

## THIS MONTH FEATURES...



**OD INITIATIVE**  
BP HR - the humane touch to businesses.

Atyaasaa



**OD ENTHUSIAST'S ORATE**  
Sudhir Warier elaborates on developing the organization DNA.



**FOUNDER'S ARTICLE**  
Niket Karajagi shares his thoughts on BP HR a people coach to the business.

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# KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



## OD INITIATIVE

# BP HR - THE HUMANE TOUCH TO BUSINESS

Evolution of an HR function from the typical traditional 'Personnel' function in any organization portrayed a much needed image makeover. However, the perception as always played its own role in identifying the 'old wine in a new bottle'. The behaviours demonstrated by the conventional mindsets within this HR function further contributed to this perception getting firmed up.

This led to the evolution of BP HR with a clear objective of adding the much desired humaneness and has given the necessary 'shot in the arm' for a close and an enduring partnership with the business. The present case highlights the benefits of the same.

The Engineering Design Centre of a large manufacturing organization has a large women workforce at all levels for whom several technical training programme were organized on a continued basis. However, a customized behavioural programme was needed which could address their daily challenges.

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## THE EDITOR'S MESSAGE

The theme for this month focusses on BP HR - the Humane Touch to Businesses. A lot of what makes Business Partners successful is how they apply their technical skills in business. It is not enough for a Business Partner to have strong HR skills and knowledge. It is paramount to invest in building strong and challenging relationships with customers and colleagues with a humane perspective in order to harness meaningful results.


The topic for next month is "Actualizing Retirement". Every organization has an age for superannuation for their employees. There is huge emotional upheaval when employees approach the last day on which they are supposed to retire. There are real

and perceived challenges related to finance, family, health and providence which the retiring employees are overwhelmed with. Most of them seldom have a strategy to deal with these challenges driving them into an unfortunate downward spiral. In reality what they need to look at is a robust strategy which will allow them to lead a life post retirement in a gratifyingly self-actualized mode.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 350 word article with your brief profile along with your photograph in jpeg format to [atyaasaeditor@atyaasaa.com](mailto:atyaasaeditor@atyaasaa.com)

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◀ from previous page | **OD INITIATIVE** - BP HR - the humane touch to businesses

It required a BP HR to gather this input from 'ground zero' and a need for a women's empowerment programme was highlighted. During deliberations on this need it was realized that no real empowerment may happen unless the women folk consciously work towards their own self empowerment. This was the genesis of this programme on women's self empowerment.

The programme primarily focussed on the daily challenges faced by women both at home as well as at the work place and ways to deal with them. Specific situational inputs were given. Series of experiences through behavioural simulations and games induced a realization that nature has equipped each one of us to perpetually remain in an empowered state. It's only the self inflicted mind block which prevents us from being one.

Feedback taken twenty one days post training showed participants being more forthright now in terms of setting and fulfilling expectations and communicating in an adult mode minimizing conflict. With a positive enabling belief they were able to effectively deal with individuals and situations focussing on what they want and what 'they' can do in situations.

This programme was further augmented by an initiative for creation and sustenance of an environment conducive for such an empowerment. Thus, the BP HR while demonstrating humanness facilitated a state of true self empowerment for their women workforce. **E**



**OD ENTHUSIAST'S ORATE**

# DEVELOPING THE ORGANIZATIONAL DNA

*Sudhir Warier is an author, corporate consultant, trainer, educator, entrepreneur, human capability management coach and speaker. He has over two decades of leadership experience in L&D and human capital management functions in large corporates. He has authored twelve books and presented/published nearly thirty papers in national and international conferences and journals. He is the founder and principal mentor of a firm specializing in providing competency management and L&D solutions.*



It is now established that "human capital" is the key resource that impacts the EVA (Economic Value Added) of an organization to ensure its sustenance and competitiveness in the market place. The human resources function has thus morphed from its traditional image of personnel management to human resources development to human capital management.

This change in outlook has transformed the traditional "HR function" from being merely a support function into that of a strategic partner that has a critical role in ensuring the competitive advantage of a business enterprise. A concrete evidence of this change is the elevation of leaders from the 'people management' function Chief Human Resource Officer to that of Chief Executive Officer in large US based business enterprises.

The primary role of HR in its new frontline avatar as 'Business Partner' is to align the human capital function with the strategic intent of the business, while taking into account the career

the work force. Apart from the routine responsibilities listed below are the key functions of the HR team in its role as a strategic business partner.

1. Determining core competence of the organization
2. Creating organizational competency dictionary
  - Competency mapping
3. Competency management and development
  - Designing, developing and deploying competency applications
  - Competency audits
  - Human resource accounting
  - Talent acquisition, engagement and development, performance management, succession planning
  - Career management
4. Compensation and benefits

Routine support function and responsibilities among other things include personnel management, payroll management and statutory compliances.

The emergence of a global knowledge economy has forced business enterprises across the world to effect systemic changes in the organizational structure and functioning to ensure agility in responding to market dynamics with the sole objective of safeguarding their survival and profitable sustenance.

This has forced organizations to re-visit their core competence and reduce noncore flab while building supplementary businesses around their core competence. This important responsibility, of identifying the 'core competence' of an enterprise is performed by the BP HR function, by bringing together all the stakeholders on a common platform and using appropriate elicitation techniques.

This necessitates the BP HR to bind these very stakeholders together through enduring relationships and effectively contributing to the organization's sole objective. **E**



FOUNDER'S ARTICLE

# BP HR A PEOPLE COACH TO THE BUSINESS



*Niket Karajagi is the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes*

It is a known fact that business professionals seldom practice people dynamics effectively. The human resource professionals supporting business can actually act as people coaches and at senior levels they can also be an organization development coach to the CEO. It is very important to understand that these professionals are actually helping the organization solve very critical people problems that directly impact the performance of the business.

Unfortunately in many organizations this position only acts as a back end staff support. A BP HR position can actually play a very strategic role in business in the following ways:

1. Assessment of the attitude issues at hiring stage or at a stage when on boarding is happening. They can play a critical role in hiring and retention at all levels.
2. BP HR can actually assess performance gaps by building people dashboards. These can assist the business head in developmental plans of the team and also identify potential performance gaps.
3. BP HR folks can act as an alternative to otherwise expensive HR consultants and training professionals.
4. They can also help design and implement change management interventions and engagements for high performance culture building.
5. This role can help the business build capabilities by interfacing with the outside world and identify right people partners.
6. In global organizations BP HR role can integrate and implement global people practices. They play a 'Glocal' role in managing people expectations and performance.
7. BP HR plays a proactive role by meshing within business teams and catalyzing culture transformation.
8. At a collective level in an organization these professionals act as an organization people intelligence group that can implement strategic organization wide programmes.
9. During performance appraisals they play a crucial role in correct assessment of team members.
10. Post appraisal blues can also be effectively managed by them.

The above are only a few areas of contribution. It takes a change in brain wiring to become an effective BP HR and that happens only through direct participation in projects. This is very critical for understanding business dynamics.



HR and business experience is the best combination once you grow to strategic positions as this will be your key differentiator. I can say with absolute confidence that it makes great sense to evolve as a BP HR Coach ultimately as your CEO badly needs such people. So go ahead a make your organization win!! **E**

## ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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## BEANSTATEMENT

Business performance is always an outcome of collective aspirations of key stakeholders.