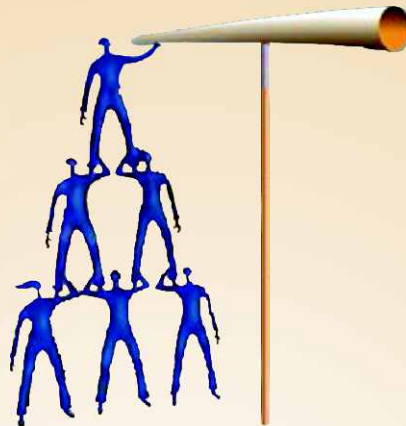




# Power People

VOL-1, ISSUE-1, OCT - DEC 2006



## ARTICLES

Quality Manpower: Still in Short Supply

Performance Related Rewards for Everlasting Organizational Excellence - A NHPC Perspective

A Perspective on Viable Systems Model

Effective Training

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Doing Things Differently - Creativity and Innovation in the Organization

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Managing Self for Effectiveness Through Emotional Intelligence

A Model for Building Quality Culture

Building High Performing Teams

Benchmarking Intangible Assets - Developing HR Outsourcing Criteria

CSR : Practices and Approach

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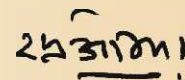
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At first glance the contents of the first-issue of the Power HR Journal might seem a rather eclectic combination but as I came to write the editorial it occurred to me that they do in fact all have something in common. They all address an issue or issues which are currently challenging human resource managers and the profession. It is not our intention to have a theme often for the HR Forum Journal. The turbulent business environment has resulted in issues which must be captured into an organisation's memory if it is to be managed and shared for the benefit of the power sector, what better medium is there than the Power HR Forum and the Power People. Through this journal Power HR Forum will also reach out to all its members and in the process creating a common bond amongst the members which meets their expectations and aspirations.

The phrase "our people are our greatest asset" has taken on new meaning in this age of the knowledge worker. When employees leave an organization, they take their brains with them—all of their corporate learning, discoveries, insights and information. HR executives must create structures within the organization to capture knowledge, so that it does not walk out the door. A network of information sharing, software, chat rooms, project reviews, technology linking systems and tracking mechanisms must be created and monitored. In fact, this need has become so great that some HR professionals are redefining their roles as chief knowledge officers or chief learning officers.

With six-figure salaries, large incentives tied to profits and stock options, HR executives are sitting at the right-hand of company presidents. CEOs are claiming that a strong head of HR is essential to organizational success. The HR leader is the supreme business integrator, asking and resolving the key questions; Do we have the right people? How does a merger or new product affect the corporate climate? Is our culture supporting our goals? Are we aligned behind a clear vision? Are we meeting performance objectives? Do all processes and systems drive the right behaviour? Against this backdrop I invite you to share experiences and articles, views and news, to enrich the HR professionals and profession.

With sincere thanks to our Chief Patron, Patron and Members, Governing Body for their encouragement and guidance, to the members of editorial board, associate editors for their active involvement and support, to the writers for their valued contribution of articles and to every other person associated in release of this issue.



(R. P. Ojha)

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## Message From The President



In the present emerging global order, the world's biggest economies have to shape the destiny of the masses. The economic development has necessarily to rest on the principals of achieving customer satisfaction and customer delight and in such a situation the monopoly of whatsoever nature is going to vanish. The organization which continued to enjoy monopoly in the past, are bound to change so as to retain their position. One of the keys to bring about this change is to change the 'mind set' of people. Today managing human resources is nothing but bringing about change in the 'mind set' of the people.

The conventional role of HR professionals have undergone a sea change and in the emerging scenario the HR professionals have to play a more pro-active role so as to integrate the HR functions in the business objectives of the organization. HR professionals on one hand have to satisfy the aspirations of large number of people within the organization and on the other hand have to become the instrument to achieve the social and environmental objectives of the organization. This is possible only with the continuous upgradation of skills and bringing about awareness in the rank and file in the organization. **Power HR Forum** which took shape almost 5 years ago has emerged as a platform for sharing ideas and best practices for leveraging resources to address the common concerns among the Power Sector PSUs. It is gradually evolving and maturing as a Forum in Indian Power Sector to mobilize the organizations to be more inquisitive for addressing the specific challenges.

The maiden issue of **Power HR Forum** journal '**Power People**' which is in your hand will enable us to navigate quickly through the complex terrain of future business environment. I wish the '**Power People**' will emerge as a powerful media connecting people and become a tool for learning and knowledge sharing so that the organizations where we spend at least a third of our life could be great places to work.

My special thanks to all who have contributed for giving shape to such a spectacular learning instrument for the Indian Power Sector.

Wishing you all a Happy & Prosperous New Year 2007

A handwritten signature in black ink, appearing to read 'U. C. Misra'. The signature is fluid and cursive, written over a white background.

(U. C. Misra)  
President - Power HR Forum

## Featuring.....

- 1** **Quality Manpower: Still in Short Supply**  
*by* U. C. Misra, Director (Personnel), POWERGRID and President Power HR Forum
- 3** **Performance Related Rewards for Everlasting Organizational Excellence - A NHPC Perspective** *by* S. K. Chaturvedi, Director–HR, NHPC and Hony. Secretary, Power HR Forum
- 8** **A perspective on Viable Systems Model**  
*by* Dr. G. R. Chandrashekhar, Faculty-Strategic Management, IIM-Indore
- 10** **Effective Training**  
*by* Sanjeev Narang, Senior Consultant–Innovation System Consulting, Gurgaon
- 13** **12 O’Clock Syndrome**  
*by* R Rajsekaran, Regional Director, Northern Zone, Quality Circle Forum of India
- 15** **Doing Things Differently - Creativity and Innovation in the Organization**  
*by* Dr. Devashish Rath, Chief Manager (Talent Transformation and Development), Reliance Retail, Mumbai
- 20** **Results Through Relations - Human Values and Corporate Excellence**  
*by* Dr. G. P. Rao and Amita Srivastava - Spandan
- 24** **Managing self for Effectiveness through Emotional Intelligence**  
*by* D. M. R. Panda, Senior Faculty PMI and Coordinator–Forum and Itilekha Das, Faculty-Institute of Management Studies, Noida
- 30** **A Model for Building a Quality Culture**  
*by* Manoj Dubey, Senior Manager - Corporate Business Excellence Department, NTPC
- 34** **Building High Performing Teams**  
*by* Ashutosh Pande, Faculty Member-Power Management Institute, NTPC
- 36** **Benchmarking Intangible Assets–Developing HR Outsourcing Criteria**  
*by* Sujan Mukherjee, Manager HR, NTPC
- 38** **CSR Practices and Approach**  
*By* P. Sreenivasan, Chief Manager-HR, POWERGRID, Gurgaon
- 42** **An Experimental Case Study on Employee Alignment**  
*by-* Dr. Raghwendra Pratap Singh, Dy. Manager HR, NHPC
- 45** **“Beyond the Core” written by Chris Zook**  
Reviewed by H. P. Pal, Deputy Manager–HR, POWERGRID and coordinator Power HR Forum
- 47** **“The Seven Spiritual Law of Success” written by Deepak Chopra**  
Reviewed by Indranil Mitra, DGM -HR, NTPC
- 50** **MANAGEMENT QUIZ** : *By* Sujit Varkey, Manager–HR, NTPC
- 51** **MANAGEMENT CARTOON**
- 52** **BEST BUSINESS BOOKS FOR HR**

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