

HR-in-Practice Talk

Speaker: Ms. Niharika Mohanty, Associate Vice President – Employee Branding, Zomato

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Theme: HR Analytics

Organizations are increasingly taking a data-driven approach for decision making. Efficiently using the 'Big Data' to understand organizational trends and plan appropriate interventions is imperative for modern organizations to sustain competition. The first year HRM students of School of Human Resource Management were fortunate enough to listen to Ms. Niharika Mohanty who has wide experience of working with analytics. The talk proved helpful for all listeners to understand the ground realities of how organizations are using analytics for decision making in various functions.



Talk Summary

Artificial Intelligence (AI) and analytics are revolutionizing the functioning of Human Resource professionals. By making processes faster, they are enabling HR professionals to spend more time in strategic decision making. AI finds its application in diverse HR areas such as recruitment, training, or engagement. AI is getting machines to think like humans. However, it is still a human who needs to train the machine and make wise use of the information the machine provides. Hence, AI will not replace humans, rather will help them effective and efficient decision making. HR roles, with the help of AI and analytics, will become more strategic than operational.

Key Takeaways

- ✓ AI is wonderful. It is not coded. Rather, it just needs to be trained. The more we use the machine with AI, the more intelligent it becomes.
- ✓ AI can be used in various HR functions – CV screening using keywords, or conducting initial rounds of interviews with the candidates. At the end of the interview, the machine can generate a report for each candidate capturing his or her strengths and development areas by analyzing not only the content of the answers, but also, non-verbal gestures like voice modulation, eye contact, smile, or facial expressions.
- ✓ AI can aid decision making by analyzing past trends in minutes. For instance, it can let you know if a Job advertisement posted by you will attract more male candidates than females by analyzing the words you have used in it.
- ✓ Chat-bots like *Leena AI* can make life easier for employees as well as HR professionals. Employee query handling time can considerably come down. It can also access engagement levels of employees.
- ✓ Deep Learning, augmented reality and gamification are changing the ways employees used to get trained. There are examples of organizations that have gamified their complete recruitment process.

Q&A session

1. *Doesn't the use of AI be considered as spying on employees?*
AI has to be used in the right spirit. There are many policies in place to dictate that AI cannot be used to gather personal information to take professional actions.
2. *How confidential is the data collected by an AI bot?*
The data collected by an AI bot is stored in the company server and not on cloud. This not only protects the data from being hacked by malicious users, but also ensures that it is safe from competitors.
3. *How expensive is it to fit in new policies and data into the AI system?*
It doesn't cost anything to fit in new policies and data into the AI system. This is usually done well in advance, so as to give sufficient time to train the bot.
4. *Given the gig economy, how difficult is it to retain employees?*
Employee retention has become easier due to the advent of gig economy. This is due to the fact that monopoly creates the highest attrition.
5. *Humans are resistant to change. How easy is it to convince older/senior managers to use AI?*
Everybody, regardless of their age, has started to look at the business at large. This in turn has ensured that people adapt to newer technologies, such as AI, that facilitate easier decision making.

Ms. Niharika Mohanty is a business-focused HR Professional with 14 years of experience including leadership roles in India and Asia. She has particular strengths in large scale transformation projects across HR Analytics, Talent Management, Leadership Assessment & Development, building Performance Culture, Reward Strategies, building integrated view of HR processes and exposure to post-acquisition integration. She is currently the HR-Leader for the 'Online Ordering' business at Zomato and has been recognized as 'Top 100 HR leaders' in India by Jombay. Ms. Mohanty has experience of working in diverse organizations like Absolutdata Analytics Genpact, ABN AMRO Bank/ RBS , and Edelweiss. She holds a M.com degree from Mumbai University



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