



Kshitij'22 NEWSLETTER

**CHANGE IN WORK AND WORKPLACE:
IMPLICATIONS FOR BUSINESS**



**SCHOOL OF
HUMAN
RESOURCE
MANAGEMENT,
XIM UNIVERSITY**

KEYNOTE SPEAKERS



Dr. B. K. Das is an outstanding scientist currently serving as the Director General (Electronics and Communication Systems) DRDO. Before this, he served as the Director of ITR from 2015 to 2020, followed by the Director of IRDE. He has also been the Director of DEAL. Dr. Das has been an integral part of the Indian Missile Program for the last 33 years and has worked relentlessly towards the Test and Evaluation of various State of Art Missile Systems. Dr. Das is the holder of the Best Graduate Gold Medal and topper of his batch at IIT.



Dr. Sunil Singh is the CHRO of Stellar Value Chains Pvt Ltd. He is also the Founder and CEO of Mindstream Consulting. Dr. Sunil is a Ph.D. from IIM Bangalore having 25 years of experience in HR/IR with groups having businesses in diversified industries. As CHRO, Dr. Sunil has transformed CADILA PHARMACEUTICAL into a Great Place to Work certified organization. He is an Associate Certified Coach (ACC) from ICC.

Ms. Renu Bohra is a seasoned HR leader who serves as DB Schenker's Chief People Officer for India and the Indian Subcontinent. For her thought leadership, she has been named one of White Page International Asia's 100 Power Leaders Human Resources 2022. She is a Certified Independent Director and a Brain-Based Coaching Executive Coach. She is also an ISABS-certified counselor as well as an OD Practitioner.



Mr. Satish Mohapatra is VP and Head HR, Siemens Smart Infrastructure, India. He is a visionary HR leader with 24 years of rich and extensive experience spreading across telecom, oil and gas, engineering, and IT. Before Siemens, Mr. Satish worked with Atos, Indian Oil Corporation Limited, and Tata Communications.



FEATURED SPEAKERS

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Mr. Amitabh Singh is Head - Business HR Leadership and capability development at ICICI Bank. Currently, he heads HR for Corporate Center, Credit, Collections, Technology, Data Sciences, Operations, and Phone Banking businesses. Mr. Amitabh has been with ICICI group for the last 17 years across Life Insurance and Bank. Before joining ICICI, he worked with L&T Limited, Tata Interactive Systems, Atos India, and Mphasis Limited. Mr. Amitabh has graduated from XISS, Ranchi, and has an overall experience of 25 years.



Ms. Lipika Verma currently works as a Vice President - Rewards & Performance Innovation & Thought Leadership at Schneider Electric. She is responsible for Schneider Electric's global Rewards Strategy and leads the Center of Expertise for rewards and performance. Ms. Verma held positions for GE Capital as Vice President of Compensation and Benefits. Before joining GE, she was Head-Compensation & Benefits for Nokia India. She was also associated with ESPN Star Sports, Nortel Networks, and Hughes as HR Business Partner.





Dr. GP Rao is the founder of Good People Relations HR Consulting LLP, New Delhi. Over his 37 years in HR and general management, he has had the opportunity to work in SAIL, JK, Birlas, and RIL in India and Malaysia. He is also the former National Secretary of NHRDN. He has received several awards in his long career as an HR professional, including awards for Outstanding Contribution Award from NHRDN, the HR Professional of the Year Award, the HR Leadership Excellence Award in Singapore, Achievers Awards in Colombo and New Delhi



MEET OUR MODERATOR

PROCEEDINGS OF THE DAY

The annual flagship event of XIM University – **Kshitij'22**, was successfully conducted by the School of Human Resource Management and XIMAHR- The HR Association of XIM University. The theme was "**Changing Work and Workplace- Implications for Business.**" It was organized in a hybrid mode wherein most of the panelists and audience gathered in offline mode while two of the panelists joined from online mode.

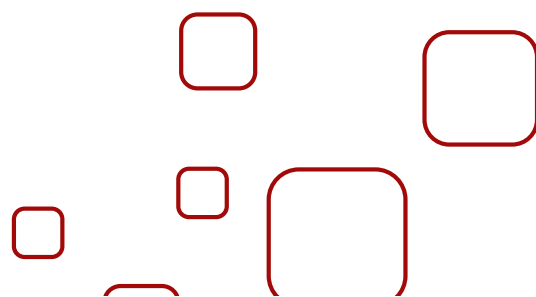
The program commenced with the lighting of the lamp by the esteemed dignitaries. Post this, **the Dean of the School of Human Resource Management, Prof. Andrew Dutta**, delivered the opening address. In his speech, he covered various points like

- The change will be a function of the ecological imbalances that will alter human lives, livelihood, and businesses in another 5-10 years
- The world of work for people resources and HR managers will have to be cultivated to manage the meaningful lives of employees against such ecological imbalances and natural catastrophe
- Artificial intelligence is today's history, today's reality is assisted intelligence, tomorrow's reality is augmented intelligence, and the near future belongs to autonomous intelligence, where adaptive continuous intelligence systems take over decision-making without losing an eye on fairness and equality

In his closing remarks, he extended a warm welcome to the panelists.



Moving forward, **the Registrar, Fr. S. Antony Joseph Raj, S.J.**, was invited to the stage to deliver the welcome address. He began by welcoming the dignitaries. He mentioned that we all had gathered here as survivors of a substantial economic and health crisis- the Covid-19 pandemic. He stated that change is the only constant; the skill to adapt to this ever-changing reality is the key to survival and thriving in life and career, if at all, in the School of Human Resource management. He concluded by stating that we need to look at all extreme external circumstances and possibly the internal reasons that are very intrinsic to businesses.



PROCEEDINGS OF THE DAY

Ms. Bobby Patnaik, Vice president, NHRDN & HR Business Leader, Infosys, graced the event. She emphasized that working collaboratively, instead of individually, helps improve productivity and gives employees a sense of purpose in the organization. She also mentioned the BANI world, an acronym of the words 'brittle', 'anxious,' 'nonlinear,' and 'incomprehensible.'

The event was blessed by **keynote speaker Dr. B.K. Das, Director General - Electronics and Communication Systems, DRDO**, stated that "change" and "choice" both starts with C, but both are oppositely dangerous. If we have a choice, we'll never change, but if we want to change, we must compromise with our selection. He gave the example of women adapting to changes after marriage and mentioned Dr. kalam's words. He said the country has been suffering from the "fifth nation syndrome. Now we need to go beyond that syndrome and be number one; to become the first country, we must cherish change and grow. Every change unfolds something astounding. He concluded the speech by giving an example from missile testing and said that change is embraced when you connect it through the heart.

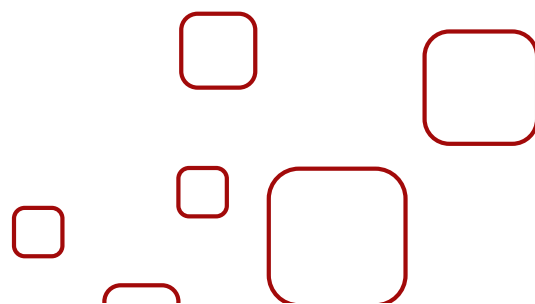
Lastly, the keynote address was delivered by **Dr. Sunil Singh, CHRO, Stellar Value Chains PVT.LTD and Founder CEO, Mindstream Consulting**. He shared the eight mantras of a successful career journey: fight for Experiences not positions, welcome nonlinear experiences, don't hate people and bosses, be a curious child, luck is not serendipity, be humble, be brave and make decisions, create deeper self-awareness, build friends and networks.



He made the students feel part of the event by conducting a Mentimeter quiz. As we know that visual communication results in better retention of information, so he concluded the speech with a video on "Digital transformation-are you ready for exponential growth?"

The inauguration ceremony closed with the launch of **HRXpert, the Annual Magazine** of the School of Human Resource Management, XIM University.

After a small break, the event proceeded to panel discussions by the esteemed speakers.



PANEL DISCUSSION

The discussion agenda for the Panel Discussion post lunch was "**Changing Work and Workplace: Implications for Business**" and the session was moderated by **Dr. G. P. Rao**, Founder, Good People Relations HR Consulting LLP.

Dr. G.P. Rao started the discussion by sharing that nowadays many organizations have introduced hybrid work policies. He also mentioned that just listing down the implications of changing work and workplace on business won't suffice, we must also know what managers are doing, what they propose to do, and what they expect the workforce to do.

He continued to say that in recent times, with the introduction of policies like work from anywhere, a lot of things including the work, the workplace, etc. have changed; and naturally, any change is bound to have implications.

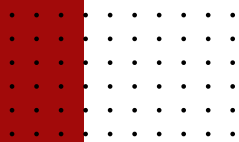
Mr. G.P. Rao structured the discussion into three key questions:

- What are the changes that have happened in the work, the worker, and the workplace?
- What are the major challenges because of the changing work and workplace?
- How did you manage these implications/changes at your workplace?

Mr. Amitabh Singh, Head, Business HR, Leadership and Capability Development, ICICI Bank, started with his answer to the question in terms of the banking industry context. He mentioned that since banks are an essential service, they were functioning offline even during the pandemic, with some workers working online and major of them working offline. He also stated that the pandemic has escalated the evolution of the work design that has been happening over the years preceding the pandemic as well. He points out, one of the major challenges these days is the changing aspirations of the workforce in terms of more flexibility requirements, to which the managers must adapt to. Secondly, people are gaining confidence to voice out their opinions about things that are not right, which is again something that the managers must listen to and inculcate in the policies and the business. He continues by mentioning, for the last 2-3 years ICICI Bank has been focusing majorly on one word, Culture. And with new people coming in with different aspirations, it is important to make sure that they are aligning with the cultural aspects of the company. He also stressed the importance of regular evaluations of the HR systems, in terms of their alignment with the organization's culture. Many organizations consider collaboration as a cultural aspect and they put up a performance practice that usually doesn't work.

Ms. Lipika Verma, VP – Rewards and Performance Innovation & Thought Leadership, Schneider Electric, stated that, with the introduction of machine learning and robots in the workplace, working requires a higher level of intellect. Also, repetitive jobs are being automated to cut down costs and improve efficiency. She also mentioned the shifting of focus to employee and customer experience over the past few years. She also shed light on the changes in the Life of a worker post-pandemic, in terms of the increased





importance of talent attraction, retention, and motivation and the challenge that it brings forth, of accommodating the changing dynamics and expectations of the workforce. She also mentioned that as an HR manager, we also now have the role of making sure that the employee feels belongingness in the

organization and also connects to the organization's purpose. Secondly, she spoke about how in the fast-moving world, companies face challenges in helping employees manage stress efficiently and ensuring that their mental health is regulated. She also emphasized the importance of transparency and communication from the organization's side which will help the employees connect better with the organization.

To conclude, she urges students to be passionate, and agile and keep re-skilling themselves at all times.

Ms. Renu Bohra, Chief People Officer, India, and Indian Subcontinent, DB Schenker India Pvt. Ltd, continued the discussion by sharing her insights, stating that, the workplace has transitioned from tangible to intangible, with the introduction of remote work culture, and continues to evolve with time. She also emphasized the importance of embracing technology. She also stated the change of nature of work from synchronous working to working anytime. She mentions that there are significant impacts of the changing work and workforce:

1. Work has become a lot more task-oriented, transitioning from the past when a lot of time was given to building relationships with work partners. Whereas now, the conversations revolve around the work itself.
2. Another challenge faced is developing a connection between teams whose members are present in the work mode of their choice i.e., offline or online.
3. She spoke about developing trust in a hybrid workplace is also challenging.

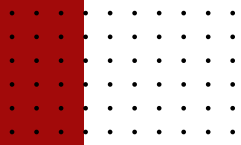
She points out, the solutions to dramatically evolving new ways of working and how we make an escalator pitch in a virtual world lie in 3 major things.

- **Acknowledge:** Acknowledging that times have changed and the learnings we had from the pandemic through work from home. Acknowledging great resignation and quiet quitting are facts. Acknowledging one size doesn't fit all.
- **Evolve:** Evolving by building new employee connect forms, and having team meetings once a quarter or such.
- **Respond:** Re-purposing, working together, dialogue, connectivity, and communication as a response to the change.

She concludes by mentioning change is the only thing that is constant and we should open to it and embrace it.



Mr. Satish Mohapatra, VP & Head HR, Siemens Smart Infrastructure, stated his valuable thoughts on the question, saying that "Work is something you do and not somewhere you go to.", which applies a lot to today's context. Secondly, a shift has been realized in terms of measuring time to measuring output. He also mentioned that there are advantages of both offline and online workplaces. Speaking about offline workplaces, he mentioned that certain things about them like the festival and



birthday celebrations and tea break conversations might seem redundant, but those contribute significantly to making work more interesting and deflecting from monotonicity. The workforce, in his terms, has become much more diverse, and it has shifted from doing digital to being digital. Lastly, he spoke about replacing work-life balance with work-life integration, in terms of choosing when and where to work. Coming to challenges, he states, these days the emphasis has shifted a lot to product purchase experiences rather than the product itself. Secondly, he also stated that post-pandemic, workforce variability has become another challenge, along with the addition of gig workers. He points out there are 5 major changes that have happened over years in how we see work, workers, and the workplace.

- Shift from task to trust at the workplace
- Leadership framework exchange
- Well-being
- Own your career
- Ownership of management

He concludes by suggesting students to follow the approach of, learning by experimenting with logic

Dr. G P Rao concluded the panel discussion by stating, in the new normal, we as HR professionals should understand what employee wants, and in his own words, "employees look for Grace, Space, and Peace these days. All our management interventions and HR activities should cater to the needs of new-age employees".



CASE COMPETITION

The case competition began on a high note with over **700 participants** from top institutes all over the country. Round 1 was a quiz that tested participants on their knowledge of the HR domain, after which the 50 shortlisted teams went forward for round 2. Round 2 was a submission of a 3-slider solution on a case with theme-changing work and workplace. Out of these 50 teams, finally, the top 11 teams moved to the last round.

Special Thanks to our **expert jury members, Ms. Renu Bohra**, Chief People Officer, India & Indian Subcontinent,

DB Schenker India Pvt. Ltd and **Mr. Satish Mohapatra**, VP & Head HR, Siemens Smart Infrastructure for their support and guidance, and also to our respected **Dean Dr. Andrew Dutta** who boosted the morale of the students.



During the event, the teams were given 7 minutes to present and 3 minutes for the Q&A round. 11 teams made presentations

- **Team- HR Crew, School of Human Resource Management, XIM University**

The team with a revived model focused on in-depth primary research. The jury appreciated the team for including Maslow's hierarchy of needs model in their implementation roadmap.

- **Team- Challengers, Fore School of Management**

Acknowledged by the jury for using Kotler's 8-step Change Management model, the team covered pre-covid and post covid issues in detail.

- **Team- HR Ninja, School of Human Resource Management, XIM University**

The team started with a brief introduction to the case, they focused on toxic work culture, issues in employer branding, high attrition rate, and culture adjustment issues. They used REACT model and design thinking-5 why approach, SWOT analysis as their strategy for the framework. The jury liked their solutions and recommended not to use too many simultaneous models.

- **Team- Clingers, IIM Shillong**

The jury liked how they used statistical models and employee engagement scores in their solution. In their solution, they focused on cultural change using a 5-step methodology.

- **Team- HRhythm Divine, School of Human Resource Management, XIM University**

With a very impressive PPT, the team included Maslow's hierarchy of needs and a robust employee retention plan in their solution

- **Team- DeSales, Jadavpur University**

The team focused on strategies for talent retention using human and technology intervention and also buddy analysis. As there were too many interventions, the jury enquired about their single largest objective.



- **Team- Xclusives, School of Human Resource Management, XIM University**

The team focused on understanding the current scenario and analyzing the challenges and root causes. The corporate strategy they worked on was CREDEET, which includes compensation and benefits, recruitment and selection, employee engagement, training and development, evaluation and results, and talent management. The jury questioned them on the cultural aspect of the problem statement.



- **Team- Simpossible, XLRI, Jamshedpur**

The jury acknowledged the team for making one of the best presentations of Kshitij'22. The key strategies they focused upon were SWOT analysis, performance management system, centralization of processes, and their drawn benefits.

- **Team- Friends, School of Human Resource Management, XIM University**

The teams included various models like the ADKAR and AON Hewitt models. The jury appreciated them for including a timeline in their solution.

- **Team- Curd and Sugar, IIM Shillong**

The team included various solutions like gamified training, customizing rewards as per personality types, assisting employees to bring in positive life changes. The jury was impressed with their commendable presentation.

- **Team- Ashwathama, IIM Amritsar**

The jury applauded the team for including microeconomics concepts and bringing in outsourcing as their recommended solution.

The final round of the case competition ended on an exhilarating note with team **HRhythm Divine of XIM University** bagging the **1st position** after competing with ten other competent teams of institutes like IIM Shillong, XLRI Jamshedpur, FORE, Jadavpur University. **Team Ashwathama of IIM Amritsar** was the **1st runner-up**, and **team Friends of XIM University** was the **2nd runner-up**. Three teams- **HR Ninja, HR Crew, and Simpossible** got a special mention.

Dr. Santanu Rath gave the closing speech, **President, NHRDN, Bhubaneswar Chapter & Visiting Faculty, XIM University** who started by appreciating Dr. Subhra Pattnaik, Assistant Professor, and Dr. Andrew Dutta, Dean for their consistent efforts to make Kshitij a huge success. Then he went on to talk about how NHRDN is the national apex body of HR professionals to promote the cause of the HR fraternity and aims to produce HR leaders of global standard and motivated the students to join hands with NHRDN in the coming future. He appreciated all the teams for their enthusiastic participation which added value to the event. Subhra Ma'am facilitated Dr. Santanu with a token of gratitude.





The event concluded with a vote of thanks by **XIMAHR Coordinator, Ms. Kadambari Khare** who talked about how Kshitij is a legacy of honour from nearly three decades for the students, faculty, and the admin of XIM University especially this time since it happened offline after two years. She expressed gratitude to **Fr. S. Antony Joseph Raj, S.J., Registrar, XIM University** for showering his blessings, **Dr. Andrew Dutta, Dean, School of Human Resource Management, XIM University** for motivating, supporting, and handholding the students, **Dr. Subhra Pattnaik** for her active involvement and direction, **Dr. Arup Roy Chowdhury** Assistant Professor, School of HRM, XIM University for his persistent help and support, all the keynote speakers, **Dr. B.K. Das**, Director General - Electronics & Communication Systems, DRDO, and **Dr. Sunil Singh**, CHRO, Stellar Value Chains Pvt. Ltd. & Founder & CEO, Mindstream Consulting for setting the context of the topic enriching the thought process of the future leaders, the panelists, **Ms. Renu Bohra**, Chief People Officer, India & Indian Subcontinent, DB Schenker India Pvt. Ltd and **Mr. Satish Mohapatra**, VP & Head HR, Siemens Smart Infrastructure for their thought-provoking discussions, **Ms. Lipika Verma**, Vice President-Rewards & Performance Innovation & Thought Leadership, Schneider Electric, **Mr. Amitabh Singh**, Head - Business HR, Leadership And Capability Development, ICICI Bank and the moderator, **Dr. G P Rao**, Founder, Good People Relations HR Consulting LLP for his wonderful moderation of the panel discussion. She expressed deep gratitude and appreciation to the entire team of the NHRDN Bhubaneswar Chapter for being a partner in this journey and helping us in each step. She sincerely thanked media partners **Interview Times, Nandigosh TV, Kalinga Khabar, News Today**, and many more for gracing the event with their presence. A big thanks to **Indian Oil Corporation Limited** and **Mahanadi Coalfields Limited** for being sponsors of Kshitij 2022. She thanked the Dean's Office staff for their strong support. The **School of Mass Communication** was thanked for event coverage and photoshoots. She also expressed gratitude to **Illuminatix- The media and PR cell** for their support and coordination, to all the students and to the Emcees **Dweepayan Mishra** and **Jahanvi Saluja**.

XIMAHR CORE TEAM 2022



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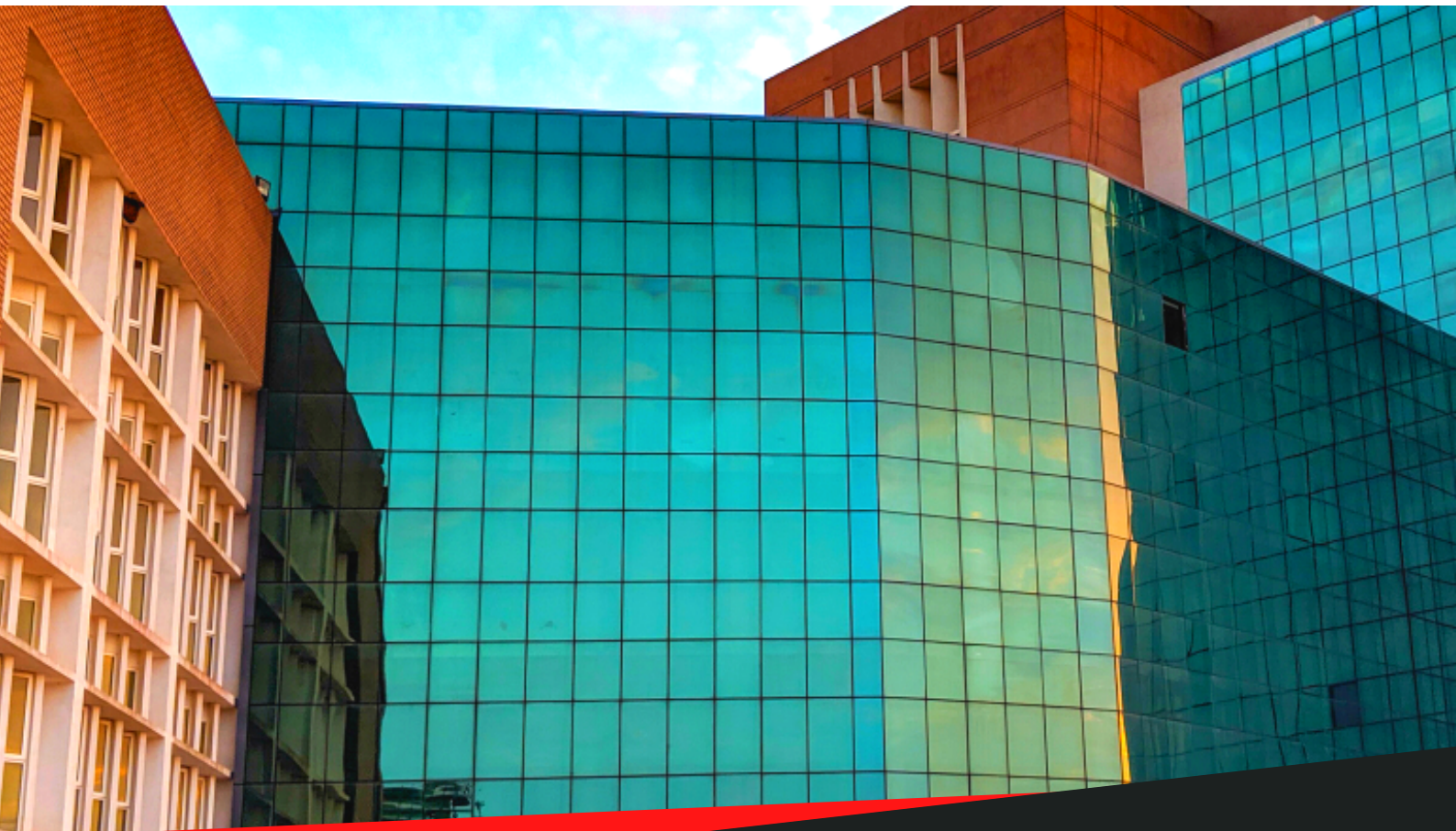
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Special Thanks to our expert jury members, Ms. Renu Bohra, Chief People Officer, India & Indian Subcontinent.



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