

**Technical Session - 5**  
6<sup>th</sup> November from 09.00 am - 10.30 am

## **COLLABORATION IN HUMAN RESOURCES**



### **PRESENTED BY**

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### **PANELIST**

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### **INTRODUCTION**

People are our biggest asset. Everything which is cuffed yesterday ultimately banks on people. Without people nothing will be done. How do we optimize or rather maximize the Talent Pool and Competencies that we acquire within organizations and make that the quintessence of where we want to go. So, how do we collaborate and use our Human Resources productively and optimally?

Business runners talk about real time market conditions and what they are experiencing in the market place that is causing a fair amount of concerns. How can organizations use the power of Collaboration to be cutting edge in the market?

### **KEY POINTS OF THE PRESENTATION**

**VUCA (Volatility, Uncertain, Complex and Ambiguous world)** very simply put is about anticipating and reacting to the intensifying speed of today's market situation. Navigating complexity, confusion, and maintaining effectiveness despite lack of predictability is what the VUCA word is all about.

Tesla, Uber, Alibaba, Skype and Airbnb are some examples of companies that have truly disrupted the market, and have brought in true challenges for other companies.

Only approximately 30% or less of CEOs believe that under their leadership, they can do justice to their companies' in this VUCA world.

- Volatility – Only 40% of leaders can manage volatility well.
- Uncertainty – Only 32% of leaders can encounter uncertainty well.
- Complexity – Only 36% of leaders can manage complexity well.
- Ambiguity – Only 31% of leaders can navigate ambiguity well.

### Challengers Faced by today's Businesses:

- Job/ Skill volatility
- Competitive advantages
- Security
- Faster cycles
- Knowledge
- New Generation
- Mobility
- Financial Factors

### Opportunities around collaboration:

(Reference: Case Study of Accenture)

Getting the player is easy; getting the players to play together is the harder game. How do we get them to partner and play together sharing & harnessing knowledge to become successful is a challenge as the business grows.

According to studies conducted by Accenture, collaboration would improve efficiency, productivity; reduce cost, help innovation as well as employee satisfaction for them. It is expected to drive a lot of efficiency through ensuring that the organizational experience is translating in a much broader way.

The whole process of decision making can be accelerated by a much more collaborative structure. How do we ensure that best practices are seamlessly sent across the organization? How do we ensure that with elaborative collaboration productivity can be enhanced? How do we ensure that we use knowledge and in a distributed organization that the knowledge or experience gathered at one department or unit is transformed into another departments' knowledge / process development?

HR has a big role to play in collaboration.

- New Channels to Deliver Services
- Democratization of talent management due to social media
- HR shatters its boundaries

The HR department needs to be accountable to enable Human Resources to drive the business process towards the success of the company. Finance as a department has its role to play. However, a CFO should see the business through the numbers. Investing on technology only is not an option in today's business context. However, if we do not invest in technology, the organization would not stand a chance in the market. What a CFO needs to ask from his/her CHROs is 'What is the return on talent?' 'Are you getting payroll efficiency?' 'Is your revenue per employee going up as a result of your investment in talent?'

The power of Crowd is reflected in Wikipedia, the largest knowledge hub created with pooling of knowledge by people around the world. Organizations are becoming smarter as they understand the power of such collaboration. Media exchange, virtual class rooms focused websites to specific interests, Yammer as an idea sharing platform, real-time, connected and employee rewards for knowledge added.

(Reference: Case Study of Accenture)

Efficiency	5 -25%	Higher user productivity
	27%	Decrease in duplicated tasks
Productivity	27%	Reduction in email sent
	34%	Decrease in time spent to find information and experts.

- Cost:  
*A 24% decrease in need to travel.*
- Innovation and Crowdsourcing:  
*42% executives see increased innovation in a collaborate culture.*
- Employee Satisfaction  
*A 30% increase in employee satisfaction*

### Response to Live Poll:

Q1: I believe my organization effectively uses collaboration tools and techniques to effectively drive our business strategy and implementation

	Response
Yes to a greater extent	16%
Yes to a moderate extent	34%
Yea but in small way	45%
Not at all	5%

### OUTCOME OF THE PANEL DISCUSSION

Taking a step back on the Human Resource aspect of Collaboration, what is the expectation of a Millennial out of life? As it is understood, Millennials crave much more for engagement, work-life balance, quick career progression and rapid progression in life. 'Speed' had become their primary concern. Thus, for an extent a divergence from business to the human aspects and bringing business and human fundamentals together is a challenge to face through Collaboration efforts.

The total value chain of the product is to take your product to the hands of the consumer. So the question is do your people know what they have to Collaborate for? Do they acquire the right competencies? Thereon, what technology is required to generate collaboration among your workforce? Hence, the need to create organization processes that would reward collaborative efforts. The challenge to collaborate your talent pool to achieve your business vision is no more the responsibility of one leader but the key responsibility of a CEO, CFO and CHRO in order to deliver an outstanding product.

The geniuses of HR as a function is changing and the future HR would truly claim the role of coaching and partnering with the business to be able to make them phenomenal people managers. The days where large HR teams support the business function may soon change, and in the future, it may be required for HR people to understand the business and provide meaningful strategies to generate Collaboration within the business.

While you are operative within your functional areas, today's business requires each player to be a business leader. Business leadership means you have to be immersed in what the business is and doing. Once you establish that connection, engagement and understanding to and with all your stakeholders you would establish Collaboration within your business.

In an organization perspective, one should understand what you want to make happen in the market place. What do your consumers truly want? Those scenario plans dictate for us what organizational

capabilities we have to build which also define the type of leadership that we are going to require. This will also define the cultural shift that needs to be taken as an organization. Therefore, define kinds of interventions required to facilitate collaboration.

To create opportunity to promote Gen X and Millennials are effectively working together, it is required to understand that there is an unconscious biasness demonstrated among these two generations during such discussions. The outcome of it is creating understanding among each other which is critical at work. Also, reverse mentoring, where a willingness in leaders to want to be more agile in organisations to use millennials and to become mentors on certain areas are important aspects of collaboration.

In the VUCA world there is no predictability. They need to be analytical enough to understand how to handle a situation as it crops up. Hence, it is required to develop a business ready agile set of players within the business dynamics.

## **CONCLUSION**

1. There is a high degree of volatility in the market place
2. Lightning speed of information as the collaboration is going to be very critical
3. HR has an important role in enabling collaboration
4. Technology to assist HR and businesses facilitate collaboration.
5. Responsibility of a CEO, CFO and CHRO in initiating collaboration.
6. An Accenture case study on how they are using the power of collaboration to better their businesses.
7. Developing a business ready agile set of players in your business dynamics.