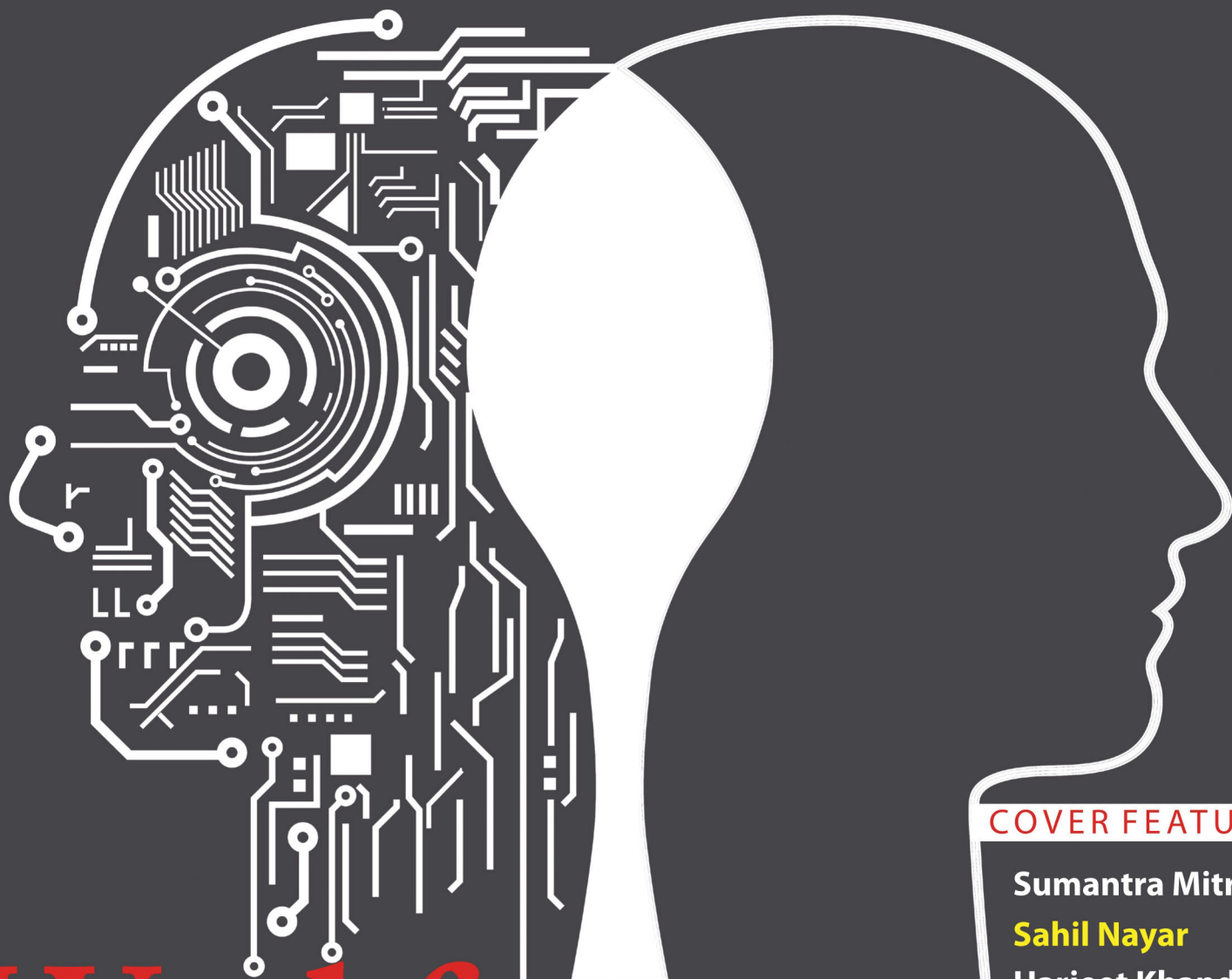


Business Manager

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Making HR People Complete



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Sumantra Mitra

Sahil Nayar

Harish Khatri



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New CHRO

When you join a new organization as a CHRO, what are some of the things you should do to make a success of your short or long duration stay? Here are some tips from pioneer of HRD movement in India. Remember to enjoy every moment of your stay and make a great success of it. An article by **Dr. T.V. Rao**



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Manager - Reportee relationship

Why this "manager" word impacts one's life beyond the four walls of work area? While the intent of reporting relationship is to be an enabler to success, but somewhere in this mad rush it is losing its essence and many a times takes the shape of fear i.e. fear of job loss, fear of failure and fear of demoralization. Fear rules our mind. An article by **Sanjeev Sharan**

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I N T E R V I E W

Leadership in high performing organisations turn stress in to motivation

ARJUN SINGH, Vice President Human Resources, CEAT Tyres Limited, Mumbai



What is important is how the leadership and organisation actually reward positive behaviours and maintain morale in a high-pressure situation and ensure that communication channels are used effectively to reach out optimally with positive message to

everyone so that high performing culture becomes sustainable.

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Future of change management will become more integrated within organizations and will be driven by data, which will transform change management into a more accurate practice, thus increasing its importance within organizations. An article by **Aparna Sharma**

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Aparna Sharma

Board Member, Thought Leader, Best Selling Author & Motivational Speaker, Mumbai



What's next after NOW

Future of change management will become more integrated within organizations and will be driven by data, which will transform change management into a more accurate practice, thus increasing its importance within organizations.

This is in fact the name of a book written by "Steven Harrison" focussing on the unrestricted potential of creating what is next which includes all possibilities, not just repeating the past or modifying it. This unrestricted potential suggests the New Age notion that *I can create my reality* is very close to true, with one slight change, and that is to leave out the *I*. While on one hand it may seem like a purely spiritual concept, in reality it is much more than a mere philosophy of life for one to reflect. Each organisation, every function, every employee, every profession are constantly working on/with the present products/services with an eye on the future. In fact, research led organisations are constantly focussing on "What's next". In this context, if we were to look at digital transformation as the latest wave in organisations, the moot question would be what's next for change management? What is next for organizations that have already gone through digital transformation? The reality is the need for change never stops.

Change as part of an organization's DNA

After digital transformation, businesses will realise that they

simply cannot stand still, and that change cannot be reserved for change management type projects. This will mean that organizations will have to make sure that change is part of their DNA. This means everything from hiring the right people to changing the organization to make sure that it can actually cope with fast and continuous change.

Continuous improvement initiatives

Change management has traditionally been a relatively isolated project within a company which is only instigated when change is needed. However, many leading organizations are using various change methodologies in order to always be improving and changing. For many companies, this will mean that they will start to use formal change management models to implement all kinds of changes, not just large organizational changes.

Automation

Companies will have to adapt to change due to automation. Change management will be used to help organizations to adapt to automation.

Big data

Organizations are becoming more data-driven and it is becoming a reality for change management too. Big Data has become more and more important when it comes to making decisions about what organizational changes to make and how to make them. Change managers have to be able to adapt to the data-driven workplace and be able to collect and interpret data in a deeper way. Whilst change managers themselves have to adapt to change to accommodate this shift towards data, data is a useful tool to make organizational change more accurate and predictable. It may also give rise to new models for change management.

There are of course limitations with Big Data. Like the traditional change management models, data cannot always predict the human reaction to change, so change managers still have to have a good handle on their personal skills.

In short, what I can see as the future of change management is that it will become more integrated within organizations and will be driven by data, which will transform change management into a more accurate practice, thus increasing its importance within organizations. **BM**