



## Eugene Valles on the year ahead for HR

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### HR, THE YEAR AHEAD

*As the world takes the plunge into the New Year, there are many lessons from the last decade that each one of us will carry forward, right? And there were many that will pave the way forward for the HR function. A few experts share some insights with Vinnie Bhadra*

There is a saying that goes, 'the past is a goner, the future is a mystery but now is a present, so make the most of it'. Cheesy as it may sound, it holds true for even the corporate world, where ideally it should go as, 'you learn from your past follies, think idealistically but give results for the present'. HR professionals in India Inc have realised the importance of moving away from the past theories and thinking for the present and planning for the future. This has brought about many changes in the way new talent is hired, retained and given the opportunity to grow as professionals. Many experts claim that the Indian HR sector, has over the years, adopted a mixture of the 'best from the West' and the traditional values and ethos to cater to the Indian market while also keeping globalisation in mind. Indian HR professionals have been successful in establishing the various permutations and combinations required for a smooth functioning of the human capital system. With the advent of various policies and practices in Indian organisations, there is a continuous evolution taking place w.r.t the HR function.



**EUGENE VALLES, HR head, GTL Limited:**

"Acquiring and managing talent and ensuring that the right talent stays with the organisation have always remained as some of the most important challenges that HR faces. The increased pace of globalisation and important role played by the Indian economy has added to the dilemma. As companies become multi-national, managing the diverse talent pool and the cultural sensitivities of the global workforce has become critical. Today, the best people hire employers rather than the other way around and people just do not want to be merely present there; they effectively want to make a difference. With so many opportunities across industries and a good ten-year horizon that the economists are forecasting for India, managing the HR pool is critical. It means that organisations will have to adopt the right culture, provide proven growth opportunities and have a consistent track-record of being people-friendly through appropriate HR policies. Most importantly, one should ensure that people's core talents are utilised against clear performance measures that help them to grow within the organisation and above all, help the organisation meet its business goals."

**ISHITA MEDHEKAR, head HR, Airtel Gujarat Circle:**

"The Indian market is getting hyper-competitive and the opportunities are unlimited. As much as there are opportunities for HR in our current focus areas, there are additional opportunities in other related areas that we can address for higher level of growth. Today, it's all about sharper execution and sharper planning. Leadership at all levels needs to sharpen their skills to enable HR to transform the organisation's business plans effectively. For young talent, HR should be able to instill confidence w.r.t the future. People development is the key to strengthen employee engagement with the business. Investing in people development by making our evaluations based on keeping past as well as future business environment in mind is important. HR needs to catalyse individual competencies to help people reach their potential and guide their development needs. It is also vital that all employees take personal accountability towards being the best in what they do."

**RAMESH SANGHVI, director, Sanghvi Group:**

"The HR practices in the realty sector have seen a positive turnabout - from being a non-HR sector to being an HR influenced one. With the Indian market picking up, we see a great demand for skilled professionals in the real estate sector and HR has resorted to various

hiring, recruiting and retaining practices in recent times. From an HR perspective, this year, there will be a strong focus on procuring and retaining the talent that will help this industry grow systematically as opposed to the family-run system. Special focus will be on minimising expenditure and reducing attrition levels. Getting the increments and promotion strategies in place and investing more in training are also on the agenda. In order to promote an international image of the real estate sector, HR in this field has to work doubly hard to procure the trust of the investors."



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