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THE HUMAN RESOURCE

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*"Role of HR in Building
Ethical organization
for business excellence"*



NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT
KARNATAKA CHAPTER

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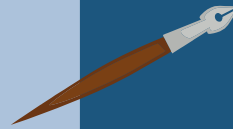
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Sri Mahesh D. S.
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CHAIRMAN'S MESSAGE

Hope all of you are at pink of health and approached the new year with positive hopes to make it another happy year.

Every end marks a greater beginning; so is the end of the first quarter of the year. It is beginning of the business year, with new business strategies and plans to attain success. It also culturally brings us newer things.... begin of a new year, fresh days of festivities with our near and dear ones, bringing the families together, kids looking for a fresh feel of air after a year of hard work, etc. Even at NIPM KC we greeted the new year with higher level of satisfaction, for completing an eventful year, by the support of all our members and now we are geared up to make year 2024-25 another successful year.

Aptly we are presenting another theme-based edition of NIPM KC Newsletter "The Human Resources", for the period December 2023-March 2024. The theme of the newsletter is very much meaningful for all of us - "Role of HR in Building Ethical organization for business excellence".

HR practitioners have become an integral part to organization building, contributing in various ways. They identify, recruit, and retain top talent, aligning people with the right roles to drive growth and innovation. They develop people strategies for future needs, enable organization to adapt to changes and market demands. They design performance evaluation systems that align individual goals with organization's objectives, driving accountability and results. By delivering these actions, HR professionals foster a positive workplace culture and high employee engagement, resulting in increased productivity, reduced people turnover, and thereby contribute customer satisfaction. HR practitioners play an instrumental role in maintaining robust governance and ethical business practices. From ensuring the personal data is handled ethically, complying with data protection regulations, safeguarding employee and customer information, promoting fairness and equality in the workplace, and in handling deviations with tough actions, they work to protect organization's interest. HR professionals help establish and enforce ethical codes of conduct, creating an organisational culture of integrity and ethical business practices.

These torch bearing personalities are evolved by their own personal character, experience and exposure they get into in their profession. Forums like NIPM add value by creating ample learning opportunity for these professionals, exposure through regular networking and supporting the profession in all possible ways, like contribution to policy making, lobbying with Govt./Statutory bodies, taking stand for the wellbeing of its members, etc. In this direction NIPM KC is presenting this issue as a small contribution to this subject. This issue is carrying articles from active professionals, academicians and management consultants, giving 360° perspective of the subject.

I wholeheartedly thank the editorial committee, for their effort in making this newsletter a worthy read and request them to continue doing such great contributions. I request all the members to give your feedback on this publication and actively participate in our programs and join hands with us, to take NIPM KC to next level.

Happy reading to all of you.....

Warm Regards
A. U. Dinesh
Chairman – NIPM-KC



EDITORIAL MESSAGE

From Editorial Committee

Dear Readers,

As March bids farewell, we welcome the dawn of April—a symbolic transition from weariness to hope across the globe. For businesses, this shift marks the culmination of the financial year—an opportune moment to close old chapters and usher in new beginnings. It's a time for reconciling pending transactions, assessing performance, inventory evaluation, talent realignment, and strategic recalibration.

As we square off pending transactions over the year end, the NIPM-KC publication team emphasises that building an ethical organization is not just a moral imperative but a strategic necessity for achieving business excellence.

An ethical scandal can deeply impact all aspects of an organization, risking customer loyalty and staff retention. Even a single scandal can harm the reputation of a powerful company in today's competitive market. To foster ethical behaviour, compliance training alone is insufficient; organizational culture is crucial. Culture shapes behaviour, enabling reinforcement of positive actions and accountability for unethical behaviour. Leadership plays a key role in shaping this culture. Hence, HR leaders must actively engage at all levels to establish and maintain an ethical workplace culture.

In this editorial, we delve into the pivotal role that HR plays in building an ethical organisation for business excellence

Stay tuned to this magazine for more insightful articles, updates, and editorials on a wide range of topics. Whether it's business trends, societal issues, technological advancements, or wellness advice, we're committed to keeping you informed and engaged. Thank you for your continued support, and we look forward to bringing you more compelling content in the future!

We welcome feedback from our readers to nipmkc@gmail.com.

Happy reading!

With my kindest regards,
Dr. Leena S. Guruprasad
Chairperson – Editorial Committee

BUILDING PEOPLE CAPABILITIES WITHIN THE ORGANISATION



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Competent people are the asset of any organisation. Organisation can remain competent as long as its people remain competent and people are committed to organization's vision and strategies and its goals. Organisation performance is a function of people capabilities or competencies available. In other words, organisational performance depends on the level of competencies available with its people.

While performance holds the key for success, performance itself is the function of the competencies one possesses. Current performance can be assessed. However, it is difficult to judge the managerial or leadership abilities / capabilities especially if they are not called upon to display certain competencies in the current role / job. Also it is a fact that, managers may lack the ability to observe and recognise the competencies even when it is displayed by the team members while performing their duties, this may also be due to lack of training and awareness among the manager or leaders.

Hence, competent people hold the key to success for the success of an organisation or a product. It is important to notice the word “competent”. In other words it can be said, acquiring competencies plays a key role.

Competent people are those who possess potential to deliver superior performance in a consistent manner in a given job / role / situation in the future. Another important term which needs to be understood in this context. is the competency. Competencies are seen mainly as inputs which consists of cluster of knowledge, attitudes and skills that affect individual's ability to perform in a given role/ job in the present or future. Competency correlates with job performance which can be measured against standards and can be improved with training and several suitable developmental interventions.

Hence it is imperative to build rightsetof business competencies if an organisation has to succeed.

The following chart explains this clearly

CHART 1

Focus on business driven competencies

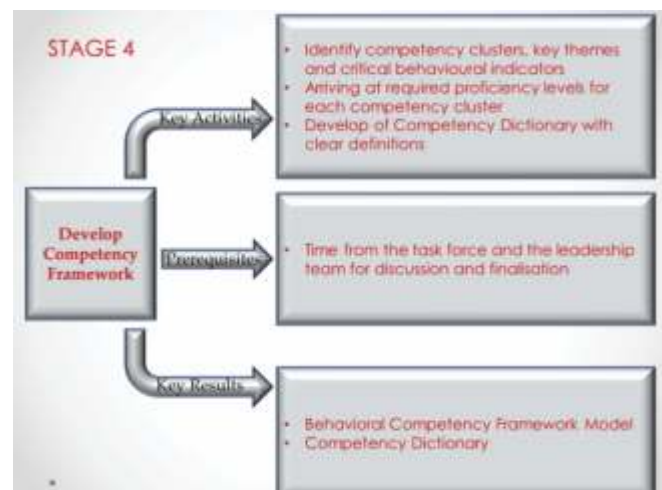
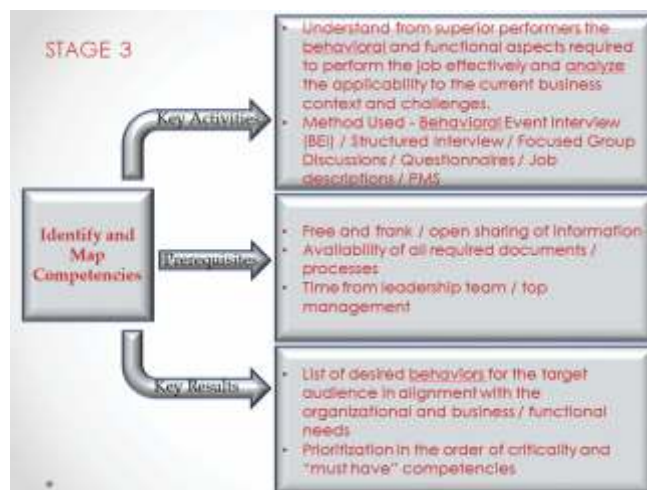
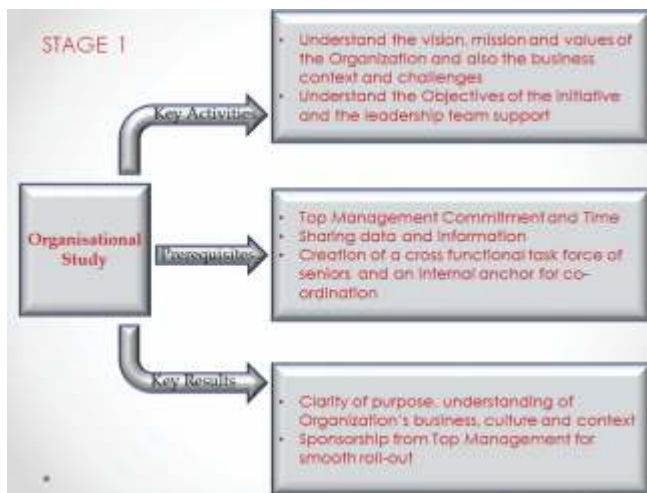
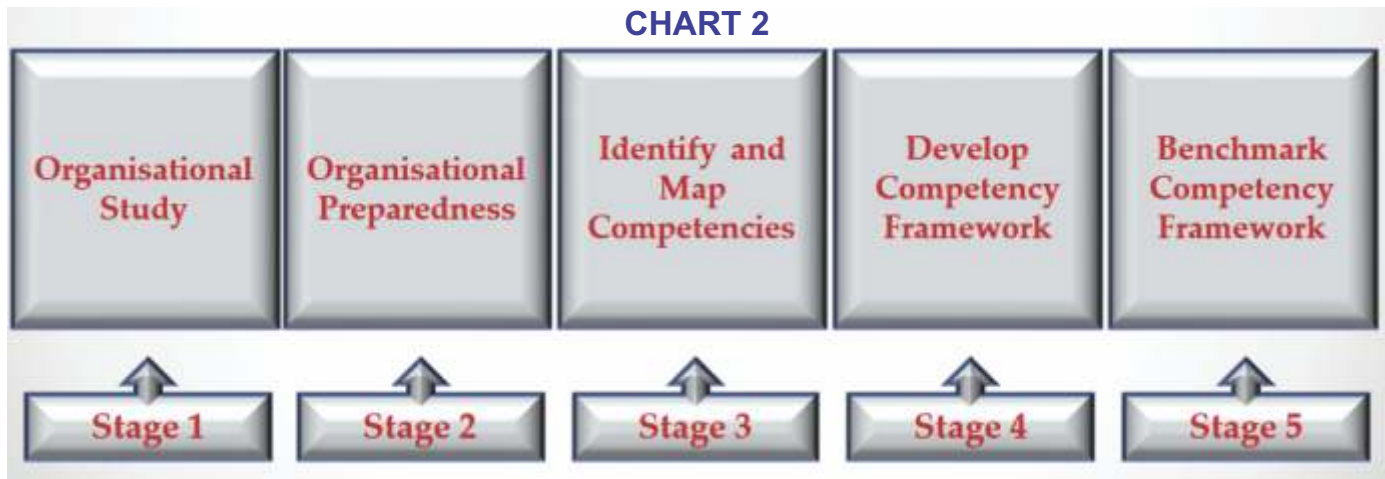


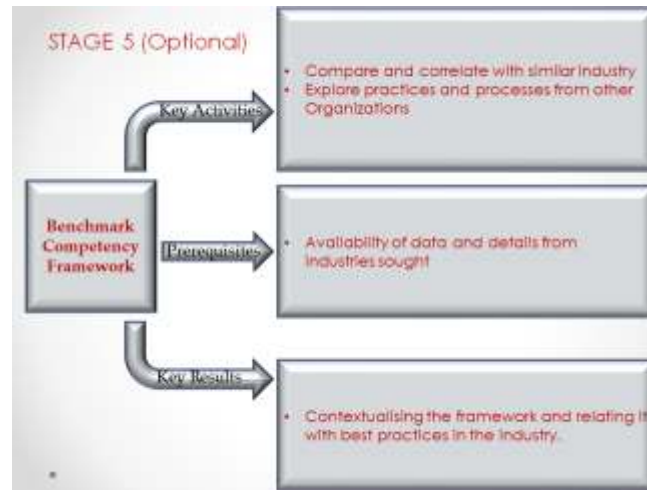
BUILDING PEOPLE CAPABILITIES WITHIN THE ORGANISATION

Before we get into the subject of how we to build business driven competencies internally people capabilities within the organisation, the above mentioned sequence of activities mentioned in the chart are to be thoroughly understood and acted upon in a process oriented manner. How do we start building competencies which are required for the

future, not just for today?, but for the future it is not an easy task. This whole process is a well thought out exercise to be done by experts with the total involvement of leadership team and cross section of managerial team within the organisation. The steps shown in the chart below explains the actions to be initiated. This process is known as competency mapping.

CHART 2





In conclusion, organisational capability depends on how well the criticalities are defined, and a list of competencies required to perform in future for each role is effectively present. Not only these, but also they need to be used for recruitment, performance management, promotions, placements and training identifications, etc. It is essential that the required job skills should be first articulated. This helps in identification of individuals who have the necessary skills for doing the work, but also the skills that will enhance their

success at work. Yet often, to perform well, it is not just enough to have the skills, it is critical to implement the skills with the necessary knowledge and attitudes. Hence a combination of knowledge, skills and attitudes required for the work are usually collectively referred as competencies. Those who possess the right competencies for the required work are the real competent people. These competencies can be explained by the behavioural scientists / experts and classified into Technical; Managerial; Human; Conceptual and such.



" The real threat to business is from within, from poor ethical standards and lack of integrity that can do incalculable harm"

- Azim Premji



Fostering Ethical Practices in the Changing Nature of the Workplace and its Impact on Improving Business Excellence

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The rapid advancements in technology and innovations in the last decade have benefited businesses in terms of major transformations to cope with the changing business needs and demands of customers and resulted in the digitalization of business processes. Also, the world of work has dramatically changed, particularly in the post-COVID era. The workplace practices were compelled to redefine and retune as flexible work schedules, remote working, and hybrid models have become a new way of working. With the modernization of the workplace, the aspirations of the new-age workforce revolve around the employer as an important concern. The diversity and inclusive workforce are perceived as the pillars of higher levels of employee engagement, performance improvement, and the ability to achieve higher profits and, in turn, gain a competitive advantage. The expectations of employees in today's working environment differ from those of yesteryear. They trust and develop faith in their organization when the promises made by the employer and their ambitions are fulfilled, when they perceive that the organization follows fair business practices, and when their potential and contributions are timely recognized. Further, today's employees are more concerned with their career advancement and meaningful job content and want to know that the work they do really matters for the company, consumers, and society at large. Thus, organizational leadership plays a critical role in establishing, monitoring, and maintaining ethical practices at the workplace and in gaining confidence from their employees and other stakeholders.

With the increasing trend of globalization and competition, the needs and expectations of customers and employees continue to change as well. Hence, leadership is more about influencing rather than directing. Further, the leadership approach in today's working environment should be more transformational and needs to collaborate and connect with people and ideas to bring them together by empowering them and trusting them to achieve business objectives.

When the leaders in an organization demonstrate and practice some of the following ethical practices, it leads to higher levels of employee engagement and enables them to gain brand identity and achieve business excellence.

1. Transparency

Organizations embedded with transparency as their core value in all their activities, both internally and externally, promote building a culture that can truly serve as a competitive advantage. Transparency or openness at work refers to sharing information and facts between managers or leaders and their team. When leaders commit to freely expressing expectations from their team, setbacks, feedback, and other information pertaining to business growth, the employees also feel free to express their opinions and admit mistakes freely, which facilitates the development of innovative ideas or challenges for development and enables collaborative and cohesive working.

To cite an example, Tech Mahindra, a multinational IT giant and consulting company based in Pune, is a part of the Mahindra Group. The company is dedicated to creating a fair and transparent work environment with mutual respect for all. The company strives to maintain workplaces that are free from discrimination or harassment on the basis of gender, nationality, social origin, political opinion, or any other status protected by applicable law. The company maintains a transparent approach based on qualification, performance, skills, and aptitude in their hiring process, placement, training and development, compensation, etc. (source: techmahindra.com).

2. Integrity

Integrity is a sign of a positive work environment. Integrity is doing the right thing all the time through words, actions, and beliefs when no one is watching. Having integrity in the workplace is an unspoken requirement for employees at every level. When employees exhibit integrity, it promotes trust, respect, and cooperation among employees, leading to a more efficient and productive work environment.

Hindustan Uni Liver (HUL), a well-known brand for consumer products, is a clear example of integrity at the workplace. HUL is driven by a sense of purpose, and the company strongly believes that business must have a purpose beyond profit. The company also believes that businesses must make a positive contribution to addressing the challenges the world faces and that this is the only way a business will succeed. The employees at Unilever are expected to be ambassadors for their products with high ethical standards what they call 'business integrity'. Every employee at HUL has a key role to play in creating a strong culture of business integrity across all their operations. The company's principles and values apply to all their employees through the code of conduct (source: hul.com).

3. Trust

Being trustworthy is one of the foremost ethical values of the employee-employer relationship. When an organization keeps promises and fulfills commitments to their employees, business partners, and customers, they display their commitment to business ethics. Trustworthiness is fundamental to achieving success in business because people typically like to work with and buy from those, they believe are dependable and principled.

To quote an example, Alkem Laboratories, one of the world's leading global pharmaceutical formulation development, manufacturing, and marketing companies from India, has been successful for more than 50 years. Alkem's leaders prove a positive relationship between trust and performance. The massive sales force at Alkem is led by leaders who demonstrate by action that people are essential to achieving organizational goals. More than 90% of the Alkem employees feel that their company is a great place to work.

They perceive that the company takes good care of all the employees, teaches them to do work in a peaceful way, and takes care of them like a family member." It is this very authentic and heartfelt sense of belonging that's earned Alkem a successful company (source: greatplacetowork.in).

4. Loyalty

Though many organizations have realized that in today's working environment, employees are more loyal to their profession than to the company they work for, However, when the employees feel and experience that their stay in the organization is worth it and that they are able to contribute and advance their growth, they tend to be more engaged, productive, and committed to achieving organizational goals and less likely to quit. Loyal employees help a company create a better environment for themselves as well as for their co-workers.

VIENNA IT Solutions' presence in India for more than 15 years, based in Mohali, is an example of loyalty, where the employees are treated as part of the VIENNA family rather than just another resource of the company. With a positive and vibrant work atmosphere, interesting projects, and numerous growth opportunities, staff members rank VIENNA Advantage as a great place to work. The company rewards employee loyalty through various schemes, such as personal growth opportunities to upgrade their skills and competencies, employee relocation based on business and family needs, honouring employees for their service and contributions to the company for more than 10 years with a brand-new car, and many other employee benefits (Source: linkedin.com).

5. Equality

The success of an organization lies in following fair business practices such as diversity and inclusion in the workplace and encouraging gender equality for job opportunities and promotions. And when the employees perceive that they have equal opportunities to learn, perform, and work, they receive compensation for their ability and contribution to the company. Further, equality is responsive when employees are able to give their opinion, collaborate, seek professional and personal

aid, and address any issue they may face at the workplace.

Tata Consultancy Services (TCS) is an equal opportunity employer that promotes gender diversity. With 44% of women managers at the junior level, 30% in middle management, and 13% in senior leadership, the company is focusing efforts on emerging as a holistically inclusive workplace. The company believes in the idea that diversity and inclusion in the workplace can drive success and focuses on a simple motto: 'Inclusion without exception' (Source: naukri.com).

6. Compassion

Leaders being compassionate at the workplace with the employees implies that they care for them. In other words, compassion is an ethical behaviour that is a positive emotion. It indicates that when leaders are able to understand the concerns of their employees and actively listen without judging them, it facilitates improving employee engagement and enhancing organizational productivity (source: Steven Mintzethics.com, 2022).

SAP Labs, one of the largest software vendors, has a friendly working culture where hierarchies are not that important. SAP takes great care of their women employees by offering them additional, extended maternity leave and cab transportation during and after pregnancy. The company also has a work-from-home policy where employees can work from home once a week. The organization has also implemented various cultural activities to reduce stress and maintain the work-life balance of their employees. (source: Indiatimes.com).

7. Respect

While ethics is becoming increasingly important in attracting and engaging talents, developing a harmonious and positive work culture based on trust and mutual respect facilitates continuous learning, the development of innovative ideas, and collaborative relationships among peers and superiors. Further, when employees perceive that their superiors care for them and show respect during interactions, it enables better communication, increases productivity, and improves employee engagement.

According to the list of Asia's best workplaces by a US-headquartered consulting and research firm on the great places to work, respect is a key element that helps companies retain their employees. The list is based on a survey of 18,86,543 employees across 1,064 companies spread over nine countries. As per the survey, the employees of the top 60 employers indicated that respectful treatment in the form of providing basic equipment for the job, welcoming staff suggestions, and recognizing good work is central to their desire to remain with their companies. DHL tops the list of the best multinational workplaces, followed by Omnicom and Google. The other companies among the top 10 in this category are EMC, Marriott, NetApp, Hyatt, MARS, American Express, and SAP (source: economicstimes.com).

8. Lawfulness

An organization can gain reputation and credibility from stakeholders, customers, and employees when the law of the land is adhered to and complied with. It is the responsibility of an organization to abide by legal regulations and obligations, comply with labour laws, pay taxes regularly, ensure worker safety, and protect the environment, which enables establishing a brand identity and facilitates attracting talents.

To cite an example, Bosch, a German multinational engineering and technology company headquartered in Germany with a presence in India for over a century, is known for business sustainability, upholding values, adhering to legal compliance, and following the law of land. The company believes in improving people's quality of life with its products and services that are as innovative as they are beneficial. The Bosch value of responsibility is practiced towards society, the environment, products and customers, associates and young talent, and corporate governance. All its activities follow national laws and universally valid rules and standards (source: bosch.in).

9. Reputation

Indeed, it is a fact that employees in an organization as well as job aspirants look for a brand identity that has gained reputation in the global arena. That means that the employees want to feel good about their organization and what it offers the world. In other words, the employees want to proudly say, "I like what this company stands

for." On the contrary, it is also true that if the employees do not believe in their company or its products and services, which have not gained a reputation or lost their identity, they tend to look for a different job.

Tata Power Company, one of India's largest integrated power companies, has been recognized as the country's 'Most Attractive Employer Brand' according to the Randstad Employer Brand Research (REBR) 2023 report. The report revealed that Tata Power excelled in key areas such as financial health, a good reputation, and career progression opportunities. Interestingly, financial health, reputation, and career opportunities propel Tata Power to the forefront of employer attractiveness. In addition, empowering diversity and inclusion and various HR initiatives drive talent development and employee well-being (source: tatapower.com).

10. Accountability

Accountability in an organization is a shared responsibility between the leaders and the employees, be it in success or failure. Organizations following good ethical practices accept responsibility for all decisions made as a company and admit their mistakes to all of those who may be affected by a misstep, including shareholders, employees, and the public. In addition to taking accountability, they also accept any consequences that result and do so transparently.

Mahindra & Mahindra (M&M), a highly established group of companies and subsidiaries headquartered in Mumbai with an existence spanning over 75 years, shares the company's success and its responsibility for society through major corporate social responsibility (CSR) projects across the country. M&M best affirms with its logo 'Rise for a more equal world' its commitment to the welfare of the community, workers, and stakeholders by always supporting the advancement of the quality of life, education, and health (source: jsdm.in).

From the above ethical practices with cited examples from the corporate world, it is important to note that though the business structure and working environment continue to change rapidly, organization leadership and HR professionals have the responsibility and become instrumental in adapting, monitoring, and practicing the aforementioned ethical behaviours across the company consistently. This not only fosters the brand identity, but it is also obvious that organizations gain the confidence and reputation of stakeholders, customers, employees, and society at large.

Implications for HR

In today's competitive and fast-changing business world, the significance of workplace ethics cannot be denied. As ethics is ingrained in every activity of business, the workplace, and human efforts, developing trust among employees and stakeholders, respectable treatment with others, and fair business and workplace practices are the fundamental requirements to establish a sound working environment. With this perspective, HR professionals play a vital role in promoting and upholding workplace ethics, ensuring that organizations maintain a high standard of conduct. Their role is important as a catalyst for driving ethical behaviour and ensuring compliance with applicable employment laws, legal regulations, and organizational policies. Organizational leaders and HR professionals should lead by example in duly complying with and following ethical behaviour, as their role is critical in the organization. Some of the areas of concern where HR has the responsibility in consultation with department heads and organizational leaders to promote workplace ethics are, viz., developing a code of ethics, learning and development, recruitment and selection, implementation of HR policies, workplace and environmental safety, reporting and investigation, etc. When the culture of an organization is set for good ethical practices, it leads to promoting a healthy work environment and facilitates achieving business excellence.

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SPIRITUALITY IN THE WORKPLACE

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Introduction

Spirituality encompasses the recognition of a feeling or sense or belief that there is something greater than myself, something more to being human than sensual experience, and that the better complete of which we are part is cosmic or divine in nature. Spirituality in the workplace needs a holistic approach to work and other areas of life. It identifies that what happens outside of work influences the state of the organization and vice versa. Such a viewpoint brings many benefits to the workers and the workplace as a whole.

As Mitroff & Denton says that “Workplace spirituality encompasses the effort to find one's ultimate purpose in life, to develop a strong connection to co-workers and other people accompanying with work, and to have consistency (or alignment) between one's core beliefs and the values of their organization. (Mitroff & Denton, 1999)”

As best practice in work place, developing a spiritual practice can help you to connect with our advanced purpose, find sense in your work, and develop a better sense of calm and well-being. Workplace spirituality can also improve communication and relations with co-workers, and increase job gratification with professionally and productivity. For example, spirituality involves discovering certain universal themes like love, compassion, self-sacrifice, life after death, wisdom and truth, with the knowledge that some people such as saints or enlightened individuals have achieved and manifested higher levels of development than the ordinary person.

How to implement workplace spirituality;

In process, connect your work to the value system and Look at things positively. As worker, treat others well and respect each other. Get to know coworkers, take some time for self and speak to seniors or coworkers and boss about ideas you have to spread workplace spirituality

To practice spirituality;

1. Make meditative practice a part of our everyday life.
2. Take simple yoga or physical relaxing exercises in the class or practice chair yoga at work.
3. Initiating with little time with prior information and dedicate 10 to 15 minutes each day in the beginning. Also, to writing in a journal.
4. Listen to a guided audio meditation whenever free time without disturbing assigned work.
5. Join a spiritual community or common interested groups, such as a sports groups, prayer group, or meditation center to share a contemplative experience with others.
6. Step by step inducting good habits and practice with reflection at least once in a week or fortnightly for improving the self-confidence.
7. Help each other positively motivation others with sharing of experiences.
8. Organizing get together, events, small talks based on the planned programs.

Be mindful and Put people first :

Spirituality in the workplace is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to themselves and others.

Be mindful and Put people first :

Spirituality in the workplace is about individuals and organizations seeing work as a spiritual path,

as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to themselves and others.

We started losing sight of how all those modules penetrate one another.

Workplace spirituality is one manifestation of integrating all aspects of life back into the whole. As we grow as a society, more and more people look for the spiritual dimension of their jobs. Many organizations stop looking at work as something we just get done and forget about. They recognize that what we work on and how shapes us in more ways than we're aware of. Humans are spiritual beings, but we often confuse spirituality for a religion or belief system. That's a misunderstanding. Spirituality is a shared human quality that manifests as the yearning we all have to experience life deeply, be present, and feel that we're a part something bigger than ourselves.

Spiritual values to be incorporated in the workplace:

The spiritual literature reveals five values that are consistent with a spiritual individual. These include finding meaning, altruistic love, self-awareness, visioning, and authenticity. Certain values act as broad umbrellas that allow for study of sub values such as; faith, meditation, positive thinking and humility.

Spiritual activities for the workplace:

Reflecting, writing, and brainstorming are incredibly powerful creative exercises that can boost spiritual well-being. Encourage employees to journal and reflect on their personal well-being, including their feelings of meaning, purpose, and satisfaction with their work.

The role of spirituality in management:

This can lead to increased motivation and productivity, as well as improved team morale and

cohesion. In addition to mindfulness and compassion, spirituality can also be linked to management principles through the concepts of purpose and meaning.

The different stages of spiritual growth as well as the key features associated with each stage. These stages are Curiosity and Miracle, Commitment-Initiation, Questioning-Doubt, Enlightenment, Separation, Identification/recognition, and Transformation-Manifestation.

Spiritual leadership in the workplace :

This means that spiritual leaders always and frequently reflect their work as a spiritual profession, worship, or a divine mission to help others grow and flourish. The fact the employees have a personal life and they need nourishment and encouragement to produce meaningful work. Spirituality can benefit your mental health, and spiritual principles and practices can adoptive connection and meaning. Spirituality is a deep well upon which many people draw in times of crisis, unrest, or personal issues / challenge. It strengthens inner peace and affords a sense of connection to a power better than ourselves.

Conclusion:

The importance and benefits of workplace spirituality spread beyond the individual well-being of the workers. Finally, spiritual workplaces provide better working environments for the whole organization to grow and thrive. For individuals who want to introduce spirituality into their workplace, it's easy to get overcome by the extent of this task. A change in organizational culture is not something that happens overnight. It helps to remember that to nurture spirituality. Work can be a great opportunity to satisfy that yearning. That's why workplace spirituality has become progressively popular in the past few decades.

“Integrity is a reputational advantage that others will weigh in subsequent dealings”

**- By Warren Buffet,
Chairman and CEO, Berkshire Hathaway**



"Catalyzing Growth: Dr. Prashanth's Visionary Leadership and the Soaps, Detergents, and Cosmetics Industry"

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"Leadership setting the tone" means that the actions, behavior, and decisions of the leaders within an organization establish the overall atmosphere and culture of the workplace. It implies that the leadership's conduct and values influence the attitudes and behaviors of employees. When leaders exhibit positive values, ethical behavior, and a strong work ethic, it sets a standard for others to follow. This statement underscores the significant role leaders' play in shaping the organizational culture and creating an environment that aligns with the values and goals of the company.

During my four-decade association with a manufacturing company affiliated with Karnataka Soaps and Detergents Ltd. in Bangalore, specializing in the production of soaps, detergents, and cosmetics, I have witnessed the company's rollercoaster journey. At times, it appeared destined for decline and loss of identity. However, the tide turned in the financial year 2022-23 with the appointment of Dr. Prashanth PKM IFS as its Managing Director. Under his capable leadership, the company has transitioned from a struggling existence to a promising future. This transformation aligns perfectly with the theme of "leadership setting the tone."

In the face of existential challenges, my experience with this company serves as a fitting example of how effective leadership can steer an organization towards success. Dr. Prashanth's induction has injected a renewed sense of hope and optimism, elevating the company's prospects. The journey from adversity to promise illustrates the profound impact that strategic and capable leadership can have on an organization's trajectory. It is a testament to the pivotal role that leadership plays in setting the tone for an organization's resilience and resurgence.

Introduction : Founded in 1916 under the visionary guidance of Nalvadi Krishnaraja Wadiyar and Sir M Visvesvaraya, Karnataka Soaps and Detergents Limited (KSDL) has etched its name in history. Recent challenges and financial downturns, however, cast a shadow on its legacy. Dr. Prashanth IFS emerged as a transformative leader, breathing new life into the organization and setting new benchmarks in the manufacture of detergents, soaps, and cosmetics.

Leadership Setting the Tone : Dr. Prashanth's dynamic leadership not only revitalized KSDL but set a precedent for industry leaders. By fostering a culture of innovation, ethical conduct, and teamwork, he redefined the organizational tone, inspiring employees to strive for excellence. This ripple effect has not only transformed KSDL but has the potential to influence the broader industry.

Strategic Vision and Resultant Success: In the fiscal year 2022-23, Dr. Prashanth's strategic vision propelled KSDL to a sales turnover of Rs. 188 crores, marking a significant profit. This achievement, considering historical challenges, reflects his adept decision-making and commitment to the industry's prosperity. Dr. Prashanth's enthusiasm is a driving force behind KSDL's resurgence and an inspiration for others in the sector.

Employee Engagement and Collective Efforts : Acknowledging the crucial role of the workforce, Dr. Prashanth actively engaged and enthused all employees. Effective communication and motivation instilled a sense of pride and ownership, transforming staff into active contributors. The positive work environment not only increased productivity but also exemplifies a human-centric approach crucial for the overall success of the industry.

HR Best Practices and Industrial Relations : Dr. Prashanth's concern for good industrial relations

and HR practices is evident in KSDL's rejuvenation. He has championed employee-centric policies, ensuring fair compensation, opportunities for skill development, and a healthy work-life balance. By fostering an inclusive workplace culture, he has created an atmosphere conducive to collaboration and innovation.

Avenues for Employee Growth : Dr. Prashanth has not only revitalized KSDL but has also been a proponent of extending avenues for employee growth. The implementation of training programs, mentorship initiatives, and career advancement opportunities underscores his commitment to nurturing talent within the organization. This approach not only boosts employee morale but also contributes to the long-term success of KSDL.

Innovations in Product Line : Under Dr. Prashanth's guidance, KSDL has not only revitalized existing product lines but has also ventured into innovative products, aligning with evolving consumer preferences. The introduction of eco-friendly and sustainable products underscores the company's commitment to environmental responsibility, setting a benchmark for ethical practices in the industry.

Global Perspective : Dr. Prashanth's forward-looking approach positions KSDL on a global stage. By embracing international quality standards and exploring global markets, the company contributes to India's image as a hub for quality soap, detergent, and cosmetic manufacturing. This global perspective opens avenues for export, foreign exchange, and strategic collaborations, furthering the industry's global footprint.

Community Outreach and Corporate Social Responsibility (CSR): Dr. Prashanth's leadership extends beyond the boardroom, emphasizing community outreach and CSR initiatives. KSDL, under his guidance, has actively participated in social responsibility projects, contributing to education, healthcare, and environmental sustainability in the regions it operates. This holistic approach not only aligns with ethical business practices but also enhances the company's reputation in the eyes of consumers.

Technological Integration and Industry 4.0: Dr. Prashanth has spearheaded KSDL's integration of cutting-edge technologies, embracing Industry 4.0 principles. This forward-looking approach has streamlined manufacturing processes, improved efficiency, and reduced environmental impact. The implementation of smart manufacturing technologies positions KSDL as an industry leader in adopting innovation for sustainable growth.

Conclusion: In the grand narrative of KSDL's transformation under Dr. Prashanth, the story extends beyond a fiscal turnaround. His leadership sets a precedent for excellence not only within the company but for the entire industry. By envisioning strategic expansion, contributing to economic development, embracing innovation, prioritizing good industrial relations and HR practices, engaging in community outreach and CSR initiatives, and integrating technological advancements, Dr. Prashanth positions KSDL as a beacon of growth, sustainability, and corporate responsibility. The record sales turnover in 2022-23 stands not just as a financial achievement but as a testament to the holistic approach that defines KSDL under his visionary leadership.



“Try not to become a person of success, but rather try to become a person of value.” - Albert Einstein

"Personal Ethics in the Workplace : Recognizing and Upholding Values"



Dr. S. Nagendra

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INTRODUCTION

Individuals use personal ethics as a compass to help them make difficult judgments and take complex actions in both their personal and professional lives. When Arjuna was confused as to whether to fight with his brothers or stop, it was Krishna who guided him to follow Dharma and then decide whether to fight or not. That's where the start of the Bhagavad Gita, which has many allegories to be followed by everyone on this earth. In the present context, we can relate our internal guide to Krishna, who guides us as to what is good and bad. This internal guide, who always teaches us what to do and what not, which path to follow and which one to reject, is our inner voice. This inner voice is often treated as personal ethics. The ethics a person follows for fellow beings, colleagues and situations he faces in everyday life are termed as Personal Ethics. They are virtuous guidelines that help to make proper decisions. These ethical principles form the pillar of an individual's

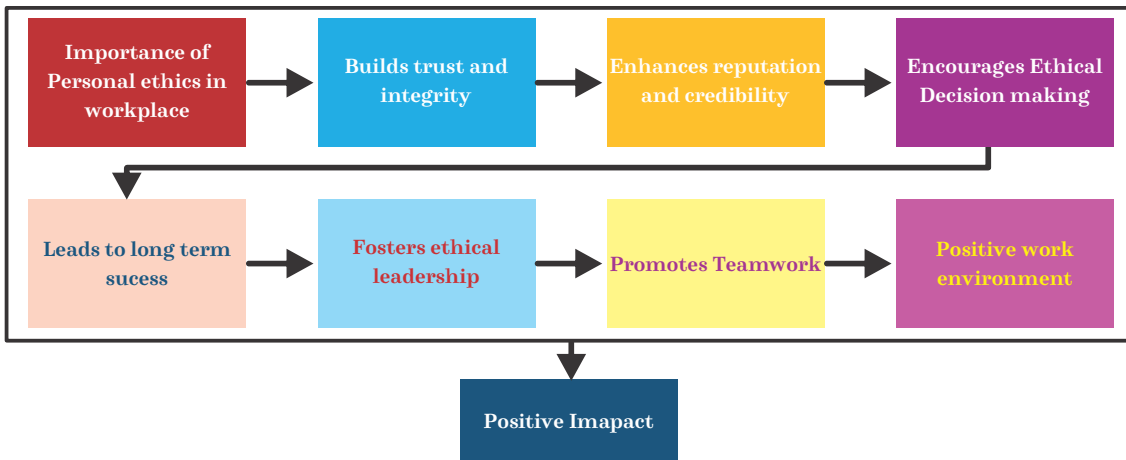
character and significantly influence their work ethic, goals, and values. This article focuses on the definition of personal ethics, their importance in the workplace, the distinction between personal and professional ethics with common personal ethical principles, Preventing Unethical Behaviour and The Role of Management and Ethics and the HR department.

PERSONAL ETHICS

"The greatest religion is to be true to your own nature. Have faith in yourselves.", a famous quote by Swami Vivekananda, Personal ethics are the moral principles that individuals rely on when making decisions and navigating various aspects of life, including the professional realm. These principles shape an individual's behaviour, work ethic, and interactions with others. While personal ethics may vary from person to person, there are shared values such as honesty and respect that often form the foundation.

IMPORTANCE OF PERSONAL ETHICS IN THE WORKPLACE

Rules and regulations can't protect an organisation from the misdeeds of its personnel when good people go bad. A person's distinctive ethics ascertain how he toys with various situations at work, which helps in his career growth. Let us take a look at why personal ethics are so important



Model showcasing the Importance of Personal Ethics in the Workplace

Source : Author

When executive personnel follow his virtuous ethics, his team will more predictably follow his lines and contribute to the progress of team members as well as the establishment in which they are working. When the team works with a sense of cooperation rather than on a competition basis, all the members of the team will participate which in turn helps in maintaining a healthy environment among office personnel.

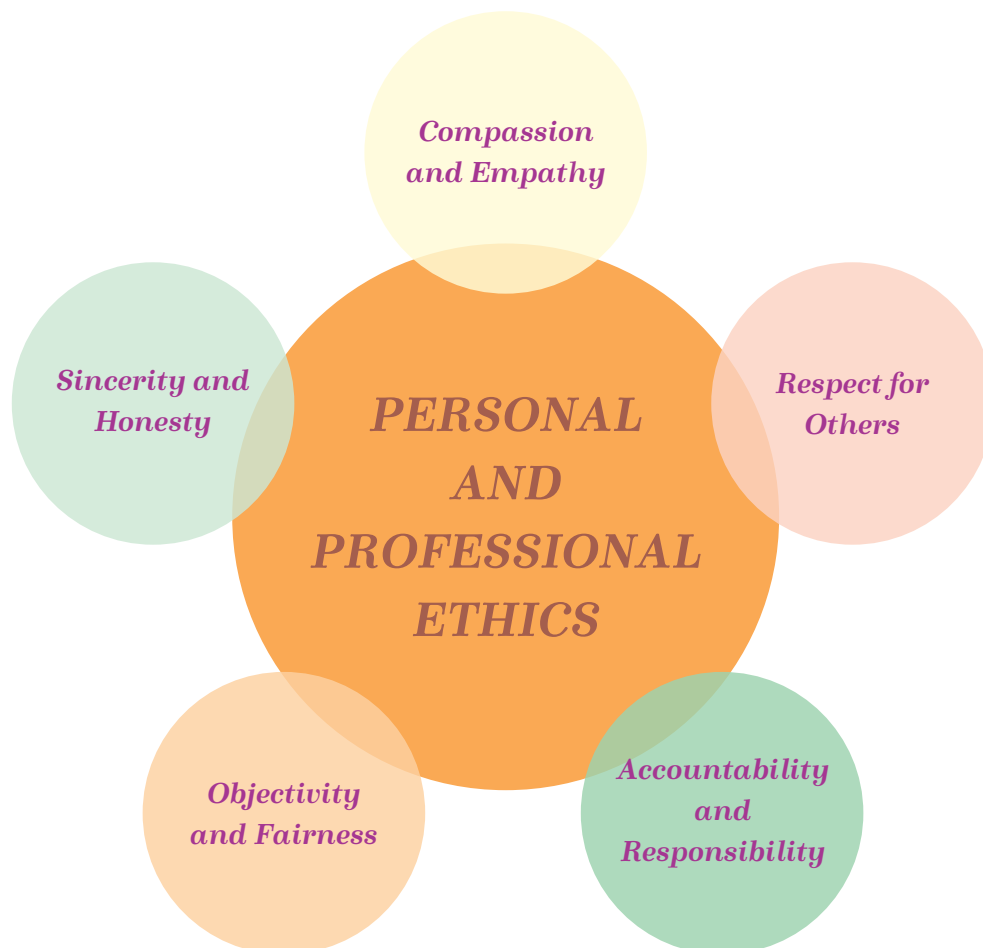
When executives constantly tread on the heels of the same impressions, they are trusted and bolstered by fellow beings as well as the establishment. Persons who follow strong virtuous ethics will soon establish reliability among every person. A person with strong Ethical values is more likely to make unbiased decisions and actions in demanding situations without harming the interests of other personnel.

The Decision-making process is the key aspect of every establishment, following a set of personal ethics regularly makes this process rationalized.

It sets a standard for the behaviour of a person and improves his ability to make sound decisions. In this busy era, we always can't depend on others to help us motivate. This ethical behaviour acts as a self-motivator. It empowers employees to take responsibility for the work done by them and thereby they can promptly make required changes.

PERSONAL AND PROFESSIONAL ETHICS

Professional ethics are particular principles in the workplace, whereas personal ethics cover a person's views and values in all spheres of life. While professional ethics are frequently seen as a set rule of conduct to be followed in the professional realm, personal ethics can be thought of as a moral code or conscience. Personal and professional ethics play crucial roles in guiding individuals and organizations toward making ethical decisions and maintaining integrity. Here are some principles and examples that illustrate both personal and professional ethics:



Source : Author

Sincerity and Honesty

Upholding truthfulness in all situations, whether personal or professional. If someone discovers a wallet that was misplaced and contained a sizable sum of cash. It would be morally required to restore the wallet to its rightful owner undamaged. This is an example of personal ethics. Maintaining honesty and transparency in all professional dealings and decision-making processes is professional ethics. Example: When presented with the option to falsify sales figures to fulfil expectations, an employee decides to respect professional ethics by refraining from acting unethically.

In the corporate context, Infosys, an Indian multinational IT company, has consistently upheld honesty. When faced with accounting irregularities in 2017, Infosys promptly investigated, disclosed the findings transparently, and took corrective actions. Their commitment to ethical practices demonstrated the importance of professional ethics.

Compassion and Empathy :

Genuine concern for people's welfare is a necessary component of compassion. Empathy is the capacity to understand and experience another person's feelings, setting them into their shoes to establish a strong understanding. For Example, A friend is going through a tough time, and personal ethics guide an individual to offer emotional support, understanding, and help.

During the COVID-19 pandemic, many individuals and organizations in India stepped up to provide support and assistance to those in need. For example, numerous NGOs and volunteers organized food distribution drives, medical aid camps, and mental health support services to help vulnerable communities cope with the crisis.

Respect for Others :

Personal Ethics includes treating others with dignity, kindness, and consideration in personal interactions. Showing respect for colleagues, clients, and stakeholders, irrespective of differences, without discrimination based on factors such as religion, sex, or race in the workplace is professional ethics. Tata Group, one of India's largest conglomerates, has consistently emphasized respect for

stakeholders. Their ethical practices extend to employees, customers, and the community. Whether it's fair labor practices, environmental responsibility, or philanthropy, Tata Group's commitment to respect sets a high standard.

Accountability and Responsibility :

Taking responsibility for one's actions and decisions in personal life, such as admitting mistakes and working to correct them, is a key aspect of personal ethics. Being accountable for professional tasks and duties within the scope of one's job is professional ethics. Example: In the business world, a CEO takes responsibility for financial mismanagement within the company, working to rectify the situation transparently. Kailash Satyarthi, an Indian child rights activist, took personal responsibility to combat child labor. He founded the Bachpan Bachao Andolan (Save the Childhood Movement) and rescued thousands of children from exploitative work. His dedication to accountability and responsibility transformed countless lives.

Objectivity and Fairness :

Personal ethics are driven by individual values, morals and beliefs. Whereas professional ethics are often guided by a code of ethics established by a profession, organization, or industry. Example: Personal ethics might lead an individual to advocate for fairness in personal *relationships, ensuring everyone is treated justly. Whereas a journalist maintains objectivity in reporting, presenting facts without bias, and avoiding conflicts of interest is professional ethics.*

In 2018, when the Punjab National Bank (PNB) scam involving fraudulent transactions worth billions of rupees came to light, the then CEO of the bank, Sunil Mehta, took accountability for the lapse in oversight and pledged to take corrective actions to prevent such incidents in the future.

PREVENTING UNETHICAL BEHAVIOUR AND THE ROLE OF MANAGEMENT

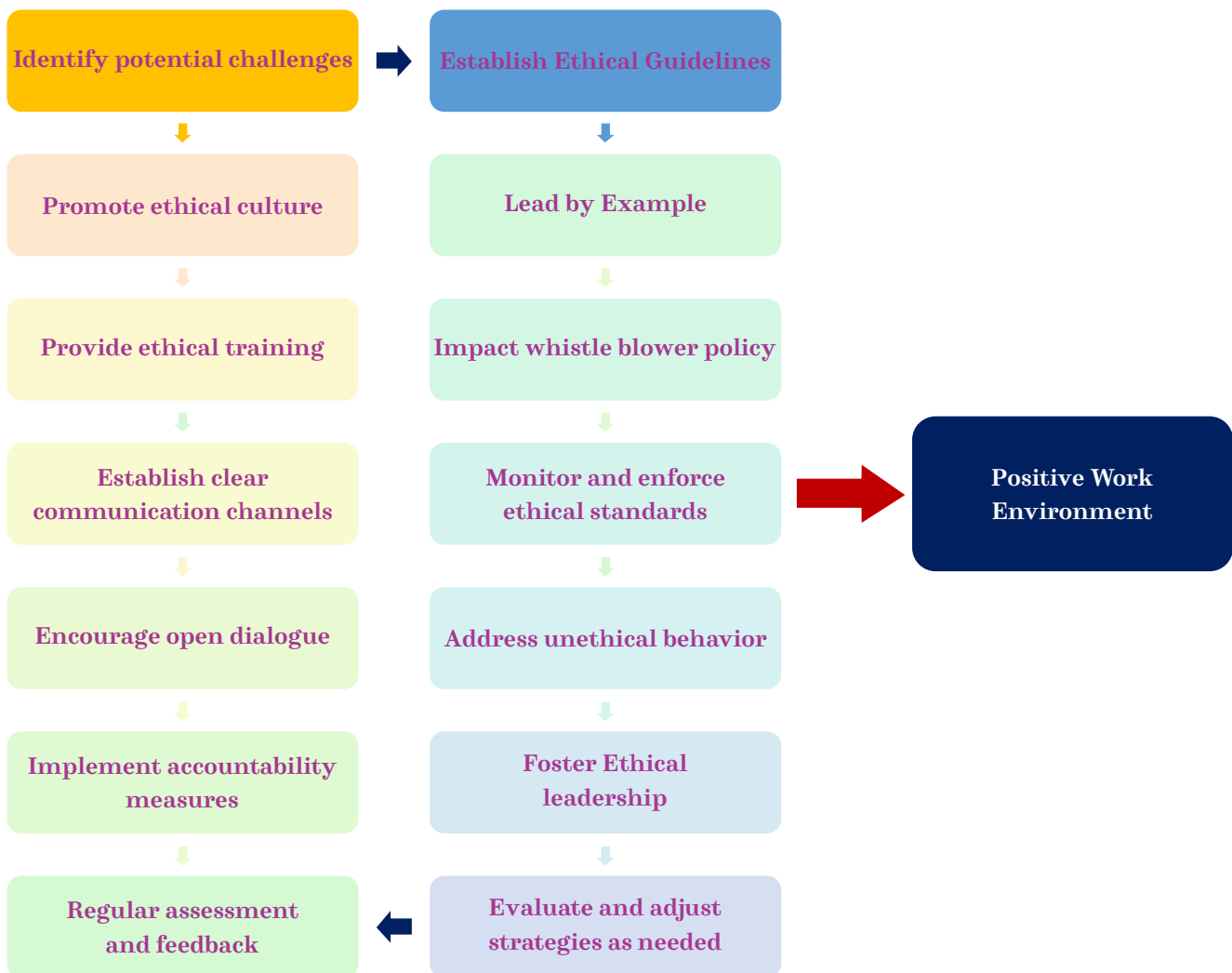
Unethical behaviours can infiltrate an organization over time, distorting normal ethical standards. These distortions become justified in employees' minds, making them believe their actions are acceptable. Newcomers need to be introduced to these behaviour patterns through a process called socialization.

When people join a new organization, they have to learn and adopt the prevailing values and behaviours. If they don't, they might feel like outsiders and may even leave if they can't fit in. It's crucial to get them on board with the prevailing culture early on to avoid potential issues. Sometimes, this process isn't explicit; instead, new employees are shown the ropes by existing ones who believe what they're doing is acceptable.

This process is essential to prevent new employees from reporting unethical behaviours to higher-ups, auditors, or regulators, which could be a problem for existing employees engaged in such behaviours. When new employees are introduced to unethical practices, they might feel uneasy due to

something psychologists call "cognitive dissonance." In dysfunctional organizations, the expected behaviour clashes with the individual's personal moral code and experiences from non-dysfunctional organizations, creating an internal conflict between what's expected and what feels right.

If this internal conflict becomes too much, the individual may leave the organization or seek a different role within it, unintentionally perpetuating corrupt practices by removing those who might object or report them. This dynamic highlights the importance of addressing unethical behaviours early on and creating a healthy organizational culture.



Model showing the role of management in preventing unethical behaviour
Source : Author

In organizations, preventing unethical or dysfunctional behaviour falls under the responsibility of management. The organizational culture is influenced by management in creating an environment where ethical behaviour is the norm. Directors play a crucial role in establishing a strong corporate governance structure, setting the tone for the organization's ethical standards.

To prevent dysfunctional behaviour, the organization's position, as stated by directors and senior management, is crucial. This is communicated through statements and policies disseminated to all employees. Some argue that the organization's ethical stance should even be included in its mission statement, clarifying its objectives, approach, and values.

If dysfunctional behaviour becomes ingrained, it can have catastrophic effects. The organization may lose awareness of unethical practices, and internal checks may fail. Managers must be vigilant to prevent this and not deny the existence of such behaviours.

Preventing embedded dysfunctional behaviour involves leadership from senior management, employee training to question actions, internal audits of ethical policies, and performance evaluations based on behaviour rather than just outcomes. Establishing an ethical environment within the organization, reviewing practices, and introducing change agents or external reviewers are also crucial steps.

ETHICS AND THE HR DEPARTMENT

The Human Resources (HR) department holds a crucial role in upholding ethics within a company, managing three vital aspects related to employees: recruitment, training, and policies. In terms of recruitment and training, HR policies should aim to bring in employees who are likely to follow ethical principles. They reinforce ethical standards through training programs and regular communication of policy content. While a comprehensive guide on organizational policies is beyond this book's scope, companies need to establish ethical codes, especially addressing high-risk situations like business gifts, bribery, and corruption. Every employee should have access to the company's policy on business entertainment and bribery, which should be part of their staff handbook and employment contract.

Reinforcing commitment to ethical policies involves an annual reminder, ensuring that all staff, new and existing, receive and acknowledge the ethics policy regularly. The policy should be clear, concise, and easily understandable for all employees. The policy should not just be a document tucked away; it forms part of a suite of policies covering health and safety, supplier conduct, fraud and bribery, whistleblowing, and environmental practices.

The HR department not only disseminates information on corporate governance and ethics but also plays a crucial role in organizing a whistleblower hotline. This hotline serves as a vital channel for employees to report any unethical practices, fostering transparency and accountability throughout the organization.

CONCLUSION

Understanding and upholding personal ethics is integral to navigating the complexities of the workplace. By identifying and prioritizing your values, setting clear goals, and reflecting on your beliefs and practices, you can develop a strong foundation of personal ethics that will guide your actions and decisions, both in and out of the professional sphere. Management must actively lead by example, foster an ethical environment, and continuously review and adjust practices to prevent the institutionalization of dysfunctional behaviour. The HR department plays a crucial role in fostering ethical behaviour by aligning recruitment, training, and policies with ethical principles. Clear and accessible ethical policies, integrated into employee handbooks, accompanied by regular reminders, contribute to a culture where ethical standards are upheld at all levels. Additionally, the establishment of a whistleblower hotline by HR enhances transparency and accountability within the organization, creating an environment where employees feel empowered to report unethical practices.

Evidence Based –HR The Bridge between People And delivering Business Strategy



K. VITTALA RAO, Worked as Head HR for 35 years in reputed Companies, and retired as General Manager of Escorts Mahle. Post retirement, he is working as Legal and Management Consultant for almost over 15 yrs. Conducting sessions for Managerial Effectiveness, labour law sessions for students and HR professionals, he has written two books related to Labour Reforms and Labour Codes and Frequently Asked Questions and answers.

Introduction

As we know, the HR Function was considered as an Administrative assignment, but now, there has been a radical change and move towards alignment with Business Targets and supports all the functionalities of a Corporate thus eliminating any obstacles or indulging in addressing all related actions, like, talent acquisition, retention, man-management, developing healthy relations amongst all employees etc. The results achieved or accomplished are not in terms of objective quantification, but subjectivity. For instance, Finance, Production, Market expansion, Cost and profitability etc, in respective KRAs specifically fix objective targets. At any time of the year, one can debate easily, the movement towards the KRA. But, this is not so in HR- no objective KRA, no objective quantification, but highly subjective. No assertiveness exhibited anywhere even though there are several accomplishments. Here where, the development of an “Evidence Based HR” comes into picture. Here, the assessment of HR shall be very objective with quantification and even subject to HR Audit as well. Now, high time, HR, being a partner in Business, to assertively exhibit its competencies in moving towards Business goals. It is a project by itself to be owned by HR, and although challenging, is an essential & inevitable one.

It is interesting to note that KPMG conducted a global survey in 2014, by interviewing several top HR as well as Heads of reputed Corporates on this topic, like Coco Cola Enterprises, US, JetBlue Airways, IBM, UCLA, AstraZeneca, Royal Dutch Shell, Unilever, McGraw Hill Financial etc.

Academics from University of Southern California, University of Bath, University of Lancaster, Stanford University, & Lancaster University UK and their participation and results were fantastic.

There has been a better time, now, to be involved in delivering People –Business joint ventures. CEOs globally grappling with issues like regulations, customer delight, talents and the demands of the workforce.

Now HR has massive opportunities to demonstrate its value added delivery of the Business objectives.

“For the first time ever you can draw a line of sight in between the HR activities and Business insights.....and been doing so” says Marks Spears, Partner, Global Head and Global Lead for HR Excellence, KPMG, UK.

“The whole point of Evidence Based HR is to drive greater value through the better use of the most important asset of an Organization has: its people. This shift is so powerful. If you ignore it, you are losing opportunities to drive greater customer satisfaction, to drive revenue, to drive higher employee engagement and commitment” according to Robert Bolton, EMA Head of Global HR, KPMG, UK

“Simply put, Evidence Based HR brings together data that can be analysed as a potential solution to business problems” says Lain McKendrik of AstraZeneca
[Courtesy quotes from KPMG Report, 2014]

What is evidence-based HR?

Evidence-based HR is the practice of making decisions supported by evidence from the following sources to help ensure the desired business outcomes are reached:

- Available internal data
- Developing system approach towards building evidences and findings and empirical studies
- Justified and valued judgment and real / practical experience
- Values and concerns

This method shifts away from basing HR management on trends, biases, quick fixes, or word-of-mouth success stories. Instead, it progresses toward critical thinking about what works and doesn't work for tactical decision-making.

What are the Benefits of evidence-based HR?

Today's fast-paced, highly competitive business world requires sound decision-making for organizations to stay competitive. When HR adopts an evidence-based mind-set, it can better support company goals. The many benefits of this include:

1. Aligning HR practices with strategic organizational goals – An organization's most important asset is its workforce, which can have a direct impact on the organization's business performance and bottom line. Using an evidence-based approach, HR will be able to, for example, balance the amount of compensation offered with the existing resources of the organization, or decide on the number of new talents they need to hire to help the organization further expand.
2. Systematic and consistent decision-making that generates effective interventions – Think of recruitment, for example. By utilizing hiring data, HR professionals can help their organizations increase recruiting efficiency by 80% and move towards low attrition rates.
3. Reducing speculation, uncertainty, and errors in judgment – Every professional, no matter how senior or experienced they are, will always have their own biases. The presence of data and evidence in people management and HR decision-making will help reduce those biases and allow the team to make judgements based on a shared objective reality instead of just gut instinct.
4. Improve credibility and stature of the HR profession – Gone are the days when HR is seen as merely an administrative team with no real strategic value. By utilizing a data-driven approach to an organization's people issues and applying HR best practices, HR can directly contribute to increasing the business' bottom line and realizing business goals.
5. Ensuring solid risk management – With data, HR people can not only understand what has gone wrong in the past, but also have an insight into what might happen in the future. This means that HR can make decisions and plan accordingly in order to effectively minimize the possibility of failure when implementing their future initiatives

Next, how do we start the project?

- a. Since this is an elaborate execution process, HR Head & the Team will have to, start with complete understanding & appreciation, must create a proper mind-set amongst all Heads of other Functionaries, and then jointly work with mutual cooperation & efforts.
- b. To start with, HR Team must convince the Top Management and their support & blessings are very much essential.
- c. How do we create data based approach in order to achieve quantitative objective indicators?

Let us start with an illustrations.

1. The attrition rate in the Company, let us say, it is 30 % and concerted view of all functionaries including Top Management, throws a challenge to HR to bring it down to the lowest level possible, since, the business being hurt very badly.

Only one illustration is taken; Any HR / People Management issues should be taken.

There are four steps to start with.

Step 1: Illustration 1

- a. Identify the problem, have a brain storming sessions with the Team and debate the possible questions that may come up, take out previous data, if any.
- b. Pose answerable questions.
- c. What is really going on? Spending time asking yourself what is at the heart of the issue will pinpoint exactly what you need to solve
- d. List out the reasons for attrition, previous data, any attempts made earlier to reduce the attrition and collect all data.
- e. Reasons for attrition are, recruitments may be improper and unmatchable, interviews be routine and casual, improper placements after selection, induction as a formality etc. Other important reasons are “no proper retention strategies”, not much focussed on PMS, awards & rewards, cultural un-adjustments, conflict resolutions, lack of human relations etc. List is not exhaustive.

- f. List down the initiatives taken earlier and how far has it been positive or negative with all the information and data, if any.
- g. The Team must list down these reasons and collect information / data etc.
- h. Talent Acquisition includes retention as well.. *Recruiting a person-Right person to the Right Job, as well as retention, both are important and essential.*

Step 2: Develop a hypothesis.

- a. Let us implement and practice **“Competency Based Recruitment”**. In this model, detailed attributes like, technical expertise, flexibility & adoptability, risk taking abilities, problem solving, capability in conflict resolutions, Emotional Intelligence, initiative & drive, people handling or dealing, teamwork, level of confidence, communication skills, personal ethics, work culture & work ethics etc etc,
- b. List down all these parameters and formulate for ratings, like 1 to 10. HR must involve in the entire process to guide & monitor the other interviewers. Of course, these parameters may be different for different levels and even Industry.
- c. The Team must develop this hypothesis that in case the **“Acquisition is based on Competencies”**, this would address one of the causes for retention.
- d. Next, the Team must deliberate on **“Retention”** plans & technics.
- e. This is very elaborate and Team has to deliberate at length, since, each & every step must be **“Competency Based”**. Each step has **“Competent”** criteria required and essential for the job-position. Hence, the task is how far the person has such **“Competency”** to match. PMS, Rewards / awards, succession plans, Training & Development, up gradations, skill up-gradations. Ownership of the tasks & responsibilities are must be **“COMPETENCY BASED”**. This covers entire segments of HR.
- f. In case, these techniques are adopted, how far can it help in reducing the attrition? On this basis develop a hypothesis.
- g. Here again documentation of rating, namely, 1 to 10 must be prepared for adaptation.

Step 3. Gather data.

- a. Now, the Team has prepared elaborate list purely based on **“Competency Management of HR”**.
- b. If any previous data is available, please enter the data and have a look at the level of each element and the Team can see the **“gaps”**.

Step 4. Implementation and periodic review.

- a. Monitor very closely, how far all the proposals are followed while implementing.
- b. Now, the Team has successfully brought out **“Evidence Based”**.
- c. For each & every dos & don'ts, there are **“Evidences”**.
- d. Apply the evidence. Now it's time to analyse what evidence is implying about your hypothesis and turn it into action. What is it telling you to do, and how will you execute the solution? If there are risks involved in the final decision, decide whether they are worth the potential gains.
- e. **Assess the outcome.** The final phase of evidence-based decision-making is evaluating its outcome against your expectations. What has your decision resulted in? Gather feedback to see how it has performed and how different stakeholders have received it. Furthermore, understanding whether the action planned out the way the evidence indicated can help shape the future business strategy

How far HR must be equipped to take the guidance, references, knowledge etc to undertake this Project?

- a. Evidence-based practice is about making decisions through the conscientious, explicit and judicious use of the best available evidence from multiple sources... to increase the likelihood of a favourable outcome.”
- b. Scientific research/literature and empirical studies
- c. HR should critically evaluate the best published scientific research because it's objective, dependable, and provides a general idea of the current studies in a specific area.

- d. Scientific research results can support HR decisions with all kinds of data, such as:
- e. Common factors that cause employees to leave
- f. Recruitment methods that successfully predict strong performance
- g. Average absence rates in other similar jobs/industries
- h. You should choose only sources that offer validated research from credible experts, but don't default to just one or two. In fact, comparing insights from multiple sources gives you a better assessment.
- i. Academic journals and publications
- j. Professional advisory networks (e.g., Deloitte or Gartner)
- k. Human Resources research and development groups (e.g., SHRM)
- l. Internal company data. You can look through the numbers, such as productivity, retention, and turnover rates. Carefully reviewing current and past employee satisfaction surveys can help you understand how the work environment, company culture, and leadership are perceived. You can also review internal precedents and start asking questions. What approaches or initiatives have worked in the past? And, on the contrary, which ones failed?
- m. **Training sessions on “Competency Based HR” so that HR Team gets fully equipped in Competency Models, Mapping and Competency Assessment. And, if required an expert consultant in the area may be hired.**

Courtesy: KPMG Report; AIHR Notes



"Never deceive others, in business or in life. In 1995, I was deceived by four companies - four companies that are now closed. A company cannot go far by deceit."

- Jack Ma



Compiled By: **K.Vittala Rao**, Legal & Management Consultant.

Abandonment

When workman remained absent for four months and management called upon him repeatedly to join duty and in reply he submits fake medical certificates, abandonment is proved. Enquiry not necessary.

Anil Kumar Vs Industrial Tribunal, Gurgaon 2023 LLR 304 (P&H HC)

Not reporting for duty despite repeated letters to the workman by the management, abandonment is rightly presumed.

K.G. Ravichandra Vs Presiding officer Addl. Labour Court, Vellore 2023 LLR 518 (Mad.HC)

Even if the workman had abandoned his services, employer is required to conduct domestic enquiry before termination.

Tech Mahindra Ltd V/S Labour Court, Nioda 2023 (178) FLR 214 (All HC)

When the workman was aware of disciplinary proceedings against him and he remained away from the workplace and did not join in spite of notices to join duty would amount to abandonment.

Raja Kishore Panda V/S Trident, BBSR 2023 LLR 902 (Orissa HC)

Contract Worker

If the salary is paid by the contractor and has ultimate supervision and control over the contract labour, Principal employer cannot be directed to absorb the labour of the contractor; no matter if the principal employer pays all statutory dues and the same is recovered from the bills of the contractor.

Kirloskar Brothers Limited V/S Ramacharan 2023 LLR 1 (Sup. C)

Principal Employer is not liable to pay retrenchment compensation to a workman who was engaged by contractor for completion work of the principal employer.

General Manager V/S Tej Singh 2023 LLR 34 (MPHC)

In case of dispute between contract labour & the contractor regarding transfer and dismissal, principal employer cannot be made party to such dispute.

Wonderla Karmika Sangha V/S The Management, Wonderla Holidays Ltd 2023 LLR 886 (Kar.HC)

When contract labour were removed by the contractor after abolition the contract labour system, such contract labour cannot be treated as workmen of the principal employer. No regularisation can be done.

Food Corporation of India V/S Pritam Singh Kirar 2023 (179) FLR 326 (MPHC)

The principal employer is liable to pay wages to the workmen employed through contractors, if the amount payable has been determined and the contractor has not paid the same.

Dinesh Kumar V/S CPWD 2024 LLR 51. (Del.HC)

When the workman pleaded that they were engaged by the contractor, they were receiving the salary only from the contractor, their services were terminated by only contractor, and they would be treated as employees of contractor.

Those employees cannot move against the principal employer.

Hindustan Petroleum Corporation Ltd V/S Presiding Officer, Addl. Labour Court Chennai. 2024 LLR 154. (Mad.HC)

Principal Employer is not liable to pay gratuity to the employee engaged through contractor when as per agreement with the contractor is liable for all statutory compliances.

FIS Payment Solutions and Services India Pvt.Ltd V/S Asst.Labour Commissioner. 2023 LLR 1093 (Cal.HC)



Terminations & Fixed Term Employments

Termination of part time employee on expiry of fixed term contract is not illegal, even if the contract was renewed repeatedly and later on contractor. Not entitled to regularisation.

Dalesh Kumar V/S Himachal Transport Corporation 2023 LLR 726 (HP.HC)

Termination of daily wager appointed from time to time for three months period repeatedly would not be retrenchment as his service was based on demand. Concept of artificial breaks would not be applicable as there was considerable gaps between subsequent appointments. Not entitled to reinstatement.

Yunus Khan V/S Haryana Roadways 2023 LLR 972.

Unauthorised absence even for a long time due to stress and mental health disorders, since they are psychological disabilities, termination of his service due to such unauthorised absence is illegal.

Karnataka Power Transmission V/S S. Kiran 2024 LLR 19. (Kar. HC).

Termination of temporary employee when not regularised for habitual absence would not be illegal without conducting domestic enquiry.

Nasik Municipal Corporation V/S Chandrakant Deoram 2023 LLR 1223 (Bom.HC).

Dismissal justified of trainee conductor for remaining absent for one year.

Virupakshappa V/S NEKRTC 2023 LLR 376 (Kar.HC).

Domestic Enquiry

Enquiry is fair & proper when workman allowed to appoint his representative, inspect the entire documents in the enquiry, allowed to cross examine management witnesses, examine himself as witness thus meeting all requirements of principles of natural justice.

Ajit Kumar V/S Central Bank of India. 2023 LLR 47 (Bom.HC).

Neither the Evidence Act nor strict proof apply in disciplinary inquiry.

Shashi Bala Meena V/S PujabNationl Bank 2023 LLR 863 (Raj.HC)

Domestic enquiry would not be fair & proper when- charge sheet was not produced, enquiry on 2 dates , no presenting officer was appointed by the management, Enquiry Committee members themselves cross examined the workman, no articles of charge has been produced, no order appointing the enquiry officer.....

Lam Research (India) Pvt.Ltd. V/S Abhay Magal 2023 LLR 508 (Kar.HC).

Dismissal illegal when enquiry found vitiated and management failed to prove the charges in the court.

Ramesh Chand V/S Delhi Transport Corporation. 2023 LLR 827 (Sup. Court).

Using fabricated signature on gate pass is a grave and serious misconduct, attracting major punishment.

Tata Sponge Iron Ltd V/S State of Odisha 2023 LLR 55 (Orissa HC).

Dismissal illegal of medical sales representative on the ground of loss of confidence without conducting domestic enquiry.

B.N.Sri Hari Rao V/S Ranbaxy Lab Ltd 2023 LLR 504 (Kar.HC).

Dismissal justified for committing fraud in claiming medical reimbursement.

Ajit Kumar V/S Central Bank of India 2023 (179) FLR 587 (Bom.HC).



Compiled By: **K.Vittala Rao**, Legal & Management Consultant.

WORKMEN

Accounts Officer with supervisory duties will not be a workman under ID Act.

Evergreen Internationals V/S Industrial Tribunal Gurgaon 2023 LLR 233 (P & H.HC)

Non-Teaching staff of educational institution are covered under ID Act. Termination without retrenchment provisions would be illegal. Attracting reinstatement.

Pachaiyappas Trust V/S Labour Court Cuddalore 2023LLR 520 (Mad.HC).

Sales promotion employee is not a workman.

Abbott India Ltd V/S Arunrao 2023 LLR 1122 (Bom.HC).

If persons are engaged on retainership basis to deny the permanency benefits, such persons will be deemed as workman.

Inarco Limited V/S Industrial Tribunal 2023 LLR 619 (Guj.HC).

A person imparting training to train persons cannot be a workman under ID Act.

Vikrant Kumar Biswal V/S Labour Court 2023 LLR 365 (Orissa HC).

Payment of Gratuity Act

In case of non-payment of gratuity within 30 days from due date, employer is liable to pay interest at the rate of 10% per annum.

Rajashekaraiah V/S Department of Labour 2023 LLR 293 (Kar.HC).

Forfeiture of gratuity is not permissible unless conditions under Sec.4(6)(II) are established.

Indian Overseas BankV/S Appeallet Authority under Gratuity Act 2023 LLR 297(Mad.HC).

Teachers working in the Institution are entitled for gratuity under the Payment of Gratuity Act.

Independent Schools Federation of India V/S Union if India.2023 LLR 231(Ker.HC).

Though niece is not included in the definition of family under the Act, affidavits and letter of deceased in favour of the niece are sufficient to prove to be legal heir to get gratuity and EPF benefits.

Municipal Commissioner V/S Anita Digambar 2023 LLR 906 (Bom.HC).

When interruptions were not effected at the instance of employee but were due to employer, employee is entitled to gratuity for the full service period.

Paras Mandal V/S Bridge & Roof Co. Ltd 2023 (178) FLR 974 (Cal.HC).

Vocational part time teachers are entitled to gratuity under the Act.

Savita GulatiV/S Directorate of Education 2023 LLR 487 (Del.HC).

Gratuity is not a bounty or a bonanza but a deferred payment of salary.

Hoogly Mills V/S State of West Bengal. 2023 (176) FLR 680 (Cal.HC).



POSH

As per Sec.9(1) of the Act complaint can be made in writing within three months. Local Committee may extend the time limit for another three months by recording the reasons thereto. Complaint preferred after lapse of three months as prescribed, is not maintainable, if the local committee has not extended the limit.

Mukhesh Khampariya V/S State of M.P. 2024 LLR 28.

Advocate not allowed to represent in enquiry proceedings of sexual harassment complaint before LC.

Johney Roberio V/S Union of India 2023 LLR 44 (Del.HC).

Sexual harassment complaint cannot be heard by High Court but before the competent authority. If the person is suspended, he is to be paid subsistence allowance before start of the disciplinary enquiry.

S.Anthony Viji V/S District Educational Officer, Tirunelveli Dist. 2023 LLR 38. (Mad.HC).

Enquiry not completed within 90 days, will not be vitiated if no prejudice is caused.

CA Nitesh Parashar V/S Institute of Chartered Accountants 2023 LLR 248 (Del.HC).

Transfer

Consequences of non-reporting at place of transfer, settled laws that a person aggrieved at transfer cannot sit at home and decide on his own that his transfer is illegal or erroneous and he will not comply with the same. Workman did not even report for duty at the place even though several reminders sent to him by the Bank, his termination is legal and not entitled for reinstatement.

U.P.Singh V/S Punjab National Bank 2024 LLR 119 (Sup. Court).

Transfer in accordance with the policy cannot be challenged.

Binay Kumar Diwana V/S Union of India 2023 LLR 979 (Gau.HC).

Transfer clause in the appointment letter of transferring the employee in any establishment of the company include inter branch transfer. Tribunal was not justified in adopting narrow construction of transfer clause.

Chowgale Industries Pvt.Ltd V/S Gomantak Mazdoor sangha 2023 LLR 963 (Bom.HC).

Workman entitled to raise industrial dispute where he was served the termination order and not at the place from where it was issued.

Vishwanath Shetty V/S Jagsonpal Pharmaceuticals Ltd. 2023 LLR 362 (Kar.HC).



Compiled By: **K.Vittala Rao**, Legal & Management Consultant.

OTHER RELEVANT APPLICABLE LAWS & JUDICIAL PRONOUNCEMENTS

Non-display of minimum wages extract of Minimum Wages Act at workplace is breach of Rule 22 of the Act , a criminal offence.

Pinaki Das V/S The State of Jharkhand 2023 LLR 1307 (Jharkhand HC).

Period of sickness is to be ignored for calculating continuous service.

Nashik Municiple Corp V/S Chandrakant Deoram Kale 2023 LLR 1323 (Bom. HC).

No severance of master – servant relation on non-payment of subsistence allowance during suspension. Merely because the employer stopped paying subsistence allowance does not mean that the workman was no more an employee of the employer.

U.P Singh V/S Punjab National Bank. 2024 LLR 119 (Sup. Court).

Any agreement /contract/settlement with the workers in conflict with the provisions of Bombay Model Standing Orders will not sustain. Model standing orders would prevail.

Bharatiya Kamgar Karmachari Mahasangh V/S Jet Airways Ltd 2023 LLR 1063,(Sup, Court).

Employer is entitled and police is duty bound to provide necessary protection to other workers and the vehicle movement if there is strike and demonstration.

Hindustan National Glass & Industries Ltd V/S Superintendent of police. 2023 LLR 266 (Mad.HC).

Dismissal of workman without issuing charge sheet is illegal.

NWKRTC V/S Janardhan Nair 2023 LLR 263 (Kar.HC).

Validity of the enquiry could not be vitiated on the sole ground of non-examination of passengers.

DTG V/S Salek Chand 2023 (176) FLR 275 (Del.HC).



“Your work ethic is not a reaction to external expectations; it’s an internal commitment to producing work that resonates with your own sense of excellence.”

Executive Leadership and the Power of Example : An Exploration of Anant Ambani's Influence on the Vantara Initiative



Nayana Desai, an accomplished academician, currently contributes her expertise to a prominent Dubai-based e-learning organization. Formerly an assistant professor at a distinguished college in Bengaluru, her professional journey has been marked by a fervor for teaching, content creation, digital marketing, and research. She is pursuing Ph.D. in management from the University of Mysore, Nayana utilizes her free time to cultivate a diverse set of interests. Her pursuits include gardening, maintaining a blog, and immersing herself in literature spanning various subjects. Known for her optimistic outlook, Nayana Desai firmly believes in aspiring to lofty goals and diligently working towards them.

The Sanskrit aphorism "यथा राजा तथा प्रजा" underscores the profound impact of a leader on their team, emphasizing that the leader's qualities resonate throughout the organization, influencing its culture and values.

On other words, leaders cast a long shadow. Their decisions, behaviours, and communication styles have a ripple effect, shaping the very identity of the organizations they lead. This intangible influence is often referred to as "setting the tone." It's the unspoken code that defines how employees interact, approach challenges, and ultimately, embody the organization's values. A leader who sets a positive tone fosters a culture of collaboration, innovation, and a shared sense of purpose. Conversely, a weak or negative tone can lead to disengagement, a lack of direction, and a stifling work environment.

That being said, effective leadership transcends strategy and execution. It establishes a foundational ethos that permeates an organization, shaping its culture and inspiring its workforce. This principle is particularly relevant in examining the Vantara initiative, a multifaceted endeavour spearheaded by Indian industrialist Anant Ambani. Vantara's core objectives – sustainable development and technological advancement – necessitate a leadership style that not only defines a clear vision but actively embodies the values it espouses.

This article investigates how Anant Ambani's personal commitment to sustainability and innovation sets the tone for Vantara's overall approach, fostering a spirit of progress within the initiative and beyond. By analysing Ambani's public pronouncements, business decisions, and influence on Vantara's internal culture, we will explore how his leadership by example translates into tangible results, inspiring employees and shaping the national conversation around these critical issues.

Anant Ambani: Leading the Sustainability Charge at Vantara Initiative

The youngest son of Mukesh Ambani – Chairman of the Reliance Industries Limited (RIL), Anant Ambani stands out as a leader who shapes organizational culture through his actions in the landscape of Indian industry. His visionary initiative, Vantara, launched in 2020, exemplifies this leadership style. Vantara isn't just an animal shelter; it's a multifaceted endeavour with a clear mission: propel India towards a sustainable future through advancements in clean energy, technological innovation, and responsible development practices. This ambitious focus demands a leader who not only defines a clear vision but actively embodies its values.

Vantara, aptly named "Star of the Forest," is more than impressive. Spanning 3,000 acres within the verdant expanse of Reliance's Jamnagar Refinery Complex in Gujarat, India, it's championed as the world's most extensive zoo and rehabilitation center. This ambitious project is a testament to Anant Ambani's personal vision and the backing of Reliance Industries and the Reliance Foundation.

An anecdote exemplifies how Ambani inspires employees to embrace Vantara's ambitious sustainability goals. In 2020, despite initial reservations within the company, Ambani recognised the potential to accelerate Vantara's clean energy footprint by acquiring a struggling solar power company. This bold decision sent a clear message throughout Vantara: sustainability wasn't just a talking point, it was a core principle worth taking risks for. The acquired company thrived, becoming a significant contributor to Vantara's renewable energy portfolio. This success story

Anant Ambani's Health Journey : Resilience and Transformation

From an early age, Ambani confronted health challenges, battling obesity and asthma. Despite facing formidable health obstacles, Ambani's commitment to wellness remained unwavering, demonstrating resilience and the transformative influence of positive lifestyle choices.

Anant Ambani's commitment to personal wellness extends far beyond the boardroom, showcasing a remarkable journey marked by resilience and dedication. His weight loss transformation in 2016, shedding an astounding 108 kilograms in under two years, stands as a testament to his extraordinary dedication and hard work, becoming a symbol of inspiration. Ambani's comprehensive lifestyle changes included daily exercises, ranging from cardio and yoga to weight training and functional exercises, alongside a 21-kilometer daily walk. This holistic approach extended beyond physical exertion to encompass aspects such as adequate sleep, stress management, and maintaining a balanced lifestyle, contributing significantly to his overall well-being.

Impact of Anant Ambani's Vision on Vantara: Cultivating Sustainability and Innovation.

Anant Ambani's visionary impact on Vantara has profoundly shaped the initiative's commitment to global conservation. Vantara aspires to emerge as a leading force in conservation endeavors, with a mission encompassing the rescue, treatment, and rehabilitation of injured, abused, and threatened animals. This aligns seamlessly with Ambani's overarching focus on compassion, environmental stewardship, and holistic well-being.

The integration of Vantara's core values with Ambani's principles is evident in the commitment to harmony, reflected in the creation of a jungle-like environment for rescued species. Furthermore, the sincerity of Ambani's dedication to animal welfare finds resonance in Vantara's sincere endeavours to provide comprehensive medical attention, rehabilitation, and care. In a spirit akin to Ambani's leadership in Reliance's renewable energy business, Vantara pioneers innovative approaches to wildlife conservation.

This alignment underscores the significant impact of Ambani's vision on Vantara, on how leaders can create a harmonious synergy between corporate objectives and global conservation priorities.

Employee Initiatives Promoting Sustainability and Innovation

Vantara contributes to both direct and indirect employment for more than 10,000 individuals. They are involved in cultivating food for elephants, preparing meals for injured animals, providing nourishment, administering allopathic and Ayurvedic medicines, implementing various therapies, building relationships with abused animals, and ensuring their security against potential threats.

The vast, world-class hospital takes pride in acknowledging and celebrating employees who actively champion sustainability and innovation within the organization.

Each year, the company recognizes outstanding contributions through annual awards, specifically highlighting endeavours in two key areas.

1. The first category focuses on Wildlife Rehabilitation, honouring individuals who go above and beyond to rehabilitate injured animals.
2. The second category, Green Initiatives, commends employees who play a pivotal role in driving and implementing eco-friendly practices throughout the organization.

By acknowledging and rewarding these efforts, Vantara not only promotes a culture of sustainability but also encourages continuous innovation among its workforce, fostering a collective commitment to environmental responsibility.

Industry Forum Participation and Advocacy

Anant Ambani's global engagement in forums, conferences, and industry events dedicated to sustainability and innovation is characterized by his influential participation and commitment to transformative change.

At the World Economic Forum (WEF), Anant emerges as a thought leader, actively engaging in discussions on sustainable practices, circular economy models, and disruptive technologies. His presence in WEF events not only positions him as an advocate for sustainability but also extends beyond the confines of Reliance Industries, inspiring fellow business leaders to prioritize and integrate sustainable initiatives into their corporate strategies. Anant's role in shaping the discourse at the WEF underscores his dedication to advancing sustainable practices at a global scale.

Moving to the United Nations Climate Change Conferences (COP), Anant Ambani's attendance at these critical gatherings highlights his unwavering commitment to climate action. In these forums, he passionately advocates for ambitious targets, emission reduction strategies, and the widespread adoption of green energy. Anant's resonant voice reaches policymakers, urging them to craft policies that accelerate the transition to a low-carbon future. His involvement in COP conferences serves as a testament to his dedication to driving meaningful change on a global scale, emphasizing the urgent need for sustainable practices in the face of climate challenges.

In forums specific to energy, petrochemicals, and renewables, Anant collaborates with peers, scientists, and policymakers, contributing significantly to shaping industry standards, fostering innovation, and driving the adoption of sustainable practices. His active involvement in these industry-specific forums demonstrates a commitment to addressing the unique challenges within these sectors. Anant Ambani's contributions play a pivotal role in steering these industries toward a more sustainable and innovative future, showcasing his leadership in driving positive transformations in specific sectors critical to global sustainability.

Media Coverage: Anant's Influence on Sustainability and Innovation

In an exclusive interview with CNBC Awaaz, Ambani unveiled his dream project, which stands as the world's largest zoo and animal rescue and rehabilitation center. This ambitious endeavor is designed not only to protect endangered species but

also to restore vital habitats. The media coverage surrounding the interview vividly portrayed Anant's deep affection for animals, underscoring his mission to elevate Vantara into a leading-edge conservation program. The coverage serves as a powerful medium in conveying Ambani's commitment to environmental stewardship and his dedication to making a substantial impact on global conservation efforts through Vantara.

Anant Ambani's leadership at Vantara embodies a visionary approach that transcends conventional business strategies. His commitment extends to creating a paradigm shift in wildlife conservation, exemplified by the conceptualization and establishment of Vantara. Ambani sets a compelling example for corporate leaders, showcasing how resources and influence can be leveraged for a greater purpose beyond profit margins. Vantara's unique role surpasses that of a traditional animal sanctuary; it serves as a comprehensive ecosystem dedicated to the protection, rehabilitation, and care of abused, injured, and endangered wildlife. Ambani's unwavering commitment to this colossal project underscores the notion that leadership can transcend profit-focused motives and contribute significantly to global biodiversity conservation.

The global significance of Vantara's mission is underscored by support from prestigious conservation bodies such as the International Union for Conservation of Nature (IUCN) and the World Wildlife Fund for Nature (WWF). Anant Ambani's approach not only sets a precedent for global collaboration in wildlife preservation but also emphasizes the interconnectedness of ecosystems, signalling the importance of a collective effort.

Furthermore, Vantara's state-of-the-art facilities, including the Elephant Rescue Centre, reflect Ambani's commitment to holistic care and innovation. His leadership by example is evident in the emphasis on advanced medical technologies and round-the-clock professional care. Anant Ambani's vision for Vantara goes beyond a sanctuary; it is a testament to the transformative impact leadership can have when driven by a commitment to environmental stewardship, conservation, and the well-being of the planet's diverse ecosystems.

Broader Implications for Leadership and Corporate Responsibility:

Anant Ambani's impact extends beyond the Vantara initiative, carrying broader implications for leadership and corporate responsibility.

1. Firstly, his dedication to Vantara signifies a departure from profit-centric leadership towards a purpose-driven approach, offering corporate leaders a valuable lesson: that their actions can create lasting impacts beyond mere financial gains.
2. Secondly, aligning with principles rooted in Hindu beliefs, Anant's initiative emphasizes stewardship and legacy, urging leaders to contemplate their lasting contributions to society and the environment, transcending conventional notions of business success.
3. Thirdly, Vantara redefines Corporate Social Responsibility (CSR), elevating it from perfunctory compliance to genuine compassion, showcasing the transformative potential of addressing real-world challenges.

4. Lastly, Anant's example becomes a source of inspiration for other leaders, encouraging them to look beyond profit margins and utilize their influence and resources for positive change, thereby fostering a culture of purpose-driven leadership within the corporate landscape.

Vantara's Impact on Communities, Businesses, and the Environment:

Vantara's impact spans communities, businesses, and the environment, creating a positive ripple effect. In communities, the initiative provides entertainment, generates employment, and boosts local tourism through the establishment of a unique zoo and rehabilitation center.

For businesses, particularly in renewable energy, Vantara's commitment to clean energy and sustainable practices sets a compelling example, encouraging others to embrace environmentally conscious strategies. Environmental impact is central to Vantara's mission, focusing on wildlife conservation and green initiatives, contributing significantly to global biodiversity preservation. In essence, Vantara's multifaceted impact touches various stakeholders, fostering positive change in diverse spheres.



**TALENT IS A GIFT,
BUT
YOUR ATTITUDE,
WORK ETHIC,
AND CHARACTER
ARE THINGS YOU
HAVE TO DEVELOP
YOURSELF**



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In Association with
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NIPM KC Student Chapter

Saturday, 9th March 2024
11.00 am
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Chief Guest

Mr. P. L. Mathew,
Management Consultant (HR) & Retired Senior General Manager (HR) & Country Head (Industrial Relations) at Bosch Limited.

Guests of Honour

Mr. Shash A.U.
Chairman, NIPM - Karnataka Chapter

Mr. Sanjiv Mittal - Vice Chairman - NIPM - Karnataka Chapter & Chairman - Student Interface Committee
Mr. Shivanappa Gowda M - Hon. Secretary, NIPM - Karnataka Chapter & Chairman - Student Interface Committee

Mr. Benuka Murthy
Executive Committee Member - NIPM - Karnataka Chapter & Co - Chairman - Student Interface Committee

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PROGRAM SYNOPSIS:

- Key Elements of Human Resources Management
- Managing People or People Management
- Disciplinary Management, Legal provisions
- Shop Floor Management
- Supervisory Skills
- Leadership

**Chief Guest : Mr. PR Basavaraju
Hon. National General Secretary- NIPM**

RESOURCE PERSONS:

Mr. P L Mathew
Management Consultant & Retired Senior General Manager (HR) and
Corporate Head of Industrial Relations of Bosch Limited, Bangalore.

Mr. B. Saravajha Rao
Corporate Trainer, Counsellor, Writer, M.P. Life Skills and Wellness
Coach

WHO SHOULD ATTEND?
Line Managers, Supervisors, Shift Managers, Executives who
are responsible for People Management in the organization

President - NIPM - KC: Mr. Prasad G. M.
 Vice President - NIPM - KC: Mr. Prasad G. M.
 Secretary - NIPM - KC: Mr. Prasad G. M.
 Treasurer - NIPM - KC: Mr. Prasad G. M.
 Member - NIPM - KC: Mr. Prasad G. M.



**A Day Training Programme on
"HR for Non-HR Professionals". Held on 23rd March, 2024**





**National Institute of Personnel Management
Karnataka Chapter**

Presents One-Day Training Programme on
"HR for Non-HR Professionals"

On March 19, 2024 (Tuesday), from 09:30 AM to 05:00 PM
Venue: Royal Lotus View Resotel, KIA Road, Behind ITC Factory,
Tarabanahalli, Chikkajala, Bengaluru - 562157



PROGRAM SYNOPSIS:

- Key Elements of Human Resources Management
- Role of Line-Manager as HR Manager
- Managing People performance
- Importance & Impact of Relationship
- Prevention of Sexual Harassment at work place
- Union & Industrial Relations - Supervisor's Role
- Disciplinary Management, Legal provisions
- Shop Floor Management

RESOURCE PERSONS:

Mr P L Mathew,
Management Consultant (HR/IR) & Retired
Senior General Manager (HR) & Country Head
(IR) of Bosch Limited.

Mr. Narasimha Murthy
Vice President-HR, Autoliv India Private
Limited.

Ms. Karuna S G,
Partner, LexLeo Advocates & Consultants

WHO SHOULD ATTEND?

All Managers / Supervisors who are responsible for People Management in their organization

REGISTRATION:

On or before 16th March 2024

PROGRAM FEE:

INR 2,000/- + GST per participant.

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Dinesh A H Chairman - NIPM -EC
 Sheenappa Gowda M Hon. Secretary, NIPM -EC
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