



Day 1



**“Skill is the
engine, HR is the
Fuel” Mr Tiwari,
IAS**



“We are building
a **platform for
the world**” Mr
Ved Mani Tiwari





“Differences of opinion should not be seen as a negative trait”
Mr Bharat Lal



**“ R n R is more
about rewards and
less about
recognition” Partha
Neog**





“ If a company is not relevant, it doesn’t attract talent” Ashok Ramachandran





“ Do not set high
jump goals, **set
pole vault goals**”

Ashwani
Parashar



**“ APAC has only
23 % women
leaders, **that
needs to change**”
Vandana Vishnu**





“The New York subway sign – ***see something, say something***, applies to everyone at work, If there is something wrong, speak up” Betty Thompson





The Achal Khanna *magic* to motivate employees



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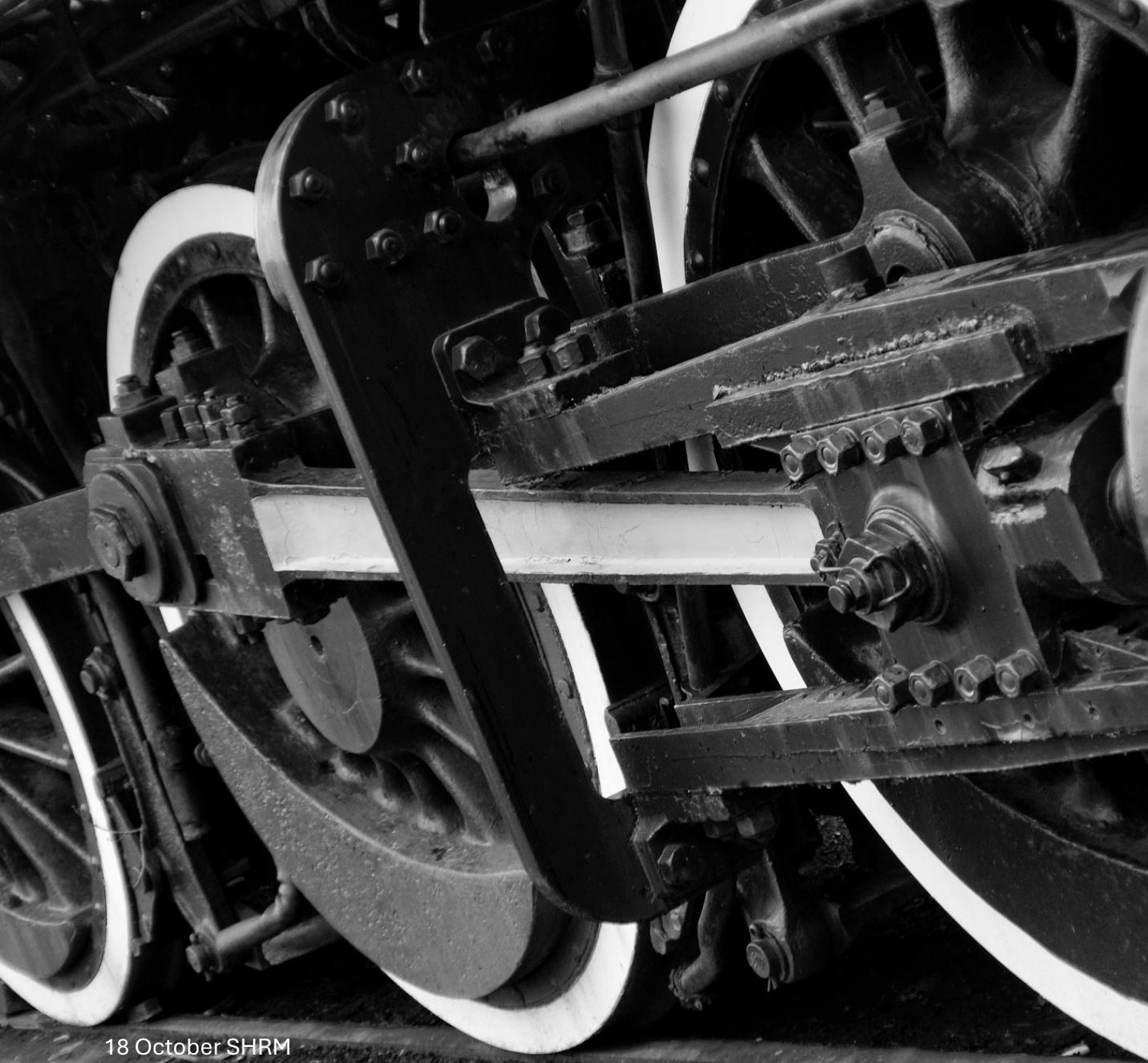
Give them a Tie and a pair of socks

Disruption, People, Transformation

18 October, SHRM, Shiv

What is disruption?





Every new technology has reshaped business.

Steam Engine in the 1700s

The Electric Motor in the 1800s

The Aircraft in the 1900s

The PC is the 1970s

The Mobile in the 2000s

What's reshaping your Industry?

Transformation is about reshaping an organization to **SURVIVE**



Life span of a company

1930 – 90

1960 – 60

Today ?



33% of Fortune 500 companies disappear every decade, that's **170** companies a decade or **17** companies every year or **1.5** companies every month!

When does a company need to transform?

1. When pace of change outside is >>> than pace of change inside.
2. When your customers talk of you in the past tense
3. When its difficult to get top talent
4. When numbers are stagnant/declining – R, P, MS
5. When you are reacting , not proactive at least 50 % of the time





Sportsmen know their expiry date



Merger+VRS+ Change



Qualcomm as buyer?



CEO changed



CEO changed



Perpetual Transformation
Many CEO changes

Transformation in progress, Jury is out

A hand from the right side of the frame points its index finger towards a glowing, wireframe-like digital structure on the left. The structure appears to be a complex, interconnected network of lines and nodes, possibly representing a data visualization or a digital model. A bright light emanates from the point where the finger touches the structure, creating a lens flare effect. The background is a dark, deep blue.

**33% of companies are in
transformation mode right
now**

What's the success rate?

300 transformations	Met expectations	Settled for 50% return	Did not meet expectations
2013	12 %	50 %	38 %
2023	12 %	75 %	13 %

How many initiatives?

2 Initiatives: 8% Success

3-4 Initiatives: 13% Success

5-6 Initiatives: 22% Success

Why transform?

To create value

Nifty PE Ratio Chart

Year	Jan	Feb	Mar	Apr	May
2024	22.86	22.66	22.52	23.0	21.56
2023	21.49	20.89	20.29	20.7	21.56
2022	23.42	22.54	21.7	22.7	20.32
2021	38.9	40.8	40.43	32.73	29.27
2020	27.96	26.92	21.38	20.38	21.24
2019	26.0	26.66	27.76	29.12	28.88
2018	27.24	25.61	24.97	26	26.58
2017	22.44	23.23	23.47	23.37	24.25
2016	20.34	19.34	20.39	21.29	21.51
2015	21.73	23.0	23.21	22.88	22.4
2014	18.29	17.37	18.33	18.99	19.62
2013	18.87	18.26	17.89	17.4	18.13
2012	17.71	19.0	18.74	18.46	16.97
2011	22.84	20.67	21.16	22.0	20.37
2010	22.84	20.72	22.0	22.76	21.2
2009	12.73	13.38	13.3	15.89	18.67
2008	25.33	22.19	20.58	21.26	21.46
2007	21.24	19.64	17.95	19.28	19.74
2006	17.27	17.97	19.25	20.59	19.53
2005	14.41	14.4	14.98	14.16	13.77
2004	21.0	20.32	20.78	19.91	14.86
2003	14.56	14.32	13.85	13.2	11.15
2002	16.42	18.32	18.59	18.0	17.44
2001	20.75	21.32	18.2	16.0	15.74
2000	26.16	27.12	25.69	22.81	20.33

Table: PrimeInvestor.in • [Get the data](#) • Created with [Datawrapper](#)

Transformations involve

Internal

- **Org redesign**
- **M and A**
- **Divestures**
- **New businesses**
- **Partnerships**
- **Results**

External

- **Economy**
- **Technology**
- **Eco system**
- **Licenses**
- **Regulation**
- **Mkt Share**
- **Mkt cap**



**Gen AI will
make
companies
efficient.**



Data Sets

Structured
Unstructured
Proprietary
Freely available to all

Q : Is a 1 billion point data set better than a 50 million point data set?

The 5 P s of AI

*Amazon
Caterpillar
Intuit
Loop*

Productivity

Predictability

Personalization

Proposals / Business cases

Price management

How are companies looking at AI?

Proactive 34 %

Attitude	Percentage
Proactive	34 %
Reactive	22 %
No action	44 %

Reactive 22 %

No action 44 %

Employees feelings to Intelligent Technology

Afraid 25 %

Distrust 26 %

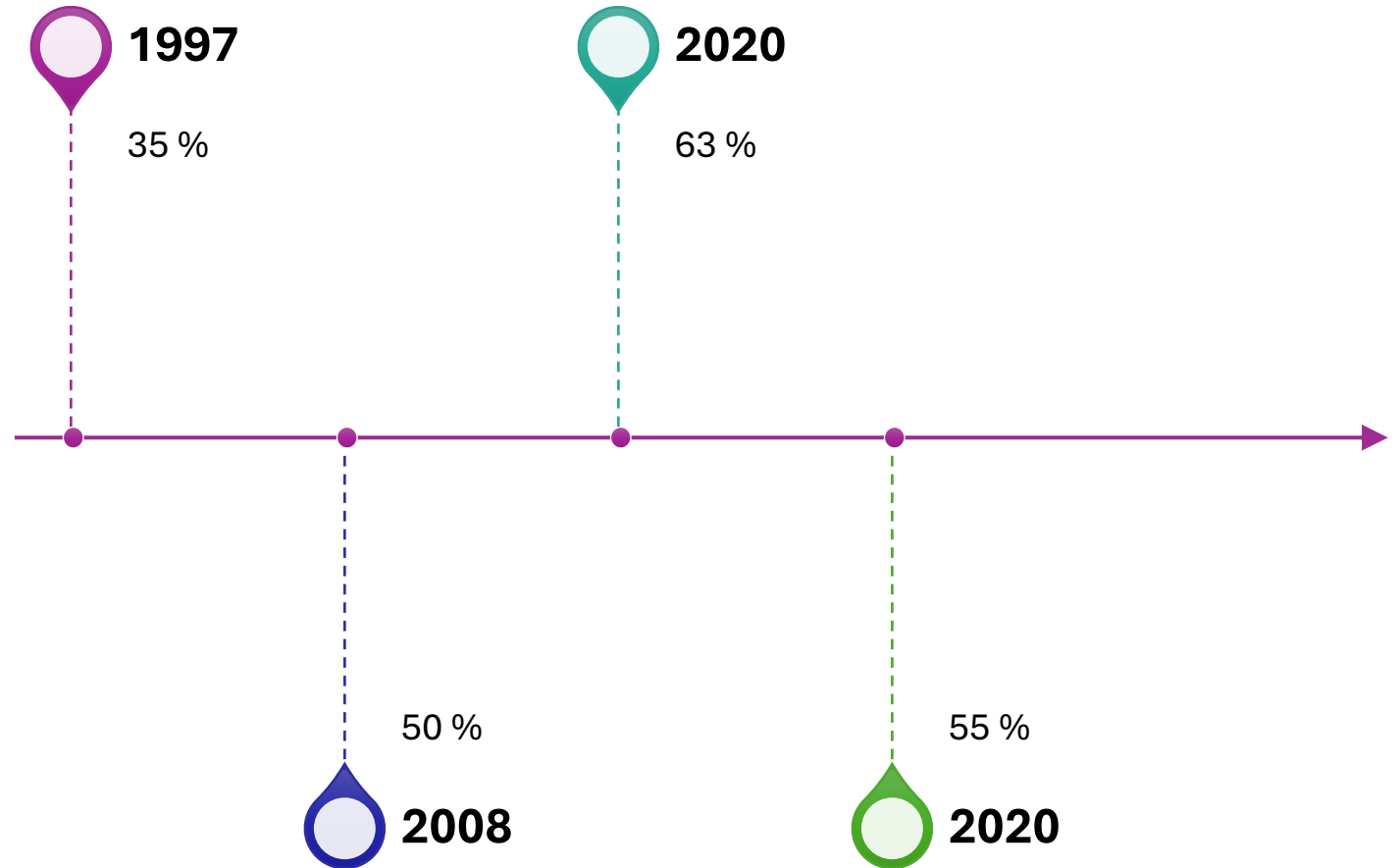
Apprehensive 44 %

Excited 74 %

Confident 75 %

Optimistic 80 %

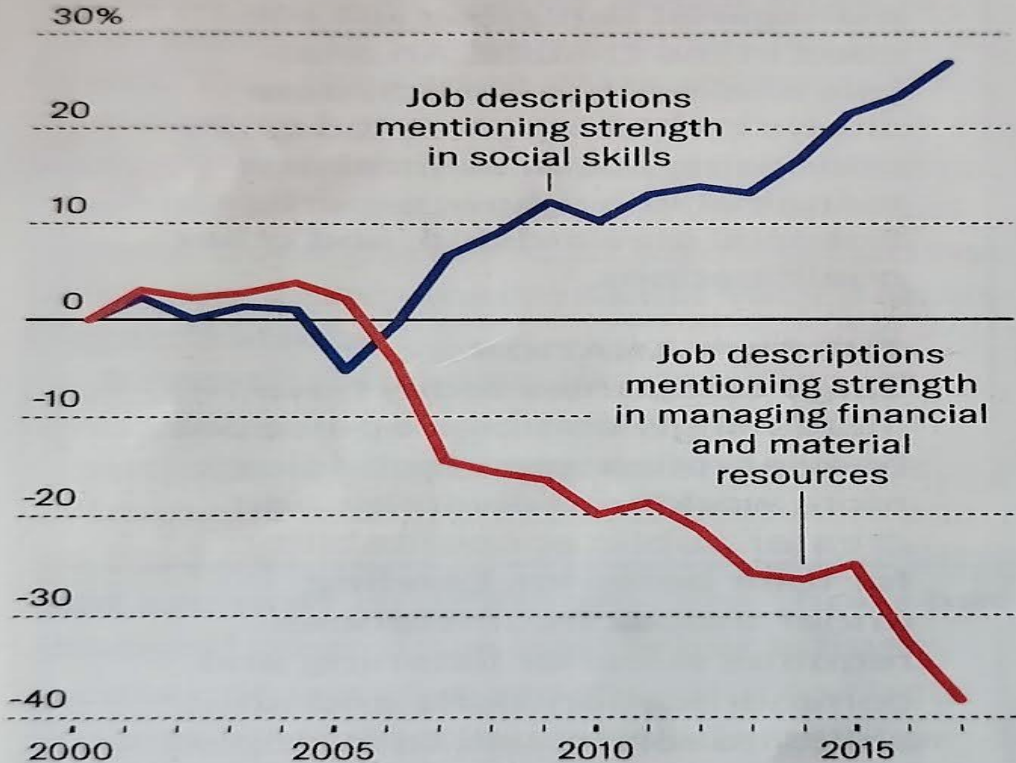
Versatility needed in CEOs



Help Wanted: CEOs Who Are Good with People

Since 2007, companies advertising C-suite openings have increasingly emphasized the importance of social skills and deemphasized operational expertise.

Change relative to 2000



Note: Job descriptions were for nearly 5,000 C-suite positions advertised by the executive-search firm Russell Reynolds Associates. The data points were estimated in a regression model that controls for industry differences and other variables. The coefficients after 2007 are significantly different from zero across both skill clusters.

Not Good anymore

Great with people

Top 5 reasons for staying in a job



Money



Flexibility



Job Security



**Nice
colleagues**



Great manager



**Learning and
Development**

Top 5 reasons for leaving a job



**Low
compensation**



**Lack of career
opportunities**



**Lack of Job
security**



**Inflexible
working policies**



**Poor company
culture/values**

Top 5 reasons when looking for a new job

Flexibility 38 %

Pay/Bonus generosity 37 %

Job security 30 %

Learning and Development 27 %

Hybrid working 22 %

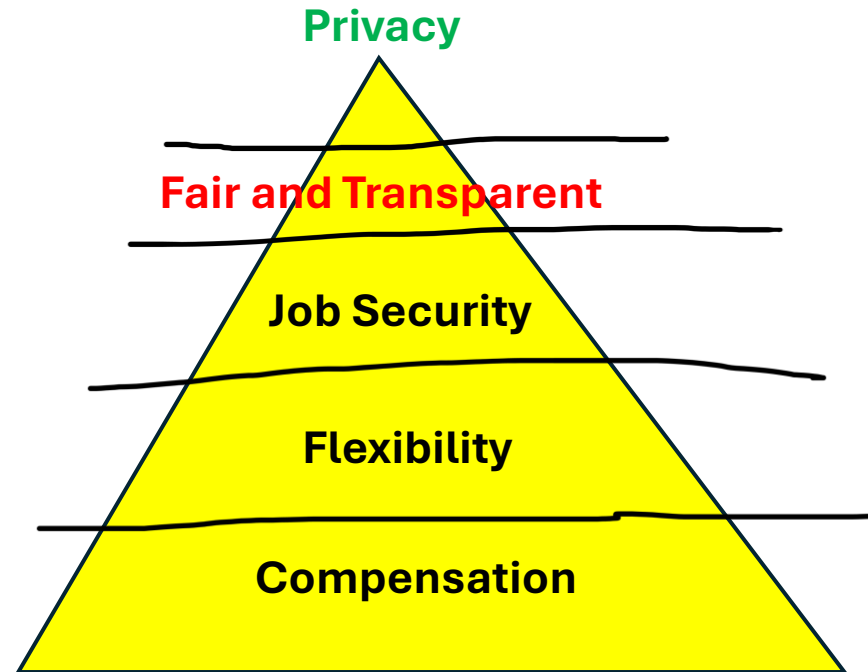
Employees don't want Technology to evaluate them



The role of strategy , the time frame of strategy and budgeting change with AI.



Employees hierarchy of needs



**Legacy Companies
want LOYALTY**

**Challenger
companies want
CAPABILITY**





Dick Fosbury
1968 Gold

**It is better to be a
B.A (Future) than a
PhD (past)**