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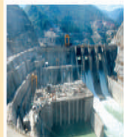
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MESSAGE FROM THE PRESIDENT

It gives me great pleasure to present another issue of "Power People". Continued patronage by the employees of our member organizations has elevated this magazine.



The utility and value of any Forum of this type can be gauged by the caliber of its members. We are proud to have the crème de la crème of the Indian Power Sector organizations in our fold. We are happy to welcome Delhi TRANSCO and OPTCL Bhubaneswar to Power HR Forum and hope they have a fruitful association with the Forum and our member organizations.

Survey on the Training Metrics carried out in collaboration with Innovation System Consulting is the first of its kind Survey done by this Forum. The result of this survey and the feedback received on it from HR luminaries in the training arena of the Indian power sector is the lead article of this issue. I am confident that this milestone survey will be useful to the power sector in enabling their training department to make a transition from being a cost center to a strategic center.

Happy Reading!

(A. S. Bisht)
Director (Personnel), THDCIL &
President - Power HR Forum

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From Editor's Desk:

In this volatile economy, HR needs to be strengthened and innovative practices have to be devised to make it truly strategic. To make HR practices relevant and contemporary training functions need to be strengthened. Power HR Forum recently carried out a survey on Training Metrics. The survey forms the basis of our main article, along with the feedback received from the senior HR functionaries. The article will provide insight on the existing ground realities and will be useful in providing course connection in our training calendar and its implementation.

While this issue is focused on training and development, there is more to life like management quiz, cartoon and book review.



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Power HR Forum has been taking initiative in organizing various innovative activities from time to time. Of late, Training Metrics Survey was conducted by Power HR Forum in collaboration with 'Innovation Systems Consulting' – a Gurgaon based HR Consulting Organization. The purpose of this Survey was to capture perception of HR executives and to formulate strategies for better Training & Development accordingly. The survey was designed to measure the training metrics related to the processes of the training system. The same has been concluded and the findings are available. The findings of this survey and the insights drawn from HR stalwarts of power industry follow.

Editor

SURVEY ON TRAINING METRICS

Sanjeev Narang
Director,
Innovative System Consulting



Measurement of the different components of training and its effectiveness has always been a challenge for organizations. The lack of measurement has led to the wide spread belief of Training being a cost centre. Though almost everyone talks about training to be an investment but behind everyone's back the sotto voce comments relate to the soft humor related to training programs and their effectiveness.

The utility of measurement is that it gives feedback to every element in the training system thereby enabling it to evolve and innovate. Measurement enables the training function to emerge from the back burner of the corporate core to its epicentre. The training metrics prove the value add of the training function and enable the training department to create a vision as well as a roadmap for achieving it. Thus, the training metrics have the potential to breathe new life into the training function. However the potential has to be converted through rapid kinetic energy of the training function.

This survey called the Training Metrics was deployed to cater to this unsatisfied need of the training function.

Purpose of the Training Metrics survey

The purpose of the Questionnaire was to formulate Training metrics on the basis of the responses of HR executives in the organizations that constitute the Power HR Forum.

Sample Size: The sample size was 213.

Training Processes for which training metrics were determined:-

The survey was designed to calculate the following training metrics related to the elements of the training system:

- Training Needs Analysis
- Training Innovation
- Instruction design

- Measurement of training effectiveness
- Training impact
- External facilitators/in-house HRD managers
- Training system
- Training focus

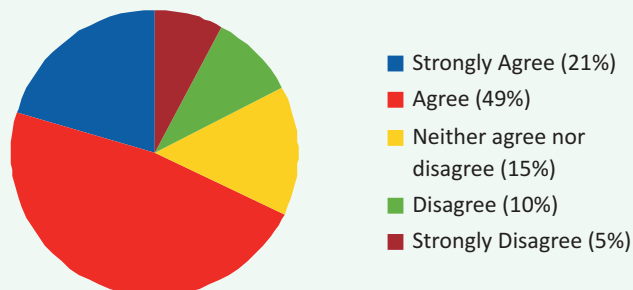
Training Metrics: Training Needs Analysis

In TNA, we are fundamentally concerned with the effectiveness of the processes that result in the formulation of training needs. The metrics related to these processes are vital because an inadequacy in these processes tends to flow down the value chain to all the subsequent processes in the training function.

The metrics would give us an indication regarding the effectiveness gaps in these processes.

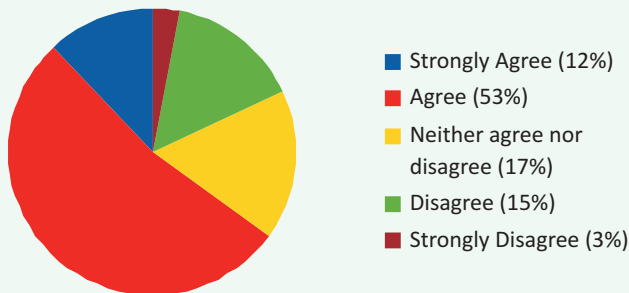
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Q1. The training needs are identified on the basis of performance needs and performance gaps of individuals.

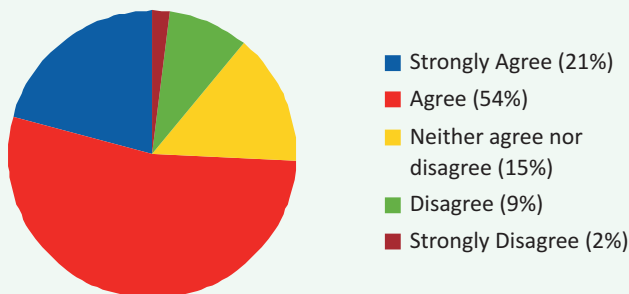




Q2. The training needs are identified on the basis of performance needs of functional and cross-functional teams.



Q3. The training needs are identified on the basis of strategic needs of the organization.



Training Metrics: Training Innovation

The economic environment is changing at a rapid pace. In fact, there are significant technological and paradigm shifts which are either happening or are just round the corner. A lot of organizations have moved from functioning in a monopoly market to a highly competitive market. The Competition Act, 2002 is one such paradigm shift. Earlier, the government was protecting monopolies, now it is protecting and catalyzing competition so that consumers get the best value for their money.

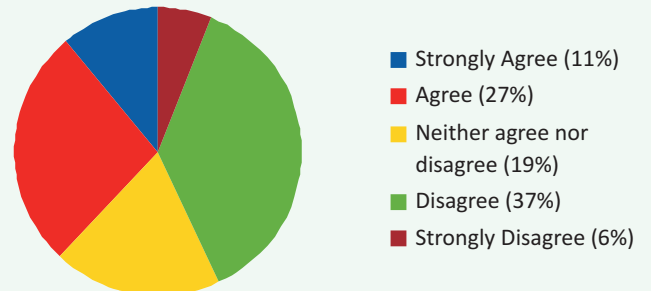
This requires a complete overhaul of the business models otherwise the performance of organizations is bound to drop. One of the key triggers of such organizational change is the training function, it being an independent variable among a large number of dependent organizational variables.

The level of Training Innovation has a correlation with the level of organizational change at the micro as well as the macro level.



Data

Q. The training calendar consists of programs which are repeated year after year without any significant change.



Training Metrics: Instruction Design

The instruction design is crucial to the Quality of training imparted. It becomes especially important when the learners are experienced and competent and the learning needs to be facilitated.

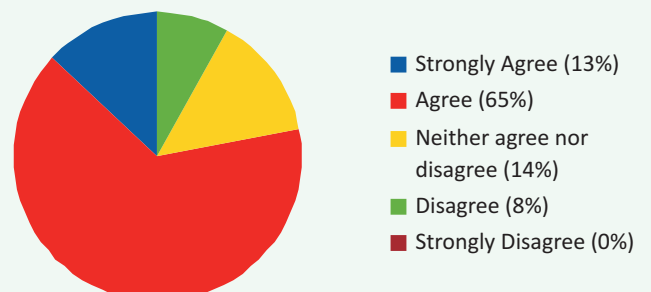
Facilitation of learning involves careful designing of the learning process to ensure that the participants go through the competency development stages of perception expansion, assimilation, application, analysis and syntheses.

Without instructionally designed content and the learning process, the resultant learning would be peripheral with limited impact on competency development.

The instruction is effective only if it is designed with respect to the competencies that need to be developed. Instructionally designed content which is not aligned to competencies that need to be developed, is useless because of irrelevance.

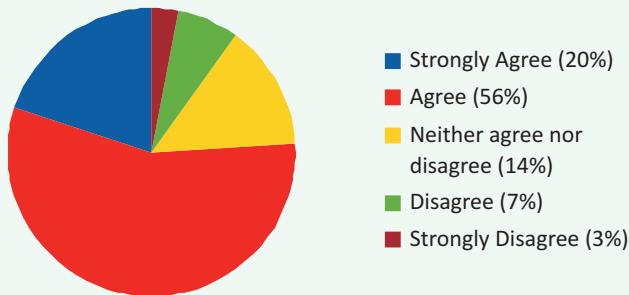
Data

Q. The learning process deployed during the training programs emphasizes on exploration of the subject, its assimilation as well as application.





- Q. The training programs are designed on the basis of competencies that need to be enhanced.



Training Metrics: Measuring the effect of training

If it cannot be measured, it cannot be managed.

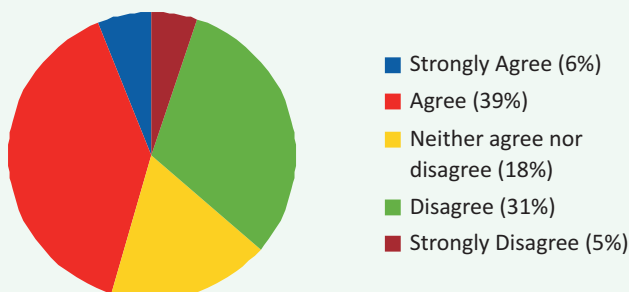
Measurement is a critical necessity for effective management.

Thus, measurement of the effect of training enables us to identify weaknesses prevalent in the key elements of the training process. It enables us to control the Quality of training as well as catalyze improvements in the training process.

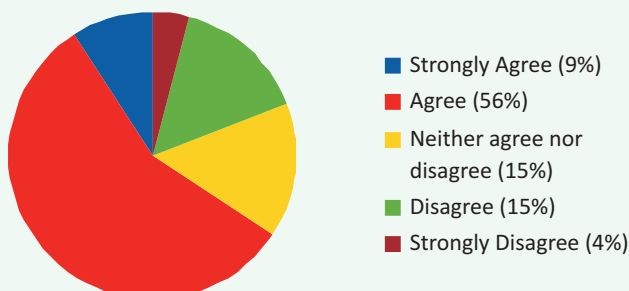
The lack of measurement of the effect of training can result in a colossal wastage of resources and in an endless repetition of inadequate and ineffective training programs.

Data

- Q. The increase in learning achieved during training programs is calculated and reviewed.



- Q. The effectiveness of training in terms of satisfaction level of participants is calculated.

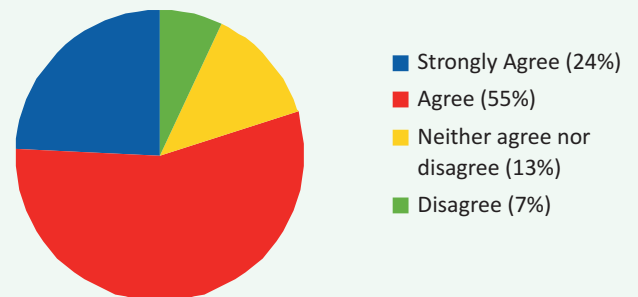


Training Metrics: Training impact

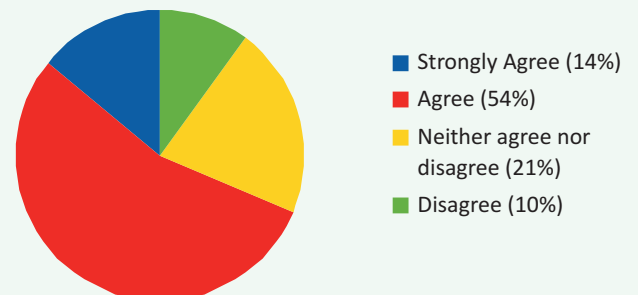
The determination of the impact of training on knowledge, skills, attitude, effectiveness and efficiency at the individual, team or organizational level is important for determining the utility of investment in Training. This metric is the final determinant of the return on investment in training. It answers the question, "Is training worth the effort?"

Data

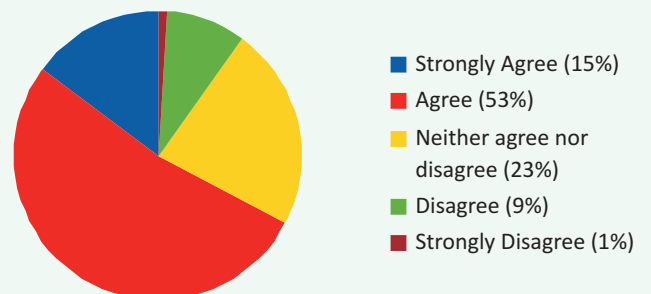
- Q. The training programs have resulted in the acquisition of new knowledge and skills.



- Q. The training programs have a visible impact on the performance of individuals and teams.



- Q. The training programs have enabled the organization to achieve its strategic objectives.



Training Metrics: Training Facilitators

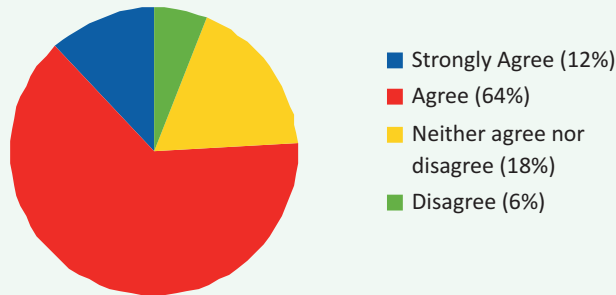
The competency of training facilitators, both internal and external, is a critical determinant of the Quality of training delivered. Thus, it is useful to measure the Quality of the Training Facilitators. It is an independent variable



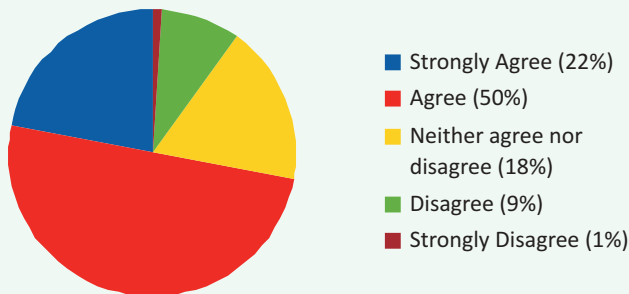
which impacts all the other dependent variables related to all the elements of the training system.

Data

Q. The external facilitators are competent in delivering customized inputs aligned to the needs of the organization.



Q. The in-house trg./HRD managers are competent in the design and execution of a result oriented training system.

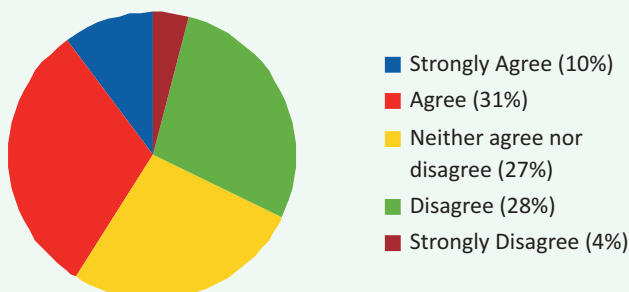


Training Metrics: Training System

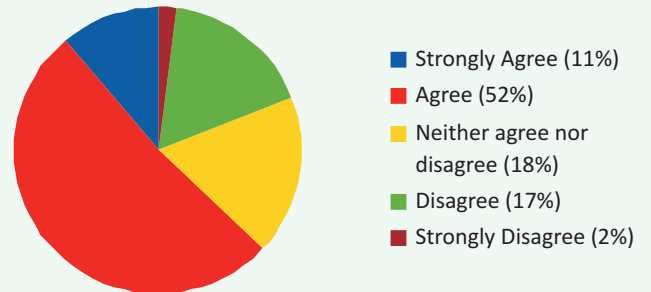
There need to be metrics which measure the effectiveness of the entire Training System as a whole. Metrics that throw light on whether the training system is responsive to the needs of the organization; whether it is evolving and innovating as per the needs of the organization and the business environment of the organization.

Data

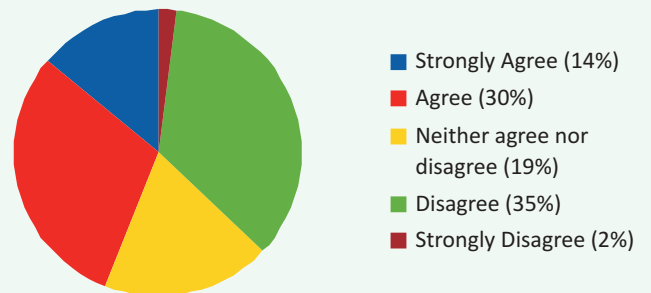
Q. The training system takes an unreasonably long time to respond to training requirements.



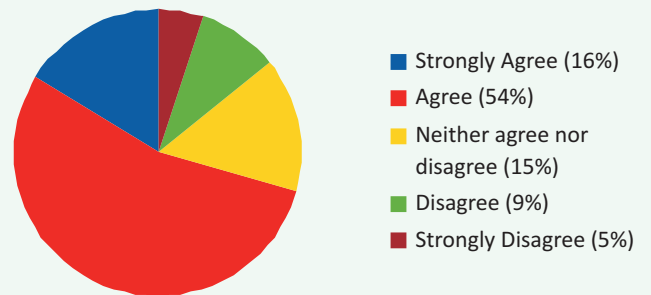
Q. The training database is accurately designed, maintained and hosted to cater to customized queries/reports/analysis of HODs/HOPs/Training departments/individual employees.



Q. The training standard of a min. no. Of days per employee is resulting in poor quality of training.



Q. The training standard of a min. no. of days per employee has developed a training culture in the organization.



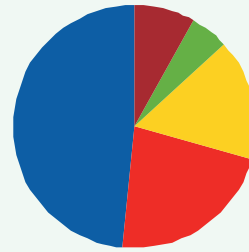
Training Metric: Prime focus area of training

The prime focus area of training yields an insight into the predominant area in which the training investment is taking place. It shall give us an insight as to whether the focus areas needs to be tweaked in order to get a better return on investment for the organization. We need to see whether a re-alignment of the training focus area can result in the training department making a bigger impact on organizational performance and strategic success.



Data

Q. The prime focus areas of training in your organization are:



- Awareness Building (48%)
- Knowledge enhancement (22%)
- Competency Building (16%)
- Performance (5%)
- Strategy and its execution (8%)



Continued on Next Page....

Power HR Forum

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Q4E 2012

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STRATEGIES FOR EMERGING BUSINESS ENVIRONMENT:

TAKING CUE FROM EXTERNAL AND INTERNAL STAKE HOLDERS

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Each Team shall submit a write-up on the theme limited to 3000 words and shall give an oral presentation before a jury, who will decide the winners.

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PARTICIPATION FEE:

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Last date of registration - November 5, 2012

Send your write-up by November 12, 2012

DATE & VENUE:

10:00 AM, November 23, 2012

at Power Management Institute, NTPC, Plot 5-14, Sector 16A, NOIDA.

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THE POINTS OF VIEW OF HR LUMINARIES REGARDING TRAINING METRICS

As Captured by:
Sanjeev Narang

After assimilating the Training Metrics, we realized that we had relevant data regarding training which heretofore had never been collected. In order to broad base the responses to Training metrics and to collate the collective competency of HR luminaries in the training arena, we decided to expose the training metrics to them and synthesize their viewpoint.

Thus, our ambition of utilizing the training metrics to pave a roadmap for the training domain in the power sector got fired up. We decided to assimilate the view point of leading HR luminaries regarding the training metrics and publish it, so that it can become a reference point for HR professionals in the process of decision making regarding training.

The final concept that emerged was that the training metrics would function as a foundation for a detailed and thorough discussion regarding the health of different training processes, thereby resulting in insights into where the training system requires innovation and where it requires improvement.

The resultant pattern of insight has the potential of helping power sector organizations catalyze innovation in their training systems. Thereby training systems can play a strategic role in the organization impacting not only individual competency development but also organizational performance as well as strategy formulation and execution. The training department can chart a roadmap to becoming not only a strategic partner but also a strategic player in the organization's tryst with its destiny.

The pattern that emerges after mapping the viewpoints of the leading HR luminaries sheds light on the road ahead for the training department.

The most startling pattern where most of the luminaries agree is that the training mix requires an over haul. It is about time we moved away from the low payoff programs which focus predominantly on awareness building and knowledge enhancement and started focusing on high payoff programs which focus on competency building, performance enhancement and strategy formulation. It is easier to design and organize awareness or knowledge building programs and thus training departments have latched on to them as a means of achieving their training objectives of number of days / person. The competency building and performance enhancement programs require far more detailed research and analysis before their instruction design is finalized. Since they are tougher to design, they have not been in the eye of the training storm.

The second interesting pattern in order of priority is the training database. All the luminaries agree that it requires considerable innovation. Though it has become integrated with the ERP systems but there remain huge gaps in it. The training programs attended by a person must get integrated with his or her personal profile in the database of the HR department so that it can be

utilized in the process of taking important decisions regarding the person, position or performance. This gap is monumental and can result in the training department losing its way because it doesn't seem to have any direction.

The third pattern is the need for Training Innovation with reference to the training calender. The training calender must not consist of programs which are repeated year after year without any significant change. Some programs which are effective, do need to be repeated because a larger population of employees need to be covered, however that should not become a block to innovation in the training pedagogy as well as the training content because the knowledge base in very domain keeps on expanding Static program design means outdated programs. As a pattern, new and innovative programs should form a healthy mix with the repetition of successful training programs in the past year, in the training calender.

The response time of the training system also has come in for some flak. There is no point in organizing a training program once the training need is not dominant anymore. The time lag between the expression of training need and the delivery of training is an important metric which needs to be calculated periodically by the training department, thereby indicating its effectiveness as well as efficiency. A system of logging a training need and the time delivery of the training program would yield an important training metric signifying health of the training function and its responsiveness thereby leading the way to a time standard of training delivery.

There has been some debate about the training standard of 7 training days per employee. One viewpoint has been that the training standard has negatively impacted the Quality of programs. The other view point has been that the training standard has been instrumental in creating a training culture. The responses of the HR luminaries address this controversy completely. They feel that the training standard has created a training culture with some perceiving it to be the key cause of the organizational success as well.

The Quality of the programs is affected by inadequate components of the training system such as lack of focus on instruction design as well as lack of continuous updation. The training standard is not the cause of inadequate quality of training programs. The main cause is lack of training systems which ensure that program design and delivery.

Lastly, some of the luminaries have also pointed out that the training function has not played an instrumental role in organizational strategy and its execution. A lot of work needs to be done in this area. This would enable the training department to make a transition from being a cost centre to being a strategic centre. Thus training would become truly strategic.

"TRAINING INNOVATION ON THE BASIS OF CHANGE IN BUSINESS PLAN"

K.K. Sinha
Honorary Member &
Founder President - Forum
Former Director - HR
NTPC



Training innovation should always be based on the change of business plan. Some generic programs need to be repeated. A change in business plan requires a change in business capabilities. We need to answer the question, "Which system requires change?"

After assessing the market needs, the training personnel have to reach out and bring in new things into the system. Otherwise, we are being callous. The training personnel need to innovate on delivery methods. For that purpose we need to do impact analysis. It is very difficult to produce an innovative product without looking at the market needs. When the Nokia Phone came, it used to weigh half kg. Look at the Nokia mobiles today. Similarly, the training programs need to evolve. We need to design the right product which impacts the people to deliver better.

The training system is just like medication. If it is not administered at the right time, it is useless. If the training system takes an unreasonably long time to respond to training requirements, there is deficiency in the system. The damage to the system is atrocious and sad. We need to develop our training delivery capabilities through outsourcing or in sourcing.

The training standard of 7 training days per employee has no correlation with quality. The training quality will not improve if the present day quantitative training standard is removed. On the other hand the training culture will be lost. If the Quality is not maintained, it is a gap of the delivery system. For example say the objective is to produce 500 cars in a year and the quality is not up to the mark. The Quality of the car is substandard because of the gap in the quality system. It happens because we are not conscious of quality. The problem is not in the numbers. The training standard is an accepted practice in the knowledge industry. The folly is in the delivery and not in the targeting. The folly is in the attitude of delivery. Can the quality of training be assured if the training standard is reduced?

"The training Quality will not improve if the standard is removed. On the other hand the culture will be lost."

"The folly is in the delivery and not in the targeting."

If most of the training programs are focused on awareness building and knowledge enhancement, we are messing up the entire objective.

The limited focus, on Competency building, performance and strategy as

well as strategy execution, is serious, "**Chinta**" for the training person.

The training mix among performance enhancement, Strategy and its execution, competency building, knowledge enhancement and awareness building should be more broadbased.

The training personnel themselves need developmental programs. In case, we don't have the know-how, we should outsource.

There is a requirement of a substantial movement towards e-learning. **Training should be available on every laptop by name.** There has to be a blend between e-learning and class room training. The capability required to make it happen has to be augmented.

There is a direct link between training investment and business output. The training personnel have to demonstrate the utilization of training. What is the impact on the ground? We have to follow through. The additional cost is worth it. In this context there is a lot of improvement required. Have the learners demonstrated utilization of training? We have to show figures. We are in a competitive world which is cut throat. If in this investment there is no return, the investment is not proper. The CEO/Board must ask these kind of questions.

Today people are talking about HR as a business player. We have to dribble the ball and score. If not, we are floating; we are not linking with business results. There has to be a measurable linkage between Training investment and results. The training personnel involved, should themselves be learning continuously. We need to benchmark with R&D companies; such as the R&D centre of GE in Bangalore.

"The training personnel need to be trained substantially."



"ORGANIZATION SURVIVAL DEPENDS UPON COMPETENCY BUILDING"

G.K. Aggarwal

Former Honorary Secretary Forum
Former ED - HRD & PMI
NTPC



How much do we really know about the increase in learning achieved through a training program? I can't over-emphasize the need for measuring the learning achieved during a training program. A new system has to be designed which can formulate learning indicators.

An organization is a big mass of personnel. Programs have to be repeated in order to cover more people. Every year, there are a good number of changes in the training calendar. Even the long term programmes are tweaked regularly. Thus both the content of training as well as the trainer are tweaked. However the training metrics in this regard in the survey should have been better than what the survey indicated. There is obviously a need for refining the training modules and the training contents.

The training system is quite rigid. Training flexibility is low because the bureaucratic system slows down the decision making process. The individual expression of training needs goes through filters. There is a scope of speeding up the training system. For this purpose, technology should be leveraged. We need to redesign the training delivery process in such a way that the training is delivered within 2-3 months of the expression of a training requirement.

"The training database requires significant change and improvement."

I am surprised at the high positive response to training database design in the Training Metrics survey. The number of respondents who perceive the training database as effective is 63%. The training database is not strong enough for making decisions. It requires significant change and improvement. The data in the training database tends to get corrupted. The training database must integrate the training needs, the training design, the

training calendar and the training profile of participants. This would enable the link of training profile of participants with their individual profile prevalent in the organizational records. This data can be utilized during promotion decisions. This is

"The training database must integrate the Training Needs, the resultant training design, the training calendar and the training profile of participants."

the responsibility of the respective training departments.

The training standard of 7 days per person hides a lot of facts. Some persons undergo 15 days training in 1 year while some do not undergo any training at all. So we need to ask the Question, "How many people have not attended any training?"

The training standard has benefitted organizations a lot. It shows the emphasis on training. This standard is one of the reasons as to why NTPC has reached a high pinnacle of success.

The negative side of the training standard is that in order to achieve the target participants are sent who do not need that particular training. The focus has to be the management of the training system and not the standard. The training system has to be managed more effectively. If we do not manage the training system, the right training will not be given to the right personnel.

"The training standard is one of the reasons as to why NTPC has reached the high pinnacle of success."

The prime focus areas of training as per the training metrics survey are awareness building and knowledge enhancement. The organization will gain if the focus is on competency building, performance enhancement and strategy execution. These training programs are more difficult. We tend to address the easier and the softer areas first such as knowledge enhancement. In this area a lot of work is required to be done. The organizational survival depends upon competency building, performance enhancement and strategy execution.



"KRAs AS SOURCE OF TRAINING NEEDS"

A.S Bisht
President - Forum
Director - HR
THDC



The data derived through the training metrics survey is very realistic. Our main interest is in the measurement of Effectiveness of training. Normally, a survey is done on the last day of training to determine the level of knowledge learnt and to take feedback from the participant. This survey would fuel improvement in different training areas.

The training policy of 7 training days per employee is a good idea for any organization. The training effort will fail till the time the superior does not capture the real need of training. KRAs are a critical source of training needs.

Training innovation is happening. There is a need of a thorough analysis of training system effectiveness atleast once in every 3 years. The training needs in the Performance Appraisal are filled casually. People have fear and hence they don't come out truthfully. They feel that if they identify their training needs. It will be construed as negative for their growth and can be used as a tool against them. There has to be a feeling of trust between superiors and subordinates.

The training system has to deliver training programs in response to training needs within the time during which the competency is required. If the TNA (Training Needs Analysis) is done today and if the training is delivered after 3 years what is the use? The non-delivery of training on time is a massive drawback. The time lag has to be brought down. The training system which starts with the Annual Performance Appraisal system and the subsequent derivation of training needs

"If the TNA is done today and the training is delivered after 3 years, what is the use?"



has to be shortened. The departmental heads can directly recommend training needs to the HRD manager which need to be processed immediately. There should be a metric to measure the time lag in the Annual Training Report.

The training standard of 7 training days per person has brought in a good training culture. It has played an essential role. Later on, as our culture matures, we can move away from it. Now we need to focus more on Quality of training. Thus there is a requirement of training quality standard now.

"We have achieved in Quantity, Now we need to move to Quality of training."

The prime focus area of training programs has to move from awareness building towards competency building, performance enhancement and strategy execution.

These training metrics are an eye opener for the organizations in the power sector. The training metrics survey can be used as a base document for future programs and for designing the road ahead in training.



"THROUGH TRAINING WE CAN TURN AROUND AN ORGANIZATION"

I.R. Kidwai

Honorary Secretary - Forum
ED - HR
POWERGRID



The main function of HRD executives is to convince the line personnel regard the utility of training. Through training, we can turn around an organization or a function. Without training, there can be no innovation, no quality improvement and no development.

Training must have an emphasis on junior personnel who are the base of the organization. Thus Executive Trainees need to given training input every alternate year till they become managers.

If the organization wants to set up a new function say R&D, our first job is to identify personnel who have R&D competency. After identification of the requisite set of personnel, we need to develop their competency. Then only they should be placed in the requisite function.

The design of training programs has to be comprehensive. All the elements must be covered. First the module should be designed and then the time should be allocated and not the other way round. Then only the desired learning level can be achieved. There is no point in doing incomplete training.

The evaluation of learning through a before and after training test is essential. The training test need not only be questions, it can also be a case analysis.

Training can also be used as a selection and a placement tool. Only those who clear a competency based training program are to be placed in the department in which the requisite competencies are required.

As far as faculty of training programs is concerned the emphasis should be on the expertise of the faculty rather than designation. Training is a specialized activity. Everybody cannot be a trainer. The trainer has to make the training program learner centered. If it is trainer centered then the participants will go to sleep.

The feedback of a training program is a very important tool to catalyze improvement. If the feedback of a participant is negative, then the participant needs to elaborate, why? If the feedback is good, then on what basis is the feedback good?

"Training can also be used as a selection and placement tool."

"The focus areas have to be identified and the actual problems in the organization."

This would make the feedback more realistic. The participants should give reasons for all the rating of the program done by them. It should not be so that if the participants like a trainer they assess him 10/10 and if they don't, they assess him at 2/10 without any reasoning. In that scenario, the feedback is useless.

Training programs have to be customized to the organization need. A training program on the same subject has to be different if it is conducted in Maruti and if it is conducted in ONGC. That is only possible if the training program is planned well in advance. The focus areas have to be identified and the actual problems in the organization have to be targeted.

Change in the business environment is happening very fast. If HRD managers and trainers are not trained, they will become obsolete. Thus, the training so imparted will be obsolete. For value addition, trainers have to be sent for training. The pace of change has to be in sync with the business environment of the organization.

If there is an unreasonable delay in responding to training needs, the training need has not been taken seriously. The negative impact of not responding to a requisite training need has to be built into the training system. This will ensure timely delivery of training programs.

The Chairman of Powergrid has a dream to construct a world class training centre in Manesar. It should look like heaven. It will be the best in India and it will be delivered by october, 2013.

"World class training centre in Manesar."

Training has to be customized in order to make it effective. If O&M is the focus, then the number of days of training in O&M is not a sufficient parameter which indicates the effectiveness of training. The training design must correspond to the specific training needs in O & M. If the training design is not customized as per the specific need, then the quality of training delivered will be substandard.

"EXPERTISE BUILDING PROGRAMS ARE REQUIRED"

I.P. Barooah
Vice President - Forum
Director - Personnel
NEEPCO



The biggest challenge that the training department faces is the application of learning at the workplace. After the participants of training programs go back, there should be a transfer of learning to subordinates. The application of learning leaves much to be desired. In order to facilitate application of learning, measurement of training effectiveness requires substantial improvement.

Training has to be taken religiously. Half hearted attempts will invariably result in mediocrity. There should be a concerted effort to take training as an investment.

The amount of time the training system takes to respond to training requirements is crucial and hence it should be measured. Timely response to training needs is a sine qua non for the existence of the training system. There is no point responding to training needs when they are not relevant anymore. The speed of response must align with the speed of the changing business environment.

The training database should capture training needs from all categories of employees including supervisors and workmen. Potential of personnel should also be captured in the training database. The potential of personnel is a key source of training needs. If the training database is also able to capture hidden talent, then the resultant training programs will become more relevant.

For developing the training culture, the training function has to address the potential of employees. The potential is the basis of training and deployment.

The quantitative training standard requires to be revisited regularly. In order to be more relevant, it should not be the same for all employees. It should vary as per position.

For example, in the Hydro sector, equipment operators are not properly trained and deployed for timely completion of tunnel boring resulting in delay in hydro power projects and cost over runs. Thus, there is a need for proper training for operating heavy equipment like tunnel boring machines as well as their maintenance. The training standard should accordingly vary as per the criticality of the position.

The greatest challenge to training is that there is no application of learning. The design of training programs requires considerable improvement. There is a need to incorporate instruction design in the training program design in order to facilitate application of learning.

The training metrics regarding the mix of training programs show the predominance of awareness building programs. There should be more programs on competency building and expertise building. Thus, there is a need to rejig the training calendar. The formulation of expertise building programs would require a completely new approach. Expertise building has to be the focus of training departments rather than awareness building and knowledge enhancement.

Training can also enable the organization to achieve its strategic objectives. An organization like NEEPCO is bordering three countries. So the training strategy should be to train local people so as to curtail extremism. There should be instruments in the hands of the local populace rather than guns. Thus training should be used for catalyzing sustainable development of the region.

In the North East there are various active extremist elements because of alienation and poverty. Through training and development, we should go in for sustainable development of the local population for the national cause.

***"Potential of personnel
should be captured
in the training database."***

***"No application of learning
is taking place."***

"WE NEED TO THINK BEYOND THE TRAINING CALENDER"

Vinod Behari

Honorary Treasurer - Forum
ED - HR
REC



This training metrics survey shall trigger introspection and thus this is a good opportunity to compare and improve our training processes. Our processes are routinized. We can revisit the entire set of processes and make them more responsive".

"Our Processes are Routinized. We can revisit the entire set of processes and make them Responsive."

One thing in the survey has already caught my attention. We do not measure increase in learning for every training program. The pre and post test should be mandatory for all training programs.

"Precise data will reduce the level of cynicism."

We need to be more accurate in assessing the impact of Training Programs. This will help reduce cynicism. When the line executives are confronted with precise data, the level of cynicism will be reduced. "We need to think

beyond the Training Calender. If a training need is expressed, we should be able to respond. The Training department needs to look around more proactively."

The training standard of 7 training days per person underscores our commitment to develop each employee. It highlights our fundamental belief that, "Latent potential has to be cultivated". In this process Quality may get compromised. However, it has a broader objective. In the over-anxiety to achieve targets and the limitation of resources, Quality may get compromised. However the training culture in the organization has been positively impacted.

The Training function has to graduate to higher levels beyond awareness building, to competency building programmes. Organizational

"The Training function has to graduate to higher levels beyond awareness building."

objectives need to be the basis of designing training programs. Thus, adding value to the organization, should always be our area of concern.

The role of training facilitators is being fulfilled in varying degrees. There are some constraints in facilitation competency. The facilitators have to enhance the capacity of training design.

Only programs such as, "Computer Skills" need to be repeated. There is a need for new and innovative programs. The new programs can be based on

new forays and commitments of the organization. The old programs, usually on, "Soft Skills" can be repeated.

"There is a need for new and innovative."

Concluding Remarks:

"I am in full agreement with the Training Metrics regard ing Training Database. The training database requires significant improvement. We need to go beyond capturing training mandays. The training data needs to be shared with HODs/HOPs instead of it being confined to the training department. We, in our organization, are going to implement HR-ERP which will put into place a specific system for enhancing the Training Database. Individual Training needs will also be subsequently assessed.

This Training Metrics survey will create new learning opportunities. It will trigger improvement and the training modules will become richer."



"A MORE COMPELLING PEDAGOGY"

A.C. Chaturvedi
ED - PMI
NTPC



Training Metrics will help the upgradation of program content as well as improvement in the program pedagogy. The program content needs to be upgraded every year. The pedagogy has to be made more compelling. Repeat programs should only be included for those personnel who have not attended earlier. The training calendar should retain only those programs which are relevant and have quality. The impact of these training programs should be on business performance.

"Only Quality programs which impact business performance should be retained."

"The significant advantage of the training standard has been that it has built a culture of learning in the organization."

his training requirements are fulfilled, the program will not be of poor quality. Thus, it is the responsibility of superiors to send their subordinates to training programmes in which their training needs are satisfied.

The training calendar should be balanced between standardized training needs, individual needs and corporate needs. The

training calendar needs to be revisited on the basis of the feedback of the participants.

The response time for designing and delivering a program should not be more than 2/3 months. For example, the requirement for a training program on, "Sustainability" was put forth to the Power Management Institute by the Council in February and within 2 months it was organized.

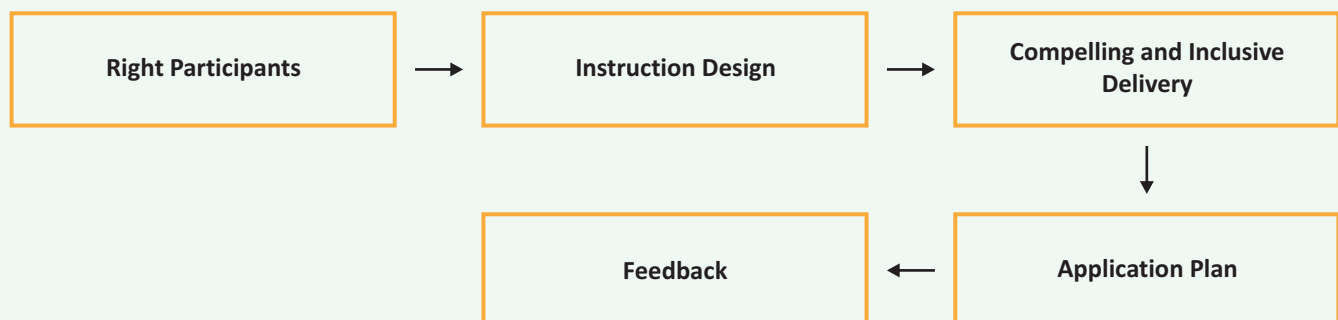
The training database is available on the ERP Platform and it incorporates a feedback system. Technological innovation in the training database is required to ensure that the training details are uploaded and kept current. Thus, anybody will be able to access the requisite data.

The training standard of 7 training days per employee has been very useful. The significant advantage of it has been that it has built a culture of learning and training in the organization. The negative aspect of this emerges, when a person is nominated for a program repeatedly. If the personnel are nominated for training programs irrespective of training needs, the resultant quality of training will be poor. If a person goes to a training program in which

As far as new program design is concerned, the training coordinators must be alive to what is happening around them. They must fulfil the requirements of the business.

The effectiveness of training is dependent upon the selection of participants who have training needs in alignment with the objectives of the training program. If there is a mismatch, the effectiveness will be compromised. The pedagogy should be a mix of videos, cases, presentations and group working. Presentations and quizzes need to be incorporated in order to assess learning acquired and the application of knowledge and skills.

An effective training process consists of the right participants, instruction design, a compelling and inclusive delivery, an application plan and feedback regarding the effectiveness of the training program. This way the cycle of training improvement gets completed.



"INSTRUMENTAL TRAINING STANDARD: NEED OF PRESENT ERA"

MSJ Sinha
ED - T & HRD
NHPC



In the era of globalization it is imperative for organizations to keep human resource updated with changes and evolve strategy to ensure holistic enhancement of capabilities.

HRD is the backbone of the organization and in NHPC, HR strategy have been aligned with the organizational goals.

Training & Development is the continuous process in response to the individual and organizational needs. Annual Training Calendar is prepared based on the training need assessment which is integral part of performance management system.

The induction training programme to newly recruited Executives provides the instantaneous knowledge and experience sharing by expert faculties.

Technical managers are given customized training through leading institutes of the country like IITs, ASCI, IITs etc.

NHPC have 4 certified institutes by Central Electricity Authority where regular training programmes for operation and maintenance of Power Stations are being imparted. There is tie up with foreign manufacturers for training of NHPC officials.

The training programs of short duration are for refreshment of learning. The Management Development Programs are however necessary for personnel who are considered for promotion.

The training standard has been instrumental in creating a training culture. People are able to understand new trends in their fields. It has enabled the development of an equation with experts.

Our training database is well developed. The requisite information is available on ERP. An individual can give the training requirement on-line.

"The training system is transparent with the intention that everyone must be trained."

The training standard has been instrumental in creating a training culture. People are able to understand new trends in their fields. It has enabled the development of an equation with experts.

The prime focus area of training is on knowledge because it is the base of competency development and performance enhancement. We have tie-ups with ABB/AREVA/ALSTOM/BHEL for technical training and technical

competency building. There is a scope of improving the program mix so that more competency building and performance enhancement programs are deployed in the training calendar.

The training needs are assimilated on the basis of the feedback, training needs of the individual and the performance gaps. Thus the TNA process is the strength of the organization.

Quality of training is monitored by an independent monitoring committee. We are also delivering specialized training for Finance personnel. This international level training is for the standardizing of financial accounting.

"The training standard has been instrumental in creating a training culture."



"TRAINING TECHNIQUES RESEARCH IS LACKING"

R.K Rustagi
Former ED-HR
PMI



In training metrics, measurement of training effectiveness is a challenge. It does not take place because for most superiors development is second priority and it also takes a lot of time. Moreover, if the superior is not knowledgeable then he cannot possibly measure training effectiveness. Another barrier to measurement of training effectiveness is the apprehension of personnel that the training needs identified by them would be used to evaluate them. So, they start avoiding.

In NTPC, there has been an emphasis on improving training programs. For many organizations the statement that training programs are implemented year after year without any change, is true. In these organizations the system of identifying training needs is not there. Hence, there is no improvement in the training calendar.

The key question is that when training programs are prepared, "Are they presented to the right people?" Research regarding training techniques is lacking. **Innovation in training can only come if we know whether the desired learning has been absorbed.**

In NTPC, the training system takes at best 3 months to respond to training requirements. There has to be a system of measuring the time lag between a training requirement and training delivery. Speed of response to customer needs should be measured. There should be a mechanism of registering the request and the date of organizing the training program.

"Speed of response to customer needs should be measured."

The training database requires a lot of improvement in most of the organizations. Generally, the codification of programs does not exist. Without codification there cannot be an organized database. There needs to be a continuous effort to collect data regarding new training programs, their classification and codification. View points from departments and that of individual personnel have to be integrated.

New training programs have to be designed in alignment with the speed of technological change.

There is no alternative to the training standard for developing a training culture. If this was not there, development will completely suffer. People have reconciled to the fact that training is an organizational requirement. Thus, they are ready to release the participants. The young executives who have attended training realize its importance.

For development of a person there are different considerations. For

developing behavioral competencies, we have to go in for long term interventions and simulator programs. Simulation programs which are of 3 to 5 days in duration can be utilized for competency building.

The major issue in instruction design is that of resources. Training predominantly can be divided into 2 types, namely, problem solving and learning of new techniques. A management person who is an expert in these domains should be consulted for the instruction design of these training programs. People who have done research should be involved in the instructional design. Then only content and Quality will improve.

The training system has been a miserable failure in enabling the organization to achieve its strategic objectives. Even today 80% of the knowledge is picked up while doing the job.

"The limited focus on Competency building, Performance and strategy as well as strategy execution is serious chinta for the training guy."

The quality of working systems has impacted strategic objectives of the organization. Training has not been able to give a strategic thrust. There is a

lot of scope of improvement. The top management needs to point out the strategic areas in which improvement is needed. Then programs can be designed for those areas. Measurement before and after the training programs is critical. The practice of conducting post tests needs to be implemented especially for long duration training. Then only we can prove that value has been

"Measurement before and after training programs is critical.

Then only we can prove that value has been added."

added. The director of HR should be able to convince the Board of directors, that interventions enable competencies to be built. Then the strategic objectives can be achieved by the organization.

We are complacent about our executives being technologically competent and there is no need for any improvement. We need to have the answer to the Question, "What level of competencies are required for achieving organizational objectives"?

The HRD/training managers are doing a great job within the constraints that exist. Training Managers should very clearly know as to what are the objectives and thereby design the program accordingly. For long term training programs, the training manager should have a 1-1 meeting with the participants especially when they are senior personnel.

"TIME-LINE HAS TO BE A PART OF TNA"

R.P. Ojha
Former ED - HR
POWERGRID



A clear link between TNA and performance assessment is missing and hence the impact is not visible and is neither measurable. The prevalent system of TNA of self assessment of the need first by the employee followed by assessment of the manager exclusive of each other have the risk of errors as the practice is not inclusive which is a must for best results. Training is primarily an employee empowerment tool to improve the performance and tap the potential with an aim to enhance the contribution and in the process directly helps the business managers achieve the goals of the units. Marketing this objective will facilitate appreciation and managers owning the training plans in place of the prevailing perceived HR ownership. To attain success, therefore, it is vital for HR to put the entire process of determining training needs, performance assessment and training delivery into an integrated framework with appropriate interlocks.

This could be practiced to a large extent in POWERGRID by evolving a training matrix and partnering the training plan with the business units showing immediate and positive results. One of the models adopted was designing of practical training consisting of a combined class room training, practical demonstration and hands-on training in the substation on a continuous basis. The advantage of this kind of training was the visible change in the performance and the excitement it created. This makes training relevant to the individual as well as the organization.

For the training to meet its objects it is essential to establish a long term TNA say a 5-6 years plan. My experience is that 3-6 days program cannot really bring about an impact and will not in any way connect to developing the required competencies. We need to know, "where do we want the employee to be?" in the next 5 years to work out an integrated development program for the next 5 years effecting a real growth and development. The sequence of training programs-class room training and other interventions has to be laid down.

"The moment we have standards and certification, competency development will get streamlined."

As of now, training has become a stand alone system. It needs to be closely linked and integrated to all HR processes. It is standalone; that is why it is only the responsibility of HR. We need to follow the

"Training process must be continuous and integrated for competencies to develop."

benchmarks in the area of competency development. Eg. In civil aviation, there is a well established criterion of a number of flying hours on a particular aircraft as a requisite to become a commander on that aircraft along with the required training during the intervening period. And these are documented and are robust not to be broken. In the industry too much of flexibility in all spheres of activity including training and competency is reaching a critical juncture likely to affect the overall quality in delivery of services. Thus the need to have an integrated scheme comprising of standard, evaluation mechanism and certification for all positions to do justice to the people-employees and the users/beneficiaries.

The moment we have standards and certification, competency evaluation will get streamlined and the process will integrate with all other HR processes paving the way for the formulation of a training charter.

Another important issue which is raised by the units is the time frame for delivery of training plan. It is a proven philosophy that training is a planned intervention to be implemented based on the growth, expansion, new technologies and hence the training manager will ensure delivery in accordance with the plan mutually prepared. Any deviation from the plan is an aberration warranting corrective actions. Therefore it is important to start the process well in time and taking care of all contingencies so as to conclude the process within the time line. If the training system takes 2/3 months to respond to training needs, it is not an unreasonably long time. Decentralization would help in speeding up program delivery in response to training needs. No doubt time line has to be a part of TNA.

"Timeline has to be a part of TNA."

The utilization of the Training Data Base as a tool is missing as voluntarily or involuntarily the emphasis is to showcase the numbers and pushing the quality to the back seat. At best organizations, except a few, have the following data in the training database:

- Name, qualification, the positions held
- Training planned
- Training delivered
- Numbers nominated and numbers attended
- Department wise and unit wise participation in the training
- Demography of training
- Executives/Non-executives trained
- Number of participation



This is not the utilization of the Training Database even at a minimal level. There is no analysis. The data itself is not there. Even the concept as to what information the training database should provide is still in the emerging state. The training data base needs to be looked at to address the issues of employee development, the evaluation, correlating the training with performance and measurement of the change.

“Training Norm +
Quality + Time
Line + Result.”

Along with the norm of a number of training days per person there should be parameters for Quality, Time-line and Result. There should be a Quarterly review rather than a yearly review for the recovery to take place. The over-all purpose of training is enhancing the Quality of People. Thus, we should not only be looking at numbers.

The Quality lapses need to be found so that rectification can be done. There is a need to integrate the training program impact assessment with the total training and development process.

We also need to get into the e-learning mode. Technologies are so user oriented that every activity even of high tech and sophisticated equipments like transformers, turbines etc can be virtually created on 3D/4D for the trainee to see actual operation and the dynamics of the operation of the parts in the machine and to assess as to how the parts operate in an adverse situation. Moreover this is very relevant today in particular as during a breakdown they are so much in hurry that they may not have time to tutor the employees. Thus the software is with many advantages including minimum journey and optimising the cost in a way that people in hundreds can undergo training in few days.

As far as the prime focus areas of training are concerned, the training metrics assimilated in the survey are very accurate. In order to enhance quality of training, we need to chiefly impact Knowledge Enhancement and Competency Building.

As of now TNA and Performance Assessment are insulated from each other. This needs to change. Performance Assessment is a key source of training needs. Training innovation can only happen if position specific competency and performance standards are identified along with certification.

Concept of the annual training plan and the training calendar was unique and effective in creating a momentum but with passage of time renewal is overdue. With new products entry every day and import of new technologies every hour the pressure to match the required skill sets is mounting. The need is strong to come out

“For customization, competencies to be developed, have to be shared with the trainer.”

of the present context of training calendar with repetitions to the extent of more than eighty percent of training from previous years and the content is like the manpower outsourcing contract. Thus the resultant learning is differentiated from the actual learning need.

The competencies that need to be developed have to be shared with the trainer well in advance, i.e. at least two months before the training program so as to allow the requisite research and incorporating the outcome in the instruction design. The system need to ensure that the training is on a synchronous mode to prohibit idling. There are exceptions but HR leaders will not disagree data wherever available are not used due to lack of assimilation of the purpose with action. The HR operators and the process are not on the same level. The competency data lies idle and are not used for training design and delivery.

Certification for trainers is also required.

We need to have clarity as regards the role of a training manager and the role of a trainer and accept the distinction between the role of a vice-chancellor and the pro-vice chancellor if the training is to educate, train and develop. There should be a selection process for in-house training resource persons, full time and part time trainers and training managers. The key parameters to be assessed are interest in the field of competency development and training competency. The general perception that the HRD managers are not in the mainstream and their role is not of significant consequence must be done away with. If we succeed in integrating training with other HR processes particularly the performance system more than half of the battle is won and the HR can boast of a relevant training and developing the best. The best performers should become the instructors. Thus, they can become role models.



"COMPETENCIES ARE THE KEY FACTOR IN PROGRAM DESIGN"

S.K. Biswas
GM - HR
THDC



Instruction design marks the beginning of any training program. It has to be based on the specific requirement of the organization. There is a need for a balance between the available competencies and desired competencies required by the organization. If there is a mismatch between the two then even if the instruction design is good, the achievement will not fetch the desired result.

Competencies are the key factor in program design. The content of the program should include success stories in the national as well as the international arena including case studies, so that the participants are able to appreciate the changes happening around them.

There has to be a mechanism for measuring training effectiveness. The instrument should be effective so that we are able to get the real feedback of the participants. The data should be used for improvement. The measurement of training effectiveness should be conducted during the conclusion of the training program and after a definite lapse of time when the learning has been partially implemented. The measurement should be comprehensive. Even if 15% learning happens it is a happy situation.

The training facilitators require continuous enhancement of skills. They should not be temporary occupants of the training facilitator position. There should be an element of permanence in the training facilitator position. The training facilitators should be exposed to various facets of organization development.

"The measurement of training effectiveness should be comprehensive."

There needs to be a change in the approach of setting up training calendar. It should not merely concentrate to achieve the MOU targets. Training Calendar needs to be scientifically designed so that we are able to meet the organizational requirements coming out of Training Needs Analysis, the recommendations of the reporting and the reviewing officers as well as the corporate plan of the organization.

The training and development curriculum is not able to respond to the training requirements because we don't have a long term training plan. There is a need

"The training system is not able to respond to training requirements because we don't have a long term training plan."



to develop a long term training plan for 5-7 years. The feedback of the cross-section of middle level and the senior level hierarchy should be obtained so that the views can be accommodated while preparing the training plan. This will reduce the response time.

Unless the training database exists, it is not possible for a large organization to cater to customized training programs. There is a need to computerize the training database. The personal profile with the click of a button should be robust enough to indicate the details of training programs attended by an employee, competency lag, requirement projected by his peers etc. That would facilitate the identification of the right person for the right program. If the organization is looking for a person for a higher position then one should be able to identify the person through the database. The training database should be available in the Central Server so that desired information can be obtained as and when required.

There is no correlation between training duration, content and quality. The course content and design impact quality.

"There is no correlation between training duration of a min. No of days per employee and quality of training."

The current prime focus areas of training are awareness building and knowledge enhancement.

The emphasis has to shift to Competency Building.

The number of competency building programs should triple.

"Training can contribute towards strategy. Training has to be seen as an investment and not as a cost. It needs to be more scientific. It is not to be used for satisfying ego requirements. It should also have a long term perspective related to development."

"CORRELATION BETWEEN TRAINING INNOVATION AND ORGANIZATIONAL INNOVATION"

S.K Aggarwal
GM - HR
NPCIL



Training Metrics are utilized in our organization for enhancing the effectiveness of functional training. The effectiveness of training is calculated and reviewed. A periodical examination gives the measurement. Thus training metrics enable a system of review regarding functional training. However, in the area of soft skills there is no calculation.

The training calendar is designed on the basis of individual and organizational needs. There is repetition in the training calendar to the extent that the target group keeps on changing which has the same learning requirement.

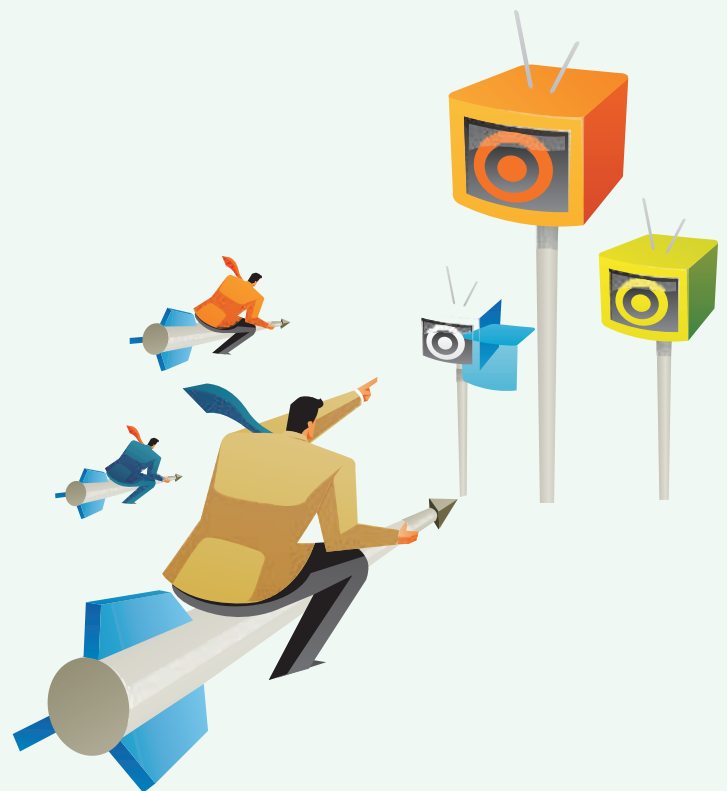
For designing training programs, the competency level of participants in the target group has to be considered. Innovation in course content and level of difficulty has to be focused towards the level of

"Innovation in course content
On the basis of level
of competency required."

competency required. There is a correlation between Training innovation and the level of innovation in the business space of the organization. This is an era of globalization and the business boundaries are global. We can easily find out what kind of training programs are being organized in the US and we can connect to US trainers. Information sources have multiplied and thus the opportunity for training innovation has multiplied. This can enable cross cultural capability development in the individual. The business environment is changing very fast and individuals capability

requirements are also changing. Correspondingly, training also has to change.

Training requires short term as well as long term focus in order for it to contribute towards organizational performance and success. Training gets negatively affected whenever there is cost cutting. The value addition provided by training is lost. Training has to be an institutionalized process which is continuous without any compromise on its quality and standards.



Q. Does the Training System take an unreasonably long time to respond to training requirements?

A. In the nuclear industry, we have a well defined training system. If there is a new area of training, the training design requires time. Research is required to find the right contents. Acquiring faculty also requires time. 70% of the programs are designed and delivered within time. 30% of the programs require more time for qualitative design.

In case of urgent training requirements, we need to redesign the training system. In case a particular training need is rejected, the training personnel need to respond with reasons as to why a particular training need was rejected.



IN THE MAKING OF A WORLD-CLASS HRD SETUP IN POWERGRID

Chetan Varma
GM - HR
POWERGRID



POWERGRID has always endeavoured to nurture the inherent potential of its employees. POWERGRID pursues the philosophy that human value is the most vital asset of the organization and accordingly its policy is focused on development of human potential through sustained efforts in providing adequate knowledge and skill upgradation towards ultimate objective of attaining the organization goals. HRD in POWERGRID has gradually evolved as a strategic business partner. Its principles, policies and practices have gone a sea change over the years and have become a benchmark not only for power utilities but also for organisations in other sectors in India and overseas.

HRD in POWERGRID truly stands out on the strength of the following factors:

1. An apex HRD Advisory Council comprising in-house and external senior specialist/ consultants gives direction to Training Strategy, Policy, Organisational Needs Assessment and validates Training Needs Assessment (TNA)
2. A comprehensive Training Policy clearly outlines the guiding principles, strategy, budget, roles and responsibilities etc.
3. An effective structure and process that meaningfully involves all functional heads, substation/project heads to capture and work out Organisation Needs Assessment (ONA) that sets the direction for Training Needs Assessment (TNA)
4. A TNA which at the beginning of the calendar finalizes all programs and their participants.
5. Clearly demarcated responsibilities of corporate centre and regions for program implementation.
6. A HRD training calendar having a dedicated section outlining training programs directly impacting chairman and senior management's vision, long term corporate goals.
7. Spirited efforts to enrich induction training programs so that the volume of post induction hands-on training programs could be reduced drastically.
8. More thrust on certification training programs directly impacting corporate goals.
9. A highly data rich, user friendly HRD web portal developed and maintained in-house.
10. A world class training infrastructure comprising Employee Development Centres with hostel facility and having smart classrooms with video conferencing facilities.

HRD - A Strategic Business Partner

In order to align with the organizational objectives and to keep the employees abreast of latest technological developments, consistent efforts

are being made through HRD interventions for sustainable competitive advantage in different spheres of business activities.

The core of POWERGRID business is changing. Other than transmission, we are also in the process of developing new business verticals. For this, HRD is playing a crucial role to give shape to each new business vertical through aligned training programs. Accordingly, apart from other routine programs, our Learner's Planner (Training Calendar) has a dedicated section covering such strategically focussed programs.

HRD actively partner in developing the organisational capabilities for future business streams such as Smart Grid, Energy Auditing, backward integration in manufacturing of products.

Considering our increasing overseas presence, our employees need to be conversant with foreign languages. To align to this strategic corporate goal, HRD is vigorously promoting and arranging training in foreign languages amongst strategically identified employees.

POWERGRID is world's leading power transmission utility. Considering the huge potential of HRD consulting in transmission, we are in the process of setting up world-class training institute namely POWERGRID Academy of Leadership (PAL) in Manesar, near Gurgaon, which will provide state of the art, high tech world class training, both managerial and technical in transmission to power utilities around the globe.

POWERGRID's Hotline Training Centre at Hyderabad is the only accredited centre in India having accreditation of CEA.

POWERGRID has collaborations and strategic alliances with prominent training and management institutes as a testimony of successful partnership between utility and academic institutions for achieving operational and professional excellence.

ONA Driven TNA

In a generic Training Needs Assessment (TNA) exercise, whatever the employee proposes, more or less that becomes the part of his TNA. But given an opportunity, an individual shall choose what is best for him and shall overlook or underscore what is best for his team or organisation. As a remedy to it, we religiously and systematically do an Organisation Needs Assessment (ONA) which sets the tone, ambit and direction for TNA.

In line with the chairman and senior management's macro vision for coming years, Corporate HRD coordinators go to each region and elaborately



discuss with regional head, functional heads in each region to jointly quantify the upcoming regional targets, focus, and priorities. After a series of critical discussions, the existing training catalogue is revisited; approx. 10% old programs are eliminated and 15-20% new programs are introduced. These new training catalogue customised for each region and which also differs from region to region, gives the customised training options to employees during subsequent TNA exercise in respective regions/departments.

So in a nutshell, we have a system in place to make sure that organisation's choice (ONA) always precede and sets boundary and direction for individual choices (TNA).

In-house Web based HRD Management System-The Hallmark of HRD

To achieve speed in TNA, training nomination, training database searching, filtering, indexing, generating HRD reports /information system, our in-house HRD web portal has a major role to play. Entire coding is done by a dedicated system manager in HRD team.

This portal has much strength than any standard ERP solutions in HRD. The leading HRD ERP solutions provide platform for post training calendar activities /processes. But our HRD web portal in addition also facilitates the highly complex, multi stage, multi form pre training calendar activities especially the TNA.

The entire process is so fast so that you can sort a batch of 25 -30 nominees from a large TNA pool, view their past /present training profile, re/de-select and send SMS /email communication to each nominee in few minutes, which in a non-web based HRD system could take at least one day. You can view training feedback, trainer/trainee database and many useful information online. Further, you can generate a large number of customised HRD reports in a few minutes to make any training decision.

To be precise, with the efficiency of our HRD web portal, our training decisions are approx. 10 times quicker than an organisation operating with a non-web based HRD and also approx. 50% richer than an organisation implementing a standard ERP solution covering mainly the post training calendar activities.

Certification Programs- Making a Difference

Training standard of 6 man days training per employee is not the only parameter considered by us. In POWERGRID we are also emphasizing certified parameters as a certification program creates more sense of urgency and commitment to learn and practice new things. Hence we are in the constant look out for introducing a large pool of certification programs. At present, certification courses in Project Management, Energy Auditing,

Safety Management comprise a key part of our portfolio.

Additionally, POWERGRID has signed memorandum of understanding with Foundation for Innovation & Technology Transfer (FITT) –Delhi (Branch of IIT-Delhi). Under this MoU, the training programs are carried out at manufacturer's site, and the role of IIT Delhi is to Prepare Study material for the training, deliver lecture during training, prepare questionnaire for evaluation, evaluate the participants, issue completion certificates to those who secure 70 % or above.

Gradually over the years we will work out and introduce more certification programs for our employees in different domains.

Skilled Manpower for the Power Sector through Capacity Building

POWERGRID has initiated a number of capacity building programs for overall skill development in the country particularly in the area of Power Transmission Line Construction with the help of transmission line construction contractors under public private partnership mode (PPP). For this, POWERGRID has signed MOU with some of the TL construction contractors for training of unemployed youth willing to be trained for Transmission Line construction jobs. The short term training courses offered are power transmission line tower erection and power transmission line stringing. POWERGRID developed course content and course material in consultation with all the stakeholders. Directorate General of Employment and Training (DGET), Ministry of Labour and Employment, Govt. of India has accorded accreditation for these courses under Modular Employable Skills (MES) of Skill Development Initiative Scheme (SDIS) and courses have been included in the list of Modular Employable Skills courses approved by NCVT (National Council for Vocational Training).

POWERGRID has also adopted Government ITIs at Buxer (Bihar), Marhaura (Bihar), Bargi (MP) and Bhdarawati (Maharashtra) for up-gradation under public-private partnership mode of 'Adopt an ITI' scheme of Government of India. The main purpose of adoption is to improve and enrich the course and training input of the ITI students for improving the student intake and improving the employability. This also involves upgrading the course content and training delivery so that they are industry and business relevant.

Distinct Organisation Development Portfolio Separate from Training

We have a dedicated Organisation Development (OD) portfolio apart from training. During this calendar, we are undertaking the POWERGRID ORGANISATION CLIMATE SURVEY to diagnose Employee satisfaction, Employee engagement; and Organisation Culture in POWERGRID.



Also we are undertaking the POWERGRID Competency Assessment and Skill Gap Analysis-2012-2013 to diagnose/ benchmark our organisational capabilities vis-à-vis future corporate plan and also to revisit the existing competency directory. This shall also include assessment of senior executives in the level of E7 through assessment and development centre.

Recently as a part of Knowledge Management activities we have compiled a corporate yellow page covering the details of domain wise specialists / facilitators in POWERGRID.

Also recently we have implemented the mentoring scheme covering mentees in junior management.

During this calendar we are also developing two case studies on Training and Performance Management in POWERGRID to publish in international journals.

Forthcoming Value Added HRD Interventions

In the coming year as a part of OD activities we plan to implement many HRD interventions including the following.

- Integration of SAP ERP in HRD
- Introduction of a level wise multistage leadership development program
- Introduction of multi-source feedback through SAP ERP
- Strategic Training impact study covering a few high impact programs which have a direct impact on key corporate plans/ MOU targets

- Grooming more in-house trainers
- Increasing the portfolios in HRD consulting

It is said that without capacity, understanding is limited; without understanding, knowledge is meaningless, without knowledge, experience is blind. To bridge the gap from capacities to knowledge, understanding and experience, our HRD portfolios are fully geared with a series of interventions to ensure that our employees dream more, learn more, do more, and become more to make themselves and POWERGRID truly world class.



"Don't equate activity with efficiency. You are paying your key people to see the big picture. Don't let them get bogged down in a lot of meaningless meetings and paper shuffling. Announce a Friday afternoon off once in a while. Cancel a Monday morning meeting or two. Tell the cast of characters you'd like them to spend the amount of time normally spent preparing for attending the meeting at their desks, simply thinking about an original idea."

Harvey Mackay

GENERATIONAL DIFFERENCES IN THE WORKPLACE

:Bridging the Gap

Ashutosh Anand



"Things were different in our times," is a favorite line of any generation while disapproving any trait of the younger generation. Often dismissed as light-hearted banter, such talk can, however, reflect a real concern in the corporate world."

Introduction

It goes without saying that the general demographic of today's workforce is vastly different than it was 10 years ago. Most of the businesses today are facing a peculiar problem. This is not something which is derived from downsizing, change, foreign competition, cubical envy or greed. It is difficulty of generations in conflict.

Although most organizations pour time and resources into achieving and encouraging diversity, many limit their definition of diversity to gender and ethnicity. One of the most daunting diversity challenges-generational diversity-often goes overlooked and unaddressed.

Modern businesses and large Companies are having tough time in handling different generations of individuals who make up their workforce. Lack of attention to generational differences will make any company less efficient. Therefore, a good understanding of differences among generations to strengthen work relationships between employees is very crucial. Diversity is one of the latest buzzwords in corporate lobby. The future success of employees, supervisors and organizations will be affected by how well they manage diversity in the work forces. Although these generational conflicts are often seen as larger social issues, they play out every day on the team level in the workplace in ways that hinder productivity and lead to frustration, conflict and poor morale.

Generation gaps in perspectives, attitudes, and behaviors are nothing new, but they can be difficult to reconcile in the workplace.

In an organization there may be different generations of workers like veterans, who are above the age of 60; "Baby Boomers", employees in the age group of 45 to 65; generation X, employees in the age group of 30 and 45; and generation Y, employees in their 20s or even younger. It's very obvious that these employees will have their own sets of mind, and because of that they will clash with each other due to the differences in values, ideas and work style.

Each generation has a unique perspective on the world of work. Its members tend to hold similar views about what is an attractive work environment; the nature of the team they would choose to be a part of; and preferences for

acquiring, digesting, organizing, and distilling information and skills. Understanding these generational differences is critical.

People of different perspectives always have the potential to bring different thoughts and ideas to problem solving and future opportunity. An unfortunate outcome, one that mitigates against positive creative synergy, is intergenerational conflict: differences in values and views, and ways of working, talking, and thinking that set people in opposition to one another and challenge organizational best interests. Unfortunately, rebellion between groups that are different is an almost wired-in part of human nature. Not understanding others' perspective on the world can be stressful, confusing, and frustrating.

To be effective with other human beings, we must know them as individuals - their unique background, personality, preferences, and style. Knowing generational information is also tremendously valuable; it often explains the baffling and confusing differences behind our unspoken assumptions underneath our attitudes.

In today's society there are a variety of generations in the workplace. There is a generation gap between these generations & that impacts today's work environment. The impact is a negative one because it decreases the efficiency of the work environment. To solve the problems of inefficiency within the generation gap, leaders in the workplace must understand the differences between both generations and know how to deal with them.

Knowing the difference between generations is significant in the work force today. Realizing this issue and knowing how to deal with the gap will bring employee efficiency to an organization.

An Indian Perspective

Today, most references to Diversity and Inclusion in India highlight gender and disability. However, organizations of the future need to leverage the strengths of multiple generations within their workforce in a way that leads to collaboration, increased knowledge sharing which results in creative solutions and building networks that foster knowledge sharing and value creation for both, individuals and the organization.

While existing literature in the Indian cultural context is diverse and fragmented, there is no single study which has focused on generations in



the Indian milieu. However, Research on the topic is going on.

It is well established that differences in skill sets, work values, attitudes and overall approach to life exist across generations. These differences can have both, a positive and negative impact on organizations. Increased creativity, innovation, openness to

change, stimulation for alternate thinking, cross pollination of ideas and better collaboration due to interdependency are some of the strengths that can be leveraged for competitive advantage in terms of business outcomes.

On the other hand, conflicts, delayed decision making, dissipation of energy, chaos and dysfunction are also likely to increase due to generational diversity. These could result in counterproductive outcomes such as increased attrition of high potential talent, reduced engagement and workplace stress. It is this context that gives rise to the need to understand multi-generational diversity from the perspectives of the employee, the team and the organization.

Western countries, including UK, USA and Canada, have already focused research efforts on studying multi-generational diversity in organizations. They have categorized generations using a widely accepted practitioner classification based on birth years related to significant events in history in the western context. The categories so defined are: Veterans, Baby boomers, Gen X and Gen Y. While this grouping makes sense in the Western context, the application of the same terminology and time frame in the Indian context needs to be questioned.

According to the Conference Board Global Economic Outlook, India, with a current Gross Domestic Product (GDP) of 7.6 and a projected GDP growth of 8.6 by 2020, will encounter a host of socio-economic and cultural changes in the workplace. The implications of India's rapid economic growth trajectory include the demand for talent continuing to outstrip the supply. This will result in a disproportionate number of young people entering the workforce much earlier than their counterparts in other parts of the world.

India's unique cultural diversity and confluence of multiple forces, including liberalization, identity politics, religious tension and threats to national security, have a contextual effect on the Indian workforce. Each individual brings deeply rooted cultural experiences based on state or location, caste,

religion, beliefs, norms, ethics, behavior and attitudes to the workplace. These factors need to be analyzed to understand the differences in work values among Indian generations.

It is believed that this world view of the young generation will impact its relationships with other generations at the workplace. Continuing generational values pertaining to family are likely to create greater spaces for collaboration across generations in organizations that are strongly hierarchical. While technology usage and proficiency is a huge differentiator among the cohorts in the US, exploring whether this holds true for Indian cohorts is an area that needs to be examined. Current researches have not delved into understanding the communication, conflict resolution and collaborative processes that exist either in social spaces or in the organizational context.

Here's a look at the events and attitudes that have shaped the four generations currently sharing the current workplace in most of the organizations around the globe, including India. However, in Government undertakings and Central and State Government jobs, the things might be a bit different because of the fixed Superannuation age. But now-a-days we find that even retired employees are being hired and called again for their service in many departments on contract basis. So, this problem of generational gap is bound to be everywhere. Four or more generations, with different approaches, value systems and thought processes are sometimes thrown in together, posing a challenge for companies to get them to work in unison and maximize output.

The Four Generations at Workplace

The Silent Generation (Traditionalists)

Born between 1927 and 1945, this generation started working when managers did the thinking, employees did the work, and organizations were very hierarchical. In this era, employers expected absolute loyalty, and rewards went to team players, not mavericks. They were loyal and hardworking. Silents are excellent mentors to younger generations. "Their generation is distinguished by their skill in building consensus among coworkers," "They are good helpers, good facilitators and good listeners."

The Baby Boomers

Those born between 1946 and 1966 have always competed fiercely among themselves for jobs and promotions. They are competitive and assertive but put a premium on ethics and values. Because they tend to be workaholics and define themselves through work, Boomers are the "TGIM," or "Thank God It's Monday," generation. Personal relationships with coworkers are important to them, and they are good team builders.

Unlike Silents who generally enjoyed smooth career passages, "Boomers were beat up by downsizings and rightsizings and may have had several employers or types of jobs," "Boomers bring lots of varied experiences to the



workplace." Boomers tend to want to be involved, to make decisions, to contribute and be renowned. Baby Boomers have a high social conscience, yet need to pursue personal development and status. "Baby Boomers are not technologically savvy, Baby Boomers appear resistant to change, they just may be afraid of trying something new, making a mistake, and looking bad.

Generation X

Born between 1967 and 1985, Generation X experienced some of the most difficult formative years of any generation, Xers "came of age when governmental and corporate leaders were lying and cheating and failing." As a result, Xers are skeptical, self-focused and self-protective at work. Having witnessed the layoffs and tough phase of the '70s, '80s and '90s, they distrust big institutions and "assume that every job is temporary, every job is a stepping-stone". Generation X do not want to get spiritually in touch with their jobs; they just want to be comfortable at work, be able to avoid some of the corporate politics, and just act like themselves. In India this phase is prior to the phase of economic liberalization.

The Millennial Generation (Generation: Y)

Born after 1985, Millennials are the most-supervised generation ever, growing up as over scheduled kids with a plethora of adult-led activities to fill their time. "Millennials have grown up very protected and might be soft in the workplace, especially in combative situations".

"Millennials have a strong sense of nation and patriotism." They are also actively involved in community service and want to pursue occupations that make a difference.

Millennials are masters of technology and social media. They have high demands and expectations; want to work for companies that are socially responsible and they want a balanced life. Generation Y are a pampered and nurtured generation, being both high performance and high maintenance, with a very high sense of self-worth. Generation Y does not like authoritarian leadership styles because they've grown up being able to question their parents. Generation Y, unlike Baby Boomers, is interested in making their jobs accommodate their family and personal lives. They have an extremely high value on self-fulfillment; they don't expect to stay in a job or career for long, seeing career change as normal.

The Way They See The World

	VETERAN	BOOMER	GEN XER	MILLENNIAL
Outlook	Practical	Optimistic	Skeptical	Hopeful
Work Ethic	Dedicated	Driven	Balanced	Determined
Authority	Respectful	Love/Hate	Unimpressed	Polite
Leadership	Hierarchy	Consensus	Competence	Pull Together
Relationships	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive
Turnoffs	Vulgarity	Political Incorrectness	Cliché, Hype	Promiscuity

A Road Map to Bridge the Generations: (Bridging the gap)

We can't move forward with arms folded and fingers pointed at each other from our respective camps; following that path will lead to disaster for our companies and the economy. We need to reach across the divide and find common ground. It will take compromise, trust and commitment from each generation to make this work. The conventional employee-manager relationship is not necessarily a thing of the past, but it is no longer the standard or won't be for long. We need to recognize this as not just an adjustment in leadership, but a cultural shift in the workplace. While the roles of employee and manager will continue to morph, the dynamic will always be there. Although each person is an individual with his/her own personality, shared experiences shaped the generations and influenced their work styles. Recognizing the strengths and values of each one promotes respect for diversity and fosters cohesiveness within the workplace. As company's culture evolves with each generation, there is a unique challenge to ensure

that work teams become & remain culturally & generationally diverse because of the wealth of information & experience that individual team member can offer.

People with different perspectives always have the potential to bring different thoughts and ideas to problem-solving and future opportunity. But one unfortunate outcome may be conflict.

Fact Finding through Surveys

The generational differences in the workforce can make a company more productive if the firm manages diverse age groups effectively by varying its attitude towards rewards and communication styles, a survey says:

According to the survey by global workforce solutions provider Kelly Services, more than half of the Indian respondents (54 per cent) said the differences between Gen Y (aged 18-29), Gen X (aged 30-47), and baby boomers (aged 48-65) make the workplace more productive.



Just 23 per cent believe age differences interfered with productivity and 17 per cent said they made no difference.

Kelly Global Workforce Index survey said differences in communication style and attitudes toward rewards are key factors, which managers should address in juggling needs of the three main generations in the Indian workplace. It revealed that the youngest age group, Gen Y, was increasingly using instant messaging, but still all age groups mostly prefer face-to-face communication. When receiving rewards and bonuses, many older workers like non-cash items such as time-off work and training opportunities, it added.

"When differences between age groups are harnessed effectively, they can provide a powerful stimulus to creativity and productivity. Rather than trying to smother diversity, good employers are utilizing it to generate fresh ideas and new ways of doing business.

Because effective teams demonstrate successful behaviors in four competency areas - collaborating with others, dealing with change, organization and accountability, and productivity and decision making - teams must address these issues to bridge any generation gaps.

- **Collaborating with others:** "When you look at communication in a virtual sense, it's about speed and truncated messages and getting the point across." Older generations, with more limited social networks, took more time to develop trust because they had to rely on their sources. Social engagement was a much more personal experience. "Many in older generations have not adapted to that change and don't understand the detached aspect of communicating in that way - whether we are talking email, texting or social media - and still feeling that sense of connectedness." "Because younger generations have grown up with that, they see it as a primary communication channel." Creating a more thorough understanding of different collaboration styles can help people stop and think before implying motive or making other assumptions. "Most people see process through their own filter or lens - they don't have a concept of something they don't know until they are taught or see it." "It is the same thing as thinking the world is flat until someone shows or proves that it isn't."



- **Dealing with change:** It has been found in research that values and behaviors are similar between generations, but priorities are different. People don't respond well to change. Even though they may look at change and say they can adapt, most people are still resistant. When younger generations and older generations work together they see these differences and they automatically attribute judgments to them. "Teams need to learn how to adjust and accept quickly moving information and potential distractions,". "People can adapt to a situation easily if they learn to look at it from a position of reason and logic."
- **Organization and accountability:** Generations look at authority differently. "Older generations see teams and organizations operating in a much more vertical environment with formal authority and accountability linked directly to hierarchy,". "Younger generations see things as more flat with competence and expertise defining the formal authority structure." This can be a recipe for conflict. If a young knowledge expert is outspoken to older, more tenured managers who feel they should be listened to because they are higher in the chain, there will be trouble. Increasing awareness of generational differences on teams can close the gap if both sides understand each other's perspective. Mentoring and work projects that balance virtual and in-person

participation can allow all generations to thrive in a team setting. However, older generations need to be more open. "As people get older, it is natural to become more set in your ways". "But you can't be rigid in your thinking.

- **Productivity and decision making:** Teams need the ability to stand behind a position, influence and persuade others, and drive execution. Because of different generational attitudes on work and communication preferences, this area can be a tricky one. "Teams need to balance the needs and expectations of the younger generation and keep them motivated at a personal level,". "Members of the older generations have to see commitment and reframe what commitment looks like in their minds." However, as teams work through the other areas, this one becomes easier to address.



Five ways to avoid confusion and conflict at work

Accommodate employee differences. Treat your employees as you do your customers. Learn all you can about them, work to meet their specific needs and serve them according to their unique preferences. Make an effort to accommodate personal scheduling needs, work/life balance issues and nontraditional lifestyles.

Create workplace choices. Allow the workplace to shape itself around the work being done, the customers being served and the people who work there. Shorten the chain of command and decrease bureaucracy.

Operate for a sophisticated management style. Give those who report to you the big picture, specific goals and measures. Then turn them loose. Give them feedback, rewards and recognition as appropriate.

Respect competence and initiative. Treat everyone, from the newest recruit to the most seasoned employee, as if they have great things to offer and are motivated to do their best. Hire carefully to assure a good match between people and work.

Nourish retention. Keeping valuable employees is every bit as important in today's economy as finding and retaining customers. Offer lots of training, from one-on-one coaching sessions, to interactive computer-based classes, to an extensive and varied classroom curriculum. Encourage lots of lateral movement and broader assignments.

In the face of new technology, new work habits and changing performance motivators, young and old professionals need each other more than ever. Timeless expertise in business and operations could be lost if companies close the generational door.

Be aware of preferred work styles: Veterans tend to prefer detailed directions and guidance. Baby Boomers work best in teams, value meetings and ask for direction when needed. Gen Xers, many of whom grew up as "latchkey" kids, are independent, resilient and adaptable. They work best when they are empowered to work alone to get the needed result. Gen Yers respond well to workplace structure, challenges and coaching. Like Boomers, they work well in team situations.

Adopt effective communication techniques: Veterans are used to formality - a memo, personal conversation or a phone call. Baby Boomers also respond best to personal contact but have adapted to voice mail and e-mail. Gen Xers expect the direct, immediate response that e-mail and instant messaging bring, while Gen Yers and Millennials have communicated via technology all their lives. It's no surprise that they find cell phones, texting, and social networking essential and effective.

Identify the most successful feedback techniques: Veterans understand "no news is good news" and expect feedback only when a goal is met. Baby Boomers expect corporate accomplishments to be recognized through



promotions, a hierarchy of titles and a yearly pay raise. Gen Xers and Gen Yers both seek immediate and continual feedback to assure they are on target with organizational goals. Gen Yers, especially those raised with high expectations and much praise, appreciate immediate rewards.

Understand expectations of work/life balance: Veterans and Baby Boomers believe hard work leads to success and expect to adapt personal life to the needs of the organization. Gen Xers enjoy challenging work but want balance in their lives. Gen Yers are committed to their careers but expect to use the flexibility of time and technology.

Recognize the different reactions to conflict: Veterans grew up respecting authority and utilizing the corporate chain of command. Baby Boomers look for team consensus. Gen Xers prefer to resolve problems immediately and directly, while Gen Yers pro-actively utilize the conflict management skills taught during their school years.

The differences impact our employees and the effectiveness & productivity of our business. Today, we all are facing quality labour shortage. We need to be able to attract & retain the best & brightest of all four generations in order to remain competitive. Organizations that emerge as winners in the battle for talent will have their fingers on the pulse of the newest generation. They will design specific techniques for recruiting, managing, motivating & retaining them.

Myths about older workers

With companies fighting over the best and brightest employees, many are beginning to recognize the many benefits of hiring or rehiring older workers.



Myths and stereotypes about Baby Boomers and Veterans often blind some managers from tapping a great source of workers.

Here are some of the more common misconceptions:

- Older workers resist change and are slow to learn new skills.
- Older workers are less energetic and have excessive health problems.
- Older workers do not have many productive years remaining before retirement.

A recent study by the American Association of Retired Persons showed that older workers are rated much higher than other age groups on qualities such as experience and work ethic. They were rated highly on judgment, commitment to quality, attendance, punctuality and low turnover. Older workers also bring the important elements of maturity, including a sense of humor and perspective.

Years of employment experience means that older workers bring an ability to work effectively both in a team environment and independently. Similarly, they bring excellent communication and interpersonal skills. Older workers are dependable and less likely to need leaves for sabbaticals, family responsibilities, caring for elderly parents or childbirth.

The challenge for older workers is in overcoming the bias that often is found in the workplace. The challenge for employers is to acknowledge the barriers and knock them down. There is an ever-growing workforce out there waiting to be tapped.

Conclusion

Generation gaps in the workplace are nothing new. But this dispute is much more than just an incongruity over white versus blue dress shirts. Rather, the break up between today's twenty-and forty-somethings represents a fundamental shift in the way people must work in the new just-in-time economy. Changes in the work force bring about a need for change in

management styles. Treating everyone the same is not so important anymore. Treating everyone fairly is critical.

Lack of attention to generational differences will make any company less attractive to young recruits, resulting in higher recruiting costs and greater difficulty in finding the right employees. The critical management skills will involve understanding generational differences in order to strengthen work relationships between and among employees.

Organizations of the future need to leverage the strengths of multiple generations within their workforce to promote collaboration and knowledge sharing, leading to value creation for both, individuals and the organization. Although generational issues in the workplace can seem difficult, they are not insurmountable. Raising awareness of generational issues on teams and focusing on productive behaviors can bring teams together and enable them to function more efficiently, thereby making effective contribution to the well-being of the company.



Power HR Forum in Action:- Seminar Photos



CSR MEET at PMI, Noida



Interaction Meet on Developing
Leader Program, Shilong



Interaction Meet on 'PMS and its
linkages with PRP' at PMI, Noida



हम लाखों चेहरों पे मुस्कान लाते हैं...
हम देश के लिए स्वच्छ बिजली बनाते हैं...

हम हैं...



न्यूक्लियर पावर कॉर्पोरेशन ऑफ इंडिया लिमिटेड

भारत सरकार का उद्यम

द्वारा प्रकाशित:

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HRM-EMERGING DRIVER OF GLOBAL TALENT

Dr. Kalpana Agrawal



Today HR Managers are Custodians of human capital of their organizations, leaders of the critical human resources function, creators of shared vision and alchemists who nurture and develop the latent potential. Companies today face five critical business challenges. Globalization, Profitability through growth, Technology, Intellectual capital and Change. Several studies found that companies with effective HRM practices and programs have better financial performance.

It has matured from a narrow maintenance, reactive role to a much wider canvas. Uniting the organization's direction with that of its employees, a new HRM is triggering a fusion of the knowledge pool of the individual and of the organization, culminating in the combined triumph of both. Global competitiveness can be achieved not through the best technologies and plants, but by effectively motivating employees to perform at global standards. People skills are therefore, an essential part of the repertoire of today's HR manager. Human resource management is intrinsically linked to the success of every business venture in global arena HR professionals are in the business of affecting the business, the days of HR as a support function, limpetted on to the boardroom and called upon to support others and to help hire and fire are fast fading. HR play a highly proactive role in managing the issues of globalization. It enhances individual's ability to learn and collaborate, manage diversity, ambiguity and complexity.

Introduction

Gone are the days when the scope of human resources entailed little more than employee training and benefits programs. Although traditional "back office" functions are still important, today's global HR professionals are expected to deliver far more. Today they contribute strategically to the success of their companies, possessing a wide range of business skills and knowledge. They understand how their companies operate and how they make money. Most importantly, they determine how HR contributions can and will impact the bottom line.

Teri McCaslin is executive vice president of Human Resources and Information Systems for Conti Group Cos., a leader in integrated poultry and pork production and cattle feeding with operations in 10 countries. As a member of the company's management committee, she plays a central role - right along with the chief executive, financial and operations officers - in setting and helping to execute the company's direction and strategy. Consequently, McCaslin is expected to bring relevant business solutions to the table.

The on-going development of skills is the single most important factor in determining business success in today's rapidly evolving and constantly changing global economy.

Ensuring that everyone in a business - from senior management to the most junior shop floor operative - has three Cs: **capability**-the right level of skills and knowledge, is the only way to guarantee that productivity and profitability are maintained and the business remains sustainable. Second is **customer orientation**, in my view it is the DNA of the organization. And third is **change receptivity**. Those who do not welcome change can't survive in the market. This is very important for them to understand that change begins with a direction-an aspiration, a specific strategy, values, orientation, then taking early steps to move from the present to the future. Meeting the skills gap will ensure business is in best place to respond to the many challenges





that it will face both now and in the foreseeable future. The HR function deals directly with all those intangibles, making it much more important in today's global organization by having a pioneering mentality to articulate a future and then act quickly to move forward.

"HR goals are also changing," says Brewster. "New demands are being placed on HR staff to develop leaders, retain quality workforces, and increase productivity in the face of heightened global competition." In this environment, he notes, new skills need to be developed to integrate global and local goals. Global firms have strategic corporate units in multiple countries that interact with both headquarters and each other. Specialized functions may be performed in different countries - for example, engineering in one country, research in another country and production in yet another. People and products are moved extensively across national boundaries to meet company demands. Global firms make moderate use of expatriate



managers. Other professional employees may also be asked to relocate. Expatriate managers provide leadership and continuity in the various divisions. These foreign assignments help the managers in their career development, with one or more foreign assignments considered essential for progression to higher levels of leadership. Global firms try to create a global culture that ties people to the organization and helps coordinate the scattered offices. Consequently, such companies try to establish global HR policies with a minimum of country-specific adaptations.

Globalization requires HR professionals to work not only across geographic borders, but national, cultural, ethnic, religious, functional, organizational, time, distance, legal, financial, historic, economic and political ones as well. The work of HR professionals is becoming more complex as it becomes more important. As Vladimir Pucik wrote in "Globalization and Human Resource Management", "Core competencies invisible assets, and organizational capabilities are key factors influencing long term success in global markets. Thus, we are witnessing a renewed interest in human resource management as a major strategic tool that can uphold the competitive position of a global firm." "Good HR management in a global context comes down to getting the right people in the right places at the right times and at the right costs. These international managers must then be

meshed into a cohesive network in which they quickly identify and leverage good ideas worldwide." John Quelch,

Global human resources is the performance of the traditional HR functions of staffing compensation/benefits, training and development, performance management and labor relations & newly emerging one of the being strategic business partner with in an organization that operates internationally.

Human resource professionals in multinational firms perform activities such as those below:

- To staff a new operation anywhere in the world with the best skill, most experienced people, wherever they come from and retaining talent worldwide.
- Developing leaders who are capable of thinking, inspiring, and acting in the global arena.
- Increasing HR's role as a strategic business partner.
- To develop an incentive plan, including stock options, for personnel around the world.
- Managing international relocation for expatriates and their families, made complicated by Visa/Immigration requirements, language problems and cultural hurdles.
- Ensure once the expatriates' job is over, they have jobs to move in to that take advantage of their experience and new skills.
- Provide both pre-departure training and repatriation training to ease the culture shock both ways.
- Ensure that outcome-based performance management programs are based on goals that match local and corporate needs.
- Managing dual career couples.
- Providing a variety of services for relocating employees and their families. Infact in global arena, the HR function usually gets much more involved with employees personal lives than either employer or employee would be comfortable with at home.
- Building close relationships with governments of other countries where the company operates.

In the international plane field, the traditional activities take on more complexity. HR professionals in domestic companies need to contend with social security regulations, labor laws and taxation requirements of just one national government. HR professionals in multinational enterprises have to design & administer programs that work for employees traveling to and from several countries with conflicting laws and requirements. They need to contend not only with legal differences but cultural ones too.

Ulrich (1999) has identified four roles for HR professionals in this compact new HR environment: Coaches for business leaders, providing performance feedback, organizational architects, drawing up plans for action, builders who deliver the HR practices for implementing strategy, and facilitators of teams to manage change and model the value-set that enables the company to be successful.



"Strategic contribution turns out to be the most important of the five competencies for HR professionals to have" Wilhelm (2001) president of Global Consulting Alliance (left) and a co-author of the HR survey. Benjamin, Mueller and McCaslin (1997) many successful global HR professionals have moved to the proverbial front seat, where they drive corporate strategy and create value. "HR goals are also changing," Brewster (1995) "New demands are being placed on HR staff to develop leaders, retain quality workforces, and increase productivity in the face of heightened global competition."

HR played a key role. From a global HR perspective, global HR is also sensitive to local employee benefits and local union contracts because it affects ability to compete. Global employee satisfaction survey has been an excellent tool to constantly improve performance and ensure that HR take care of employees, and 360-degree feedback also ensures that managers work on their strengths and weaknesses. One of the greatest ways HR can positively impact an organization is by working to develop its managers - to develop leaders able to build success in a rapidly changing global environment. HR professionals understand the qualities and skills their company's employees will need to lead successfully (Mueller, 2000).

The search for skills and competencies at the middle level management and upwards has today become an international affair. This has set in motion active mobility of people across the globe. Thus employee profile of business has become more and more international, besides being spread

across many countries. This resulted in greater diversity among the human resources deployed at various work places with in and outside the nation. A need thus arises to manage these cultural differences between countries where the business has spread, so as to keep the productivity and profitability on par with global competitors (Murty, 2005).

With a more educated and technology savvy workforce one may tempted to think that management of workers would need less human resource expertise. On the contrary, the role of HR professional today is far more complex than his counterpart's in the last century. Global workplace demands multicultural fluency. HR professionals need to master their role and maintain a productive work climate to enable the organization stay competitive in a global market place (Raju, 2005).

Today human resource department is not only restricted to wages, compensation, working time, holidays, welfare issues but it shoulders the responsibility to make the workers skillful, knowledgeable, creative, productive by providing proper training at workplace without any discrimination. Also it helps individuals to recognize their potential and help them contribute their best in various organizational roles, help in maximizing individual autonomy through increased responsibility, help in problem solving at global level (in global assignments. Now the role of human resource management has drastically changed, it is intrinsically linked to the success of every business venture in global arena. HR professionals are in the business of affecting the business, the days of HR as a support function, limpetted on to the boardroom and called upon to support others and to help hire and fire are fast fading. HR play a highly proactive role in managing the issues of globalization. It enhances individual's ability to learn and collaborate, manage diversity, ambiguity and complexity, and support all other systems in the company.



LEARNING FROM AOTS PROGRAMME AT JAPAN

Partha Mazumder



ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP (AOTS) is a non-profit association run with Japanese Government subsidies from the Ministry of Economy, Trade and Industry (METI). Since its establishment in 1959, AOTS has been conducting various technical and management training programmes in Japan for the people of developing countries. The total number of participants in past AOTS training programmes amounts to almost 155,000 from about 170 developing countries and regions.

Power HR Forum in association with ASSOCIATION FOR OVERSEAS TECHNICAL SCHOLARSHIP (AOTS), New Delhi Chapter, organized a training programme, ADVANCEMENT OF POWER PLANT TECHNOLOGY FOR INDIA (INPP), at AOTS, Yokohama, Japan from 27th. February to 6th. March 2012.

The training programme, ADVANCEMENT OF POWER PLANT TECHNOLOGY FOR INDIA (INPP) was targeted for senior managers in Indian power industries, especially senior management in the electricity sector in each state. The main purpose of this programme was to provide participants with information on Japanese advanced high efficient technology in the field of power generation and power distribution.

In this programme, total 40 nos. of executives from various organizations of Indian power sector, eg. NTPC, DVC, TATA Power, Lanco, REC, THDC, PFC, NEEPCO, took part.

The training programme was excellent as we could learnt about current technologies for coal thermal power generation in Japan. In power generation, they are quite ahead of our country though they do not have natural resources like coal or gas and entirely dependant on import. The programme gave us good insight on clean coal technology, generation of electricity by pumping up, etc.

As a part of this training programme, several plant visits were arranged like, Kawasaki Natural Gas Power Plant, Isogo Thermal Power Plant, JFE Steel Plant, Mitsubishi Heavy Industries and Toshiba. `



All participants alongwith Officials of AOTS in front of the AOTS, Yokohama Kenshu Centre

If we can implement the learning from this programme in India, we shall be benefitted on the following :

- Degree of Automation in existing as well as up-coming projects to be enhanced in line with that in Japanese Power Industry for improved system stability & reliability as well as to reduce cost of Generation.
- Adoption of Super Critical/Ultra Super Critical, IGCC & IFGC technologies in new Projects for Generation Efficiency Improvement.
- Adoption of Clean Coal Technologies including Coal preparation, Low NOx Combustion, De-NOx, De-SOx, De-Dust, Carbon Capture & Storage (CCS) etc.





- Standardization of Operation, maintenance, Inspection & Overhauling practices.



Apart from the learning on their industrialization, technology and in particular advancement in power generation, this training programme gave us a good opportunity to see how Japan has advanced in infrastructure & public transport. The picture below is of an Automatic Train where we could not see any manning, neither in the train nor in any of the stations.



Japan is a country with homogenous mix of high-rise & beautiful buildings & structures, industries, flyovers, metro-lines, bullet trains as well as scenic beauty of Mount Fuji, Hakone lake, etc. We are really lucky to enjoy some of the glimpses of spectacular Japan on the off-days during our training.



Participants at JFE Steel Plant

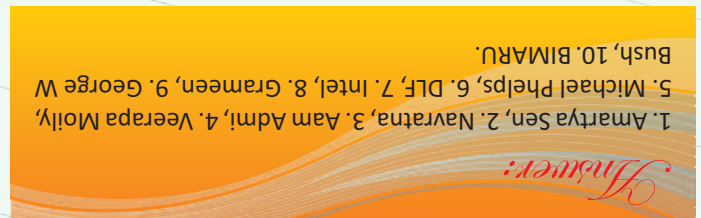
Regarding their advancement of technology, I must cite a small but interesting example. One day, during the class, the lady interpreter told us that we are going to experience snowfall tomorrow, as predicted by their meteorological department. To our surprise & contrary to our experience with Indian meteorological department, we got up in the morning with snowfall outside. It was amazing!



MANAGEMENT QUIZ

Quiz Master: Sujit Varkey

- Who received a Nobel Prize in Economics in 1998 for his contribution to the field of Welfare Economics?
- Originally, this term meant an ornament composed of nine precious gems. Later it was adopted in the courts of Emperor Vikramaditya and Akbar to refer to a group of nine extraordinary men. In 1997, this title was given to a group of PSE identified by the Govt of India to give them greater autonomy to compete in global markets. Name the term/title
- What term is used by the Indian National Congress as their political agenda in 2004 and 2009 elections and uses this as its guiding principle in running its coalition government. It refers to the average Indian.
- Who has recently succeeded Hon'ble Sh Sushil Kumar Shinde as Union Minister of Power?
- Name the swimmer at the recently concluded London Olympics who wore the SPEEDO FASTSKIN 3 Swimsuit on his way to winning the maximum number of medals in the history of the Olympics?
- It has been announced a few days ago that this real estate company will no longer be the title sponsor of IPL (Indian Premier League)
- In 1971, which company introduced the first microprocessor, 4004?
- The founder of which financial institution was inspired during the terrible Bangladesh famine of 1974 to make small loan of \$ 27 to a group of 42 families so that they could make small items for sale without the burdens of predatory pricing?
- Who was the first American President to be a Graduate of Harvard Business School?
 - George W Bush
 - Bill Clinton
 - John F Kennedy
- In the late 1980s economic analyst Ashish Bose, coined which term, meaning literally, "perennially ill" to describe four north Indian states?



Releasing journal
July-September 2012



Forth Issue of "Power People" released
From (L to R): Sh. S.P. Singh (Dir.-HR, NTPC, VP-Forum), Sh. A.S. Bisht (Dir. Personnel THDCIL, President-Forum), Sh. S. Roy (ED-HR, NTPC, Member Governing Body), Lt. Cdr. D.K. Upadhyay (Sr. Co-ordinator Forum)

NEWS OF INTEREST FOR HR FRATERNITY

Babus' pay may be linked to performance, finally

[Source: *The Economic Times*, July 9, 2012]

In the coming appraisal season, the corridors of power will be abuzz with words typically discussed in hushed tones around corporate offices every April: variable pay and key result areas. The government is in the process of introducing a performance-linked incentive system for babus in several ministries this year. A committee under Cabinet Secretary Ajit Seth has given the green light to the plan to boost the governments' efficiency by introducing variable pay for bureaucrats. The incentive would be determined on the basis of a department's performance on pre-determined annual targets. Departments would have to achieve these goals with lower administrative overhead costs, to make the scheme budget-neutral.

Survey to show fall in unemployment rate

[Source: *Business Standard*, July 4, 2012]

A survey carried out by the Labour Ministry will show a fall in the unemployment rate in 2010-11, officials said. The second annual employment and unemployment survey 2010-11, by the Labour Bureau, will show an improvement in the employment situation, officials said, while attributing the positive trend to a change in methodology, sample size and some extent to an improved labour situation in the country.

Delhi is the most competitive city in India: EIU Report

[Source: *Business Standard*, June 25, 2012]

Delhi has been named the most competitive city in India for its demonstrated ability to attract capital, business, talent & tourists by a new Economist Intelligence Unit (EIU) research report. The study, commissioned by the Citigroup, ranked Delhi at number 68 in the list of 120 of the world's major cities.

PSU incentives to employees for beating deadline

[Source: *Economic Times* July 12, 2012]

The government may allow state-run firms to offer incentives to employees for executing projects ahead of schedule, a move that will not only provide much-needed thrust to a slowing economy but also tackle the problem of cost overruns. As per the proposal, the government may allow state-run firms to offer up to 20% of salary as bonus if the project is completed before schedule.

A bulb that has been glowing for a 100 years

[Source: *Financial Express*, July 15, 2012]

Defying the 1,000-hour life expectancy of a light-bulb, the one shining in a Briton's porch is believed to have been glowing for last 100 years. The 230-volt, 55-watt DC Osram bulb was reportedly made in July 1912, just months after the Titanic sank. "At this rate, it'll burn forever!" said 74-year old owner Roger Dystall about the bulb which still lights his porch in Lowestoft, Suffolk.

Google offers employees beyond the grave perks

[Source: *Hindustan Times*, August 11, 2012]

SYDNEY: Employees at web giant Google not only benefit from fabulous perks, including gourmet food, on-site doctors and free haircuts, but will also get new "death benefits", an official at the firm has revealed. Google's chief people officer, Laszlo Bock, has said employees will be given new "death benefits", which means that they would be covered not just in life, but even after death. The never-before-released details of the tech giant's 'perks program' include an amazing benefit that if a Googler dies while under the tech giant's employment, their spouse or life partner will receive 50% of their salary for the next decade.



IGNOU offers new power programme

[Source: *The Hindu*, July 16, 2012]

Indira Gandhi National Open University is offering an advanced certificate course in Power Distribution Management (ACPD) developed by its School of Engineering and Technology. The programme has been developed by IGNOU, in collaboration with the Power Ministry, the USAID-India and the Power Finance Corporation under the Distribution Reform Upgrades and Management (DRUM) project.

According to IGNOU, the programme's objectives are to disseminate information about the current developments and reforms in the power distribution sector, generate awareness about the applications of emerging technologies and trends in the sector and to educate the personnel employed in the sector about various prospects of power distribution management.

Top honors for NTPC at Best Companies to Work for in India

[Source: *News*]

Standing tall among the galaxy of 514 Indian Public and Private sector companies, NTPC bagged 3rd rank in India's Best companies to work for 2012 by The Great Place to Work and The Economic Times, in a glittering award ceremony in Mumbai on 13th July, 2012. NTPC has also been ranked first amongst PSUs, 1st amongst large organizations (more than 10,000 employees) and 1st amongst manufacturing and production industries.

REC ranked among the Best Companies to Work for

[Source: *HT Business*, July 20, 2012]

Rural Electrification Corporation (REC) participated in "Best Companies to Work for" survey for the first time and has done remarkably well. The company has been rated in the top 50 companies in the category of companies having less than 1000 employees. REC has been appreciated for providing best in class compensation, benefits and rewards to its employees as compared to other PSUs, financial services and insurance sector companies and companies having employee strength between 500-1000.

Corrupt PSU babus too may get 'sanction shield'

[Source: *Times of India*, Aug 21, 2012]

NEW DELHI: The protective cover of government's permission to chargesheet a public servant for corruption could be extended to those on deputation to PSUs. The Department of Personnel and Training (DoPT) has proposed to the group of ministers on corruption, headed by defence minister A K Antony, that the cover of Section 197 be made available to central government officers on temporary assignments to PSUs.

Power generation costs fall as coal prices correct

[source: *Economic Times*, Aug 23, 2012]

KOLKATA: Thermal coal prices have fallen in international markets by over 25% in the past few months, helping power generators in India cut production costs. "Cost of producing power has reduced by 7-10 paise per unit as a result of the decline in global prices," said a senior official at NTPC, the country's largest thermal coal consumer. The official said NTPC is passing on the reduction in fuel prices to its consumers-the state utilities-that are now buying power at cheaper rates. "This will be reflected in power tariff of users when they file for tariff revision next near," he said.

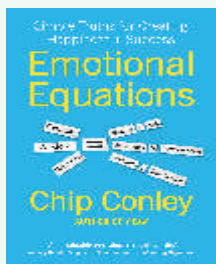
Govt wakes up to cyber threat in power sector

[Source: *Financial Express*, Aug 22, 2012]

The government has decided to set up a dedicated regulatory framework for cyber security in the power sector, along with a body of cyber-security auditors. This has been prompted by recent instances of cyber attacks via social-networking websites that triggered panic among residents of Northeastern states, coupled with nationwide power blackouts. The government will also align the cyber security of the power sector with the proposed National Critical Information infrastructure Protection Centre (NCIPC) to protect critical infrastructure in the country like power, telecom, defence, rail networks and civil aviation, among others.

EMOTIONAL EQUATIONS

Mr. H.P. Pal



By: **Chip Conley**

published by: **Piatkus, Jan 2012**

Rs: **1199/-**

Great companies have great cultures and at the heart of a great culture are healthy emotions. Emotional intelligence makes up roughly 2/3rd of the success or failure of an individual, team and organization. We temporarily lose ten to fifteen points of IQ when we make decisions in an emotionally reactive state of mind. Hence the state of the collective emotion in an organization decides its competitive advantage.

Approximately 50-70 percent of the temperament of an organization/work group is influenced by the emotional state of its leader, so a business leader can think of him as an emotional thermostat. That is why the best leaders are also groomed as Chief Emotion Officers.

Of course Daniel Goleman is credited to be the father of the subject on Emotional Intelligence, but most of the books of the Goleman and other authors are difficult to connect. They are highly explorative, less prescriptive or transformative. Whereas Chip Conley, the celebrated author of this best seller titled 'Emotional Equations' has brilliantly used simple math to explore and articulate truths that are easy to understand, connect and remember and apply. Conley is the CEO of one of America's most successful boutique hotel brands, Joie de Vivre (JDV). He has been honoured as the "Most Innovative CEO in the Bay Area" by the San Francisco Business Times in 2007 and JDV was named the "2nd Best Place to Work in the Bay Area" in 2008. He is the author of three books including the bestseller PEAK: How Great Companies Get Their Mojo from Maslow.

The emotional equations cited in this book are as under.

1. Despair = Suffering - Meaning
2. Disappointment = Expectations - Reality
3. Regret = Disappointment + Responsibility
4. Remorse = Regret + Guilt
5. Jealousy = Mistrust/self esteem
6. Envy = (Pride + vanity)/Kindness
7. Anxiety = Uncertainty X powerlessness
8. Calling = Pleasure / Pain
9. Workaholicism = What are you running from? / What are you living for?
10. Flow = Skill / Challenge

11. Curiosity = Wonder + Awe
12. Authenticity = Self awareness X courage
13. Narcissism = (Self Esteem) 2 X Entitlement
14. Integrity = Authenticity X Invisibility X Reliability
15. Happiness = Wanting what you have / Having what you want
16. Happiness = gratitude / gratification
17. Happiness = practice / pursuit
18. Joy = Love - Fear
19. Innovation = Creativity - Cynicism
20. Thriving = Frequency of positive / Frequency of negative
21. Faith = Belief / Intellect
22. Wisdom = Experience
23. Self-esteem = Success / Pretensions
24. Optimism - Joy = Anticipation

You might wonder how it is possible to describe behavioural variables in mathematical equations. But things are simple. When you add one thing to another, it gets bigger (and possibly more complex i.e Remorse = Regret + Guilt) and when you do the opposite, a positive number is reduced so that it is closer to zero (i.e Despair = Suffering - Meaning). In case of multiplication (i.e Anxiety = Uncertainty X Powerlessness), the product of what you do not know (uncertainty) and what you can't control (powerlessness) creates the emotional condition of anxiety which is much greater than the sum of its parts. In case of division, take for example 12 equals 24 (numerator) divided by 2 (denominator). In case you add 2 to the denominator that cuts the total to half i.e from 12 to 6. So the denominator can have profound impact on the equation.

The intention of using mathematical equations here are not to find out absolute figures, but they are presented in such way that it is easy to find the relationships between variables and easy to identify the degree of the cumulative impact. Moreover, the touchy content is immensely powerful than the innovative structure. Let me give a glimpse of some powerful quotes from this book.

A few quotes from the pages of 'Emotional Equations'

"One question many of us ask is "What am I getting from my work? Instead consider the question "What I am becoming as a result of my work". You have to fit into the parameter of a job, but a calling fits into you..... The key in life is to attempt our ears and our sense of knowing so exquisitely that we can hear a calling like a dog hears a high pitched whistle."

"It did not really matter what we expected from life, but rather what life expected from us. We needed to stop asking the meaning of life, and instead to think of ourselves as those who are being questioned by life."



"When hiring someone, hire and promote first on the basis of integrity; second, motivation; third, capacity; fourth, understanding; fifth knowledge and last and least, experience. Without integrity, motivation is dangerous; without motivation, capacity is impotent; without capacity, understanding is limited; without understanding, knowledge is meaningless, without knowledge, experience is blind."

"Many persons have a wrong idea of what constitutes true happiness. It is not attained through self gratification, but through fidelity to a worthy purpose..... When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has opened for us."

"Maybe success should be defined as 'having what you want' and happiness as 'wanting what you have'. Success and happiness are often mistaken for twins, but success is more of maximization or optimization strategy while happiness has more to do with satisfaction and appreciation.Important element of happiness is expressing and feeling gratitude. People who are maxi-misers (success motivated) tend to be less happy than those who are satisfiers. Happy people focus on the good life, not better life."

"Your friend's friend's friend has more effect on your happiness than an extra \$5000 in our pocket. In fact if your friend is happy, there is a 15% greater likelihood that you are going to be happy and with each further degree of separation, there is only 5% declining effect.....Surrounding yourself with friends or work colleagues who are forever chasing shiny new objects may cause you to feel deficient unless you are constantly pursuing one thing or another.....Winning the lottery may bring you happiness, but watching the birth of a child will bring you joy....The most singular difference between happiness and joy is happiness is a solid and joy is a liquid."

"What about a person who says he has lived a life with no regrets? There are three likely explanations: Either he is living an unexamined life and just says he has no regret because it makes him feel and look confident. Or he has a low baseline expectations or an ability to reframe reality such that he never has disappointment. Or, as the equation suggests, he does not take responsibility for anything."

"Integrity is doing the right thing even when no one is watching. Integrity does not need an audience.....The value of integrity comes from doing what we do and being who we are when there is no audience watching."

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lie our growth and our freedom. You have the power to choose how you respond. You are a product of your decisions, not your conditions."

"Lots of people are so distracted by searching for the light at the end of the tunnel so that they can't see clearly what is right next to them."

"Disappointment resides in same apartment building as regret just on a lower floor.....When you regret your actions more than your choices, regret can become remorse..... Remorse may sting more than regret, but regret has it over disappointment because if you "woulda, shoulda, coulda" taken a different path, you would not be feeling this sorry emotion now."

"If anxiety is the lead actor in your life's movie of the week, there is a 60% chance that depression is the lead actress or a supporting character."

"When faced between a choice between mild electric shock at some unexpected time in the future or a more intense shock now, most people prefer to get it over with even though they are choosing more pain. The fear of suffering is worse than the suffering itself when anxiety has taken us as hostage."

"Scratch the emotional surface of any addict, and underneath you will find some common emotions: a feeling of worthiness, a feeling of being unlovable, shame and host of fear of intimacy to fear of failing or maybe even fear of succeeding."

"Because of a propensity to internalize failure, the narcissist's emotional response to failure is to feel shame - not guilt which is what most people might feel. Guilt is when you feel you did something wrong. Shame is when you feel you are wrong."

"When two people relate to each other authentically and humanely, God is the electricity that surges between them. ...The efficiency and immediacy of electronic stimuli will never replace the joy of human contact."

"If someone falls in love with your mask, you have two choices, either you wear the mask and risk creating a division between your private self and your public image, or you remove the mask and risk losing the relationship. One of the reasons that many people in their fifties start to become happier is that they have finally decided to stop wearing so many masks."

"People are like stained-glass windows. They sparkle and shine when the sun is out, but when the darkness sets in, their true beauty is revealed only if there is a light from within."

Wisdom is our sanctuary of sanity. Wisdom is the ultimate editor of our lives. It takes the whiff and discards the chaff. Truly, in "Emotional Equation" Chip Conley's has explored and presented the whiff to which every HR practitioner and behavioral researcher shall hate to miss.

H.P. Pal

Manager (HRD) CC
POWERGRID

He can be reached at:
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Awardees Business Simulation Game *Enter* PRIZE - 2012



WINNER: NTPC

Sh. Chandan Shahi, Sh. Ashish Aggrawal & Sh. Munesh Sharma



RUNNER UP: SJVN

Sh. Atul Harkut, Sh. Arvind Kumar Gupta & Sh. Arjun Sharma



BEST LEADER - THDC

Sh. Natarajan Krishna



BEST LEARNER - DVC

Sh. Bihari Chaudhary, Second from Right

Awardees Quizing to Excellence Q2E - 2012

Event I Management Quiz for Women



WINNERS - HPCL
Ms. Anjali Mohite & Ms. Garima Paul



1st RUNNERS UP - NTPC
Ms. Neelam Dhir & Ms. Maya Ramachandran



2nd RUNNER UP - NHPC
Ms. Manisha Shrivastava & Ms. Anita Madan

Event II Business Quiz



WINNER - SJVN
Sh. Atul Harkut & Sh. Raghubir Singh



1st RUNNER UP - PFC [TEAM - 2]
Sh. Alex Varghese & Sh. Shashikant Lakhera



2nd RUNNER UP - PFC [Team - 1]
Sh. Neeraj Kumar & Sh. Ravi Kumar Niranjana

MANAGEMENT CARTOONS

by: Parimal Joshi

Here....The Management is pleased to promote you as **Sr. Asst. Dy. Sales Director..!!!**

Sir, what will be the change in my role ??

None....You will continue functioning as **Sr. Sales Engineer !!!**



- parryjoshi@rediffmail.com

Boss, we kept promoting guys to prevent them leaving our organization...

Now we have so many Directors, that we ran out of titles for them...

How about spare Director, Extra Director, Sleeping Director, Pass-time Director, Dead-wood Director ?



- parry

You are sweeping under the carpet, lot of your mistakes...

Any proof ???

Dirt under the carpet itself...

Sir, don't sack me....!! I don't have an option...

Don't worry....we don't have an option too....so we are giving you even bigger carpet !!!



- parry

You were right...He gets over aggressive during the appraisal meetings with his subordinates....!!!



- parryjoshi@aim.com

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up 7%

PBT

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up 16.4%

Net Profit

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up 17%

Dividend

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up 17%

EPS

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up 7%

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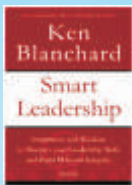
COLLECTIONS OF KEN BLANCHARD

Title	Cover	Author	Publisher	Price in ₹	Why you should read this
The One Minute Manager: Increase Productivity, Profits and Your Own Prosperity		Spencer Johnson, Ken Blanchard	Harper Collins Publishers	95	This book contains practical tips for managers who work in an environment of tight deadlines, and elucidates how one minute is all one needs to praise, reprimand or set goals, thus contributing to the achievement of organizational objectives.
The One Minute Manager Balances Work and Life		Ken Blanchard	Harper Collins, India	125	This book conveys the importance of a healthy lifestyle in your career and elsewhere. In fact, one must read this book if he/she doesn't focus properly on the health aspect.
The One Minute Apology		Ken Blanchard Margret McBride	Harper Collins, India	175	This new parable teaches readers how to accept responsibility for their errors. This book also teaches readers step-by-step how to accept responsibility for their errors and deal with the cause of the damage while maintaining a genuine sense of integrity.
The One Minute Manager		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book tells a story, recounting three techniques of an effective manager: one-minute goals, one-minute praising and one-minute reprimands. Each of these takes only a minute but is purportedly of lasting benefit.



Title	Cover	Author	Publisher	Price in ₹	Why you should read this
Putting The One Minute Manager To Work		Ken Blanchard	Harper Collins Publishers Ind Ltd.	125	This book shows how the One Minute management techniques can be applied on a day to day basis to improve performance, productivity and profits and How to apply these key techniques?
The One Minute Manager Meets The Monkey		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book carries how to save time to do what you want and need to do By using the Four Rules of Monkey Management, Managers will learn to become effective supervisors of time, energy and talent- especially their own.. Step by Step, the authors show how mangers can free themselves from doing everyone else's job and ensure that every problem is handled by the proper person.
Great Leaders Grow: Becoming A Leader for Life		Ken Blanchard, Mark Miller	Collins Business	150	This book carries the story about the leaders don't rest on their laurels. The path to increased influence, impact, and leadership effectiveness is paved with personal growth.... Our capacity to grow determines our capacity to lead. Its really that simple.
The Heart of a Leader		Ken Blanchard	Jaico Publishing House	195	This book will enable you to develop the courageous heart of a true leader, to master key attitudes and actions with following: Choosing values, Aiming for excellence, Maintaining integrity Finding the courage to change, Helping others reach their potential.
Self-Leadership and The One Minute Manager		Ken Blanchard	Harper Collins Publisher	175	This book relates pioneering management method to the subject all business people for- how to achieve power, freedom and autonomy in an ever more hectic working environment.

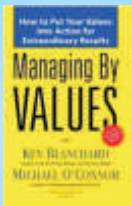
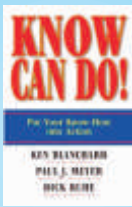


Title	Cover	Author	Publisher	Price in ₹	Why you should read this
Smart Leadership		Ken Blanchard	Jaico Publishing House	175	This Book reveals powerful life and leadership principles with simple insights that help you sharpen your leadership skills and build personal integrity.
The Little Book of Coaching		Ken Blanchard, Don Shula	Harper Collins Publishers Ind Ltd.	150	An Indispensible Guide To Leadership And Limitless Success! Authors share the principles of bringing successful sports coaching techniques into the workplace. Also Offering practical advice on everything from leading by example and keeping winning and losing in perspective to articulating goals and aiming for perfection
Leadership by The Book Tools to Transform		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book draws on the age old wisdom of the Bible as a source of practical help in effective leadership and unexpected and exceptional solutions to tough leadership question about customer service, business ethics, personal integrity and spiritual and multicultural dilemmas.
The Serving Leader: 5 Powerful Actions that will Transform Your Team, Your Business and Your Community		Ken Jennings, John Stahl Wert, Ken Blanchard	Collins Business-Berrett-Koehler	190	This book exposes an engaging and 'tuning story about an estranged son, his thing father, and a remarkable group of innovative leaders in business, volunteer organizations, and civic groups to illustrate five pragmatic principles of servant leadership.
The Heart of A Leader of Closing The Sale		Ken Blanchard	Magna Publisher	175	This book offers Blanchard's insight and wisdom on choosing values, aiming for excellence, maintaining integrity, finding the courage to change, helping others reach their potential, and more.



Title	Cover	Author	Publisher	Price in ₹	Why you should read this
The 3 Keys to Empowerment		Ken Blanchard	Magna Publisher	175	This book is designed to help any manager or team leader or company president who wants to release the power of people for astonishing results. The book concludes with an outstanding detailed empowerment action plan that captures the essence of how the 3 keys to empowerment
The Secret of Teams: What Great Teams Know and Do		Mark Miller, Ken Blanchard	Harper Collins Publishers India Ltd.	199	This book is all about Teams, which are the bedrock of every organization. Here Author uses a compelling business fable to reveal profound yet easily grasped truths that can dramatically transform any organization.
The One Minute Manager Builds High Performing Teams		Ken Blanchard	Harper Collins Publishers Ind Ltd.	175	This book explains the four stages on the way to building a high performing team-Orientation, Dissatisfaction, Resolution and Production and reveals how to tap the creativity and potential of people at all levels in order to become an effective group leader.
Go Team: Take Your Team To The Next Level		Ken Blanchard, Alan Randolph, Peter Grazier	Collins Business	225	A designed as a working guide filled with detailed instructions for people who want to build high performing teams, Go Team! will lead you, step by step, to great results.
High Five Magic of Working Together Five		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book Uses a delightful and charming story to deliver a powerful message on team building and why ten simple words, 'None of us is as smart as all of Us, will work magic for any organization, With its simple style and easy-to-follow techniques.

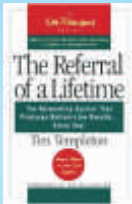


Title	Cover	Author	Publisher	Price in ₹	Why you should read this
Managing By Values: How To Put Your Values Into Action For Extraordinary Results		Ken Blanchard, Michael J. O'Connor	Tata Mcgraw Hill	295	This book provides a practical, proven new solution for addressing issues and a framework for stability, continuity, and growth in the midst of following challenges: increasing anxiety, insecurity, and more pressure than perhaps ever before on today's employees, managers, and business owners as well as technological, cultural, social, economic, and personal changes.
The On-Time, On-Target Manager: How a "Last-Minute Manager" Conquered Procrastination		Ken Blanchard	William Morrow & Company	295	This book not only offers a rock-solid plan to help procrastinators get on track, but it also provides a foundation for making day to day decisions based on the highest moral and ethical standards.
The Reason Why: Faith Makes Sense		Ken Blanchard, Mark Mittelberg	Tyndale House Publishers	348	This short book gives clear, concise reasons why belief in God makes sense to believe in something beyond or someone bigger than themselves.
The Generosity Factor		Ken Blanchard	Magna Publisher	175	"The quick readability of The Generosity Factor is sure to make it take hold of the lives of countless people and change them for all eternity!"
Know Can Do!		Ken Blanchard, Dick Ruhe, Paul Meyer	McGraw-Hill	250	This book presents story about an author with questions and an entrepreneur with answers to offer a simple and systematic approach for learning more efficiently and using that knowledge to make lasting changes. This powerful book will help people at all levels develop the mind-set and the skill set to achieve extraordinary results.



Title	Cover	Author	Publisher	Price in ₹	Why you should read this
Coaching For Improved Work Performance		Ken Blanchard	McGraw-Hill Companies	255	This book stands on one of the most practical guides for effectively coaching all levels of employees in any workplace situation. It help managers face the challenges of today's rapidly changing workplace-from absenteeism, high turnover, and teams to flextime, job sharing, telecommuting and keeping employees up to speed on new technologies.
Empowerment Takes More Than A Minute		Ken Blanchard, John P Carlos, A Randolph	Magna Books	175	This book bolsters our spirits and also encourages us to pursue our dreams by defying the daily grind that can weigh us down.
Big Bucks		Ken Blanchard	Harper Collins Publishers Ind Ltd.	125	This book uses a business parable to demonstrate how to overcome three challenges the Test of joy, the Test of Purpose and the Test of Creativity-to achieve spectacular financial success.
The Little Book of Coaching		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book is a simple acronym that describes the qualities of an effective leader: Conviction driven never compromise your beliefs, Over learning Practice until it's perfect, Audible ready Know when to change, Consistency Respond predictably to performance, Honesty based Walk your talk.
Raving Fans		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book includes startling new tips and innovative techniques that can help anyone in any workplace to deliver stunning customer service and achieve miraculous bottom-line results.



Title	Cover	Author	Publisher	Price in ₹	Why you should read this
Who killed change?		Ken Blanchard	Harper Collins Publishers Ind Ltd.	150	This book depicts and inspires through a tale as how change can be brought in the Organization.
The One Minute Entrepreneur		Ken Blanchard, Don Hutson Ethan Willis	Headline books publishing	195	This book contains all the short but meaningful insights that we've come to expect from this publishing phenomenon, delivered in a highly accessible way and with a splash of wry humour.
Gung Ho		Ken Blanchard	Harper Collins Publishers Ind Ltd.	199	This book reveals a surefire way to boost employee enthusiasm, productivity, and performance and usher in astonishing results for any organization. Also provides clear game plan with a step-by-step outline for instituting these groundbreaking ideas.
The Referral of a Lifetime: The Networking System that Produces Bottom Line Results... Every Day		Tim Templeton, Ken Blanchard	Collins Business-Berrett Koehler	199	This book is an entertaining fictional story to emphasize the importance of "putting the relationship first" and crystallizes people's desire to practice "the golden rule" in business and to be accepted as a professional with integrity and character.
Business Gurus That Changed The World		Peter F. Drucker, Philip Kotler, Edward De Bono, Stephen Covey, Ken Blanchard & C. K. Prahalad	Jaico Publishing House	250	In this book 28 Business Gurus explains their background, the main theories for which they are known, the context for these theories, and how they compare with other business thinking. And crucially, the book also looks at how each theory works in practice

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