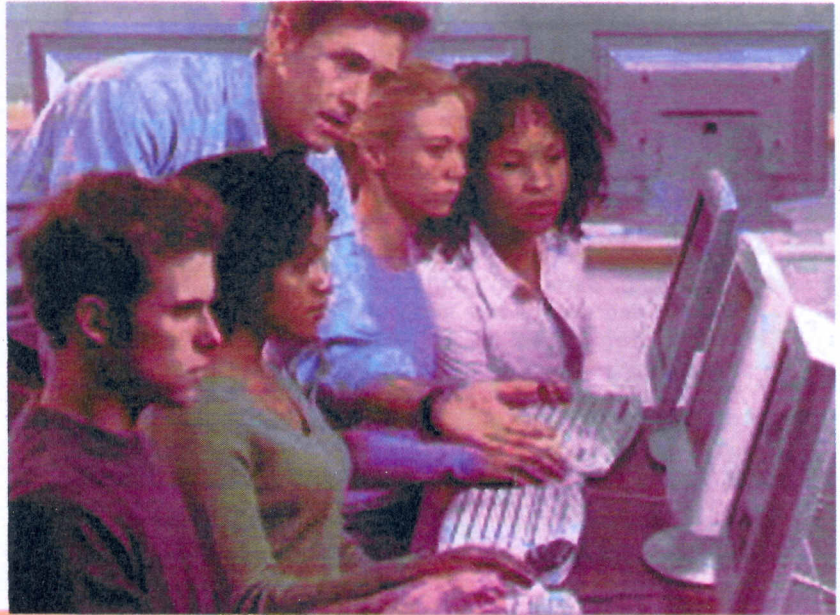


**COVER STORY**

Consequently, it is important for organizations to manage the diverse workforce who have fairly diverse physiological and psychological influences."

On the other hand, the Randstad Work monitor Survey 2012 Wave 4 discusses that a majority of respondents (83 percent) are hoping that economic situation would be better in 2013. Of the respondents surveyed, 90 per cent said that their organization is in good health and a close 92 per cent of employees believe that the health of their organization will improve in 2013 .



◀ **2013 PREDICTIONS**

## Building talent readiness

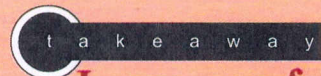


**Aparna Sharma**  
Country Head-HR  
■ Lafarge India

### Making training and development fruitful

Talent movement across industrial segments, return of high profile talent and initiatives to reinvigorate the recovery of European recession will continue in 2013. There has also been a shift in industry expectations from 'Learn today and deliver tomorrow' to 'Deliver today while you learn in the process from your coach'. This complex scenario creates a new gamut for the Learning and Development function, and brings in new challenges from erstwhile developing and retaining in-house talent to refining and nurturing the new talent acquired from across industries to deliver faster. Organizations across the globe continue to look up to the L&D function as an impactful business partner.

Training and development ought to leverage the benefit of interacting directly with the target audience (line managers) to understand expectations, implement ideas and utilize their experience to deliver effective solutions at the site (shop floor). We need to see increased dynamism and innovation in this function.



### Leave comfort zones



**Anshoo Gaur**  
President and Head  
■ Amdocs India

### Enlisting prominent training and development gaps

As employers remain watchful of every dollar spent, in 2013, they'll also want workers to show better skills and results, and consider training and development as key. One of the important needs which would be strongly felt in 2013 is for employees to find new ways to increase productivity. Companies should look at training employees to get them out of their comfort zone and adapt to the ever changing and challenging business dynamics. Employees must have the willingness to learn new skills and enhance the capability to change with new technology.

Also, training and development gap needs to be addressed. During a time, when economy is rigid, management looks at leaders to reorganize their departments, lift up productivity, and find new ways to drive value and work even harder to re-establish the business. Companies should start assessing leadership potential from the early stages of a person's employment. Talent driven learning programs are equally important such as career development for sales and engineering, mentoring and coaching for high potentials, and so on and so forth.