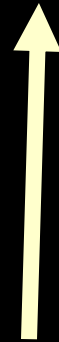


People Solutions on the HRM Curve



Challenges

GROWTH



Greatest Challenge faced by all organizations is

Key Growth Criteria....

One Vision, One Mission
Diverse Cultures

Relevance, Validity and
Ownership
of every element of the
Organization



Wealth Creation thro
Right People-Products-
Price-Perception

Sustainable Competitive
Advantage

Cutting Edge Technology,
People Processes

Relationships, teams, networks....

People-Challenges of Growth

Managing Perceptions &
Image Building

Maintaining Open
channels of
Communication/
Out of the box thinking

Work Life Balance in
the race for
Wealth Creation

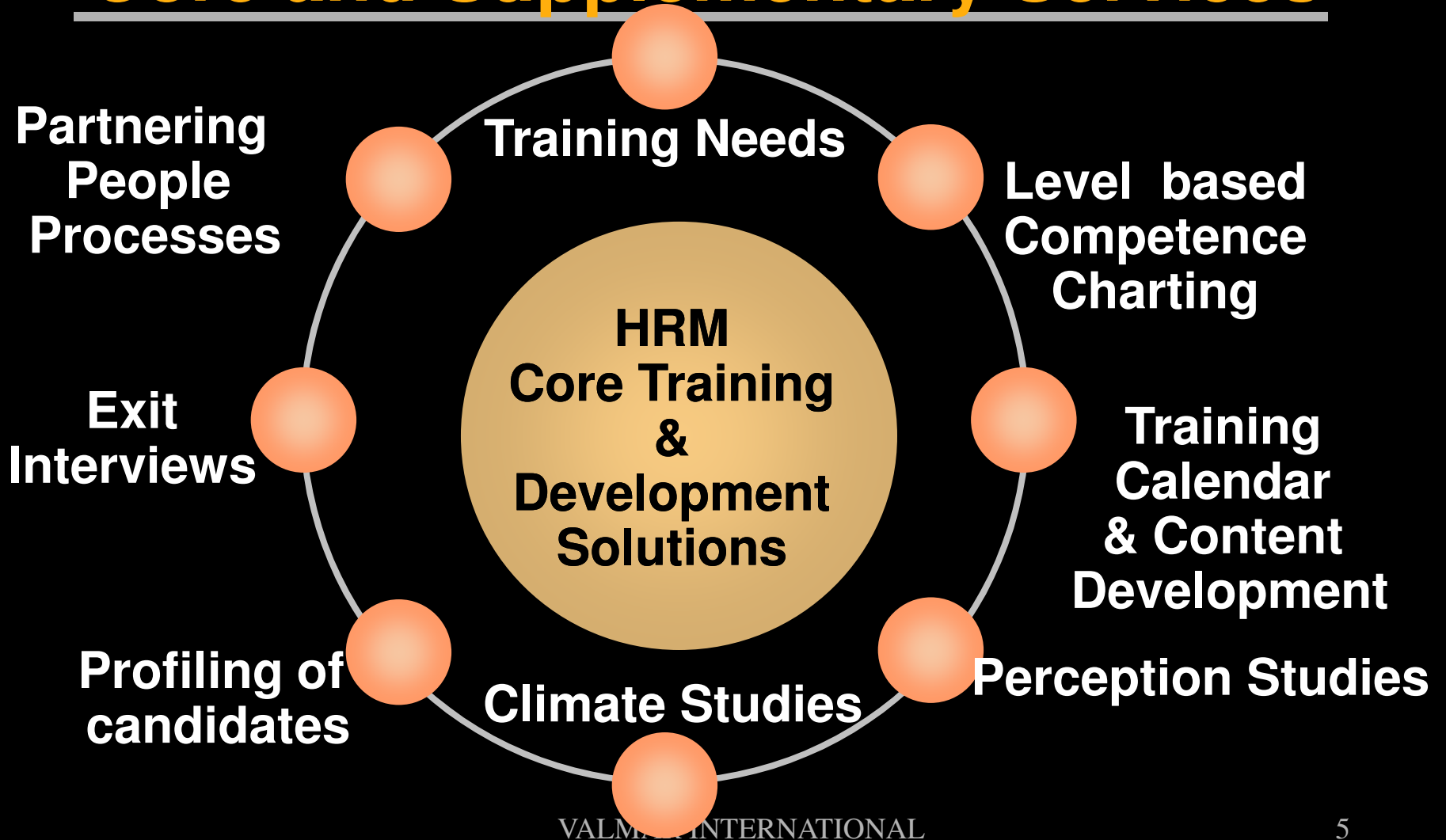


Balancing Relationships
Building & Retaining networks

Competitive markets →
Recruitment, Selection,
Attrition

Building , Motivating & Sustaining
Effective Teams

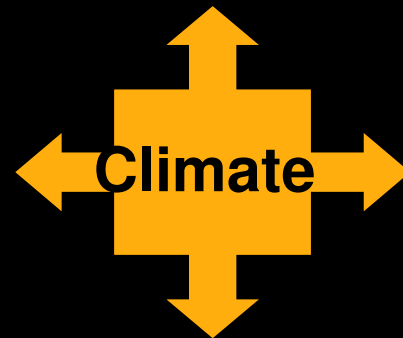
Core and Supplementary Services



Climate Studies

Perceptions –
Internal/ External

Maintaining Open
channels of
Communication/
Out of the box thinking



Encouraging &
Sustaining
Teams

Work Life Balance,
Wealth Creation

Option 1: Climate Study

◆ Objectives

- Understanding/ gauging the current internal climate
→ Dipstick
- Understanding how external customers view the company in the current context

◆ Methodology

- Focus Group Discussions among selected divisions / work levels
- Depth Interviews with Senior Management
- Depth Interviews with external customers → Suppliers and Traders/ Dealers

Option 1: Climate Study cont'd

- ◆ **Outcome**
 - An assessment of how the recent changes have been perceived by internal and external audiences
 - Has the perception about the organization changed
 - What has been the rub off post the changes [Sense of uncertainty, insecurity, change for the better...]
 - Long term impact on both audiences

Profiling Stars

Identifying traits in
star performers

Maintaining Open
channels of
Communication



Work Life Balance,
Out of the box thinking

Encouraging & Sustaining
Stars and Teams

Option 2: Profiling Star Performers

◆ **Objectives**

- Understanding what makes a star performer tick
- What are the key attributes which are unique to them
- What are the stickiness factors to the organization
- Future expectations from self and the organization

◆ **Methodology**

- Depth Interviews with Star performers across the organization
- A good mix of younger and older Star Performers and a regional and divisional mix

Option 2: Profiling Star Performers cont'd

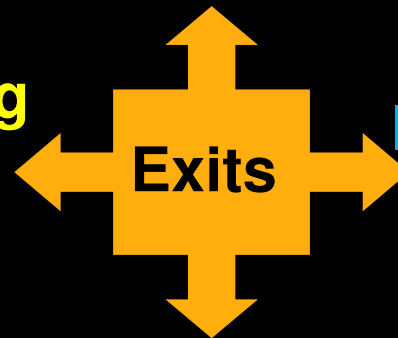
◆ Outcome

- Identify the top 10 qualities/ attributes that can be profiled in a Star Performer
- Incorporate these in the selection criteria at recruitment stage
- Pay greater attention to the stickiness factors → retention
- Suggestions for improvement at the corporate level
- Rub off post the changes [Sense of uncertainty, insecurity, change for the better...]

Exit Interviews

Identifying key triggers
Of discomfort

Revisiting & Redesigning
Channels of
Communication



Identifying key reasons
for resigning

Re-inventing
(Encouraging & Sustaining)
Stars and Teams

Option3: Exit Interviews

◆ Objectives

- To understand the triggers and reasons for resigning
- Suggestions for improvement
- What would make them reconsider the organization in the future

◆ Methodology

- Depth Interviews [in person or telephonic]
- Initial introductory mail from HR with FAQs
- Individual reports within ten working days
- MIS report if required every quarter

Option3: Exit Interviews cont'd

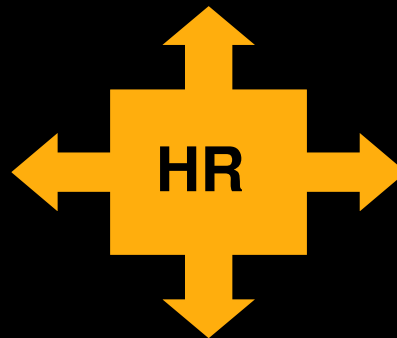
◆ Outcome

- In-depth understanding of reasons for resigning and the triggers, as an external agency offers a ' safe ' environment**
- Offers quick inputs to HR on corrective action on red collar areas**
- Invaluable inputs for the future**
- Profiles of employees that can be avoided at recruitment stage**

Perceptions of the Role of HR in the Company

Understanding Perceptions
and Expectations

Handling
Misconceptions,
Debris Removal,
Image Building



Realignment -
Mapping & Bridging
the Gap in
perceptions & reality

Revisiting, De-clogging
and Strengthening
Channels of Communication

Option 4: Perceptions on HR

◆ Objectives

- Understanding perceptions of Corporate HR among different Divisions

◆ Methodology

- Depth Interviews with
 - Senior Management at HO
 - Corporate HR
 - Divisional Heads
 - Divisional HR Heads
- Focus Group Discussions among employees at divisions

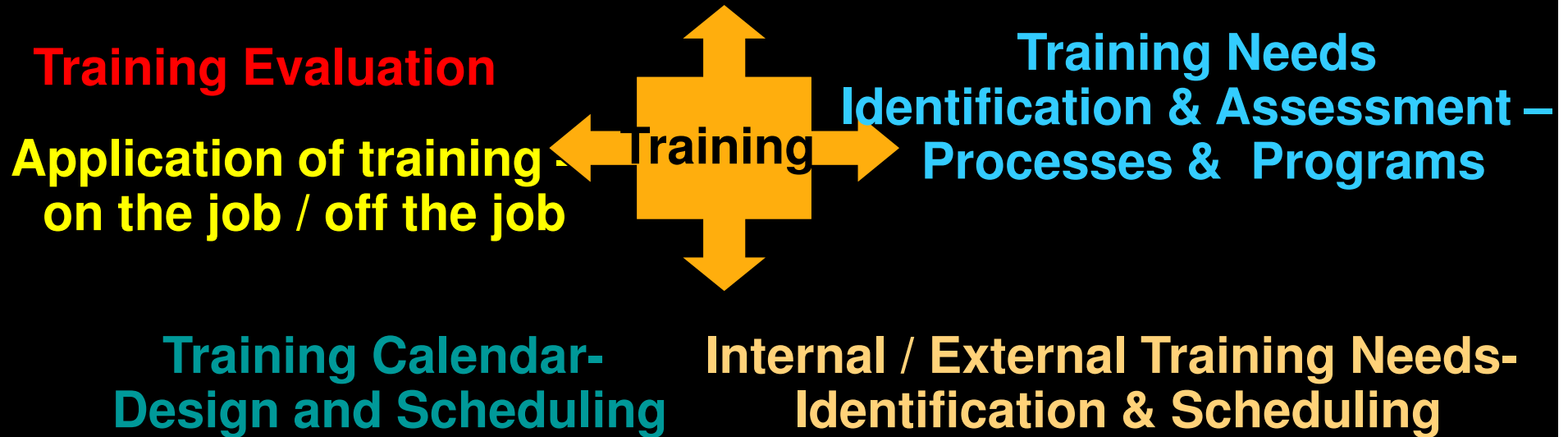
Option 4: Perceptions on HR cont'd

◆ Outcome

- Assessment of how Corporate HR is viewed by the Divisions**
- Difference in perceptions held by Corporate HR and reality**
- Gap in expectations and experiences vis-à-vis Corporate HR**

Learning Needs

Competence Development v/s
Training Needs Assessment



Employee inputs into future training needs

Option 5: Learning Needs

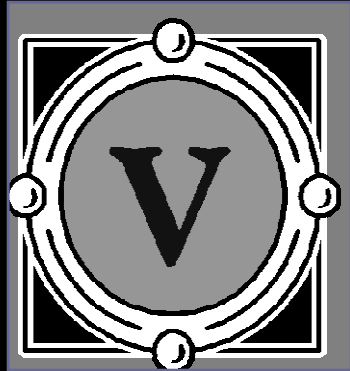
- ◆ **Objectives**
 - Assessment of ongoing learning needs

- ◆ **Methodology**
 - Depth Interviews with
 - New recruits [1 yr]
 - Older employees who have undertaken at least two training programs in the past one year

- ◆ **Outcome**
 - Understanding how training programmes have benefited employees
 - Need gaps if any and suggestions for the future

Other Options

- ◆ **Understanding what makes a winning team work**
- ◆ **Safety**
 - Adherence and acceptance of safety norms at the shop floor level
 - Internal safety and external safety
 - Benchmarking Gold Standards in safety
- ◆ **Understanding the Dealer and working as teams**
- ◆ **Profiling top management and identifying future leaders**



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Thank you!!

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