

# **HR MANAGERS – WAKE UP OR PACK UP**

Extract from the address of S.Deenadayalan – in the HR strategy convention of CII – Hyderabad and the NIPM gathering at Surat in November 2003

HR managers are no more a catalyst – gone are the days – where HR managers were looked as a change agent. Catalyst facilitates change with out changing itself.

The need of the hour is not Managing Change but “Change Managing”. Ivory tower prescriptive processes are not any more valid. Strategic HR is important than HR strategy.

Twenty new paradigms for the HR fraternity are.

1. HR redundancy to take on any one of the business roles – be it marketing, manufacturing, services, and BPO leadership or supply chain. Multi skilling is not only for workman – but for HR managers to. Avoid the deceptive route of defining multi skilling as Welfare – to ER – to Training to HR and escape in the garb of SME (Subject Matter Expert).
2. Practice and facilitate 2 + 2 + 2. Two different jobs, two different products and two different cultures for self as far the team members – Breadth building in addition to depth.
3. Practice Charles Handy’s dictum – ½ X 2 X 3 – focusing on right sizing, doubling the compensation and trebling the productivity,
4. Competency Shelf Life lag should outsmart product self-life resulting in performance warranties.
5. Patriotic values to be given a go by and create business value for CQS - cost, quality and service.
6. He should facilitate apprenticeship under a Marwadi for facilitating Business acumen or create MBB’s (marwadi by birth) and not hire MBA’s.
7. Conduct Exist interviews – for this year deliverables prior to the beginning of the year than Exit interviews at the end of the year.
8. On Line Education to fine-tune contemporariness and contextually right strategies than the age-old knowledge repository.
9. Will not bring in any new INITIATIVES that do not result in FINISHIATIVE.
10. Will not do the performance management ritual but deliver performance by people, through people and out of people
11. He will be a tough lover than a tolerant coach and counselor.
12. He will no more be accountable for Bench Marking – but BENCH LEADING – Yes facilitation of the unraveled path.
13. He will not work on empowering the tasks but facilitate empowerment in a context
14. Facilitate Creative destruction including his own role – resulting in new idea generation and business bottom line

15. He will not create Managers who will have be forced to take VRS (Voluntary retirement scheme – but nurture GURUS Who will be on CRS (Compulsory retention scheme)
16. He will be concurrently responsible and accountable for 1. Doing the very best in the current job: 2. Selectively abandoning the past; and 3. Creating the future – yes a tight rope walking
17. He will trigger the seventh sense – apart from the Emotional, and Intelligent quotient – yes the SPIRITUAL QUOTIENT.
18. He will create a premium for risk takers
19. He will focus on Mind Rising to build capability and Money rising to build capacity.
20. Facilitate Value Governance that could result in ‘LET GO’ and Freedom with responsibility.

HR Managers – be an EARLY BIRD and WAKE UP or be a WORM and PACK UP.  
The choice is yours.

The author is CEO and Architect – Organizational Capability for Centre for Excellence in Organization based in Hyderabad, Chennai, Bangalore and Kulalampur.