home is variety of many sectors like manufacturing, innovative, service sector, IT etc. so there is something for everyone. Different stories give ideas of challenges faced by different entrepreneur.

**Details of Book**

- Paperback, January 2015
- 208 pages
- Publisher: Westland Limited; 1st edition (January 2015)
- ISBN-13: 978-9384030872
- ₹ 120/-

Why to read

Arise, Awake is the story of young entrepreneurs who started their business while studying, or right after graduation. To pursue their own dreams they turned their backs on lucrative placements in big cooperates. The ability to start a business is not defined by age or education. It takes energy and passion, an idea and an internet connection.



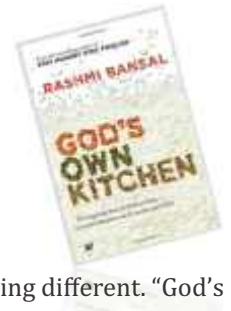
Only a few people have the strength to defy conventions and start something of their own in this maniac corporate world of today. This book shares stories of individuals who had visions in their mind to achieve something and strong decision power which led them on their path to create successful ventures.

Each startup story ends with a page of advice from the founders for other aspiring entrepreneurs. Young entrepreneurs usually work extra hard to prove their dreams true because they have no past track record, money, products results and nothing to lose but commitments and courage to fulfil their goal, that's why they broaden their horizon and learn from failures until they succeed.

This book can make a huge impact especially on teenagers who are excited to make a difference in the world but don't know the correct path or wondering where to start from.

Details of Book

- Paperback, March 2017
- 264 pages
- Publisher: Westland Limited, 1st (March 2017)
- ISBN-13: 978-9385724848
- ₹ 193/-



Why to read

An idea can be generated from anywhere, it is just willingness to motivate the people and urge to do something different. "God's Own Kitchen" is one of the best example how a small journey was started with feeding of few poor children and now became world's largest NGO-led mid-day meal program, with 27 kitchens across 11 states, serving 1.6 million hot lunches to government schools each day.

This book tells the journey of a project which was started from temple "Akshay Patra" which is co-founded by monks from ISKCON Bangalore like Mohandas Pai, Abhay Jain, Sudha Murty, Gururaj Deshpande among a long notable line of business people – Indians who decided to put their money, professionalism and belief in mid-day meals for the poorest children in India.

This is the exciting story of spiritualists and capitalists coming together to launch a unique start-up. And taking it to scale. It is a story of management processes, adaptability to customer needs, a commitment to 6 sigma quality control, and astute financial planning. For management students and professionals, this book has a very simple lesson. If organisation's objectives are very clearly articulated, the most difficult tasks are easy.

This is a story of an India we dream of, that Rabindra Nath Tagore dreamed of where the head is held high. Author of this book Rashmi Bansal also dreams of such an India and takes us on a fabulous journey.



एसजेवीएन विश्व पटल पर



**2014-15 में विद्युत उत्पादन क्षमता में
460 मेगावाट की वृद्धि**

- 412 मेगावाट रामपुर हाइड्रो पावर स्टेशन, हिमाचल प्रदेश
- महाराष्ट्र में 47.6 मेगावाट की खिरवीर पवन ऊर्जा परियोजना

- हिमाचल प्रदेश में देश का सबसे बड़ा भूमिगत 1500 मेगावाट जलविद्युत स्टेशन।
- अंतरराष्ट्रीय को "जल विद्युत परियोजनाएं सीधे पूरी करने" की श्रेणी में "गोल्ड शीलड" तथा "सिल्वर शीलड"।
- ऊर्जा के अन्य स्रोतों, पवन, ताप एवं सौर क्षेत्र में प्रवेश।
- विद्युत ट्रांसमिशन एवं परियोजना परामर्श तथा परामर्शक सेवाएं।
- एसजेवीएन की वित्तीय वर्ष 2010-11 के दौरान 'बेहतरीन विद्युत' के लिए 'गोल्ड शीलड' पुरस्कार।
- विभिन्न राज्यों एवं पड़ोसी देशों में 12 विद्युत परियोजनाओं का निर्माण-कार्य।



एसजेवीएन लिमिटेड
SJVN Limited

(A Joint Venture of Govt of India & Govt. of Himachal Pradesh)

A Mini Ratna & Schedule 'A' PSU

सीआईएन: L40101HP1988G01008409

शक्ति सदन, एसजेवीएन कॉरपोरेट ऑफिस कॉम्प्लेक्स, शानान, शिमला-171006

www.sjvn.nic.in

FIND THE WORDS	FIND THE WORDS															
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- EMPLOYEES
- MANAGER
- PEOPLE
- WORKERS
- VACANCY
- MAINTENANCE
- COMPETENCE
- SALARY
- INNOVATE
- INTERVIEW
- STAFF
- EXTRAORDINARY
- PAYOUT
- APPRAISAL

A Company Owner was asked a Question:

"How do you motivate your Employees to be so much Punctual?"

He Smiles & Replies: "It's simple; I have 30 Employees and 29 free Parking spaces 1 paid

Boss: - We are very keen on cleanliness. Did you wipe your feet on the mat as you came in?

New employee: Yes, sir.

Boss: We are also keen on truthfulness. There is no mat.

Business man: What if our new business modal didn't work out and fails?

Employee: At least it will become a case study for management students.

Some people say the glass is half full. Some people say the glass is half empty. Engineers say the glass is twice as big as necessary.

The CEO returned from lunch in a good mood and called the whole staff in to listen to a couple of jokes he had picked up on Friday.

Everybody, laughed uproariously except one girl.

CEO: What's the matter? Grumbled the boss. Haven't you got a sense of humour?

Employee: I don't have to laugh, I'm leaving on Friday.

One employee told his boss, "Sir, Increase my salary, I got married recently."

The boss replied, "The Company cannot compensate for the accidents happened outside of the company."

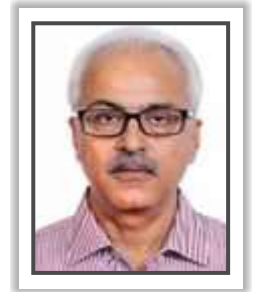


Congratulations

Sh. Ajay Kumar Bhalla, IAS joins as new Secretary, Ministry of Power

Sh. Ajay Kumar Bhalla, IAS has joined as the new Secretary, GOI, Ministry of Power. He was the director General of Foreign Trade prior to joining the Ministry of Power. He had also held the post of Additional Secretary, Department of Commerce and Additional Secretary, Ministry of Coal.

Power HR Forum welcomes you and is grateful to have you as Chief Patron of the Forum.



Sh. P. K. Pujari, IAS (Retd.) appointed as CERC chairman

Sh. Pradeep Kumar Pujari, IAS (Retd.) former Power Secretary and Chief Patron - FORUM has been appointed as Chairman of the Central Electricity Regulatory Commission (CERC) for a period of three years. The CERC is mandated to regulate the tariff of generating firms owned or controlled by the Central Government. Sh. P.K. Pujari was also Chief Patron of Power HR Forum for one year, during June 2016-2017. Forum wishes him good luck and immense success for new role.

Ms. Meenakshi Davar as Director (HR) - POSOCO

Government of India (GOI) has appointed Ms. Meenakshi Davar, Executive Director (HR), POWERGRID Corporation, as Director (HR), Power System Operation Corporation Ltd (POSOCO). With this, Ms. Meenakshi Davar becomes first Woman Director on the Board in the Power Sector CPSEs. She is also Hon. Treasurer and Governing Body Member of Power HR Forum. Forum wishes her immense success in new role.



Sh. Avinash Kumar ED (HR) - NHPC

Sh. Avinash Kumar, has been promoted from GM to ED (HR) in NHPC. He is also Hon. Secretary and Governing Body Member of Power HR Forum. We congratulate him and wishes for career dreams to be fulfilled. His achievement and great work always been a great motivation for all of us.

Awards and Accolades

BBMB Chairman Received National Award



Shri. D.K. Sharma, Chairman, BBMB has been conferred the national level award "CBIP Special Recognition Award for Exceptional Leadership and Contribution to the Indian Water and Power Sectors". This award was given by Dr Satya Pal Singh, Minister of State for Water Resources, River Development and Ganga Rejuvenation, Govt of India on January 3, 2018, at New Delhi.

POWERGRID CMD awarded as Best CEO



Shri I.S. Jha, Chairman & Managing Director, Power Grid Corporation of India Ltd. (POWERGRID), has been awarded with the "Best CEO" Award in "PSU" category and "Best CEO" Award in "Power" category by Business Today, in Mumbai. Both the awards were presented by Hon'ble Union MoS of civil aviation, Shri Jayant Sinha.



ATD Best 2017 Award

NTPC PMI ranked 18th amongst 40 organisations across the globe which conferred with this Prestigious award. ATD award is most acclaimed globally in the L&D and Talent development space. The award is conferred by American Society for Talent Development.

ATD - Association for Talent Development (formally ASTD) has a very coveted award scheme to recognize committed organization in training domain. The name of the award is BEST - Which consist the meaning as follows Building talent Enterprise wide Strategically driving a Talent development culture and delivers results.



**ATD Best Award received by Executive Director (PMI)
Sh. Ajit Kumar Bhatnagar and DMR Panda in USA**



Great Place to Work for (GPTW) Award

In the recent event of great place to work, POWERGRID & NTPC secure 31st & 38th position respectively. More than 600 organizations, applied to Great Place To Work[®] Institute to assess and benchmark their workplace culture. 100 best workplaces has been identified from organizations having an employee strength of more than 500 and represent 20 industry sectors. The GPTW institute primarily uses 2 methods to evaluate and identify the best cultures. The first one measures the quality of employee experience through globally validated survey instrument. The second one is the Culture Audit, a proprietary tool of the Institute that evaluates the people practices of an organization, covering the entire employee life-cycle.

REC World Headquarters Building Project Awarded by GRIHA Council



REC World Headquarters building project in Gurugram has been presented with the 'Winner of the Year' award during the 9th GRIHA summit (Green Rating for Integrated Habitat Assessment) on 19th December 2017 at New Delhi. REC won the award in Integrated Water Management and Energy Management category. The 4.2 acre building is designed to be a bio-climatic building which responds to the effects of climate condition on the building form to evolve its shape.

NTPC conferred SCOPE Corporate Communication Excellence Award



NTPC Bagged four awards at the Annual SCOPE Corporate Communication Excellence Awards 2017 which included 1st Prize in Innovative Stakeholder Interface, 2nd Prize in Brand Building through Inclusive Growth Initiatives and Crisis Handling and commendation certificate for the Best Corporate Communication. Sh. Saptarshi Roy, Director (HR) and Sh. P.K. Sinha, GM(CC), NTPC received the awards from Col Rajyavardhan Rathore, Union Minister of State for Information and Broadcasting Govt of India.

IREDA bags 'Golden Peacock Corporate Ethics Award 2017'



Indian Renewable Energy Development Agency Limited (IREDA) has been awarded 'Golden Peacock Corporate Ethics Award' for the year 2017. The award was presented by Justice Dr. Arijit Pasayat, former Judge, Supreme Court of India to Mr. K.S. Popli, CMD, IREDA at New Delhi. The Golden Peacock Awards were instituted in 1991 by the Institute of Directors (IOD) regarded as a benchmark of Corporate Excellence worldwide.

Chenab Valley Power Projects (P) Limited (CVPP) has become our associate member organization for this financial year (2018-19) onward. We congratulate CVPP for this initiative and we at Forum feel privileged with this associationship.



CHENAB VALLEY POWER PROJECTS [P] LIMITED

(A Joint Venture of NHPC, JKSPDC and PTC India)



Corporation Profile

CVPP is a Joint Venture Company between NHPC (49%), JKSPDC (49%) and Power Trading Corporation (India) (2%), formed at the initiative of Government of J&K and Government of India to harness the vast hydro potential of river Chenab. The Company has been incorporated on 13.06.2011.

CVPP has been entrusted with construction of following projects on Build, Own, Operate and Maintain (BOOM) basis with aggregate installed capacity of 2164 MW:

- Pakal Dul H E Project (1000 MW)
- Kiru H E Project (624 MW)
- Kwar H E Project (540 MW)

Authorised Share Capital : Rs 2500.00 Crores
Paid Up Capital : Rs 1051.44 Crores

Connect with CVPP

Regd. Office: Chenab Jal Shakti Bhavan,
Opposite Saraswati Dham, Rail Head Complex,
Jammu -180012 (J&K)

Website: www.cvppindia.com

E-mail: cvpppl@gmail.com;

Tel: 0191-2475514, 2470151; Fax: 2479823

Key Personnel:

Sh. M. K. Paulose (Head of HR)
Contact: +91 9971616622
Email: mkpaulose100@gmail.com

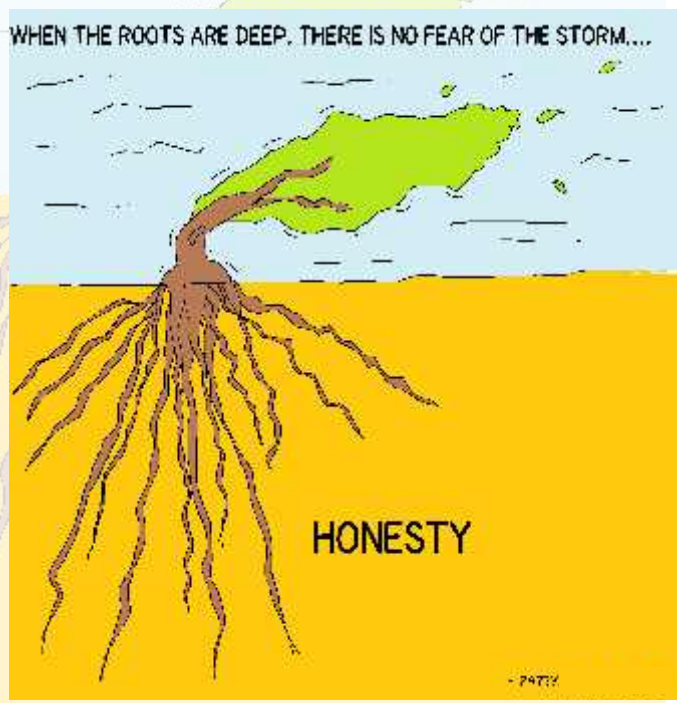
Sh. Sanjeev Kumar, Manager (HR)
Contact: +91 9419796097
Email: kumarsanjeevk6@gmail.com

GENTLEMEN ! THE WEBINAR IS CANCELED BECAUSE SOMEONE HACKED OUR WEBSITE...! PLEASE RETURN TO YOUR PLANTS !

Management Cartoons

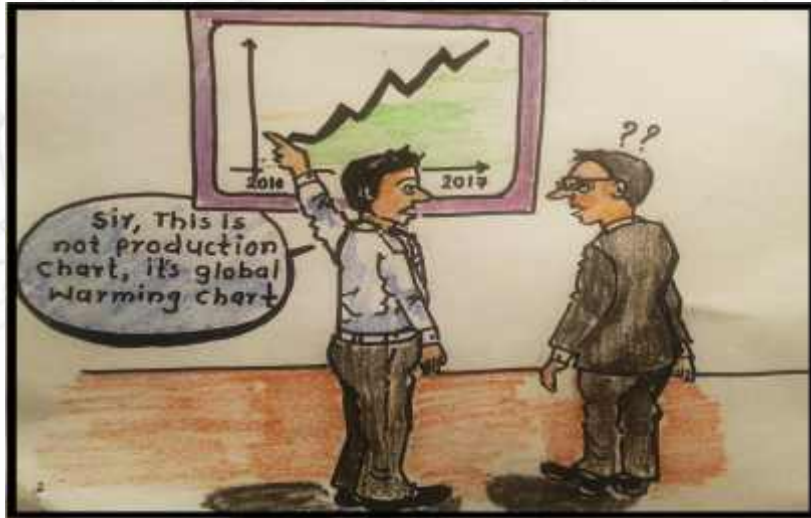
I think it was your idea to split the order ! Now look at this, We already have still horse 2 !

This followings cartoons are created by Sh. Pariwal Joshi who could find time for POWER HR FORUM to Draw. We acknowledge his contribution with special thanks.

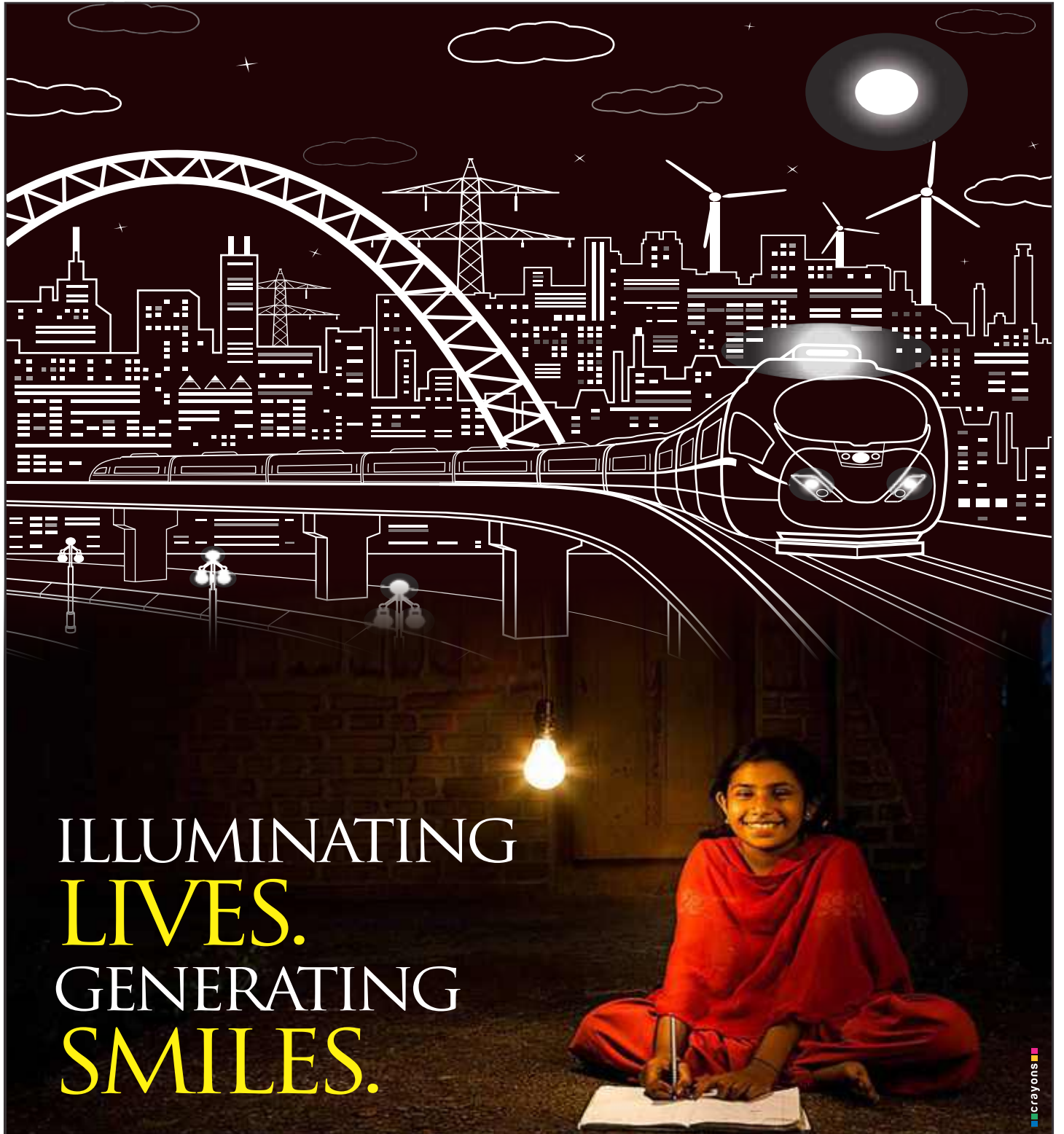


Management Cartoons

POWER HR FORUM is grateful to Mr. Yogesh Chavan, Air India Mumbai for his efforts. We appreciate his intensive thought process and creativity on environmental issues.



These Cartoons
are created by
Amit Pant
Executive - Power HR Forum



ILLUMINATING LIVES. GENERATING SMILES.

At THDC we believe, a smile is brighter than a thousand bulbs. A belief that has taught and guided us over the years. It is because of this, that we have, apart from producing 1513 MW (1000 MW Tehri HPP and 400 MW Koteshwar HEP in Uttarakhand and 50 MW Wind Power in Patan & 63 MW Wind Power in Dwarika, Gujrat), also produced uncountable smiles. Under corporate social responsibility various educational & skill development programmes have been undertaken, benefiting approx. 125 villages in Uttarakhand. THDC is also playing a major role in Rehabilitation & Resettlement. New Tehri Town is a living example of unwavering determination and unshakable grit of human spirit.



टीएचडीसी इंडिया लिमिटेड
THDC INDIA LIMITED

(भारत सरकार एवं उत्तर प्रदेश सरकार का संयुक्त उपक्रम)
(A Joint Venture of Govt. of India & Govt. of U.P.)

Ganga Bhawan, Pragatipuram, Bypass Road, Rishikesh, Uttarakhand

A Mini Ratna - Schedule 'A' PSE

Give Your Ability and Experience a Chance to Reach Out

Your article in "Power People" shall now reach an audience covering all employees in Indian Power Sector, leading PSUs in other sectors, students and faculties in reputed business schools.

Background

Power People is a leading management journal published by Power HR Forum with the objective to share the unique and embedded knowledge of management professionals in every walk of life to improve the competitive position of both professionals and organizations.

The journal publishes:

- Practical articles that describe effective practices of leading companies;
- Reports on new theories that have the potential to advance strategy development and implementation;
- Interviews with corporate leaders about their view point in new developments and on issues / tools related to better corporate performance;
- Case studies in dealing with any HR problem in any organization;
- Review of leading literatures / best sellers;
- Management quiz, humor; and
- New developments / happenings that are a source of concern or learning.

The Journal shall be published four times a year.

Author Requirements

The editor requires articles to be submitted initially via e-mail to powerpeople@outlook.com. You can also submit your articles to: Power HR Forum Secretariat, At: Power Management Institute, 5-14, Sector 16-A, NOIDA-201301

While submitting the article please ensure the following:

- Please categorize your article under one of these classifications: Research Paper, View Point, Concept Paper, Case Study, Literature Review, Survey Reports.
- Your articles should be between 1000 and 3000 words for concept papers, research papers, view points, case studies, and survey reports and between 350-1000 words in case of Literature Review.
- All authors should mention their e-mail address and contact details including telephone number plus a professional biography of 30-40 words.
- Authors should submit an abstract structured into six sub-headings: Purpose, Methodology, Approach findings, Research limitations/implications if applicable, Practical implications, if applicable and the originality and value of the paper. Maximum words for this section shall be 250.
- In addition, please provide up to six key words that capture the principal topics of the paper.
- The article's sub-heads should be short. Only the first word should be capitalized.
- Please present each figure and table on a separate sheet of paper, gathering them together at the end of the article. Distinguish between figures (diagrams) and tables (statistical material) and number them in separate sequences, i.e., 'Figure 8' and 'Table 8'. Please use short and crisp titles and headings in tables and figures. The units used should be stated and the source should be stated at the foot of the table. Notes relating to the table should be placed after source. Give reference of each figure or table in the text itself (e.g., 'as shown in Figure 2'), as well as indicate the margin where the figure or table should go ('Fig. 2 near here'). Ensure that all words, place names, etc. in the tables and figures are spelt in exactly the same way as they are in the text. Lay out parallel tables in similar ways using similar wording. Ensure that the units of measurement are stated and check any totals or averages.
- Exhibits should convey important information that is not duplicated in the text of the article. They should be in black and white with minimum shading and numbered consecutively with succinct captions. The exhibits should be provided electronically and their proper place in the text should be indicated, i.e. Exhibit 1 goes here. Artwork should be either copied or pasted from the original software into a blank Microsoft Word document or saved and imported into a blank Microsoft Word document or saved and imported into a blank Microsoft Word documents. Artwork may be submitted in the following standard image formats: .psd, .pdf, and .tif, .gif,

.jpeg, .bmp or in any other format can be converted to above mentioned format and should be of at least 300 dpi and at least 10cm wide. Further, it is crucial that all text in the artworks corresponds to the text of the article in spelling and style.

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- References embedded in the text or in the anthropological style for example '(Moon 1994)' or '(Moon 1994: 45)' (Note: page numbers in the text are necessary only if the cited portion is a direct quote). Citations should be first alphabetical and then chronological, for example '(Moon 1994; Sandee 1995, 1997; Zander 1993)'. More than one reference of the same date for one author should be cited as '(Moon 1994a, 1994b)'.
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