# THE HUMAN RESOURCE

## "TALENT 5.0"

**NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT**
**KARNATAKA CHAPTER**

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# THE HUMAN RESOURCE

**Quarterly Publication of National Institute of Personnel Management - Karnataka Chapter**

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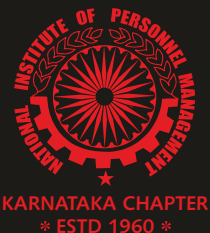
## Editorial Committee

**Ms. Karuna S.G.**
Chairperson

**Dr. Leena Guruprasad**
Member

**Ms. Dhanya T.G.**
Member

**Mr. Girinarayan G.**
Mentor

# CHAIRMAN'S MESSAGE

Dear Members

Warm greetings to you

We are very happy to bring out this quarterly of THE HUMAN RESOURCE.

In this quarter, we conducted a Sports Day on 15.1.2023 in HAL ground. We celebrated HR PROFESSIONAL'S DAY in collaboration with NHRD, ISTD and KAPSW on 25.1.2023. On 11.2.2023 we had organized a HR CONCLAVE in NSB Academy, Bangalore on INDUSTRY 5.0 and its implications for HR leader.

We celebrated NIPM Foundation Day on 15.3.2023. On 17.3.2023, a workshop on POSH was organized. A workshop on 'HR leader as business leader' was conducted on 20.03.2023. Overall, this quarter has been a very active one for all of us.

The co-operation, support and committed work has been as immense as ever from all the EC members and senior members of NIPM KC. I express my deepest gratitude to each one of them.

The editorial team of the magazine led by Ms. Karuna has been doing an excellent job as always. I highly appreciate the team's consistency and dedication.

The present EC members' term is coming to an end very soon. We are into last quarter of our tenure. NIPM KC annual day is due for celebration very soon. It is a great event wherein we join together along with our family. I request all to join for the event.

Take care.

Warm Regards

**Mr. Robert Cutinha**
Chairman – NIPM - KC

# EDITORIAL MESSAGE

## From the Editorial Committee

Dear Reader,

In this release, you will read the varied thoughts and inputs on Talent Transformation (5.0) from industry experts and leaders. Much like our earlier issues, this too has a great shelf life! In this issue's Editorial message instead of describing each of the contributions, I would like to share some thoughts on behalf of the entire Executive Committee as our tenure is coming to an end, albeit our work will continue beyond the tenure and of course our support and encouragement to NIPM continues for life.

This message titled "Attitude of Gratitude" is dedicated to all the elected and co-opted members of the Executive Committee who have been instrumental in creating two memorable years of NIPM-KC.

Firstly, I thank our Chairman Mr. Robert Cutinha, who has always been very patient with the entire team, given us guidance when needed and stepped back when needed so that we may grow and learn on our own. Much like a parent, he has beautifully managed the little squabbles and differences and applauded our achievements. It has been a real pleasure working under his leadership and I believe NIPM-KC has seen some truly wonderful and remarkable events during his tenure, which is substantiated by the well-deserved 'Best Chapter' award. We are grateful for having him as our leader.

Secondly, I would like to thank my mentor Mr. Gopinath S N, Past Chairman NIPM-KC, who has truly guided the course of the Editorial Committee by not only constantly sharing his thoughts, inputs and criticisms, but also giving us the earlier issues of 'The Human Resource' dating back to 2010 and prior - to aid us in our attempt to recapture the glory of this publication from back when we weren't yet fully dependant on technology for reading. He has also been my go-to person for networking in the industry to be able to generate so many leads and articles to give the magazine some shelf-life.

Last, but definitely not the least, I whole-heartedly thank the entire Editorial Team for sticking together for 2+ years and bringing out 7 releases so far. We have had good debates and discussions, with the common guiding factor being the willingness to bring out a quality magazine and as the saying goes – where there is a will, there is definitely a way. We have received some heart-warming feedback from some readers, and we are grateful for all of their feedback. It is a journey to reminisce!

We trust this issue, like its preceding ones, adds value to your library.

**Ms. Karuna .S.G**
Chairperson – Editorial Committee
EC member, NIPM – KC (2021-23)

# Omega Healthcare:
## A Case Study in the Need For Talent Transformation In Supporting Organization Transformation

**Dr. (HC) Guruvayurappan P.V.**
CHRO,
Omega Healthcare

In a rapidly growing organization, talent transformation is critical to ensure that the talent pool can keep pace with the changing needs of the business. Developing a talent transformation strategy has helped Omega identify the skills and knowledge gaps within the workforce and create a plan to address these gaps through targeted learning & development initiatives. It helped Omega build a robust talent pipeline, retain top talent, and ensure that our current employees have the necessary skills to succeed in their roles and support the organization's growth trajectory.

## Pillars of Omega's Talent Transformation

- Talent Acquisition and Retention: Attracting and retaining top talent is essential for talent transformation. This involves creating a compelling employer brand, offering competitive compensation and benefits, and providing a positive employee experience.

- Culture and Values: Developing a culture that prioritizes learning, growth, and development is essential for talent transformation. This involves creating an environment where employees feel supported, valued, and empowered to take ownership of their own learning and development.

- Leadership and Management: Effective leadership and management are critical for talent transformation. Leaders must be able to identify talent gaps, develop talent strategies, and provide the necessary resources and support to empower employees with new knowledge.

- Learning and Development: Providing training and development opportunities is a key component of talent transformation. This may involve offering formal training programs, on-the-job training, coaching, and mentoring to help employees upskill and acquire new knowledge.

## Situation

- To double Omega Healthcare's employee base: What was done in 15 years, to be done in 3 years

## Challenge

- Incorporate a mind shift
- Build leadership capacity
- Integrate in-organic growth without challenging the exsisting culture

## Outcomes

- We doubled our business
- Ensured industry-leading growth
- Unified Omega across levels
- Developed leadership readiness to manage & accelerate growth

## Takeaways

- Creating a visible roadmap, and ensuring people buy-in is key for future growth
- Organizations transform when their people transform. Investing in developing people ties in directly to the growth of the organization
- It is crucial to innovate and keep reinventing to unlock the next levels of growth

- Technology and Innovation: Embracing new technologies and innovative approaches to learning & development can help organizations stay ahead of the curve and transform their talent pool more effectively.
- Metrics and Measurement: Measuring the effectiveness of talent transformation initiatives is essential to ensure that they deliver the desired results. This may involve tracking metrics such as employee engagement, retention rates, and performance benchmarks to evaluate the impact of these initiatives.

Launched a decade back, our well-structured Talent Transformation journey is currently in its second phase. Phase 1 had its own intricacies and focused more on first-time leaders' and managers' transformation. In contrast, the second phase of the transformation journey commenced in 2020 and is focused on creating a multi-layer leadership structure opportune to meet business transformation.

## Career Progression @ Omega

## What we did:-

We are currently over 27,000 employees strong across geographies, serving more than 150 clients. India's BPM (Business Process Management) industry is growing at a CAGR of 20% to 25%. Omega Healthcare has ensured an annual growth slightly higher than the industry average.

Here is a glimpse into the potential career path for an entry-level employee. They have an opportunity to grow from a 'band 1' to a 'band 4' personnel quickly.
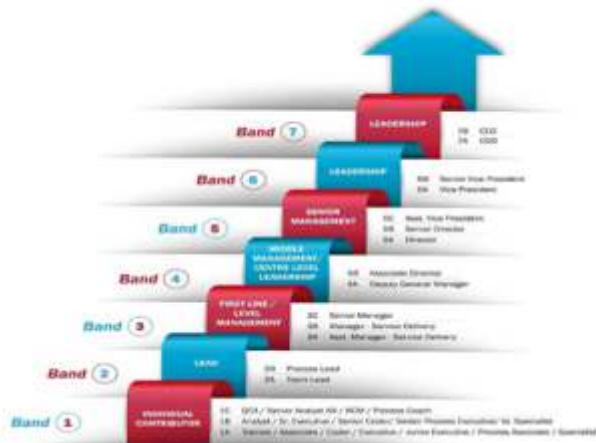


## What does the 20:2:1 represent?

This means - for every 20 associates, we need 2 QCAs, and 1 supervisor. Further, for every 5 Supervisors, we need 1 Manager. Therefore, there is a need for about 100 to 120 Supervisors annually for an average of 2000 to 2500 new employees.

As an organization, we more than doubled our employee base in the last 5 years and are continuing the momentum. It took us 10 years to grow to 5000 employees (2003 to 2013); however, the growth in the subsequent 5 years (from 2014 to 2019) was seen as below:-
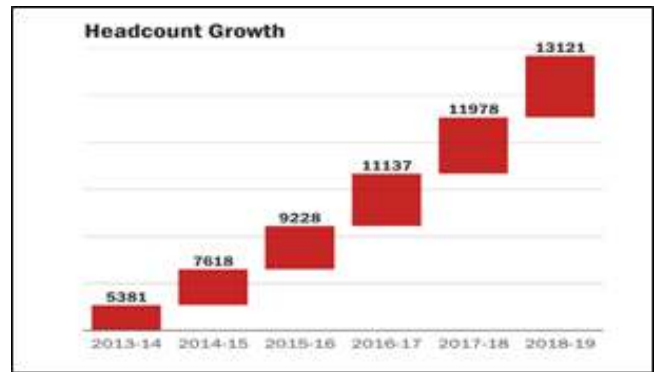


The challenge staring at us now was how we would double that number in the next six months. We needed to onboard skilled people to aid the accelerated growth on the business front. We knew very clearly that what we had done in the past would not suffice to help us achieve the target.

The rapid business growth demanded a need for supervisors with domain expertise. As the most significant player in the industry, getting expert experts from the market was challenging. While we started promoting leaders within the organization, the new leaders needed to gain the skillset to lead a group of associates, one of them being the people management skill required for the position.

Michael Dell sums it up perfectly, "You don't have to be a genius, a visionary or even a college graduate to be successful. You just need a framework and a dream".

Our dream became a reality with the birth of our framework.

- Standardize Capability
- Nurture Culture
- Create Leaders
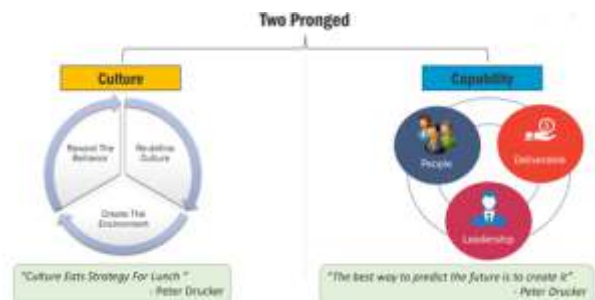


**So how did we standardize our framework, nurture our culture and create our leaders?**

While we did a lot of initiatives to address culture and standardize capabilities, from a talent transformation point of view, a few key initiatives helped us accomplish people transformation.

- Rolled out a 13-week program for the existing team leaders. The plan was to have the 250 leaders complete the program, which consisted of three phases
- **Connect** - where they are exposed to all other functions
- **Lead** - where they are trained in supervisory skills
- **Transform** - to having the competence to interact with the leadership team

As a part of the program, they were also assigned a mentor to help them complete their project and certify them as First Time Leaders. This is now institutionalized for all newly promoted team leads and leads hired from the market.

- A similar program called 'Lead the Leader' was launched for existing managers. We also institutionalized collaboration workshops to help Operations Managers understand and efficiently support the newly created functions.

- We followed a Development Center Methodology to facilitate the growth and create appropriate leadership capabilities, which helped us identify the HiPos in the system.

- As part of succession planning, we launched the Future Leader Program to standardize rolled-out certification programs for process coaches and trainers.

- Launched the Center of Excellence for coaching (Coaching COE), which created 10 ICF-certified coaches. Currently, Omega has 2 ACC, 8 PCC, and 2 MCC who help create a coaching culture across the company.



Further, to build a pipeline of leaders who are fully equipped to deliver in line with our growth strategy, Omega identified 7 corresponding leadership competencies that would inform their people development plans in the future. We also needed an innovative tool to accurately predict a person's future potential to demonstrate these leadership competencies consistently.

Since "potential", in a philosophical sense, is boundless and, by definition, not yet fully manifested, measuring it and making it an integral part of organizational development practices can be challenging. So, the question that was intuitively asked is: "Could there be a new kind of innovative research, survey, or assessment out there that sheds light on the "inner potential" of people?"

While looking for a methodology that assesses people beyond their personality and behavioural traits, we considered many options. Still, none were as compatible with our vision as the Human Potential Assessment by Being at Full Potential®. The framework of Being at Full Potential is depicted as follows:

**1. The tip of the iceberg: 6 Organizational Performance Metrics (OPM's)**



The 6 Organizational Performance Metrics (above the waterline) are the more tangible & visible drivers of performance that, when fully developed, can produce extraordinary outcomes beyond current limits and expectations. Omega has been performing well on these six metrics so far. Given the current strategy, the highest scoring OPM, **Customer Orientation,** is a strength to further build upon. At the same time, we need to find new insights to improve in the areas of **Getting things done** and **Inventiveness.**

**2. The middle of the iceberg: 4 Being States (and 23 dimensions)**
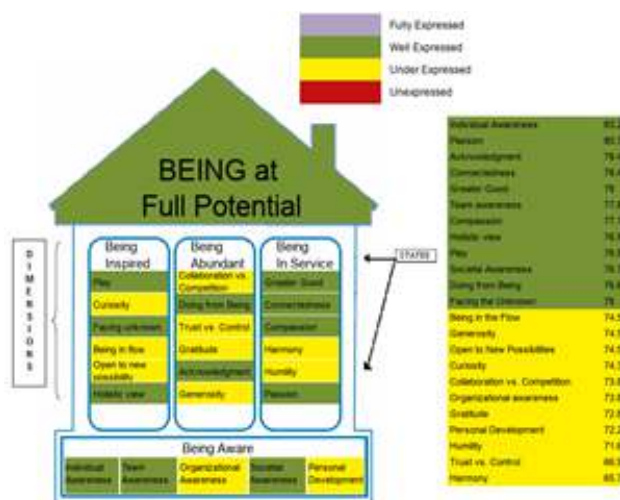


**3. The bottom of the iceberg: 8 Being Attitudes**

At the bottom of the iceberg framework lie the 8 essential attitudes or mindsets an organization can cultivate to activate the 4 Being States. **Sync individual & Collective Purpose and Helping each other Shine** were identified as key attitudes to further development.

BEING ATTITUDES
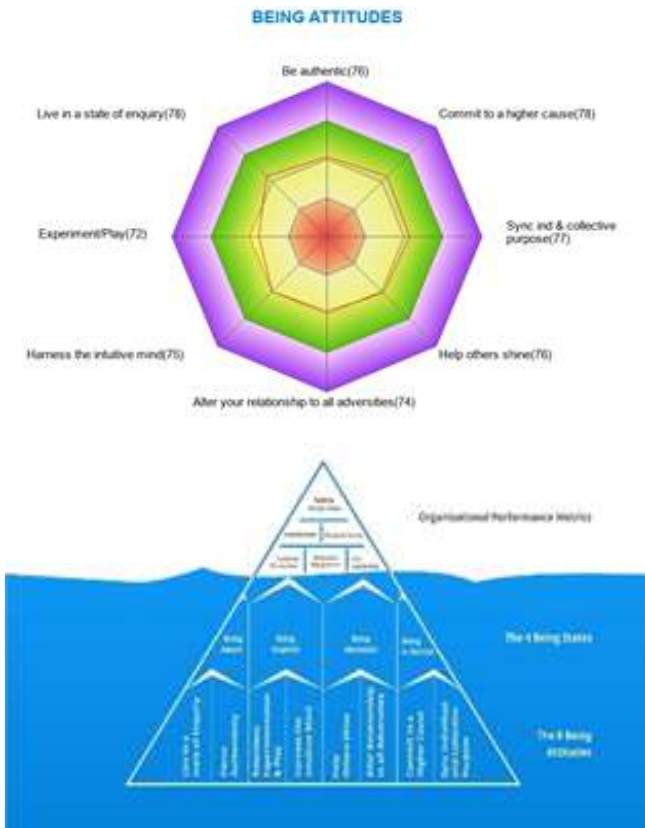


2.5 years after the first assessment and subsequent reorganization of teams, Omega ran a second Organizational Human Potential assessment amongst 517 first time leaders and above to measure the impact of their interventions. Below is the result of Organisation Potential observed in various criteria.

| 6 OPM's | 2017 | 2020 | Index |
|---|---|---|---|
| Trustworthiness | 78 | 79 | 101.0 |
| Inventiveness | 75 | 76 | 101.4 |
| Employee Engagement | 77 | 77 | 101.1 |
| Customer Orientation | 80 | 80 | 100.5 |
| Getting things done | 75 | 76 | 100.6 |
| Self leadership | 76 | 77 | 101.0 |
| 4 Being States | 2017 | 2020 | Index |
| Being Aware | 78.7 | 79.5 | 101.1 |
| Being Inspired | 76.2 | 77.0 | 101.1 |
| Being Abundant | 74.0 | 74.9 | 101.2 |
| Being in Service | 78.6 | 79.4 | 101.0 |
| 8 Being Attitudes | 2017 | 2020 | Index |
| Fierce authenticity | 76.5 | 77.6 | 101.5 |
| Live in a state of enquiry | 78.0 | 78.7 | 100.9 |
| Experimentation & Play | 71.9 | 72.5 | 100.8 |
| Harness the intuitive mind | 75.4 | 75.9 | 100.6 |
| Alter your relationship to all adversities | 73.5 | 74.5 | 101.3 |
| Help others shine | 75.8 | 77.0 | 101.6 |
| Sync ind & collective purpose | 77.1 | 78.2 | 101.3 |
| Commit to a higher cause | 78.2 | 78.5 | 100.3 |

Overall, all key metrics increase by one to two percentage points, signalling a modest, yet positive, development of their culture and ability to deliver against organizational priorities. It is also interesting to note that the relative strengths and opportunity areas have remained similar over these 2.5 years. This is evidence of a robust organizational culture with values ingrained in day-to-day operations. It also gives significant credibility to the predictive nature of the Human Potential Assessment tool in facilitating Talent Transformation across the organization.

**Phase 2 of Talent Transformation**

The pandemic and resultant Work from Home situation did not deter Omega's business plans. We took advantage of the uncomfortable and uncertain times to charter our next phases of growth. In early September 2020, Omega Healthcare embarked on an enterprise-wide transformation journey, PROPEL 2025.

**PROPEL 2025** is our proactive strategy to ensure we remain the leader and conquer new grounds in the healthcare solutions ecosystem. PROPEL 2025 has been an exciting transformative journey for all at Omega Healthcare. So far, we have witnessed significant progress with PROPEL, aligning with a series of pan-organization initiatives and more active, consistent, and proven enterprise and talent engagement and transformation journeys.

We align our growth and vision of PROPEL with a philosophy revolving around a united brand identity - as the functions, partners, technologies, and groups come together to deliver on a common goal of growth, innovation, and sustainability. We also strive to transform how healthcare is delivered, managed, and experienced by customers, patients, and stakeholders across the globe. We want to create a shift in mindset to drive scalability, deliver value to clients, and have a sense of ownership in every process.

Under the 3 board focus areas and the 8 towers aligned to them, various critical and strategic initiatives are being rigorously driven, all directed towards accomplishing our vision of:

- **Growth** - Sales Excellence, Capability Expansion, Mergers, and Acquisitions
- **Delivery** - Delivery Excellence, Technology Transformation, Operating Model
- **Enablement** - Functional Transformation, Marketing, and Branding

# Propel2025Focus

Under the 3 board focus areas and the 8 towers aligned to them,
various critical and strategic initiatives are being rigorously driven,
all directed towards accomplishing our 2025 vision



A successful transformation requires the changes to cascade in the service that is ultimately delivered to the end clients/customers. A part of reinventing ourselves is reinventing the very way we operate. The new 2-in-a-box operating model of Delivery Partners and Client Partners jointly driving client outcomes has helped bring sharper focus to execution.

# TWO IN A BOX MODEL
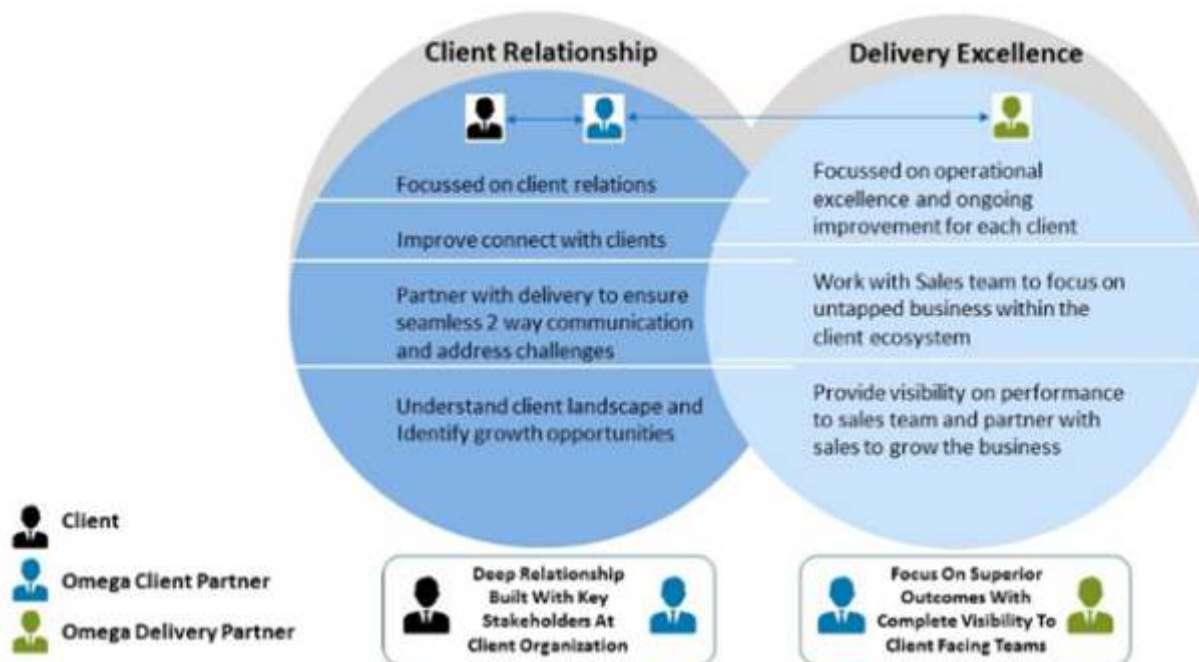


There is a need to go beyond the glory of the past and invent a new future for Omega Healthcare. This involves a process of co-creation and aligning the entire team to a common objective, leading to a logical and well-founded road map for the next five years.

## Need for Intervention

- People are the source of sustaining and expanding the business. Given the goals and objectives of 2025, the senior leadership needs to be equipped to realize them.

- Fulfilling PROPEL 2025 needed something beyond what we have done so far - existing strategies need to be relooked at.

- We need an intervention that causes a radical shift in the mindset of people. What we need is not something incremental but something that causes a paradigm shift. This can happen when people look beyond individual and collective barriers, create opportunities in current circumstances and co-create a new future. A future that gives power to the people and leads to unprecedented business results.

- What is needed is a future created by the team that is aligned with the stakeholders - a clear common objective with a five-year road map and a powerful execution of the same to realize it.

- The senior leadership needs to lead from the front in the areas of Account Mining and being Customer Centric. They need to create pathways and directions for the team to execute.

- Enabling function needs to be developed to ensure hassle-free cultural integration to attain the desired transformation outcome.

**Execution of Propel 2025:** Transformation Journey is viewed as a great opportunity for HR and a compelling reason to strengthen its talent transformation strategy. Below are some of the talent transformation journeys we launched during 2021 that helped us achieve the goal.

Following the leadership transformation journey kick-started to achieve the above objective.

**Lead 2021 in collaboration with** CFI

**Coach Federation of India - a 6 - 7 month program**

For the Delivery Partners role to ensure 2 in a box model is successful – we launched the Lead 2021 program for shortlisted Delivery partners from existing leaders who will be taking responsibility for an entire account (client deliverables) than for a certain service line within an account with the below objectives:-

- To acquire a solution mindset with clients as key account partners

- Partner and collaborate more effectively with client partners in the US, Service Line, and other internal stakeholders

Build and deliver an extraordinary level of customer orientation.

---

> **30 Delivery Partners deputed to this transformation journey**

**Executive Leadership Development Program**  LMI

**Leadership Management International - 90 – 120 days program**

For Service Delivery and Enabling functional heads to achieve the following objectives:-

- To swiftly transition to the new role

- Have a transformational and collaborative mindset to unleash their potential and drive Propel 2025 strategy.

> **12  senior leaders deputed to this program across Geo.**

**Bullet Proof Manager**  CRESTCOM

**Crestcom – 7 - month program**

For participants from the Delivery and Enabling function to accomplish the following objectives:-

- To help the Enabling Functions partner with the Delivery Functions and be on top of the 2025 game plan

- To strengthen our Mid - Senior Management Leaders & work on the seven leadership competencies and strengthen the collaboration

> **75 mid & senior managers deputed to this program across Geo.**

Our enterprise-wide transformation program, PROPEL 2025, targeted growth of 3.3X times, calls for us to transform our work. However, with no people connect, the hybrid model led to a massive gap in transforming the ordinary into the extraordinary.

Post-pandemic, "the great resignation" has been a buzzword that impacted almost all industries, including us. We recognized that new team members needed to feel included and given the right attention/direction. It was crucial to build trust among the team members and the leaders.

To address the TRUST element and to aid in creating great teams, HR partnered with the Delivery Units and various departments to initiate a massive program under the banner ATTAIN PROPEL 2025. Anchored to the tenets of Attract, Enable, and Retain, this program is a unique and collaborative effort that helped us drive ownership across the leadership to ATTAIN organizational goals.

The offsite was held in May 2022 for employees from different locations. Over 900 leaders from 6 Delivery Units across the country met for 2 days to chart out an organization-wide plan to achieve our transformation growth partnership, to excel in our vision while defining the common expectations of FY22-23 objectives, celebrating ideas with the other stakeholders with robust outcomes to ATTAIN organizational goal.

The focused talent transformation initiatives undertaken by HR helped Omega to achieve Propel 2025 Goals 1.5 years ahead of the timeline. We have visibility on accomplishing the overall goal by CY-23. Few of the key outcomes of our talent transformational program:

1) Intervention providing a mindset, skillset, and toolset - to prepare the talent for organizational transformation

2) Critical roles being developed proactively to manage growth through the HiPoD program

3) Creating a leadership pipeline

4) Measuring the desired outcome on organization KPIs

**Conclusion:**

The Omega Healthcare Talent Transformation Journey helped us attract the right talent from the market and retain existing talent. It also ensured seamless integration of new leadership with home-grown leaders to steer the exponential growth that we witnessed in the last decade. While it took us 10 years to grow from 0 to 5000 employees, we doubled the base to 12,000 employees during 2013-2018. However, in spite of the Pandemic playing foul in the last few years, we witnessed a further doubling of the organization in the same duration to more than 27,000 heads. The talent transformation journey not only helped us to drive business goals but also helped us to retain 100% of talent in leadership across levels and geographies in this journey.

**About Omega Healthcare**

Omega Healthcare is a trusted partner that helps improve financial outcomes through technology and clinically enabled transformational solutions for healthcare and life sciences organizations. Omega Healthcare's flexible portfolio of platform-based services is tailored to the unique needs of its clients. Solutions encompass point solutions and fully managed services and help increase revenues, decrease costs, and improve the overall patient-provider-payer experience. Omega Healthcare has more than 26,000 employees across 12 delivery centers in the United States, India, and the Philippines, and is SOC 1 Type 2, SOC 2 Type 2, ISO 27001, and ISO 9001 certified. For more information, visit https://www.omegahms.com

# NITTE Master Mind

VIHAAN in collaboration with
**Dept. of Women And Child Development**
&
**National Institute of Personnel Management Karnataka Chapter**

Presents

## CONVERGENCE MEETING

(A dialogue with all stakeholders to take up Empowerment & Sustainability of vulnerable women)

**SATURDAY, 4TH MARCH 2023 | 10.30 Hrs. - 13.30 Hrs.**

**THEME**
Skill Training and Entrepreneurship –
Inroads to secure employment opportunities
for survivors of trafficking and vulnerable women.

**VENUE:**
**SAMBHRAMA AUDITORIUM**
Dept Of Women & Child Development
Correctional Institutions Premises, Dairy Circle
Dr. Marigowda Road, Bengaluru- 560029



**NSB ACADEMY, BANGALORE**
**IN ASSOCIATION WITH**
**NIPM**

**BANGALORE CHAPTER**

**Inauguration Ceremony of NIPM Students Chapter @ NSB Academy**

DR. S R Sridharamurthy — President, NSB Academy, Bangalore

Mr. Robert Gatmia — Chairman, NIPM-Karnataka Chapter(NIPM-KC)

Mr. Prabhu H — Chairman, Academics and Student Interface Committee,(NIPM-KC)

Mr. Sheenapa Gowin M — Co-Chairman, Academics, and Students Interface Committee, NIPM- KC

Venue: Seminar Hall, NSB Academy Campus, Sigena Agrahara, Huskur Post, Anekal Taluk, Bangalore – 560099 KA

3:00pm - 4:15pm | 7th of February 2023



## HR CONCLAVE
ON
**INDUSTRY 5.0 AND ITS IMPLICATIONS FOR HR LEADERS**

**11th February 2023** (Saturday)
10:00 am to 01:45 pm

**Program Highlights**

Inaugural Ceremony & Key-Note Address
Plenary Session-1: "Industry Institute Interface in Industry 5.0 Era: Challenges & Opportunities"
Plenary Session-2: "Talent Acquisition: Recruiters Perspectives"

Knowledge Partner: NIPM KARNATAKA CHAPTER
Industry Partner: BCIC

**Venue**
Seminar Hall, NSB Academy,
Sy.No.85, Singena Agrahara, Huskur Post,
Anekal Taluk, Bangalore, Karnataka - 560099

**Who can attend?**
HR Leaders
Director/Head (Talent Acquisition)
Deans/Directors of B-Schools & Universities

# THE BIG RESET IN TALENT TRANSFORMATION
## L & D OF THE FUTURE

**MANSIJ MAJUMDER**
Vice President & Head Human Resources
Unext Learning Pvt Ltd, 1/1, UNext Towers,
Swami Vivekananda Road, Off MG Road,
Bangalore – 560008

## What ails Learning & Development ?

Learning and Development, has long been castigated as working in a silo. Any CEO would say that L&D is a critical focus and L&D strategies must align with a company's overall priorities. Yet research has found that most L&D functions fall short on this dimension. Only 40 percent of companies say that their learning strategy is aligned with business goals (Brandon Hall Group, 2018). In most companies, the purpose of learning is simply to upskill employees, and complete the mandated training hours. Even as recently as 2019 (pre-pandemic), there were L&D teams who worked out an annual training calendar based on the training needs identification done by the line managers. On paper, this is the classical method of creating a learning strategy, but with respect to actual execution this strategy falls short. Most of the training need identification is done during the annual appraisal cycle, where the focus is more on performance rating than on individual development. Even for the conscientious manager who evaluates and identifies the gaps, the learning calendar becomes the deal breaker. Whereas, she would like her reportees to acquire certain skills in the first quarter, the training calendar schedules shows that the first time the training will be done is in the third quarter!

As skill needs shift more rapidly due to digitalization and the resulting ongoing organizational changes, CEOs and CHROs overwhelmingly ask learning and development (L&D) to upskill and reskill employees as quickly and effectively as possible. Yet today, 70% of employees report that they do not have mastery of the skills they need for their jobs (Gartner Inc, 2018).

CxOs have no choice but to work on how soon their function can, their company, adapt to the rapidly changing world - they need to find agile ways of working, innovate quickly, incorporate learnings from failures and successes almost as soon as they occur, and adopt new approaches in response. Boston Consulting Group, in one of their articles say that, "The winners of tomorrow will be those that can accelerate their rate of learning." In every industry and every company vast amounts of information is being generated, are being analysed and reacted to. At this juncture, the human worker has no choice but to accelerate his rate of learning. In 2020, the world economic forum published a paper, calling out a reskilling emergency. It predicted that by 2022, 42% of the core skills required to perform existing jobs are expected to change, and, more than a billion people will need to be reskilled by 2030.

Nevertheless, Talent Transformation as we know it is due for a **Big Reset.**

### Reinventing the L&D function

Learning happens in corporates for a reason - to align business goals to learning outcomes. But, CEOs have delegated the company's vital learning agenda to the L&D function-which all too often focuses narrowly on creating and delivering content through in-person or online courses that are organized outside the day-to-day flow of work and does not have data points for assessing who is learning what and where is this learning being used.

It is time that the organization's learning responsibility is taken out of the Human Resources function and made a responsibility of the C-suite, with a new purpose - improve business performance and become the engine of organizational change. Upskilling and reskilling employees is part of improving business performance, but there is a greater goal of being the nerve centre for the organization's growth and change.

### A dedicated learning function

Currently most L&D functions have not been built to deliver in the new normal. For an org to become a learning organization, learning has to become the responsibility of the entire executive team. For reasons of practicality, it may be needed to partner with people function, but for all intent and purpose the transformation of the org into a learning org has to be driven by all the leaders.

CEOs across industries ask the following questions to their CHROs:

- Why are we not able to upskill and reskill our employees in anticipation of change?

- Whenever a new project, new requirement or change in strategy comes in, why do we need to look at external talent?

- How can we develop our talent for the future?

   While uncomfortable for the CHROs, part of the answer lies in how the L&D function has been set up in organizations. Mostly, L&D serves as a parking lot for medium potential-medium performance employees, is held back by a legacy mindset that still believes in man-hours of learning, and is completely disconnected from the skill-gap that is gnawing at the future of the business. Primary role of the members of the current L&D function seem to be organizing training events, and majority of their time goes in vendor management and other activities. Allocating a higher budget is not the answer, investing in new learning technology will also not solve the problem, what is needed is a complete refit of the L&D function.

**Building this new function**

To reflect the new significance of learning within the company, CEOs need to make learning a C-suite priority and that can be done  by creating a dedicated L&D function headed by a chief learning officer who reports to the CEO. Making the CLO a direct report would send a message that the company regards learning as a strategically important function. This was done earlier when the chief data officer role was carved out of the IT department, and this measure resulted in the vast wealth of data becoming available for the organization to use. The new CLO should then work on an expanded mandate, with responsibility for building a new learning and development function, embedding relevant learning in the workflow, harnessing the power of data-driven and science-based learning. However, there are two important steps to be taken while building this new L&D function.

**Step 1 - Skill matrix**

Most companies believe in skill gap analysis. However, this analysis is more as a process checklist than one that feeds in to various functions. Worst of all, this data resides in the laptops or minds of the managers and function heads. The first step in building a learning organization is to build a strong skill matrix, that is accessible to everyone. It needs the executive team to work together to define and pen down what the organization will do, in the short term and long term. What skills are required to reach those goals, and where do individuals in the org stack up against those skills. A technology solution to create this skill matrix would help as this would become the future repository of the org skills. This is the repository that the talent acquisition and talent transformation/L&D would draw upon when deciding on whether to build or buy. The C-Suite will also have a fair view of where the organization is headed in terms of the skill availability and consequently the ability of the org to respond to changing business needs.

**Step 2 - New L&D roles**

The future belongs to learning in the flow of work

(Bersin, 2018). In the corporate learning world, we want people to spend less time learning, and more time applying what they have learnt. We don't want people to be inundated with catalogues of learning material, nor do we want learning to become like Netflix, with recommendation on the next course to be taken. An example would be training on EHS.  Most companies this is a mandatory training, which is either done in a class room set up or through a video based training module, once a year or at most twice a year. Instead, this training could be done through an adaptive learning solution, that delivers a 90-sec reel, each day when the employee logs on to work. The learning is carefully curated, spaced, and designed to deliver an outcome - and the employee answers questions to give the system enough information to decide what should come next. In case of a change in business environment, eg. warning of an imminent cyclone, the module would focus on measures to be taken. Bersin states that people learn best when the training is personalized, packaged in bite-size formats, incorporated into the daily work routine, and supported with timely nudges and reminders and this learning in the flow of work is going to disrupt the traditional L&D function, propelling it from the backwaters to the fore front of the learning organization.

The future L&D organization which can deliver learning in the flow of work, will have very different set of people, rather than the current corps of trainers and program managers. I would think that the org will have roles, as explained in the infographic.
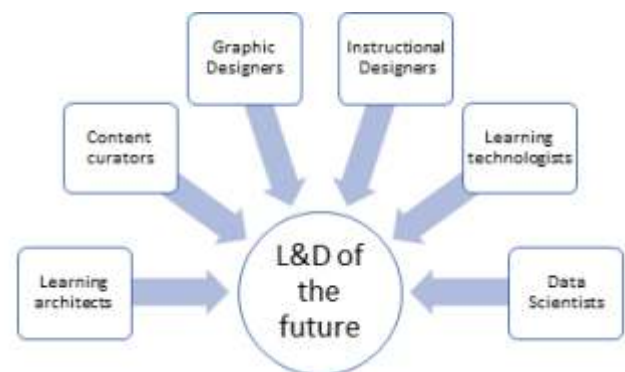


There will be six main roles in the future in the L&D organization:

1. Learning architects who will translate the skill gaps/business needs into learning solutions that are a combination of classroom, online, on the job, and peer to peer learning approaches. They also create the individualized guided learning paths for individual employees

2. Content curators who will source a wide variety of new skills-based material from all kinds of providers in the learning ecosystem.

3. Graphic designers  who specialize in user experience and user interface to create byte sized pieces of learning

4. Instruction designers who specialize in adult learning, and design the micro learning experience

5. Learning technologists will design and implement the right technology stack with the right mix of tools-from traditional LMSs to modern learning experience platforms

6. Data scientists who unleash the power of the data collected through online learning platforms and create models that can help bridge the skill gap in real time

With these people on board, the function will start to look very different. It will then become a core strategy function, working on what the organization needs and should look like in the future. This change will come with a new price tag, maybe many of these roles could be outsourced to specialized companies, but the reality remains, that in the future, the L&D function will need to achieve positive learning outcomes and boost the overall company performance.

By reinventing the learning organization, companies can focus on creating their own learning ecosystem in the form of loose networks of companies that come together with their alumni, suppliers, distributors, customers, universities and other participants to curate the body of knowledge and create a flourishing learning community who work beyond the boundaries of the company. A mature corporate learning community will become a value proposition to target talented individuals, who are always looking for opportunities to grow. It will help companies build a future ready adaptive workforce without having to go out and buying expensive talent, every time there is a change in business strategy. Properly managed, this learning community will allow individual employees, teams, and business units to take responsibility for their own learning. By providing this autonomy, companies can enable employees to access the benefits of a wide range of learning options both inside and outside the organization. Indeed, the extent to which companies possess such an ecosystem will determine the extent to which they will prosper in the future and adapt to meet new challenges and opportunities.



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# Evolving role of Learning and Development in Talent Transformation

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**Abstract:** In today's world, the ability to quickly adapt and respond to changing market conditions is essential for organizations looking to stay competitive. Talent transformation through learning can help to ensure that organizations have the necessary skills and knowledge to remain competitive. By offering employees the opportunity to learn and gain knowledge, organizations can help to ensure that their talent is up to date with industry standards, engaged in their work, and committed to the organization for the long-term. Through learning, organizations can ensure a successful talent transformation process, helping to drive the organization to greater success.

Talent transformation is one of the most important tasks in business today. To remain competitive and successful, organizations must be able to develop, engage, and retain a talented and capable workforce. Learning and development are key components of this process, providing employees with the tools and resources they need to reach their full potential and remain loyal to the organization.

**Keywords:** Talent Transformation, Learning & Development, Organizational Talent, Technology, Chatgpt.

**Introduction:** Learning plays an essential role in talent transformation, enabling employees to develop their knowledge, skills, and abilities. Through access to high-quality training and development programs, employees can gain the skills and knowledge necessary to take on new and more challenging roles. They can also gain the confidence and motivation to take on these roles, helping to increase their engagement and loyalty to the organization. In addition to helping employees develop their skills, learning and development can also be used to engage and retain employees. By providing employees with access to meaningful learning opportunities, organizations can create an environment where employees feel valued and respected. This, in turn, can help to foster a sense of loyalty and commitment to the organization.

Learning and development can be used to help ensure that employees remain current with the latest trends and developments in their field. By providing employees with access to the latest information and resources, organizations can ensure that their workforce is always up-to-date and ready to handle whatever challenges come their way. Learning and development play a critical role in talent transformation. By providing employees with the tools and resources they need to develop, engage, and remain loyal to the organization, organizations can ensure that they remain competitive and successful. With the right learning and development programs in place, organizations can create a culture of learning and excellence that will help them attract and retain the best talent in the business.

**Need for Talent Transformation:**

The need for talent transformation in HR arises from the fact that the traditional role of HR has shifted from being solely focused on administrative tasks and compliance issues to becoming a strategic partner in organizational growth and success. This shift has necessitated a transformation of HR practices and talent management strategies to attract, retain, and develop top talent in order to drive business objectives.

There are several reasons why talent transformation is important for HR:

- **Business Strategy Alignment:** HR must be aligned with the business strategy to ensure that the organization has the talent it needs to achieve its goals. This requires a strategic approach to talent management that focuses on identifying critical roles and competencies, developing a talent pipeline, and ensuring that employees have the skills and capabilities needed to meet evolving business needs.

- **Talent Shortages:** In many industries, there are talent shortages in key areas, such as technology, healthcare, and finance. HR must be proactive in developing strategies to attract and retain top talent, including offering competitive compensation packages, flexible work arrangements, and opportunities for career development.

- **Changing Workforce Dynamics:** The workforce is becoming more diverse and multigenerational, with different work styles and expectations. HR must

adapt its talent management practices to accommodate these changing dynamics and create an inclusive culture that values diversity and fosters collaboration.

- **Digital Transformation:** The rise of digital technologies is transforming the workplace, creating new job roles and requiring new skills. HR must ensure that employees have the digital skills they need to succeed in their jobs and that the organization is attracting and retaining talent with the necessary technical expertise.

Talent transformation in HR is essential to ensuring that organizations have the talent they need to succeed in today's fast-paced, rapidly changing business environment. By adopting a strategic, proactive approach to talent management, HR can help drive business success and create a culture of innovation and growth.

**Organizational Talent:**

Organizational Talent is recognized as a critical need, but corporations often procrastinate focusing their attention on this aspect because of more urgent and pressing concerns. Human Resources are a key factor in the success of any business. Human Capital Management (HCM) and careful talent transformation can create value and maintain a competitive advantage. On the other hand, organizations constantly lose value due to lack of talent transformation strategy. Talent transformation consultants assure effective development, retention, and evaluation of human resources and help create an efficient recruitment process. By taking a holistic and individualized approach to each client, talent transformation consultants can assess the needs of an organization and create a bespoke solution. This way, consultants provide a much-needed service to organizations looking to improve human capital. In a global economy, corporations face increased competition for talent: they must attract and retain the best talents. Talent transformation is identifying, developing, and deploying talent within an organization. This process is essential for businesses to remain competitive in today's marketplace.

Leaders must focus on human capital management to attract and retain the best talents. They must also develop a strategy that includes succession planning, training and development, and performance management. Businesses often seek the assistance of consultants specializing in talent transformation, which can help develop and maintain a competitive advantage in today's marketplace by focusing on the evolution of human resources within the organization.

**Talent transformation:** It refers to the process of developing and enhancing the skills, knowledge, and abilities of individuals within an organization to enable them to perform at a higher level and meet the changing needs of the business. Learning and development (L&D) programs are an essential component of talent transformation and can help employees acquire new skills and knowledge, adapt to changes in the workplace, and progress in their careers.

In HR, talent transformation through L&D typically involves the following steps:

- **Assessing learning needs:** This involves identifying the skills and knowledge gaps that exist within the organization and determining the areas where learning and development interventions are needed. This can be done through performance reviews, surveys, and feedback from employees and managers.

- **Developing a learning strategy:** Based on the learning needs assessment, HR professionals can develop a learning strategy that outlines the specific goals, objectives, and activities that will be undertaken to address the identified gaps. The strategy should also consider the different learning styles and preferences of employees and the available learning resources.

- **Designing and delivering learning interventions:** This involves creating and delivering various learning interventions, such as training workshops, e-learning modules, coaching sessions, and on-the-job learning opportunities. The interventions should be designed to meet the specific needs of the employees and should be delivered in a way that is engaging and effective.

- **Evaluating the impact:** After the learning interventions have been delivered, it is essential to evaluate their effectiveness and impact. This can be done through various methods, such as surveys, assessments, and performance reviews. The evaluation should assess the extent to which the interventions have addressed the identified learning needs and contributed to the overall talent transformation goals. Overall, talent transformation through L&D in HR involves a continuous process of identifying learning needs, developing learning strategies, delivering learning interventions, and evaluating their impact. This process can help organizations develop and retain talented employees, increase productivity and efficiency, and achieve their business objectives.

**Methods used to Transform Talent:**

The field of HR and L&D is constantly evolving, and there are several recent methods that HR professionals are using to transform talent through learning and development. Some of these methods include.



Fig 1: Methods used for Talent Transformation
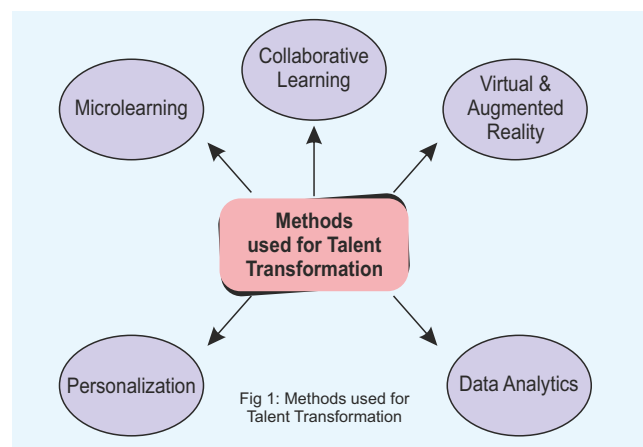
- **Microlearning:** Microlearning is a learning approach that delivers small, focused learning units or modules that are typically between 1 to 5 minutes in length. In the context of HR, microlearning can be used to deliver training and development opportunities to employees in short and easy modules. This approach can be particularly effective in addressing skill gaps, providing just-in-time training, and reinforcing learning. Microlearning can take many forms, including videos, podcasts, infographics, quizzes, games, and simulations. These learning units can be accessed via a variety of devices, including smartphones, tablets, and laptops, making it easy for employees to learn on-the-go and at their own pace.

- **Virtual and Augmented Reality:** HR professionals are exploring the use of virtual and augmented reality to create immersive learning experiences. These technologies can provide learners with realistic simulations of real-world scenarios, allowing them to practice and develop skills in a safe and controlled environment.

- **Personalization:** Personalization involves tailoring learning experiences to meet the unique needs and preferences of each learner. This approach can increase engagement and motivation by making learning more relevant and meaningful to individual learners.

- **Data Analytics:** HR professionals are increasingly using data analytics to track and measure the effectiveness of learning interventions. This can help identify areas for improvement and optimize learning programs to better meet the needs of the organization and its employees.

- **Collaborative Learning:** Collaborative learning involves encouraging learners to work together to solve problems, share knowledge, and exchange ideas. This approach can increase engagement and motivation and can help develop teamwork and collaboration skills.

Overall, these recent methods used by HRs to transform talent through learning and development reflect the evolving needs of modern workplaces and the changing expectations of employees. By leveraging these methods, HR professionals can create effective learning experiences that engage and motivate employees and help them develop the skills and knowledge they need to succeed.
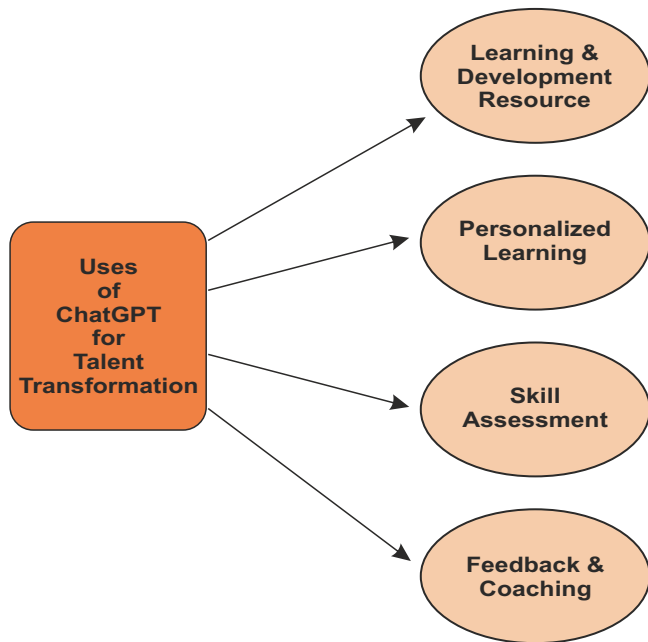
Talent transformation is a complex process that can be influenced by several factors. Some of the key factors that can influence talent transformation include:

- **Business Strategy:** The overall business strategy and goals of an organization can influence the direction and focus of talent transformation initiatives. For example, if an organization wants to expand into new markets, it may need to develop new skills and capabilities among its workforce.



Fig 2: Key Factors influence Talent transformation
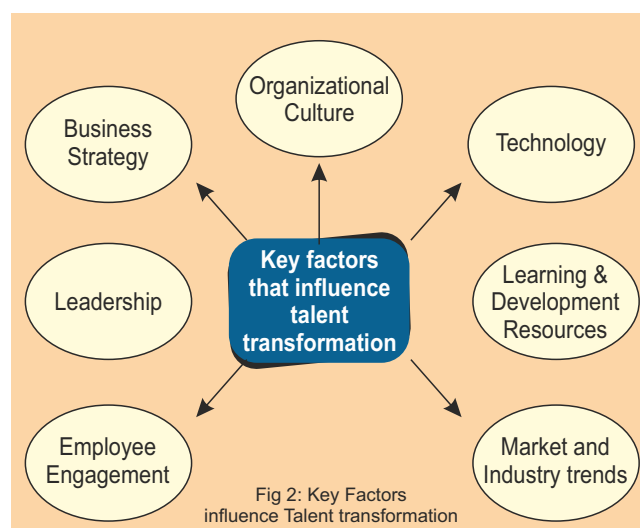
- **Leadership:** Effective leadership is critical to driving talent transformation. Leaders who are committed to talent development and are willing to invest in learning and development initiatives can help create a culture of continuous learning and improvement.

- **Employee Engagement**: Employee engagement is essential to the success of talent transformation initiatives. Engaged employees are more likely to be motivated to learn and develop their skills, which can help drive talent transformation.

- **Organizational Culture:** The organizational culture can influence the willingness of employees to learn and develop their skills. A culture that values and supports learning and development can help create a more engaged and motivated workforce.

- **Learning and Development Resources:** The availability and quality of learning and development resources can influence the success of talent transformation initiatives. Organizations that invest in high-quality training programs and provide access to a range of learning resources are more likely to see positive results.

- **Technology:** Technology can be a powerful enabler of talent transformation. The use of technology, such as e-learning platforms, virtual and augmented reality, and data analytics, can help create more engaging and effective learning experiences.

- **Market and Industry Trends:** Market and industry trends can also influence talent transformation. Organizations need to keep up with the latest trends and developments in their industry and adjust their talent development strategies accordingly.

Overall, these factors can influence talent transformation in different ways, and HR professionals need to consider them when designing and implementing talent development programs. By understanding these factors and addressing them effectively, organizations can create a more engaged, skilled, and productive workforce.

```
Uses
of
ChatGPT
for
Talent
Transformation
```
→ Learning & Development Resource
→ Personalized Learning
→ Skill Assessment
→ Feedback & Coaching

ChatGPT and its contribution to Talent Transformation:

As a language model, ChatGPT can assist in talent transformation through learning and development in several ways. Here are a few examples:

- **Learning and Development Resource:** ChatGPT can provide employees with access to a wealth of information and resources related to learning and development. This includes e-learning courses, videos, podcasts, and other learning materials that employees can use to improve their skills and knowledge.

- **Personalized Learning**: ChatGPT can help organizations to offer personalized learning experiences for employees. By analyzing employees' performance data and identifying their learning needs, ChatGPT can recommend specific training programs and resources that are tailored to their individual learning styles and preferences.

- **Skill Assessment:** ChatGPT can also help organizations to assess employees' skills and competencies. This includes identifying skills gaps and areas where employees need additional training and development.

- **Feedback and Coaching:** ChatGPT can assist in providing feedback and coaching to employees on their learning progress. This includes offering constructive feedback on completed training programs and providing ongoing coaching to help employees improve their skills and knowledge.

Overall, ChatGPT can help organizations to create a culture of continuous learning and development, which can lead to improved performance, increased engagement, and better business outcomes.

**Conclusion:** Talent transformation through learning and development in HR is essential for the growth and success of any organization. The process involves identifying the skills, knowledge, and behaviors required for employees to perform their jobs effectively, and then providing the necessary training and development opportunities to help them acquire

those skills. By investing in employee development, organizations can create a culture of continuous learning and improvement, which can lead to increased employee engagement, improved performance, and better business outcomes. Offering learning and development opportunities can also help to attract and retain top talent, as employees value employers who invest in their growth and development. By empowering employees to reach their full potential, organizations can benefit from increased productivity, higher quality work, and a more innovative and adaptable workforce. Additionally, organizations that prioritize talent transformation are better positioned to attract and retain top talent, which is critical in today's competitive job market. Ultimately, by investing in employee development, organizations can not only improve their bottom line but also create a more fulfilling and satisfying work environment for their employees. Thus talent transformation through learning and development is crucial for the long-term success of an organization, and it is an investment that can pay dividends for years to come.

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"It's time to move from awareness creation to effective implementation of the polices & procedures of POSH at workplace"

# Talent Transformation –
# The "Whole Person" perspective

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

A leader once remarked, "I have one of the best talents in the industry. With them in my team, we can achieve wonders". The proud Leader with his "A Talent" team can definitely achieve the impossible. But how did the team get to be where they are? Were they born like that or nurtured to reach this level? This is a perennial question of nature v/s nurture. Is a winning team, only about skills and competencies or is there more to them? This is the next question that comes up.

A tree is only as good as the health of its roots. Similarly, an employee is as good at work as his intellectual, emotional, social, energetic health. Skills and competencies constitute just the intellectual part, there are many dimensions of health and wellbeing that form the roots of an employee's superlative performance.

The Covid 19 pandemic was a testimony to this impact on the workforce. It brought in changes to the way people lived. It altered daily routines, brought in social isolation norms, financial pressures, worries about uncertainty and health. And all this at the pace which no one ever had imagined. It caused employees to experience huge mental and emotional stress, anxiety, depression, fear, loneliness, sadness, just to name a few. Today, we are out of the gripping impact of the pandemic, but the residues are sitting deep inside the psyche of the employees.

Any situation happening in the work or other contexts affects an employee at multiple levels. This is because any individual(employee) is a sum total of many layers of existence, as enumerated below:

The Whole-Person Perspective of human existence and transformation

An employee operates at the level of

1. Body - The body enables them to come to work and participate in their job wholly. If they experience aches, pains, discomfort or worse case, they don't care about their body (also called abuse), over time it leads to illnesses and causes them suffering

2. Energy - This is the vitality that employees bring to their work, which they use to interact with people around, have fun and finish their work. Engaging in activities that drain their energy (work, social or family context) leads to less vitality and lesser energy to stay productive towards goal achievement.

3. Emotions - This aspect of employees enables them to make fruitful connections and maintain long term relationships. When emotions are in balance, they experience equanimity and work life balance is experienced. When emotions are imbalanced, employee experiences energy drain, relationship sourness and loneliness.

4. Thoughts - Thoughts are the intellectual aspect of the employee that enables decision making, insightful thinking and foresight. When thoughts are limiting, the employee experiences pessimism, self-criticism and lack of confidence in execution. When thoughts are uplifting and inspiring, they experience huge breakthroughs in personal and professional life.

5. Purpose - This is the Leadership aspect of an employee which seeks to be purposeful, dreams big and executes with clarity and conviction. Mastery over this aspect enables a leader to inspire others.

6. Habits - To feel confident and secure, the employee needs to live a disciplined and rhythmic life, where certain habits are mastered and that form the base for big things to be achieved.

This Whole-Person perspective is a holistic way of looking at an employee(talent) inside-out.

When an employee is able to master himself at all these levels, live balance and conscious, they would be living at an elevated level of Self Leadership. Such a person is a Leader, even without a title or without formal team members.  Such an employee has the capacity to manage self at all levels and worthy of being considered for any movement along the talent transformation process of an organisation.

Executing this needs an empathetic manager to understand and appreciate their team member from an "Whole-Person" perspective. When the employee feels understood and accepted, it enables them to feel good about themselves, feel worthy, explore new territories at work, take risks and deliver the impossible. This also allows the manager-employee relationship to succeed

Enabling the Whole-Person transformation model is not the primary responsibility of the organisation. The responsibility starts with the employee desiring to see themselves as a "whole person". It surely can be facilitated by the organisation by orienting the managers to this perspective and enabling them to speak to their team from this perspective.

**Benefits for the organisation**

It is the most basic need of a human being to feel "Seen". When the employees feel seen and heard, they feel recognised, confident and worthy. They feel a sense of purpose, even if they are performing the most mundane tasks in the organisational hierarchy. There is better alignment and together everyone achieves more. There is lesser resistance, lesser ego conflicts. Sounds like an esoteric scenario, but at the core, it is a scenario worth exploring.

**Benefits for the employee**

The level of wellbeing is at an all-time high for them. They know how to care holistically for themselves. This also has an effect on how they care for their team and their family members. As an ecosystem, wellbeing needs of a large number of people are met. Self-care is not merely a concept, it then becomes a reality.

Harnessing the potential and current talent of the employees is the continuous role of organisation leaders. Harnessing the Whole-Person perspective is the continuous role of the employee, facilitated by the organisation. Implementing this may feel like a mammoth task, however, once understood and internalised, the benefits would outweigh the efforts.

# Legal Precedent

## The Eastern Coalfields Limited and Appellants others V. Ajit Mondal & Others (CIVIL APPEAL NO. 10604 OF 2010) – Order Dtd 15/03/2023

In this appeal challenging the order of High Court of Calcutta setting aside the penalty of dismissal of an employee from service and directing the employer to substitute the said penalty with a lesser penalty, the Apex Court held that "the Court can always test the extreme penalty of dismissal from service on the test of proportionality". The respondent employee was appointed in the year 1975 and he continued in service without any blemish till the year 1999. Though the respondent was absent for a large number of days in the years 1999, 2000 and 2001, the absence of respondent employee during these three years was not termed by the employer as unauthorized absence. Charge was confined only to the unauthorized absence from duty in the year 2002. As such, claiming the absence of previous years as 'antecedents' to justify dismissal was said to be impermissible, making the dismissal disproportionate.

In order to avoid one more round of litigation with the disciplinary authority passing a fresh order, and because the respondent was a poor line mazdoor and superannuated more than a decade ago, the Supreme Court exercised its power conferred under **Article 142** of the Constitution and substituted the penalty of dismissal of service by a lesser penalty. The appeal was disposed of and the impugned order modified to the extent that the penalty of dismissal from service was directed to be substituted with a penalty of compulsory retirement from service. As a consequence, whatever benefits are applicable to a compulsory retired employee, was ordered to be calculated and paid to the respondent employee.

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