



March 2017

EMPOWERING TIMES



THINKING ALOUD

HR & Beyond
Rohan Shahane



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Reshma Parida
Senior Director - HR - (India & China)
Teva Pharmaceutical Industries



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Bag it All
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WONDER WOMEN

Smita Ghai
Co-Founder & Managing Director
Panacea Infotech



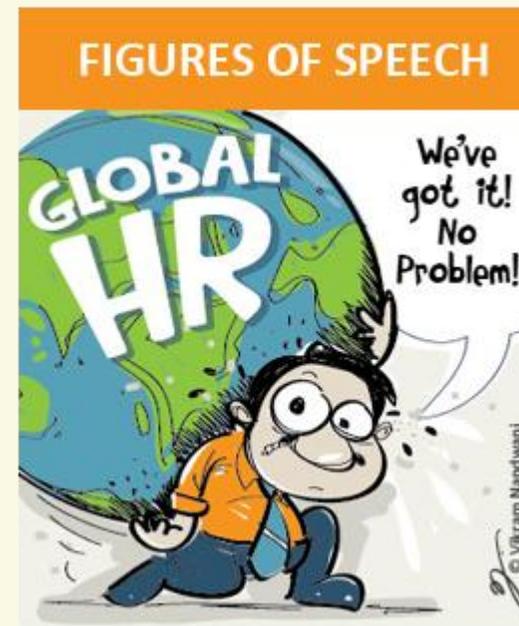
Dear Reader,

Over the years, Empowering Times has featured many themes related to Human Resources (HR), its importance, its evolving nature and also a sector perspective of this very important function. The importance of this function cannot be undermined given the fact that global HR trends are changing and HR professionals at the helm have to help companies and drive innovation to keep up with this pace.

The constant struggle to find the right talent, new HRM technologies, changing legal and regulatory requirements, among other tasks and concerns remain. Are global HR professionals able to take up this challenging role and ensure the smooth working of their organisations? In its 2017 Global Human Capital Trends report, Deloitte reports that building the organisation of the future demands a team approach and talent-centric focus. As the workforce evolves, organisations are focusing on networks of teams, recruiting and developing the right people is more significant than ever. The report also revealed that HR professionals are struggling to keep up, with less than half of the HR professionals rating their capabilities as "good" or "excellent."

The March 2017 issue throws some light on the **Role of Global HR Professionals**. Professionals in this sphere are taking up this challenging role inspite of the complexities of the business world. The month of March is also dedicated to women the world over (and not confined to March 8th alone!) In line with this, we have on the **Podium**, **Reshma Parida** - Senior Director who manages the HR function in India and China for Teva Pharmaceuticals. She offers nuggets of knowledge on her perspective of the evolving HR function. She also advices the next generation of women professionals who are keen to walk that extra mile and leave a mark.

Rohan Shahane shares his thoughts on moving away from the traditional role and stepping into a HR role which will encompass the ever changing technological and business environment of the day in the **Thinking Aloud**



segment.

In the **We Recommend** section, we feature self-made entrepreneur and the Managing Director of India's retail brand of bags and accessories, Baggit's Nina Lekhi's autobiography - **Bag it All** by Suman Chhabria Addepalli. The book is an enthralling read of her journey to being one of the country's topmost entrepreneur and how she began her venture and what she overcame.

Smita Ghai features in our **Wonder Women** section for this month. Currently, the Co-Founder and Managing Director of Panacea Infotech, Smita was instrumental in building the company from a humble beginning to an organisation with global clients. Her journey has inspired many to venture into the world of entrepreneurship.

In **Figures of Speech**, **Vikram's** HR toon certainly knows the gravity of his role!

As always, we value your opinion, so do let us know how you liked this issue. To visit our previous issues you can visit the Resources section on the website or simply [Click Here](#). You can also follow us on [Facebook](#), [Twitter](#), [LinkedIn](#) & [Google+](#) - where you can join our community to continue the dialogue with us!

THINKING ALOUD

HR & Beyond

- Rohan Shahane

When our ancestors dipped their toes into the Red Sea to begin a millennial journey, they knew the world only as far as their eyes could see. In their entire life time, most had probably not ventured beyond the radius of a few kilometres from their birth place. In a deeply interconnected and interdependent world of today, such physical horizons have taken the shape of national borders, yet, thankfully, the human endeavour prevails and we continue to seek and connect beyond boundaries.

Historically, apart from warriors, preachers and adventurers, it was traders who had a big influence on the movement and migration of people. Businesses have thrived on opportunities generated by exploiting the two fundamental variables of abundance and scarcity. As we have seen over the past decades, these variables apply not just in the context of natural/financial/technological resources, but importantly, also in the supply of competent and motivated pool of talented workers. The 'war for talent' continues to rage, albeit with a twist.

In a fast converging world, the spin, especially in leadership roles, is on the 'global fit' - does the leader demonstrate a winning temperament that allows them to work seamlessly across cultures, inspire multi-national teams to deliver results and lead business engagements effectively? Same for the Global HR leader!

In a recent article in Forbes magazine, Prof. Paul Sparrow, Emeritus Professor of International Human Resources Management at Lancaster University Management School, remarked that while some of the challenges facing HR Directors are long-standing, "it's about continuing to build a global mind-set and leadership ever more deeply into the organisation and creating much better linkage between their international mobility and global talent management functions. Paradoxically, they will be doing this at a time the world is to varying degrees, de-globalizing. As the public mood begins to shift, there is increased scrutiny being placed on the sourcing and

shoring strategies of many multinationals and on their ability to regulate and manage their global supply chains."

Several other converging issues, sparked by the unfolding technology revolution, are pushing slow adapting organisations - with industrial age structures and practices to change or perish. There is a strong need felt to re-design how work is being organised and executed to stay relevant and profitable. Take the drive towards digitization, automation and analytics. These are now becoming central to running operations and making business/people decisions. Just as organisations, leaders too need to be agile, adaptive and keep learning continuously. Another noticeable shift in expectations is the emphasis on generating an integrated - 'positive and inspiring experience' for the employee, personalising it to the extent possible, rather than just running traditional talent engagement and culture building initiatives.

And even as our HR folks keep trying hard to keep the powder dry, it is predicted that by the year 2020, there will be a strong emergence of the gig economy - an environment in which temporary positions are common and organisations contract with independent workers for short-term engagements!

HR Bot, anyone?!

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PODIUM

Interview with Reshma Parida Senior Director - HR (India & China) - Teva Pharmaceutical Industries



Reshma Parida has over 20 years of professional Human Resources experience with a purpose of 'Business first'. She is a HR professional with a vision to drive strategic HR agenda to create value for the business through talent strategies and business-HR partnerships.

She is a science graduate from Fergusson College, Pune and has completed her Masters Degree from Pune University. Reshma has worked across various sectors like IT/ITES, Clinical Research Organisations and pharmaceuticals and is an avid reader and traveller.

ET: Given your long experience as a Human Resources (HR) professional please share your thoughts on how the HR function has changed over the years.

RP: HR today drives the revenue numbers in the organisation. It has become a business function. The HR's role has also shaped up as a coach/mentor thus driving organisational strategy.

ET: What are the ingredients for success as a global HR professional?

RP: With the changing business environment, HR is becoming more and more dynamic. Agility and nimble footedness is a capability which is a must to drive change management in the dynamic business environment, culture and people competencies. Business acumen, strategy execution, functional expertise/knowledge, team

leadership, influencing and decision making across boundaries/region are the fundamentals required for HR success.

ET: It is said, the HR function must be contextualized to the unique needs of each country & its culture. What is your perspective on this comment?

RP: HR practices are designed keeping people in mind as much as the business they support. Cultural factors are more like an environment for the sapling (people + business) to thrive. The HR function needs to be sensitive to the cultural aspects, but a larger global organisation has to think global and not local.

ET: On March 8th, we celebrated the International Women's Day. As a leading & successful female professional what is your advice to the next generation of women professionals who are keen to make a mark in their career?

RP: If you have a professional dream, work hard to pursue it and you will be noticed. A woman who walks with purpose does not have to chase people or opportunities; her light causes people and opportunities to pursue her. Nothing comes easy; there are personal sacrifices as a professional, spouse, mother, daughter you may have to make. Take each day as a moment to make a difference to your work, to your colleagues, to your family and yourself and never STOP Learning. Be strong enough to stand alone, smart enough to know when you need help and brave enough to ask for it!

We have a large number of women leaders in Teva who are an inspiration and a model for younger women professionals in the company. A lot of credit goes to Teva's Leadership Framework and Talent Practises which have supported their aspirations and given wings to their professional dreams.

ET: Please tell us what makes TEVA a special and unique force in the global Pharmaceutical industry & what are some of its distinctive HR practices.

RP: At Teva, we help to improve the health of 200 million people every day by providing innovative treatments and access to the world's largest medicine cabinet. This gives us a unique perspective on health. Understanding the many ways health impacts life inspires us to discover new possibilities and to enable our patients to live

better days.

Teva practices are focused on Talent Engagement and Enablement. Talent Mobility is a unique practise which truly is practised! Also unique to Teva and is the backbone of the company is the Leadership Framework which drives our overall strategy and people development. We give our young leaders an early learning experience for future big roles.

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WE RECOMMEND

Bag it All

- Suman Chhabria Addepalli



The month of March is dedicated to women and what better book to review, one about Nina Lekhi, the enterprising entrepreneur and Managing Director of Baggit, India's own bags and accessories brand.

As told to writer Suman Chhabria Addepalli, Bag It All is an inspirational story of Nina Lekhi and her journey of how she nurtured her business and her Baggit 'baby' to eventually conquer the corporate world on her own simple terms. Her very passionate nature helped her overcome her failure at the University level exams. By realising the gap in the Indian market for trendy, yet functional handbags, Nina pursued her passion in the world of creativity. From a humble setting of her bag making venture in a Worli (Mumbai) based apartment at the age of 18, selling home stitched canvas bags and interning at various local outlets, this is also her story of her transformation at a personal and professional level.

Her venture built on the power of love and intent, was largely braced by her extremely supportive husband, Manoj, her own family and in-laws, which Nina clearly echoes throughout the book. Her eco-friendly venture did empty her pockets in the initial years of its establishment. However, Nina's internal transformation through her strong belief and the practicing of Siddha Samadhi Yoga, that strives for inner peace and tranquillity, helped her overcome this. This has been so effective over the years that she encourages her co-workers to attend workshops on this concept, regularly. The company also holds a one-hour yoga and exercise session for its entire staff every week and also requires the attendance to a three-day residential silence camp every three to six months at the gurukul in Katarkhadak, near Pune.

Presented with the Karmayogini Award in 2012 and Outlook's Business 'Women of Worth' Award in 2015, Nina has bucked the popular belief (also made famous by Pepsi's Indra Nooyi) that women can either work or handle home. There is certainly a thin line which divides our personal life from our professional one. Nina's concepts on life from a business owner's and a mother's perspective assisted her in balancing responsibilities on both these fronts and helped her turn her Baggit 'baby' and her daughter, Vedoci, to become fully grown 'adults', ready to take on the world. Coining the brand's name out of a joke, Baggit has certainly come a long way. Recently, the company joined the INR 100 crore club and is present in 61 cities, owning 40 exclusive brand outlets, and is available in 300 multi-brand stores.

The book does lend inspiration to women, especially youngsters. It is a known fact that starting any business is not easy, especially if one starts a venture without a concrete plan. The fact that Nina had overcome all the bottlenecks and hindrances that came her way, both at a professional and personal level, makes starting a venture sound very easy! After reading the book, one might even jump at starting your own firm! That said, the read has a general viewpoint on the struggles and related solutions that go behind managing a firm. While elaborating a little more on the intricacies of how to steer a company in troubled times and what goes behind running a company would have enlightened the reader a little more, however, the book makes for a compelling read. The personalization of this book peppered with photographs and thoughts from her family and close friends also stands out.

Although the book must not be used as a benchmark to start an organisation, it certainly has the nuggets of knowledge which Nina Lekhi terms as secrets intended to 'bag' your dreams!

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WONDER WOMEN

Smita Ghai

Co-Founder and Managing Director - Panacea Infotech



After completing her Masters in Economics, entrepreneur and Co-Founder of Panacea Infotech, Smita Ghai initially started her career as a freelance web designer in the year 2002. Smita always aimed to be an entrepreneur as it gave her the freedom to work along with its unique set of challenges. She did a number of projects for local and international clients before starting her firm in 2004. She had a very humble beginning as she decided to bootstrap the business instead of taking finance from her family or banks.

Smita started her office in a small one-bed room apartment on NIBM Road, Pune, with one employee and slowly moved to a commercial office space in 2005 with 15 employees. Today she runs her office from Magarpatta City, employing more than 100 employees! She says persistence, hard work and an eye for quality is the key to

her success.

Smita applied for the Goldman Sachs 10,000 Women Scholarship Programme with the Indian School of Business (ISB) in 2011. The Scholarship Programme's classroom sessions in marketing, finance, communication skills and mentoring along with business plan creation helped her to better visualize the future growth for her business. She says that her Mentor helped her to see the existing business problems with a different perspective and forge out a creative and practical solution. She believes that to be the best, you always have to learn of what is new in the industry. To maintain a balance between work and home is always challenging for any women entrepreneur, but with constant support from her husband, she has always done well at both fronts.

Smita encourages entrepreneurship in her organisation and till now three of her employees have successfully created their own ventures. She works closely with start-ups and SMEs to provide them with business solutions right from inception of the idea to building a MVP to developing a full-scale product.

Looking back at her journey she feels proud to head an organisation having clients around the globe. She has worked out alliances and partnerships in the US, Australia, Kuwait and UAE. She also advises entrepreneurs and mentors them.

To know more about her firm, please check out <http://www.panaceatek.com/>

For her future endeavours, all the best to you Smita!

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THROUGH THE LENS



On a recent trip to Gujarat, avid bird & wildlife photographer, **Rupesh Balsara** observes the Spotted Sandgrouse at the Great Rann of Kutch, Gujarat. Spotted in the region after 19 years, this shy, migratory bird comes from countries like Israel and spends winter in Western India.

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