

# *CEO as the Chief Talent Officer*



A People Matters - Monster.com Study 2011

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# Foreword



**I**t gives me an immense pleasure to bring to you the findings of **Monster.com-People Matters study: CEO as the Chief Talent Officer**. As the economy gains buoyancy, market conditions stabilize especially against the backdrop of the post recessionary environment; the role of HR as a strategic business partner has gained prevalence. Human capital today is the biggest differentiator in the competitive business environment. This has led the CEOs to themselves don the hat of the Chief Talent Officers as hiring and retention of the key talent becomes the topmost priority. The study presents the top most priorities of the CEOs and how **'talent'** features amongst them. CEOs today invest a substantial amount to their time in 'talent'- acquisition, retention and development.

The world economy is going through a seismic shift from capital investment to intellectual capital. This shift along with the change in the pace of business dynamics is leading to compelling changes in the way people are to be managed. Most CEOs today play the role of the Chief Talent Officers. It is imperative for the CEOs to attract, develop and retain the right talent as people are the biggest differentiator today for any business.

The study sought opinions from CEOs of 114 leading companies across myriad of sectors. I would like to thank each one of them for their contribution to the study.

## **Sanjay Modi**

Managing Director

Monster.com (India/Middle East/South East Asia)

# CEO

## as the

# Chief Talent Officer

**73% CEOs in India spend more than one-fourth of their time directly on talent-related activities. While 68% acknowledge that this time has increased in recent years, 79% also affirm that this focus will only increase further next year. This indicates a relevant change in the way organizations are functioning today. The *People Matters - Monster.com CEO as the Chief Talent Officer Study 2011* reveals what CEOs are doing in their individual capacity to leverage the people advantage to build successful and sustainable organizations.**

**By Ester Martinez, Managing Editor & Rajlakshmi Saikia, Deputy Editor - *People Matters***

# CEO as the Chief Talent Officer

80% of the CEOs surveyed in this year's study agree that HR issues are undoubtedly core to the success of their companies. The increasing fear of unavailability of the right talent to execute their companies' strategies is leading CEOs to discuss people challenges more and more at the boardrooms.

Many CEOs and their leadership teams are re-thinking their complete people strategies, not only to align to the new business opportunities, but also to prepare the organization to compete and win in the new business reality. The 14th Annual Global CEO Survey by PwC this year also identifies 'talent' as one of the three main drivers for strategic change that CEOs are looking at in 2012, along with innovation and shared agenda with the government.

For Indian CEOs, talent has always been on the top of their agenda, either to foster growth or as a consequence of the downturn. But what is changing is the pace and pressure that organizations face to focus on talent issues. Today, these talent challenges are seen as a sign of a growing economy which brings with it the excitement of umpteen opportunities that this new reality unfolds. Most CEOs who participated in this survey affirmed that they see these challenges in positive light as these are typical of a growing economy.

In this high-growth phase, the role of the CEO is to become the 'bridge' between the external world and the people inside the organization. As the external environment becomes more and more complex, the importance of this bridge increases, hence impacting the CEO's role to extend towards more talent-related areas.

## *An optimistic business landscape*

India's GDP growth of 8.9% during Q2 FY11 reveals that the Indian economy continues to march towards the high growth trajectory of the pre-crisis period, despite fears of soaring inflation. At present, the growth momentum is based on the increased impetus seen from the three sectors viz. services, industry and agriculture.

Results of the Grant Thornton International Business Report (IBR) over Q4 2010 and Q1 2011 further reiterates that 92% of the Indian senior executives surveyed confirmed that they are optimistic about the performance of the Indian economy over the next 12 months.

The *People Matters CEO Survey 2011* reflects a similar optimism. As organizations prepare for growth; Indian companies continue to focus on the domestic market while expanding globally, and MNCs are investing in India as a strategic market. Indian companies going global: "We have a very ambitious plan for this year. Our expansion also includes global locations where we want to strengthen our presence," - Bank of Baroda, M.D. Mallya.

MNCs favoring India as a strategic market: "India is a strategic market for DuPont and we have high growth aspirations. During the last three years, we were focused on building

*In this high-growth phase, the role of the CEO is to become the 'bridge' between the external world and the people inside the organization*

***"Human capital is the currency of the new economy, and while it is impossible to measure its impact, it is inarguably the most critical piece to maximize the company's value"***

*Deep Kalra, CEO, MakeMyTrip*

***“This year, we plan to recruit very heavily, around 12,000 people. So while this is a priority, recruitment does not stop just at the numbers, we need to ensure that new joiners get the right welcome into our team through a strong induction program”***

*K.R. Kamath, Chairman and MD,  
Punjab National Bank*

our capability to serve our customers. Having established a strong business presence, we are now looking at optimizing our presence by hiring and retaining the best talent,” - Balvinder S. Kalsi, President, DuPont (South Asia).

Indian companies and MNCs eyeing to capitalize on the domestic opportunity: “The pace at which we are growing, adding people on a daily basis and opening a new store every 5 days, we have already crossed 12,000 employees and will continue to add. As a result, we are facing the challenge to maintain standardization of all talent management processes and seamless execution at all the locations and regions” - Ajay Kaul, Chief Executive Officer, Jubilant FoodWorks.

In fact, many businesses are looking at doubling or tripling their revenue in the next 3 to 5 years, and expecting to grow their workforce at the same rate. As a result, most CEOs see India as a hypercompetitive talent market where finding the right people is one of the biggest constraints that can hinder achievement of targeted growth. This in turn makes the talent factor a more strategic concern that demands the CEO’s undivided attention.

CEOs across industries agree that people are core to their business success as derived from our interactions with various CEOs. Deep Kalra, CEO, MakeMyTrip says “Human capital is the currency of the new economy, and while it is impossible to measure its impact, it is inarguably the most critical piece to maximize the company’s value”, while Tiger Tyagarajan, Chief Operating Officer, Genpact adds “People are core to what we do, core to our business. People are the way we win.” And Capgemini CEO Aruna Jayanthi agrees, “Talent is not just a HR agenda but a business agenda”.

Today HR considerations are an important element in most organizational decisions even in transactions like M&As that traditionally only

considered the financial, strategic and marketing aspects of a deal. CEOs are now equally interested on the people aspect to assess the value of such transactions and the risks associated with it.

### ***Challenges facing organizations***

There is a common thread that ran across all CEOs surveyed who categorized the key HR challenges as talent shortage, speeding up capability building and effectively engage and retain people. Talent shortage can be a clear threat to organizational growth plans. Attracting, growing and retaining best talent can be the biggest challenge facing organizations in a scenario of heightened competition where everyone is striving to optimize on their position and presence. This is a problem across levels and if not addressed promptly, can easily cripple the whole foundation of the organization.

In 2010, 41% employers in Asia-Pacific expressed difficulty in filling positions, according to a Manpower Survey of 35,000 employers worldwide. Promising organizational growth and the optimistic business scenario brings forward numerous opportunities for employees in the job market. This in turn results in a fierce competition for talent making talent attraction and retention even more difficult. “The challenges will be compounded by the fact that it is the same experienced and trained professionals that all companies will be looking for, both MNCs as well as the fast emerging Indian companies. Hence there will be a war for talent,” adds Kalsi from DuPont.

In addition to the focus on talent acquisition, as business grows and matures, the challenge will be not only to bring people onboard but also ensuring that talent is integrated, trained and ready in the system to contribute to the common vision. As K. R. Kamath, CMD, Punjab National Bank shares “This year, we plan to recruit very heavily, around 12,000 people. So while this is a priority, recruitment does not

stop just at the numbers, we need to ensure that new joiners get the right welcome into our team through a strong induction program.”

Finally, the changing workforce demographic also challenges some of the traditional rules of talent management. For example, using compensation as a retention tool does not meet the present talent requirement and aspirations anymore. The ‘Gen Y’ category of employees have different motivators from their job like being mobile, working with new technologies and collaboration tools, etc. Organization must adapt to meet the new aspirations of the upcoming generations if they seek to effectively retain their key talent.

### ***A CEO's Top 3 HR priorities for FY 2011-2012***

This year's CEO survey unfolded the undisputed top three HR priorities that have made it to the CEOs' "to do list". 65% respondents have chosen "building teams to meet expected growth" as one of their top three priorities, while the other two key priorities for the year include "building motivation and engagement" (56% respondents) and "retention of key talent" (52% respondents).

#### ***1. Building teams to meet expected growth***

CEOs' primary agenda is to help the organization build capable teams to execute new business strategies and opportunities. Therefore the CEO is not only interested in hiring the right talent but CEOs are actively trying to create a consistent pipeline of leadership at the three levels - the top level to ensure leadership succession planning; the middle level to ensure ready talent pipeline for the top level, and the entry level to identify top performing employees who can be moved into fast track career development plans for middle level roles. At the entry and junior levels, companies focus on strengthening their HR processes to hire and train people by the use of technology. At the middle level, the focus is on strengthening the quality of middle managers

## **Top 3 HR Priorities for CEOs this coming year**

What are your top three HR priorities for your organization in FY 2011-2012?



**Note:** Choice from a list of challenges (only three). Percentage represents the number of times this priority was chosen. Source: *People Matters* - CEO Survey 2011

both in terms of competency building across areas (sales, marketing, technology, etc.) and providing the required managerial exposure to enable them to inspire and motivate their teams. At the leadership level, the focus is on building and retaining leaders to create a robust leadership pipeline for current and future requirements.

#### ***2. Building employee motivation and engagement***

Internal teams need to feel engaged and motivated to work together towards the common goal. Creating a great workplace, maintaining employee engagement, keeping people excited and motivated, to innovate at their work, have become key areas of consideration for CEOs. The CEO's emphasis is on creating and maintaining a differentiated culture for the organization.

#### ***3. Retention of key talent***

The increasing scarcity of quality talent along with growing impetus on people in attaining business excellence has made talent retention vital. Most CEOs believe that while this is a primary action point for them, its effective implementation is an automatic result of how well the organization meets the first two talent criteria of acquisition and development. Once the first two are in place, the third is automatically managed.

**65%**  
*respondents have chosen "building teams to meet expected growth" as one of their top three priorities*

*The focus on building the leadership pipeline has a short-term objective of meeting present requirements, and also a long-term goal of building leaders for business growth*

### **Have these priorities changed?**

Most CEOs commented that these priorities have changed in the last three years. Pre-recession, the focus was on hiring, training and compensating people, along with building processes and systems. During the downturn, attrition risk was not so high hence it was less of a focus area while the priority was on resource allocation and re-allocation. Today's business dynamics have led CEOs to shift their priorities towards culture building, engagement, fostering brand ownership and building an environment where employees can grow.

### **CEOs' time & effort on talent agenda**

This year's survey shows that 73% CEOs spend more than 25% of their time on talent and talent-related activities, and of those 50% spend between 25% and 50% of their time in this area.

Many found it difficult to put an exact number to the amount of time they spend on people-related activities as they feel that today "talent mindshare" is ingrained in the overall "business mindshare". "It is difficult to quantify. Even when we are discussing business-related matters or when solving an operational issue, I always use those opportunities to further develop our people and tap their talent," says GV Prasad, Vice Chairman & CEO, Dr. Reddy's Laboratories.

The rest of the CEO's time is spent on customers, operations, investors and networking. But talent discussion is also present during the time allocated to the other activities. "Even the time I spend with customers and operating teams, at least one-fourth of that actually goes into discussions around talent, from requirements, to challenges, to innovation and expertise building," says Tiger of Genpact.

### **So, where does today's CEOs' time go?**

Today, CEOs pay equal attention to the bird's eye view to ensure that the vision and culture of the organization is appropriately articulated as well as keeps an eye on the ground level by involving themselves actively in the hiring process or training and development plans. According to the survey, engaging and motivating employees to be part of the company's vision, investing in leadership identification and development, and keeping a close eye on retention, take majority of the CEO's time. While speaking to CEOs, many pointed out strategic hiring as an activity they are mostly involved in, including meeting candidates, identifying talent and having a final say on strategic roles.

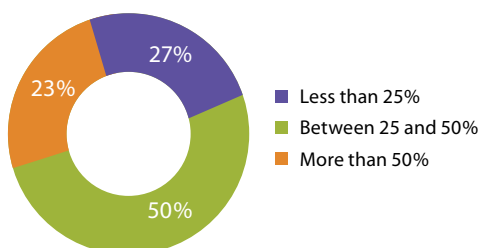
The survey and the discussions brought out the top 5 activities that CEOs invest their time on:

**1. Painting the larger picture.** One crucial organizational activity the CEO specifically focuses on is communicating the vision and mission of the company, and interpreting the same for people at different levels, explaining the meaning and relevance of the larger organizational goal to the employees, getting them excited, as well as communicating on the company's progress and where it is headed.

As a leader, the CEO's main role is to communicate on the market opportunities, its possibilities and how the company can take a strategic decision to benefit from those opportunities. As rightly put forward

## **CEO's Time Dedicated to Talent**

What best describes the total percentage of your time spent on talent management activities?



**Note:** Choice from a list of challenges (only three). Percentage represents the number of times this priority was chosen. Source: *People Matters* - CEO Survey 2011

## Where is the CEO's time invested?

Which people activities do you dedicate majority of your time?



**Note:** Choice from a list of activities. Percentage represents the number of times this activity was chosen. Source: *People Matters* - CEO Survey 2011

by Santhanam B, MD, Saint-Gobain Glass India, "The CEO should be able to zoom in and zoom out constantly and be able to provide answers to internal questions at all levels."

### 2. Fueling the leadership pipeline.

As CEOs take ownership of the complete talent management process, they are keenly involved in identifying leaders, helping them tap their potential, and working with middle level managers to create a collaborative partnership with employees. This focus has a short-term objective of meeting present requirements of the organization, and also has a long-term goal of building future leadership pipeline for business growth. "Majority of my time goes in being a catalyst to help others become better leaders and includes my time spent on coaching and mentoring, managing performance and giving feedback. Even when I visit a branch, my aim is to create an opportunity to coach people for the next level rather than assessing their business performance, which I can do even without visiting them," says Niren Chaudhary, MD Indian Sub-continent, Yum Restaurants India.

### 3. Building employee motivation.

Motivation and engagement comes from a combination of elements that are inter-related. CEOs today spend their share of time in connecting with employees and engaging with them so they feel a part of the company's overall journey.

"Besides my time spent on developing and nurturing the next level in the organization, rest of my time is invested in creating an appreciative culture where we celebrate together and share every stage of the journey. I believe that focus on people is the priority for the organization as, if you focus on people, the rest will follow," shares Sandeep Banerjee, CEO, Edenred India.

**4. Emphasize on hiring the right people.** When looking at the CEOs' calendars and the number of days that are blocked for interviews or interactions with candidates, there is a clear trend across industries where CEOs are seeing talent acquisition as a key element of their talent management activity. Its importance is reflected in what CEO MakeMyTrip, Kalra says, "Each right hire saves you the effort of developing and aligning people in the future."

*"Besides my time spent on developing and nurturing the next level in the organization, rest of my time is invested in creating an appreciative culture where we celebrate together and share every stage of the journey. I believe that focus on people is the priority for the organization as, if you focus on people, the rest will follow"*

*Sandeep Banerjee, CEO, Edenred India*

## Talent Management Goals on the CEO's Scorecard

### What people-related goals do you track on your goal sheet?



**Note:** Choice from a list of goals. Percentage represents the number of times this goal was chosen. Source: *People Matters* - CEO Survey 2011

*“The CEO should be able to zoom in and zoom out constantly and be able to provide answers to internal questions at all levels”*

*Santhanam B, MD, Saint-Gobain Glass India*

Sanjay Modi, MD, Monster adds, “I am very particular about hiring the ‘right talent’. For key and senior positions, I get involved right from the first meeting, to follow up meetings, until the final offer is made. When it comes to hiring, I do not think about time. If I am not getting a clear ‘yes’ from within, I will not hire. I never push myself to bring a person on board.”

**5. Retention of key talent.** Retention of talent is a lag indicator. CEOs invest their time in connecting with employees, aligning their aspirations with the common goal, creating an appreciative culture and hiring and developing the right people. CEOs believe that if the above are taken care of, retention of key talent is an automatic consequence.

#### *CEOs' talent accountability*

According to survey results, talent measures and targets find a place in CEOs' scorecards. In fact, CEO's performance on these measures account between 20 to 30% of the CEO's overall performance. The way talent-related targets are captured on the CEO scorecard differs from organization to organization. While

some organizations only factor in lag indicators (like attrition/retention targets or employee satisfaction indexes), leaving all lead indicators under the HR function scorecard, there are others that include key HR targets (like succession planning, leadership development or hiring targets) on the CEO's scorecard.

The common goals that feature on the CEO's scorecard today are:

#### **Goal Number 1: Retention**

74 percent CEOs have retention as part of their goal sheet. Some have a separate target for high performers and key talent, while others have an overall retention target for the organization.

#### **Goal Number 2: Employee satisfaction and engagement**

61 percent CEOs have employee satisfaction scores as part of their goal sheet along with other measures of engagement like company ranking in external best employer surveys.

#### **Goal Number 3: Capability Building**

52 percent CEOs have measures that indicate capability building, for example, number of critical positions filled from within, bench-strength for critical positions and number of people trained.

#### *CEO's talent focus – on the rise*

Survey data shows that close to 80% of the surveyed CEOs feel they are spending optimal time on talent management activities. And almost 70% agree that the time they spend on people have significantly increased in the last three years and 77% predict that this time-spend will further increase in the coming year. *The trend of CEO as the Chief Talent Officer* is set to consolidate as organizations center the success of their business strategies on identifying, grooming and retaining talent. ■

# Methodology

The online questionnaire was primarily structured around closed, single and multiple-choice questions. Respondents also had an opportunity to add their views and comments where the option provided did not give the relevant description of their reality. The figures for multiple-choice questions reflect the percentage of respondents who chose that specific option. The figures for answers that had limited choices reflect the percentage of respondents who chose that answers within their limited choices.

Additionally, thirty percent of the overall responses were collected through face-to-face and telephonic interviews conducted by *People Matters* research team. These interviews were more open-ended and allowed business heads to elaborate with qualitative information on their people strategies and best practices. The qualitative responses have been incorporated in the results of the survey.

## Participants' Details

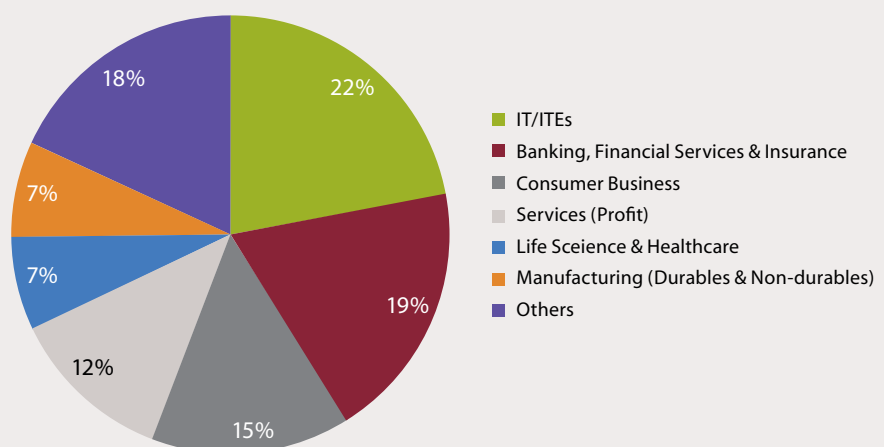
The survey reflects contributions of more than 114 leading Indian business heads across industries.

Respondents represent a spectrum of industries and sectors: IT/ITES (22%), Banking, Financial Services and Insurance (19%), Manufacturing (17%), Consumer Business (15%), Services (Profit) (12%) and Life Sciences and Healthcare (7%), among others.

Respondents represented a diverse group of business leaders from different organization structures in India: Professional CEOs hired by the board (41%), 2nd or 3rd generation CEOs from family owned organization (33%), entrepreneur/promoter CEOs (25%).

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### Respondents by Industry



# Final Thoughts from the Business Leaders

## Shweta Aggarwal

Vice Chairman & Director, SMC Capitals



*"Initially, talent acquisition would take up most of my time as it was important to get the right people entrusted with the job. My focus during recruitment was not just skills and knowledge, but also best practices and professionalism. We strive to find people who are best-fits. My philosophy is that it is worth the wait to find the right people; a 'they will do approach' does not work for me."*

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## Anita Arjundas

MD & CEO, Mahindra Lifespace Developers



*"The time I dedicate to HR and talent management has increased significantly this year, as our HR focus in the past was more transactional and operation as where I did not have that much of personal involvement. As we grew and our priorities are focused on building culture and team for the future, the share of my time dedicated to talent has move today to around 25%. I feel that this time will increase even further as we move ahead in our growth plans."*

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## Sandeep Banerjee

CEO, Edenred India



*"I spend as much as 40% to 50% of my time on talent management activities. Of this a majority chunk goes in developing and nurturing next level and next-to-next level managers in the organization, and this is a case at every level as every manager consciously and actively looks at the next two levels and contributes to their development."*

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## Niren Chaudhary

MD – Indian Subcontinent, Yum Restaurants India



*"Being the CEO, at least 40% of my time is spent on people-related issues and culture building. I use this time to become a catalyst to help others become better leaders by investing a lot of quality time on coaching, mentoring, managing performance and feedback. Even when I visit a branch, my aim is to create an opportunity to coach people for the next level rather than assessing their business performance, which I can do even without visiting them."*

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## Pavan Dhamija

MD & CEO of DLF Pramerica Life Insurance



*"Around 20% of my goals are directly HR goals. Honestly, people are always a big consideration for all business and operational decision in our business. So, more than 50% of my mindshare goes to people and people-related issues. My people goals as CEO are firstly to make sure we maintain the pulse of people and that people are engaged and motivated; secondly, ensuring minimal key talent attrition and finally, facilitating development and career plans of my immediate reportees."*

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## Pankaj Gupta

President, Hilti India



*"I spend most of my key time on strategic manpower development and coaching of our managers. This has always been our focus area. People being a key attribute of the business agenda and outcome, the main people-related goals on my scorecard include management development from within, retention of key talent and creating a great place to work."*

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## Amit Jatia

MD, Hardcastle Restaurants



*"My involvement in talent-related initiatives is increasing and if I need to put a number it will be somewhere around 15 to 20% of my time spend on these activities, and I see this time moving upto 30% shortly. For every single manager in the organization, 30% of the goals are related to team and individual development (20% on people development and 10% on one's own development)."*

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## Aruna Jayanthi

CEO, Capgemini India



*"As CEO, I spend somewhere around 20 to 25% of my time in HR or talent-related activities. This would actually be more if you also include the time I also spend on articulating and communicating the vision and objectives of the organization. Most of this time goes on building connect and engagement with employees, improvement of the L&D culture, bringing new talent onboard etc."*

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## Deep Kalra

Founder & CEO, MakeMyTrip



*"Personally, I feel talent acquisition is a key element of the talent management activity. Each right hire saves you the effort of developing and aligning them in future. We focus on acquiring and developing people rather than on retaining as we believe that the first two ensures that the third is managed. We hire people for their passion and nurture them, and give them the opportunity to do what they do best."*

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## K.R. Kamath

Chairman and Managing Director, Punjab National Bank



*"If I had to put a number to the amount of time I spend on people-related activities, it should be somewhere around 30% at least. Even when I visit the field, I always make it a point to address all employees and create an opportunity to engage with them. I also get personally involved in career development and promotions of all AGM level and above, and I am always available to all my employees for any suggestion/grievance redressal."*

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## Ajay Kaul

Chief Executive Officer, Jubilant FoodWorks



*"People have been our main focus because we believe that to deliver happiness to the customer; employees have to be happy first. The HR challenge viz. leadership development, employee engagement and getting the right talent on board is even more critical. This is multiplied as a result of the rapid growth of the company, scarce skilled workforce, increased workforce mobility, leading to high attrition."*

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## Susir Kumar

CEO & MD, Intelenet Global Services



*"As CEO, my time gets distributed between clients, employees, shareholders and networking for business development. Around 45% of my time is invested in growth-oriented strategies, another 45% on delivery and operations where HR activities is the most important part of operations, 5% on communicating with our investors and the rest 5% on networking."*

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## M.D. Mallya

Chairman and Managing Director, Bank of Baroda



*"At least 40% of my time goes on talent-related activities. Talent is the USP of the organization and this is true across industries, but most importantly in services industries. In our business people are the touch points for our customers. Hence to succeed in this competitive environment, we need our employees to think alike, have the right commitment to the vision and think and action at unison towards the common goal."*

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## James McEleney

CEO, BNY Mellon International Operational (India)



*"Talent priorities are on top of my agenda. These priorities have really not changed significantly for us in the last few years as we have been growing very rapidly in India. What is changing however is the pace and pressure we face to focus on these areas. Personally I view the people challenges we face in a positive way, as this infers that we are growing."*

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## Rajit Mehta

Executive Director & COO, Max New York Life Insurance



*"As COO, I spend around 40% of my time on talent and talent-related activities. This time is dedicated to few areas such as looking at the organizational design in line with the business strategy and an appropriate structure for collaboration and performance; identifying competencies and behaviors required in those structures and hence understanding the current and future capability gaps and creating a plan for developing those capabilities; and helping people tap into their potential by mentoring and coaching them."*

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## Dr. Santrupt Misra

CEO, Carbon Black Business and Group HR & Director, Aditya Birla Management Corp.



*"As CEO of Carbon Black Business my top three HR priorities are, firstly, grow talent as our business grows; secondly, as we globalize our business succeed in leveraging the global opportunities by effectively managing the new challenges of diversity and culture integration, and thirdly, build capabilities in strategic areas that have been identified by the business strategy."*

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## Sanjay Modi

MD, Monster India/SEA/Middle East



*"People being our biggest differentiator, around 40% of my time is spent on talent-related activities and of this, around 40% is spent on employee communication and engagement. The reason why it is actually so much of my time is because it is a "labor-intensive" activity, I need to communicate myself in person and I cannot delegate this to anybody. The balance time goes into developing and retaining key talent."*

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## **D. Narain**

India Region Lead, Monsanto India



*"The people strategy is core to our business strategy. Being a people-focused organization, our constant endeavor has been to enhance their skill sets and capabilities to adapt and excel in a dynamic and challenging environment. For us, 2011 is a stepping stone towards the future as we launch advanced technologies to help farmers address their problems on the field effectively and earn higher yield and income by improving productivity."*

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## **Dr. Ganesh Natarajan**

Vice Chairman and CEO, Zensar Technologies



*"Our HR priorities include a gamut of people-intensive initiatives that we actively take on. These goals have changed in the last few years. Three years back, our HR focus was to build systems and processes and to shift the mindset of all teams towards a profit center orientation. Today this being a given, our focus has moved to the next level."*

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## **G.V. Prasad**

CEO & Vice Chairman, Dr. Reddy's Laboratories



*"While it is difficult to quantify the amount of time I spend on people related activities as even when we are discussing business-related matters or solving an operational issue, I always use those opportunities to develop our people and tap their talent. But if you were to set aside these efforts, then I spend around 25% to 30% of my time on talent concerns, especially on recruitment, retention and evaluation of talent development."*

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## **Santhanam B.**

MD, Saint-Goban Glass India



*"The top priorities for HR this year includes building a leadership pipeline to support the expansion plans of the organization. As competition for talent increases, attrition will be a common problem and require HR processes to be robust in developing and training people from within with an extensive use of technology, along with attracting new talent in the organization at the entry level."*

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## **Balvinder Singh Kalsi**

President-South Asia, DuPont India



*"A lot of my time is spent on talent activities like strategic recruitment, leadership development and employee engagement, as they are critical to our success, going forward. I am also working on a project to better understand the needs and expectations of these Gen Y employees"*

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## **Tiger Tyagarajan**

Chief Operating Officer, Genpact



*"A crucial organizational activity where I focus a lot on is communicating and articulating the vision, mission of the company and interpreting the same for people at different levels, explaining what it means for them and getting them excited, besides communicating how the company is doing and where we are headed."*

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