



THE CHRO: MAXIMISING STAKEHOLDER IMPACT

IMA INDIA'S HUMAN RESOURCE ROUNDTABLE

IN ASSOCIATION WITH



10 OCTOBER 2014, GRAND HYATT, MUMBAI

AGENDA

Registration <i>At the Ballroom, Grand Hyatt</i>	9.00 am
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Corporate Ayurveda: Building Sustainable Organisations <i>R Gopalakrishnan, Non Executive Director, Tata Sons</i>	9.15 am – 10.15 am
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Growth – and profitable growth at that – is said to be the final measure of organisational success. Whilst this may well be true – the function of enterprise is to build economic output, create jobs and further the world's innovation agenda – the fact is that the journey to this end goal is really the destination itself. *How* we achieve this growth is fundamental to sustainability - on the fount of values, and in environments that mirror the quality of life and achievement we all aspire for. More than any other member of enterprise top teams, CHROs are first vested with this responsibility – of creating sustainable growth through institutionalising the right values and culture to impact both performance and its quality. In these times of intense pressure, rising 'process orientation' and volatile growth, how can this be best managed?

R Gopalakrishnan is amongst India's most senior business leaders, whose actions and thinking have embodied the very elements that many of us only strive to achieve. In candid conversation, he will talk through his vision of the successful enterprise in this paradigm of sustainability, provoking thought, inducing challenge, and most importantly, inciting debate at the Roundtable's opening session.

Coffee Break	10.15 am – 10.30 am
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Disrupting Status Quo in the New Age Talent Economy <i>Virender Aggarwal, Chief Executive Officer, Ramco Systems</i>	10.30 am – 11.10 am
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CHRO ability to maximise sustainable growth necessitates the need to understand – and then maximise – a transforming talent landscape. As talent, and not natural resources – becomes the differentiator for nations at large and industry in specific, as alliances between employers and employees change, as rising innovation and a huge spurt in entrepreneurial capability creates free agents, whose abilities must be harnessed, HR's own paradigm of operation will change too. The role of culture will pre-dominate – perhaps it always has – but it will do so with accelerating intensity, to either serve as a hotbed for performance for the country's best and brightest – or not at all. The role of the CEO in partnering the talent agenda will also intensify, as talent becomes even more mobile, more demanding, even as it becomes more productive.

Against this context, join **Virender Aggarwal** as he paints a vision of this world and identifies key best practices in the management of human capital in this brave new world, when the future is already here.

Coffee Break	11.10 am – 11.30 am
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High Performance: Changing the Paradigm

11.30 am – 12.45 pm

Maneesha Thakur, Group Head Human Resource, Edelweiss Capital

Elango R, Global CHRO and EVP, Emerging Geographies Business Unit, Mphasis

Gajendra Chandel, Chief Human Resource Officer, Tata Motors

High performance organisations have two things in common – hiring right, and then measuring right. Both have been executed by HR since times immemorial, yet satisfaction on both counts, particularly in these times of massive and almost continual flux, is missing. What mandate do our recruiting teams have, what kind of impact does the right hiring make on picking up the performance benchmark internally? How targeted is our hiring matrix, and what is the most effective EVP that we are going to market with in these times of a returning ‘war for talent’? How do you deal with bench and productivity? How is performance measured today – is it a question of how often, or which elements? Or is it both?

Gajendra Chandel and Elango R lead HR for businesses that are global and highly competitive. Both can run the risk of commoditisation, yet both are centred on continual innovation. Maneesha Thakur leads HR in one of India’s most successful entrepreneurial businesses, with unique, decadal experience in the most competitive financial services sector prior to this. Brainstorm with the panel on how HR can guide high performance through enabling the right talent, at the right time, and creating measurement mantras that are shared by business as a common mandate.

Luncheon

12.45 pm – 1.30 pm

Leadership Development and Coaching: The CHRO as Pivot

1.30 pm – 2.45 pm

Anuranjita Kumar, Chief Human Resources Officer, Citi South Asia

Dr Raju Mistry, Chief People Officer, Grasim Industries

Amitav Mukherji, Vice President Human Resources, ITC Foods

The intangible of leadership has never been more tangible in its scope or ambition than now. As the environment changes towards extreme customer centricity, as teams scale and as generations of workforces come together in one environment, it is incumbent upon leaders in industry to change with time, to reflect the values that we seek in our organisations, and to bring that unique mix of EQ and IQ that only few can successfully lay claim to. For CHROs, the need to create role models within organisations – not just at the top, but through the talent map, the ability to mould leadership development models to the need of the hour is fundamental. So is the need to build in an environment of coaching and mentoring that will see ready acceptance in a talent pool that can sometimes be over-confident, or insecure, or too young to manage the pace of change in our operating environment.

A certified coach, **Anuranjita Kumar** holds this subject closest to her heart, working to build a country team that reflects the values of its US parent, but the ethos of a large Indian entity. **Dr Mistry** holds charge of HR in Grasim, and of leadership development in the wider Aditya Birla Group. **Amitav** is driving the talent and leadership agenda in one of India’s most successful FMCG corporations, with a venerable HR legacy of the parent as an interesting context. Share their perspectives as they talk through what the enablers – and de-railers – to leadership development can be, and how CHROs now must own this mandate, perhaps above all else, to take Indian industry through to its next phase of iconic growth.

Coffee Break

2.45 pm – 3.15 pm

The Power of Collective Wisdom: Group Discussions

3.15 pm – 4.00 pm

8-9 Groups, with each focusing on individual subjects

The key issues of ‘Social media: Risk or Opportunity’, ‘HR Team Productivity’, ‘Managing Gender Diversity’, ‘India’s Labour Environment’, ‘Building a Differentiated Workforce’, ‘Accountability and Succession in Middle Management’ and ‘Technology in HR’ will be brainstormed by the Forum through groups of 8-10 each. Facilitated by a member CHRO, each group will aim to state the key challenges of the specific issue selected, and most critically, then pool ideal responses and best practices in play. Each group discussion will aim to build strong collective learning through this pooling of views and approaches for subsequent individual application.



Coffee Break 4.00 pm – 4.20 pm

Board Effectiveness and the CHRO 4.20 pm – 5.30 pm

Adil Malia, Group President Human Resources, Essar Services India

The future world of the CHRO and ambit of influence will be defined by the quality of strategic input and partnership CHROs can provide, not just to Chief Executives, but, even more perhaps, to their Boards. As regulation drives Independent Directors to dive deeper, to be more accountable themselves for their seats on the Board, the issues of succession planning, of managing talent, will be front and centre of Board debate. How does the CHRO navigate this unique new opportunity – one that must see close partnership with the CEO, and yet, the ability to objectively provide the quality of guidance that Boards need as they look beyond quarterly growth to the long term.

Adil Malia is among India's most thinking CHROs. He leads HR for one of India's leading diversified conglomerates, with teams spread across the globe and in multiple sectors, both core and services. In his role, Adil's engagement with company CHROs, Chief Executives and Boards is intense – he is therefore superbly placed to provide unique insight. Engage with Adil at this crucial closing debate, as he talks through how Board engagement - and true *strategic impact* on organisational direction can be driven by CHROs as individuals, and by the HR community as a whole.

Close 6.00 pm

IMA India reserves the right to alter the programme as necessary