

THE HUMAN RESOURCE

Issue 03 | October - December 2022-23



“Creating Purpose-Driven Organisations”

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT
KARNATAKA CHAPTER

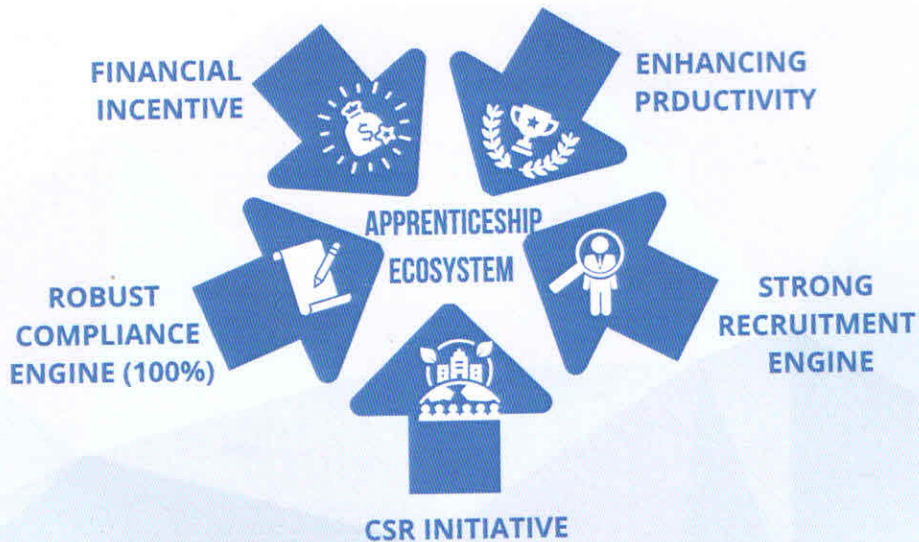
www.nipmkc.com



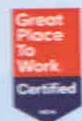
THIRD-PARTY AGGREGATOR FOR APPRENTICESHIP LIFECYCLE MANAGEMENT



QUESS CORP LTD. WAS APPOINTED AS A THIRD-PARTY AGGREGATOR BY MSDE UNDER THE APPRENTICES ACT 1961



GIRIJA S.,
GIRIJA.S@QUESSCORP.COM | 956 6382 988



THE HUMAN RESOURCE

Quarterly Publication of National Institute of
Personnel Management - Karnataka Chapter

CONTENTS

Subject	Page No.
Chairman's Message	04
Editorial Message	05
Creating Purpose-Driven Organizations	06-09
Purpose to Impact: AuroLab gifts Eyesight to the Underprivileged Worldwide	10-11
Eight Forms of Leadership Tyranny People Encounter	12-13
Strategic HR Business Partnership	14-15
Passion Powered by Purpose - the 3P's for Success with Balance	16-17
Team Achievements	18-21
Photo Gallery	22-23



Ms. Karuna S.G.
Chairperson



Dr. Leena Guruprasad
Member



Ms. Dhanya T.G.
Member



Mr. Girinarayan G.
Mentor



Editorial Committee



CHAIRMAN'S MESSAGE

Warm greetings to one & all!

First of all, let me wish you all a very happy and prosperous new year 2023!

We are happy to bring out our one more issue of "The Human Resource".

In this quarter we are happy to say that, NIPM KC carried out several value based programmes for its members.

An educational program for youth, on "Ride to Life and aftermath of road accidents", was conducted at RR Institute of Advanced Studies as well as BMS College. A workshop on "wage negotiation and settlements", evening lecture sessions on "National pension System" and 10 Gunas Mindset for Jiva, Jeevan Moksha" were organized. An International HR Summit was organized on the topic "HR Innovation and Future of work" at Kristu Jayanti College.

We regret to inform you that, we have lost one of our NIPM KC founder member, Mr SAS Murthy. NIPM-KC pays homage to him on this occasion.

As we are getting ready for the Sports day and HR Professional Day, I wish all the NIPM-KC members a fruitful time.

I take this opportunity to thank each committee for their support and commitment without which this quarter wouldn't have been so eventful. I congratulate the editorial team led by Dr. Leena Guruprasad for coordinating and bringing out this wonderful value added quarterly issue.

Have a great time ahead.

Warm Regards
Mr. Robert Cutinha
Chairman - NIPM - KC

EDITORIAL MESSAGE



From the Editorial Committee

Dear Reader,

In the previous issue, while we focused on various ways to retain employees, one that stood out and needed more attention was **CREATING PURPOSE-DRIVEN ORGANISATIONS**. Besides creating a gap in learning, the pandemic has also caused a slump in the overall mental health of human resource. What then matters is for organisations to prioritise the need for bridging this gap by implementing various measures to restore that sense of purpose and meaning behind the work that employees undertake. Establishing this connection between employee's regular activities and the company's purpose will go a long way in building a purpose driven entity.

In this magazine you will read Mr. Paneeh Rao's inputs on creating purpose-driven organisation, wherein he breaks down the concept and also shares some interesting ways to go about achieving this objective. Later, we go one step beyond, wherein Ms. Mahalakshmi and Mr. Sriram talk about creating an impact through the purpose - they share how M/s Aurolabs is gifting eyesight to the underprivileged world. During the past quarter, we had Mr. Sudeesh Venkatesh deliver a lecture giving us some insightful tips on identifying a tyrannical leader, which is shared here by way of an article. M/s Gokaldas Exports have shared some of their initiatives to create strategic HR business partnership. We have begun this new year with creating some space to thank those working behind the scene - the sub-committee members and mentors of the various committees which have worked hard in ensuring that NIPM-KC receives the recognition it deserves. Last but not the least, Ms. Deepa's column 'Mind Matters', shares a very powerful message by connecting purpose of the organisation with inner purpose of employee. You will, as usual, also read about the events that we organised during the Quarter October - December, 2022. I whole heartedly thank all the authors for their contribution.

I would like to convey my gratitude and personal appreciation to Ms. Leena Guruprasad, Editorial Team member, for conceptualising and beautifully executing this entire issue single-handedly, with of course some support from the rest of us from the Editorial committee.

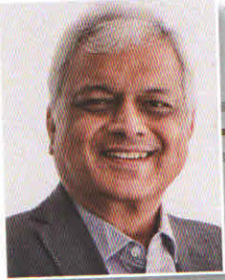
We welcome the participation of our members in making 'The Human Resource' a more meaningful and effective communication. Your feedback and suggestions are most welcome and may be sent to nipmhc@gmail.com

Ms. Karuna .S.G

Chairperson - Editorial Committee

EC member, NIPM - KC (2021-23)

Creating Purpose-Driven Organizations



Paneesh Rao
Paneesh Rao People Advisory

Abstract

Pressure is mounting for companies to go beyond profits and operate the business with an explicit purpose of making positive contributions to the society and world. Many people are in pursuit of looking for meaning in their lives and, given the major portion of life being spent at work, it is mutually beneficial to tie their purpose to the organization's purpose. Organizations that are labeled as purpose driven impact employees' sense of meaningfulness at work, motive and offer better opportunities for employees to make a difference and contribute to more value creation. Organizations must become good, with a business model that makes the world better which is possible through its purpose.

What is a purpose driven organization and why to create such?

This question lies at the heart of every purpose-driven business. The answer to which is unique for every entrepreneur and established business leader, drawing on inputs such as their history, experience, assets, and passions.

For decades, the only purpose for most of the companies was to reach their financial objectives and to maximize profits. But a purpose-driven organization is one that integrates a social message or vision within its operations. The company's beliefs regarding the issue can influence policies, goals, daily work procedures and interactions with customers and other stakeholders.

Having a strong corporate purpose improves the organization's performance in two crucial ways:

- Drives employee engagement thereby increasing employee effort and productivity.
- Positively impacts external stakeholder groups, for example, increases customer satisfaction and loyalty.

In the world that's recovering from COVID-19, facing constant changes and challenges, there is a purpose for organizations to play a growing role in helping people to flourish and societies to be sustainable.

Purpose statement

Its high time for all organizations to brainstorm and create a purpose statement in addition to mission/ vision. Purpose statement, describes a company's focus as it pertains to its internal and external stakeholders, serves as the overarching reason that a company exists, how it should conduct itself and the impact it has on who it is serving. Companies use purpose statements to help drive their mission and goals. Purpose-driven companies can also integrate beliefs into its policies, processes, and operations.

Few examples of purpose statement:

"As it has been from the beginning, our purpose goes far beyond profit. We believe in the pursuit of doing good." - Starbucks

"We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come" - Procter & Gamble

"We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come" - Intel

Creating a purpose driven organization

There is no doubt that creating a purpose-driven organization is a valuable undertaking. But where do you start?

The 8-step process of creating a purpose-driven organization consists of the following:

1. Discover the purpose: A higher purpose is not invented, it already exists. Leaders can find it by asking provocative questions, listening, and reflecting.
2. Envision an inspired workforce: Look for excellence, (a person, a team, a unit) that exceeds the norms and you can inspire others. Examine the purpose that drives the excellence of the few and then imagine it spreading over your entire workforce.
3. Recognize the need for authenticity: If the purpose is authentic, people know because it drives every decision and you do things other companies would not do, especially during difficult times.
4. Turn the authentic message into a constant message: Turning purpose into performance requires ongoing work. Corporate culture, business complexity and competing priorities can impede movement. Only if you embrace purpose with a relentless and unwavering commitment, it can sink into the collective conscience.
5. Stimulate individual learning: purpose acts as a motivating force for employee thinking, learning and development. By helping employees understand the relationship between the higher purpose and the learning process, leaders can strengthen it.
6. Turn midlevel managers into purpose-driven leaders: Middle managers play a vital role in the process; they must adopt and connect with the organization's purpose and lead with moral power.
7. Connect the people to the purpose: Once leaders at the top and in the middle have internalized the organization's purpose, they must help frontline employees see how it connects with their day-to-day tasks.
8. Unleash the positive energizers: Every organization has a pool of change agents, a network of positive energizers who are open and willing to take initiative and help the common cause. Once identified and enlisted, they can assist with every step of the cultural change at all levels of the organization.

Key characteristics of purpose driven organization:

- Create an exceptional work environment that empowers people and bring out their best
- Creates meaningful and positive impacts, doing well by doing good.

- Cares about doing the right things for its employees, customers, and other stakeholders
- Build long term relationships and growth for their value chain partners
- Being socially responsible, helps societies to flourish

Benefits of purpose driven organization

Purpose-driven companies lay the groundwork for company growth by contributing directly to the pillars of successful relationships:

- **Story:** Brands are stories, and purpose drives the narrative that companies share. Brands need to show customers who they are and who they serve. If an employee/external stakeholder sees his/her life purpose reflected in a company's purpose statement, they are more likely to see this brand as a way to establish or support their own story.
- **Perceived Value:** For today's customers, value is about access to information, user experience, convenience, choice, and, of course, purpose. The degree to which a customer aligns with why a company exists factors into that customer's valuation of the company's services. Thus, when two organizations offer a very similar solution, purpose is often the deciding factor.
- **Loyalty:** In a challenging market to stand out in, purpose helps brands articulate what problems they are aiming to solve. Whether social justice, the environment or creative performance, a bond is formed when a customer's values align closely with a company's purpose, creating a loyal customer and brand ambassador.

There are so many ways that purpose impacts business outcomes-both directly and indirectly-that can explain the positive relationship between financial performance and being purpose-driven as a company. The main contributors to financial performance that are driven by purpose are:

- **Lead:** In the new normal, enterprises need to focus on the imperatives of ensuring resilience and adaptability during difficult times. Companies that are driven by a strong purpose can build resilience into their fabric to adapt to changing economic environments and would lead the industry with good growth and financial performance.
- **Innovation:** The innovations created by purpose-driven businesses contribute to better financial performance. A powerful

purpose helps inspire employees to work more creatively, leading to further innovation. Therefore, companies driven by purpose have higher levels of innovation, and more innovative companies exhibit superior financial performance.

- **Workforce Performance:** Purpose-driven organizations give employees a north star to follow. Because of this, employees are often more personally committed to their organizations and bring their best selves to work every day. They are able to see the connection between their own work and the company's overall goals, motivating them to work effectively and enthusiastically. This intrinsic motivation has real impacts on productivity.

Purpose driven leadership

Purpose-driven organizations revolve around purpose-driven leaders. Purpose-driven leadership is when a leader prioritizes their purpose and values over anything else when making decisions on behalf of the business.

Leaders need to take the first step and create a meaningful, motivational, and enthusiastic working environment for their employees. Work needs to be designed to better serve people and society. In addition to a performance review, modern-day leaders must create a "purpose review" which will tell them whether their employees find purpose in their work or not. Moreover, leaders should put an effort to connect with their people on both an emotional and transformational level and must ask their employees for input as well as encourage purpose-driven conversations.

In order to instill a sense of purpose in the workforce, leaders help employees realize how their job makes a difference to the organization. Employees feel more motivated to engage in their job role if the impact of their work is brought closer to them. Educating employees about their company's social responsibility and commitment to giving back to society, along with finding a way to make employees a part of this endeavor, is crucial when it comes to connecting employees to the organizational purpose.

Purpose driven culture

A purpose driven culture stands up to every challenge. If a company has a strong culture, the ability to sustain it and maintain it is much less challenging. A strong culture must be authentic, and this authenticity has two aspects: it should start with the DNA of the organisation and it has to be lived in every respect, on a day-to-day basis.

Purpose driven culture has to be visible and what the company does makes a huge difference especially in terms of the impact it has on the employees and how it brings them people together despite the limitations that come about. Purpose-driven culture happens when employees come together. Collaboration, a strong leadership, and rituals to continually re-emphasize company culture are important drivers as well.

Purpose driven culture has the power to positively impact employees. In order for that to happen, purpose needs to be relevant, aspirational, and actively embedded in the whole company. If that is the case, a multitude of benefits materialize for employees which in turn results in the overall growth and performance of the company

Purpose driven work environment & workforce

A purpose driven organization offers a meaningful, motivational, and enthusiastic working environment for its employees in the following ways.

- Smart goals connected to purpose increase productivity
- Purpose enhances opportunities to recruit the best talent
- Purpose improves retention rates.
- Purpose increases employee pride and engagement
- Purpose is a great way to boost employee morale
- Purpose driven organizations enable great learning and career development opportunities for its employees
- Purpose driven leaders mentor the employees leading by example
- People who are great at their jobs and deliver better value of their skills contributing more towards rapid growth of the organization.
- Purpose driven employees become brand ambassadors to up their organizations in the value chain compared to competition.

Purpose in the work is a compelling cause and a powerful reason for employees to come to work and deliver excitedly that the size of the paycheck can never match.

Purpose driven organization builds a high-performance work environment that creates an atmosphere of positivity, strengthens the work of people within the company, resulting in a better employee experience and outcomes.

Conclusion

More and more people are looking for meaning in life and thus demanding that businesses serve a higher purpose with organizations offering a meaningful, motivational, and enthusiastic working environment that invest in their future. Thus, purpose has become the most powerful motivator and a key aspect for organizations to fulfilling a sense of meaning for employees, fuel the growth of individuals keeping them more engaged, committed, intrinsically motivated, show greater involvement in organizational

citizenship, and build their long-term careers making them and organizations more successful.

So, it has become imperative of business leaders to step up to these challenges, identify the purpose of their organization, inculcate a work culture oriented toward purpose and meaning, and cultivate the potential benefits and value creation for their employees, customers, organisation, and societies.

"If we want to know what a business is, we have to start with purpose." - Peter Drucker



Reliable - Responsible - Radical

Protecting is our Profession

Our Services

- Security Survey and Audit
- Security Design and Planning
- Uniform Services-Corporate, Industries & Domestic
- Consultations, Investigations & Verifications
- Special Events and VIP Security
- Crisis, Disaster and Emergency Management
- Liaison with statutory & other Authorities
- Training Services
- Electronic Security

We are associated with:



82, 2nd Floor, 3rd Cross, NGEF Layout,
Nagarabhavi 2nd Stage, Bangalore - 560 072.
Ph: 080 - 23213333, Mob: +91 96633 88700, +91 98453 23366,
Email: info@goldeneyegs.com, www.goldeneyegs.com

Purpose to Impact: Aurolab gifts eyesight to the underprivileged worldwide

First published in the Newsletter of Aurolab in the year 2022

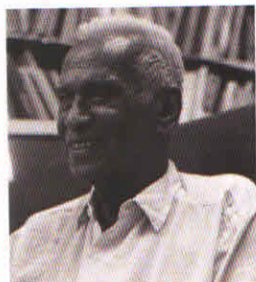


S. Mahalakshmi
HR Manager
Aurolab

Krishnakumar
Regulatory Manager
Aurolab



One man's vision continues to give the gift of sight and prevent Blindness among millions of people decades after he acted on his dream. The vision of Dr. Govindappa Venkataswamy (Dr. V) to eliminate Needless Blindness led to the creation of Aravind Eye Hospital and Aurolab. Aurolab is a pioneer in creating world class ophthalmic products at an affordable price and is an integral part of Aravind Eye Care System.



Globally there are 43 million people who are blind. A little known fact is that half of this Blindness is due to cataract. A simple 15 min procedure with an Intraocular Lens (IOL) implantation is all that is needed to restore vision loss due to cataract. It is Aurolab

that has made this simple procedure affordable.

Towards the late 1980s within Aravind, two classes of treatment was emerging for those needing cataract surgery.

The affluent paid for and got the then modern cataract surgery with an IOL implant resulting in a superior visual outcome. While the not so affluent and poor settled for the traditional method of extracting natural lens and wearing high powered thick glasses just to be able to see and perform routine work with difficulty. Aravind's financial resources did not allow a lens which then cost around \$100, in two thirds of the cataract patients who were receiving free surgery. This inequity gave raise to a bold vision of asking why we can't produce this Intra Ocular Lens ourselves.

Thus, Aurolab was started in the year 1992. Aurolab has expanded its work in ophthalmology beyond IOLs to other surgical tools, blades, sutures, pharmaceuticals and equipment's.

Aurolab's mission was to bring high-quality, advanced technology to developing and underdeveloped countries at an affordable cost and because of that today no surgery is done without an IOL.

Moreover, Aurolab was the first Indian manufacturer to obtain the CE mark for its IOL, which means it conforms with European health, safety and environmental protection standards. This forced other manufacturers to increase their quality and get the certification. Today Aurolab exports its products to more than 160 countries.

Empowering rural women to contribute to eye care

A company is also known for by its people and culture.

Nearly 84 percent of Aurolab employees are women, most of them are rural high school graduates who are unable to pursue further education due to economic constraints. Aurolab gives them an opportunity to pursue meaningful employment and inculcate essential values like commitment, dedication, and discipline useful for their lives. Aurolab's recruitment from rural villages is based on academic performance and their attitude towards work. The new recruits undergo training and understand the importance of Vision, compassionate patient care and all the various aspects of service delivery. Subsequently they undergo an intensive training programme focused on Aurolab's work processes, products, and manufacturing flow.



AUROLAB's IMPACT

Aurolab's entry into the IOL market created competition amongst the peers to counter its low price. Aurolab's affordable price coupled with world class quality makes the entire IOL industry a robust one. From less than a million surgeries in 1990, the Indian eye care has grown to perform close to 7 million surgeries! This seven fold increase in the uptake of cataract surgeries is predominantly due to the availability of IOLs and other consumables. Today Aurolab is striding with



confidence in its products and moving towards making a global footprint.

Aurolab's biggest success is that it has made IOLs affordable and accessible to the underprivileged worldwide. Today, India is a global player to reckon within the field of eye care with 50 percent of all the products required, being made by Indian manufacturers alone. Aurolab has played a catalytic role in ensuring this and proving that India can provide world class eye care at affordable rates.

Aurolab's orphan drugs in Pharma industry (retinal products, eye drops) makes revolution in India, in which few patients may require, otherwise they go blind. These orphan drugs are not made by others as the need is very low and scattered.

Every 15 seconds, somewhere in the world, an Aurolab IOL is implanted in someone, preventing them from going blind. It is this spirit that has ensured Aurolab's legacy as entwined with that of a self-sufficient and Industrious India and fulfilling our founder's vision of eliminating needless blindness across the globe.

(We thank Mr. Deenadayalan for giving us this opportunity)



ಕುಮುದ್ವತಿ

KUMUDVATI
INDUSTRIAL MANPOWER SERVICE

Eight Forms of Leadership Tyranny

People Encounter

First published in Financial Express.com on Oct 25, 2022



Sudheesh Venkatesh
Chief Communications Officer,
Azim Premji Foundation

Over three decades, and in four different organisations, I have been reading the feedback of people about their supervisors. Some of the feedback is, of course, positive. A substantial part tells me about the difficulties people face due to the styles of their leaders, particularly evident when I read between the lines. In this two-part article, I attempt to list eight forms of tyranny team members experience owing to the styles of their leaders.

1. **Tyranny of unconscious partisanship:** Being human, it is natural that leaders carry likes and dislikes. Management education and training in professional organisations are designed to help leaders become aware of biases and consciously overcome them. They are expected to make objective, data-based decisions, without prejudice. However, all leaders to a lesser or higher degree are guilty of allowing their likes and dislikes to affect professional decisions. Here are three kinds of prejudice:
 - a. **Elite labels:** Leaders see people for the institutions they have studied at and the organisations they have worked with and not for who they are. Typical institutional labels are IIT, IIM, Ivy League, and Oxbridge, and organisational ones, Tata Administrative Services, McKinsey, BCG, and Unilever. Of course, there is no denying that admission to such institutions is indicative of them being achievement-oriented, and professional training in such organisations develops differential abilities. However, contribution to a job and organisation must be valued higher and it is grossly unfair to privilege anyone's background beyond the entry stage. In an earlier generation, this elitism in India would be based on caste and class but that is now fortunately on its way out.
 - b. **Ideological typecasting:** This is the favour or disapproval leaders exhibit at work towards people for their personal beliefs, leanings and

practices. So long as a team member's personal faith or choices, such as sexual orientation or political ideology do not cast a shadow over their work, leaders cannot mark them down at work. Another manifestation of this is self-expansion among leaders (liking people who are like themselves).

- c. **Selective listening:** This is a charge against leaders who hear not what is being said but pay attention to who is saying it. Some leaders cleverly feign they are listening, but they are clear that the best ideas will come only from a select few. The best and most ground-breaking ideas or solutions may remain with people whose voices are never heard. In time, they may stop presenting their points of view and many a genuinely good idea die a quiet death.

These prejudices are unfortunately very deep-rooted, and many leaders are not conscious of their own biases, which reduces their capacity for empathy and free thinking. However, such predispositions can be overcome through deep and honest reflection. If left unaddressed, these can have pernicious effects on an organisation's culture and performance.

2. **Tyranny of over-centralisation:** We look around and we see over-centralisation everywhere, in political, business, and family structures. Why does this happen?

Writing for Psychology Today in 2002 Delroy L. Paulhus and Kevin M. Williams coined the term 'the dark triad' combining three offensive personality traits: Narcissism, Machiavellianism, and Psychopathy. Narcissism is evidenced by pride, excessive need for attention, and a lack of empathy. Machiavellianism comes through in need for attention, and a lack of empathy. Machiavellianism comes through in manipulation and exploitation of others, indifference to morality, and an abnormally high level of self-interest. Psychopathy manifests most commonly as impulsivity and remorselessness.

Unsurprisingly, data has shown that people in leadership positions who score high in these traits have created severe problems for organisations. Such leaders are less likely to believe that others are good. They are over-ambitious and not self-assured. If I were to take a charitable view, I could say that their behaviours arise from a genuine self-belief in their capacity to make better decisions and do things better if they do them all by themselves. But over-centralisation makes leaders unpleasant, seriously disempowers people, and sharply limits the potential of an organisation.

3. Tyranny of confirmation bias: A common failing of leaders is to look for facts to fit their opinions - a biased search for information, convenient interpretation, and selective memory. I have seen leaders who have already made up their minds, who consult others perfunctorily and ask questions designed to elicit a 'yes'. They create echo chambers for themselves, and 'group thinking' is known to lead to extreme decision-making. Equally, leaders are often guilty of rejecting uncomfortable evidence because it does not suit their beliefs. Further, selective memory or selective amnesia is common among clever leaders, and in the eyes of their own people, they end up as 'too clever by half'.

4. Tyranny of 'should': This is a play on the phrase psychoanalyst Karen Horney first used in the 1950s. Here, I refer to leaders who are compulsively instructive in their tone. They speak and write, little realising that they are making themselves disagreeable to team members. A variant of this is the fancy of some leaders for absolutes. Speaking with a tone of finality, such leaders force the lid on any issue and leave no room for genuine debate.

While working for Tesco, a large and successful global retailer, I was fortunate to experience the stated value of 'Ask more than Tell'. It made people feel so much more valued at work.

5. Tyranny of the binaries:

Mohsin Hamid, the renowned British Pakistani novelist says, 'We risk being ruled by dangerous binaries. Our impulse to sort one another into like-me and not-like-me comes at the worst possible moment' in time'. He argues that the world is hurtling toward destructive polarisation partly caused by the binary thinking that the digital world imposes on us.

From an entirely different perspective, Jack Welch, former Chairman of GE famously described this as the 'Tyranny of the Or'. For instance, most people assume that cost and quality, service and speed are opposing attributes and one can only be achieved at the expense of the other. Welch pushed his team members to believe in the 'and'.

The world we live in is complex and everything is interrelated in some way or the other. Few choices

are black and white and can be seen in clean compartments. Our success lies in negotiating ambiguities, finding common shared spaces, seeking mature compromises, and collaborating thoughtfully. This requires us to go beyond binaries.

6. Tyranny of 'god complex': This is an inflated feeling of personal ability, entitlement, and infallibility. People detest leaders who are prone to bluster and like to work with those who appear human and openly display their vulnerabilities. Among the perils of leaders being dead sure of everything is that the bad news registers too late to them and course correction does not happen when necessary. All this is often a slow bleed with long-term consequences for an organisation.

7. Tyranny of holding on to past success formulae when times change:

Adam Grant, an American popular science author, and professor at the Wharton School of the University of Pennsylvania says, "That's my opinion and I'm sticking to it" is a self-limiting way to live. People who never let go of their views never evolve. Growth is not just about embracing new ideas. It's also about rethinking old ones. Refusing to change your mind is a decision to stop learning.'

The celebrated economist Paul Samuelson is reported to have said, 'When the facts change, I change my mind. How about you?'

Unfortunately, many leaders who have been part of a success story often hold on to past success formulae even when the times demand a fresh approach. It is sometimes a blind spot, at times dogma, and often ego. New team members with fresh ideas feel thwarted when they are faced with this 'Not Invented Here' syndrome and give up trying after a while.

8. Tyranny of obsession to add value and improve everything: Some leaders want to involve themselves in every matter and want to add value, often in areas where they do not have expertise. This is often seen in attempts to value add to trivial matters, sweating the small stuff and missing the wood for the trees. Their energies should be focussed on areas where they, as leaders, can contribute effectively.

Leaders realise the effect they are having on their team only when someone holds up a mirror to them. Feedback systems sometimes do this, but it requires a non-threatening environment and a reflective leader to benefit from feedback!

* This was the text of the 1st S A S Murthy Memorial Lecture delivered by the author (Sudheesh Venkatesh) for members of NIPM on Dec 7, 2022 at Bangalore

Strategic HR Business Partnership

-Glance at Gokaldas Exports Ltd



Moideen Ibrahim

Vice President Human Resources
Gokaldas Exports Ltd.,
Trustee, Gokaldas Exports Charitable Foundation

Textile and Apparel Industry is the largest employer after agriculture in India. It provides direct employment to 45 million people and indirect employment to about 100 million people, of which 60% to 70% are women. For about 27 million women, the textile and apparel sector is the only source of earning income. The Industry accounts for 5% of Gross Domestic Product, and 13% of India's exports earning, denoting a substantial contribution to Foreign Exchange Earnings.

" Human Resources isn't a thing we do; it is the thing that runs our business", Steve Wynne . The quote sums up the importance of HR at Textile & Apparel Industry.

The HR functions at Textile & Apparel industry goes beyond transactional activities like recruitment , wage and salary administration , statutory and social compliance and industrial relations.

Partnering business through increased employee engagement underlines our actions on people development, lean projects, organization branding and providing leadership actionable insight through HR analytic. Meaningfully calibrating employee experience to regulate performance pressure has brought in substantial work life balance in making them productive at work as well as happy individual. There is a fine balance of individual learning leading to organizational excellence.

Some of the initiatives that stand out at Gokaldas Exports are :

Risk Management:

For HR, risk management is not just a good-to-have. It is key to safeguard the long-term viability of the organization. In assessing and dealing with potential risk arising from having workforce, the HR department will be able to minimize negative consequences, prepare adequate solutions in advance and take preventative measures and stop

it from occurring. The risk could come from any aspect of HR functions like hiring, compensation and benefit, OHS, employee supervision, employee conduct and exiting employee.

Supervisory Development Program:

Each supervisor at GE undergoes 24 hours of intensive training on behaviour and technical aspect of his role. The training is simulated to bring forth the leader in each supervisor.

The programme includes both behaviour and technical modules like, crucial conversation, group dynamics, knowing stake holders and internal customers, 5S and types of waste, understanding the product & customer demand, root cause analysis tools, efficiency and importance of accountability.

Women Empowerment Initiatives:

Percentage of female supervisors being equal to percentage of women at the work place is the ultimate indicator of equality and equity being aggressively promoted at GE. Women are being provided with opportunity to get trained to become leaders. Every women employee at GE gets an opportunity to undergo a 48 hours training on modules like Communication, Problem Solving and Decision Making, Time and Stress Management, Execution Excellence, Financial Literacy, Legal Literacy, Social Entitlement & so on.

There is a clear path of growth for them to know their career future. The capable among the participants are taken through another set of module on grooming operators to become supervisors. The graduation or coming of age is celebrated with fun & fare. The mission is to have future ready female associates to lead operations.

Sankalpa - A Behaviour Re-alignment Programme:

A reward and recognition for good conduct is the

best motivator and influencer to align employees to the desired discipline. It is simply earned. Employees need to earn coupons, which consists of parameters on behavioural and productivity goals. The reward is nothing less than a Gold Coin. This innovative HR approach leads to increased productive hours, promotes better engagement and helps build culture.

Sakhi - A friend, guide and well wisher:

Remember the moment when someone offered you help though she had no obligation to do so. It makes your day & the transition becomes smooth. A Sakhi does that willingly, to assist a new comer to transit into a motivated & engaged employee. She answers all her queries, introduces to new friends and helps her build an eco system of her own.

Lean Initiatives:

At GE there is a conscious effort to transform itself to a lean organization and become resilient. The initiative requires everyone to understand the concept and its importance in organizational journey. Training on 5S, rolling out continuous improvement initiatives and time bound process improvement ,cost reduction projects and Value Stream Mapping are part of HR KRA.

Digitalization:

As Digitalization is inevitable and pervasive reality at the current business scenario, maximising returns from Digital Technology Investments has been the core of our business objective attached to tangible indicators. Desired organization decisions are backed by genuine and authenticated digital data to avoid stigmatic decisions based on Managers opinions.

The journey started with digitization of files and records are progressed to digitalization where data capturing is automatic. Every factory has been provided with multiple KIOSK for employees to access their basic data and report. This drastically reduces non value added activities in HR.

Train and equip employees to transform them as a delightful user has been the critical challenge as they suffer set back in adapting the new technology .

Every HR at GE is encouraged to come out of transactional activities and work towards value addition by leveraging transformational HR acumen.

Sustainability - Focused Corporate Social Responsibility:

Sustainable business practices are the need of the hour and each product that leaves Gokaldas Exports facility narrates the story of sustainability and performance.

The passion for translating the sustainability ambitions in to actions have become a way of life at Gokaldas Exports. The purpose to build an efficient and scalable reverse supply chain by Reused , Reduced and Recycled inputs is reviewed periodically by the internal and external stakeholders. Our passion for planet consciousness is always on fore by continuous plantation of tress to create green belt and using renewable energy for operations with the commitment to achieve UNSDG's by minimising carbon foot prints ,conserving energy and investing in resource optimising alternatives. Sustainable supply chain Management is crucial to improve manufacturing efficiency and responsible sourcing has been the significant portion of organization's green eco system. Sustainability also comes from providing clientele environmentally conscious options to reduce carbon footprint. Our idea of "Cradle to Cradle" concept wherein the waste is upcycled and reused in the process will soon place us on the trendsetter slot. HR plays a pivotal role in ensuring sustainability, be it in reducing carbon foot print, increasing green cover or clean energy.

CSR at Gokaldas Exports is viewed from the prism of employee assistance to benefit the surroundings to foster bonding and belongingness with the organization. GE believes, we owe to the future generation's same planet that our ancestors handed over to us and have an obligation to make people around us part of our journey . The constant review on the long term impact of CSR projects to create a great corporate culture that reflects societal values will pay off for companies that stand behind their CSR initiatives.

Under the CSR theme 'Drive towards Social Responsibilities', we have partnered with Planet Water to provide clean source of water to school children and rural villagers. Education for rural and needy children being our primary CSR objective, we have set up state of the art computer labs and library in government schools to enable rural children access to quality education and introduce them to computer technology. Other than education ,we also focus on health care and rural infrastructure by conducting need assessment surveys. Our goal is to touch the lives of those who, otherwise would not progress beyond a vicious circle of poverty, ill health and ignorance.

Accountability is what drives one's action. HR at GE is a strategic business partner and accountable for employee cost and performance. In Apparel Industry, the business efficiency is in direct proportion to HR efficiency and HR therefore reflects health of the business. More over, its made fruitful when we stay true to one of our core aspect of being ethical to organizational values.

Passion Powered by Purpose - the 3P's for Success with Balance



Deepa Mahesh
Life & Leadership Coach
Founder & CEO - Poorna Wellbeing

"I am so happy that received the long service award from my CEO", exclaimed a senior leader from a retail manufacturing company. He was expressing his gratitude to the HR team for acknowledging his long service and contribution to the company. From the HR team's perspective, the award was introduced as an action plan originating from the employee engagement survey. That particular year, rewards and recognition was the focus and long service awards was the first on the list to be introduced.

What was the employee actually saying? Let us understand.

The energy behind what he was saying was, "I have been in the organisation and served it for 20 years. I have been with the company in its highs and lows. Now I feel acknowledged and everything is worth it".

Did he do it for the award? No!

Why would he have served the organisation for so long?

The one clear answer is that he felt connected to the purpose of the organisation and he was able to align his inner purpose with the organisation and that alignment provided him the motivation to strive.

One would say, "he was a Gen X employee, a Gen Z would not care for such award. They wouldn't be motivated". However, the motivation of Gen Z is different. They care about giving voice to social causes on the digital platform. They have been able to identify their inner motivation, strategize and use their technology skills to creatively and intelligently to communicate their purpose.

Purpose is at the core of a human being's motivation.

The macro view

Let us look at an employee from the perspective of past, present and future dimension along their human developmental journey.

The Past dimension - As a child, their only purpose was to win the love of parents, then teachers and

then later, their friends. Being left out was not an option, so aligning to parents wishes (even if against personal wishes) was the most appropriate socialisation process.

Thereafter, it became a learnt normalised behaviour and aligning to teachers became their duty and aligning to friends became the only way of having fun.

What was the purpose? The purpose was to be included and to avoid interpersonal loneliness, which is a deep human need.

The Present dimension - The present dimension for an employee is full of actions, tasks, fulfilling responsibilities. Here the sense of purpose is inherited from parents, culture, faith, societal norms and personal values. The purpose for the individual is to feel a sense of congruence between inner values and outer actions, while balancing people's perception.

The Future dimension - the aspect of future is about feeling a sense of movement towards a larger goal, achieving financial security for self and family, feel secure for old age and post retirement. The purpose is security and freedom and growth.

The micro view

An employee has learnt to always act based on their inner purpose identification. They spend 48 hours a week at work, on an average. If such a sizeable part of time is spent at work, their deeper reason for all actions must ideally come from a space of inside-out purpose alignment. When that happens they give themselves fully to the role.

The granular view

For an organisation, their purpose is what offers them their reason for existence and momentum forward. Purpose is the energy behind every action. Similarly, for an employee, they have an internal energy, an internal purpose which they may or may not consciously connect with all the time. It is most felt and sensed when there is a life crisis or a severe

misalignment, which leads to the employee feeling demotivated.

And hence, the organisation would find it beneficial to strive for alignment of the employee's purpose with the organisational purpose. This is a win-win situation, an inside-out process for an employee.

Peter Senge, a senior lecturer at MIT and the author of the book *The Fifth Discipline: The Art and Practice of the Learning Organisation*, describes the mindset needed by organisations to be a learning organisation. He describes such organisations to be continuously expanding their capacity to create results, which comes from the collective vision and purpose. The first two disciplines shared by Peter Senge, most relevant in the context of purpose, are

1. Personal Mastery - a process of clarifying one's purpose and vision and identify the current state where the employee exists. In this process there may be a gap between the current state and the Vision, which is called the creative tension. Acknowledging it and taking actions to stay

committed to the purpose is the recommendation.

2. Creating a Shared Vision - The second discipline is Shared vision, which is a process of multiple employees working towards the same purpose. The individual purpose is creatively aggregated to form the organisation purpose. This acknowledges each employee as a purposeful visionary and not merely an obedient implementor.

The role of purpose driven employee management is undebatable. Considering how deep a need it is for an employee, the HR team needs to develop systems in a way that an employee's inner purpose alignment need is captured. Success is an outcome of mindset alignment inside-out and not of world-class systems implementation, outside-in. Organisations that understand this paradigm of employees would be called humanistic and will thrive in business and people management.



KARNATAKA CHAPTER
* ESTD 1960 *

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

THE NATIONAL COUNCIL OF THE

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

**IS PLEASED TO OFFER THE BEST CHAPTER AWARD FOR THE
YEAR 2021-2022**

To

NIPM- KARNATAKA CHAPTER

IN RECOGNITION OF THEIR ACTIVITIES AND ACHIEVEMENTS

Core Committee



Mr. Robert Cutinha
Chairman



Mr. Dinesh A.U
Hon. Secretary



Mr. Siddaling D Khataavkar
Treasurer



Mr. Sanjay Mitra
Addl. Secretary



Ms. S. Sabitha
Vice Chairperson



Mr. Prabhu .H
Vice Chairman

Programme Committee



Mr. Sanjay Mitra
Program Committee Chairman



Mr. Mahesh D.S.
Member



Mr. Kubera H.C.
Mentor
Past Secretary, Vice President & Treasurer

Team Achievements

More than 15 programs were held during the year both in Physical and Online format and very good participation was achieved. Some of the physical programs saw a participation of up to 100 members and invitees. Various industry stalwarts were kind enough to spend time with NIPM KC to share their valuable knowledge which was well received by the participants. Some of the programs are:

- Late Sri SAS Murthy Memorial Lecture by Mr.Sudheesh Venkatesh on '8 Forms of Leadership Tyranny that People experience'
- Presence in Absence – In and Out at Work by Ms.JahnaviGurjer
- HR Best Practices and Great Place to work Certification – by Mr. Jagannathan V and Mr. Krishna Kumar
- Webinar on 10 Gunas by Prof. Mukund from USA
- Session on legal updates by Adv Prashanth BK
- Design Thinking & Design Clinic through M/s Explorra Consulting
- Moneyball for HR – Monetizing Artificial Intelligence

Research & Publication Committee



Ms. Karuna S.G.

Research & Publication Committee Chairperson, EC Member



Dr. Leena S. Guruprasad

Member



Ms. Dhanya T.G.

Member



Dr. Sandhya .R

Member



Mr. Girinarayan .G

Mentor, Past Chairman

Team Achievements

- Initiated Quarterly theme based NIPM Newsletter – “The Human Resource”
- Around Five quarterly issues were released for circulation between 2020-2023
- A special section on Employee wellness was initiated in the newsletter.
- The advertising section of news letter enabled the team to raise funds for NIPM in small amounts.

Training Committee



Ms. S. Sabitha

Training Committee Chairperson



Dr. Nagendra S.

Mentor, Past Chairman

Team Achievements

- 08.10.2021, Workshop on Code On Wages 2019 It's Impact And Compliance Structure & Industrial Relations Code 2020 It's Dynamics And Impact (Venue: Narasapura)
- 11.11.2021, Prevention Of Sexual Harassment (POSH) Of Women At Workplace – Provisions Of Law And Complaint Redressel & Principles Of “ Domestic Enquiry”
- 14.03.2022, Life Skills For A Better Work Life (A One Day Workshop) Venue: Yelahanka
- 23.03.2022, “HR for Non – HR Professionals” (Venue: Electronic City Bengaluru)
- 29.04.2022, A Practical Exposure Training Session On “ Compensation Management In Industries”
- 27.07.2022, Workshop On Labour Codes Impact – Implementation & Compliance (Venue: Hotel Chancery
- 20.10.2022, WIN – WIN Collective Bargaining Case Studies On Wage Negotiation & Settlements

Academics & Student Interface Committee



Mr. Prabhu H.

Academics & Student Interface Committee Chairman



Mr. Sheenappa Gowda .M

Co-Chairman,
EC Member



Dr. Nandeesh V Hiremath

Co-Chairman



Dr. Harish Babu .S

Member



Mr. G.C. Nandeeshappa

Mentor, Past Chairman

Team Achievements

- Inaugurated 6 Student Chapters
- Conducted 6 Training Programs in the Colleges
- Organised 2 HR Conclave in Colleges
- Organising Road Safety and Injury Prevention Programme of NIMHANS in the Colleges

IT & Website Committee



Mr. Renuka Murthy

IT & Website Committee Chairman
EC Member



Mr. Manjunath T.J.

Member

Team Achievements

- NIPM Karnataka chapter Website Launched
- Quarterly Magazines published in NIPMKC website.
- Our Patrons Branding on website
- Information about upcoming events are made available
- Leadership board and committee Members List
- Online Membership assistance

Membership Committee



Mr. L.H. Siddeshwara
Membership Committee Chairman,
EC Member



Mr. Balakrishna K.N.
Member, EC Member



Mr. Shashidhara G.K.
Member, EC Member



Mr. S.N. Gopinath
Mentor, Past Chairman

Team Achievements

- From 01.04.2021 to till Date: 306-Life Members, 9- Corporate Members & 8 Institutional Members have enrolled



Brouchure On National Pension System



Background

Introduced by the **Government of India** as a mandatory **Defined Contribution Pension Scheme** for the Central Government Employees joining the services from January 1, 2004.

The scheme was implemented by various State Government's for its employees from varying dates of implementation and later was extended to the Corporate Sector which included the Nationalized Banks along with the Public & Private Sector entities from 2011. The scheme is regulated by **Pension Fund Regulatory & Development** Authority which is a statutory body similar to SEBI, IRDA and RBI for the Pension sector operating under the guidance of **Department of Financial Service**.

Benefits: National Pension System offers the following benefits

To the Employee

- Flexibility in-Contribution
- Additional tax benefits over and above Sec 80C of Income Tax Act
- Portability of a/c
- Selection of asset class and investment option as per employee choice
- Selection of Annuity/Pension Service Provider

To the Corporate

- Zero Implementation Cost
- No Pre-Requisite of Trust Formation or managing books of a/c's
- Hassle free administration
- Contributions made can be claimed as business expenses

Tax Benefits under NPS

- U/s 80CCD (1) – Up to 10% of Basic plus Dearness Allowance contributed by the employee can be claimed as deduction with a ceiling of ₹1.5 Lakhs
- U/s 80CCD(1)(B) – Up to ₹50,000 can be claimed as deduction
- U/s 80CCD 2 - Up to 10% of Basic plus Dearness Allowance contributed through the employer can be claimed as deduction.

Please Note: With effect from 1st Apr'20, employer contribution towards PF, SAF and NPS (combined) will be taxable in case if the same exceeds ₹7.5Lacs in a given FY

List of Activities at NIPM from 1st October 2022 to Dec 31st 2022



Seminar on “Ride to Life & Aftermath of Road Accident”
at RR Institute of Advanced Studies on 15th October 2022



“Win-win collective bargaining case studies on wage negotiation & settlements” -
One day work shop at The capitol hotel, Bengaluru, on 20th October 2022

NIPM KARNATAKA CHAPTER



THE 10 GUNAS (MINDSETS)
FOR JIVĀ (YOU), JIVĀN
(LIFE) AND MOKSHA
(FULFILMENT)

Webinar by Prof. P R Mukund



10 Gunas is a ten-pronged approach that Prof. Mukund has extracted from the Vedic thought process about holistic success in life. The concept of success is not limited to personal or professional advancement. It is inclusive of inner character building and living meaningful life.

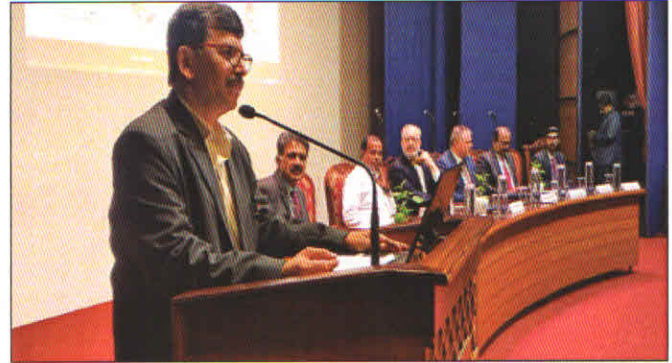
9th November 2022, 6.30 to 7.30 pm

Please Register at:
<https://attendee.gotowebinar.com/register/6700898175878654992>

“The 10 Gunas Mindsets For Jiva You, Jivan Life &
Moksha Fullment” - a Webinar Meeting on 9th November 2022



"National Pension System a Companion for your golden years of life" -
The hotel Capitol, Bengaluru on 16th November 2022



"International HR Summit : HR Innovation & Future of Work" at Kristu Jayanti College,
Bengaluru on 17th November 2022



SAS Murthy Memorial Lecture on
"Eight behaviors leaders Need to be wary"
at The hotel capitol,
Bengaluru on 7th December 2022

Inauguration of 13 year UG courses :
The class of 2022 - 23, at RR Institute
of Management Studies,
Bengaluru on 8th December 2022



Inauguration of NIPM-Student chapter at
SJB Institute of Technology,
Bangalore on 17th December, 2022

Seminar on "Ride to Life & Aftermath of
Road Accidents" at B.M.S. College of Engineering,
Bangalore on 29th December 2022

Book your Training, Interviews and Meetings at NIPM Hall



KARNATAKA CHAPTER
* ESTD 1960 *

- Centrally Located on Infantry Road
- Reasonable Rent
- Ready to use facility
- Option to use for half day or full day
- Lunch and tea can be arranged at reasonable price
- Can accommodate up to 60 people
- Ready to use facilities like PA System with collar mike, OHP, TV/CR, Xerox, Telephone and Email.

RENTAL CHARGES

Full Day (Week days)	:	Rs. 3500/-
Half Day	:	Rs. 2000/-
Holidays	:	Rs. 4000/-
Holidays Half Day	:	Rs. 2500/-



Contact Details for Book: Mr. K. Narayan, Office Manager,
C-209, 2nd Floor, Blue Cross Chamber, No.11, Infantry Road Cross, Bengaluru - 560 001.
Ph: 080 - 2559 1481, Mob: 94484 44503, Email: nipmkc@gmail.com

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT KARNATAKA CHAPTER

C-209, 2nd Floor, Blue Cross Chamber, No.11, Infantry Road Cross, Bengaluru - 560 001.
Ph: 080 - 2559 1481, Mob: 99861 33495, Email: nipmkc@gmail.com

www.nipmkc.com