

Leadership Talk

Speaker: Mr. Rajesh Chintak, Chief HRM – Engineering & Projects, Tata Steel

Date: 22 June 2019

Theme: Life of a HR manager in Corporate

The first-year students of Xavier School of Human Resource Management (XaHR), Xavier University, had the delightful experience of attending a Leadership talk on the theme – *Life of a HR Manager in Corporate* during their orientation week on June 22, 2019, very immaculately delivered by our esteemed speaker – Mr. Rajesh Chintak, the Chief HRM – engineering and Projects at Tata Steel.



Talk Summary

The role of HR is undergoing a tectonic shift in the very fast and dynamic business landscape of today. It is shifting from being the custodian of traditional roles such as recruitment, payroll, governance, and legislative compliance to the bearer of transformational leadership wherein the emphasis is on process efficiency, real time monitoring and human transformation. HR, today, faces enduring challenges in the form of three C's; Culture, Capacity, and Capability of Human Resources in an organization and must come up with innovative methods to address these challenges.

Key Takeaways

- ✓ There is a shift from HR roles being transactional to transformational
- ✓ HR leaders must create value and contribute profitably to the business they commit to.
- ✓ Competencies such as Leadership, Relationship Building, Establishing Credibility and Trust, Analytical and Critical Thinking, and Communication Skills are crucial for the HR business
- ✓ Future HR managers are expected to be the Change-Catalyst
- ✓ The Learn → Unlearn → Relearn process becomes the lifeline for HR to survive in a world where change is the only constant.
- ✓ HR managers must take cognizance of the Trust equation: $\text{Trust} = (\text{Relation} \times \text{Credibility}) / \text{Risk}$, while planning any intervention.

Q&A session

1. Are HR professionals taking up non-HR functions?

Back in the day, line managers were touted to be better HR managers as they understood their subordinates and the business. However, due to changing dynamics, HR leaders are now in a position to take up roles such as that of CEOs and Strategic Partners. In the current scenario, HR managers are being included in the company board matters and taking executive level decisions. This is because HR managers are no longer restricted to their domain. They are taking up roles in – marketing, finance, sales and operations.

2. Will automation render HR functions redundant?

Artificial Intelligence (AI) has drastically changed the way organizations function. It has taken away the traditional roles of HR managers and has freed them up to engage in more strategic thinking; but in no way does it mean that HR stands to lose from this development. It has only paved way for faster and better re-skilling, thereby fostering more innovation and creativity. There always will be a need for people to drive the force of automation and thus HR can never be out of the picture.

3. What are some of the transformational HR policies in Tata Steel?

With changing industrial conditions and post economic liberalization in 1991, the organizational structures also underwent changes. The workmen and their needs became more important than industrial output. Thus, there was a shift of focus towards the betterment of individuals at workplace. This was thought to ensure increased productivity and efficiency for the organization. Tata Steel realized this change and was quick to implement it. Certain restructuring took place and new policies were brought about which were previously unheard of. Policies like flexi time, 5 day per week, and work from home were tried out. Though faced with initial reservations, these policies earned good results in the long run.

4. How does the modern HR ensure real-time monitoring and feedback giving?

With technology taking a quantum leap, the mundane and monotonous HR functions have passed to able software. Forms and questionnaires can be floated and employee inputs could be collected and analyzed at the press of the 'ENTER' Key and that is as fluid as it gets!

5. Do contractual workers get fringe benefits like health insurance?

This depends on the industry nature and the state where the firm operates.

Mr. Chintak has been with Tata steel from last three decades where he has gained the rich experience of working in different roles, handling diverse responsibilities, across locations. A graduate in electrical engineering from National Institute of Technology, Jamshedpur, Mr. Chintak joined Tata Steel in 1989 as a Manager in the power plants where he had the opportunity to master a thorough understanding of the plant operations. Following this, he grew fast in the career ladder to take up leadership roles and gained commendable expertise in Business Process Re-engineering, Total Quality Management, Stakeholder management, Development of land acquisition, rehabilitation and re-settlement strategies, Corporate Social Responsibility, Government Relationship Management, and People Management. As the CHRM of engineering and Projects Division of Tata Steel from last six years, he has been redefining HR strategy and crafting 'flexi-policies' with his very progressive and innovative mind set.



Compiled by: Aayushi Kabra, Priyadarshini Muthyala, and Sanjyoti Agrawal

Reviewed by: Prof. Subhra Pattnaik