

# RELATIONSHIP OF TRUST

**ANU SINGH** (HEAD HR, SARLA TECHNOLOGIES) PENS DOWN HER JOURNEY OF BUILDING AN ORGANISATION FROM THE SCRATCH AND TAKING IT TO GREATER HEIGHTS IN DUE COURSE OF TIME

Imagine if you had to reshape the HR framework for your organisation from scratch with little or no constraints; I got an opportunity to do that in my organisation. Further, the passion and purpose of the organisation had to be aligned to the bottom line and this mission packed journey would not have been so rewarding and fulfilling without the deep-rooted values and strong belief and commitment showed by the line managers of the organisation themselves!

Today, as the organisation is synergising to move to next phase of transformation, the HR function is consistently focused to build a vibrant workforce which will enable business success through instilling, improving and sustaining the organisation's competence.

I believe in capturing the perceived value of the function and strengthening it through the right value propositions. This has always enhanced the listening and influencing power of the function. To meet the dynamic demands of the new generation, HR is emerging as a proactive function working in alignment with the rest of the business and finding its place as a much respected value adding partner that can fully support and influence the future direction of the organisation.

Whether it is a talent development tool or an engagement practice for retention, facilitating and implementing HR projects is not enough. The critical success factor is to take review of the situation regularly, analyse deeper at the grass root level to note the intensity and significance of the process to the changing needs and introducing path breaking interventions at the right time and to create the much required meaningful impact. HR needs to consider the challenges with proper performance metrics whose

relevance reaches beyond that of the individual or immediate, long term thinking, and in-depth consideration by subject matter experts.

For a moment, let me take you back to the work context. Let's closely look at the below two incidents carefully. Over a few weeks, Meena (*Executive - Finance*) was doing a lot of mistakes in her work. Her manager Ramgopal noticed it. Rather than getting annoyed, he decided to find out the reason by talking to her. After making her feel comfortable, he checked if she has any concerns at workplace or at home. This conversation revealed that Meena was constantly worried over last

few days owing to deteriorating health of her mother. Ramgopal then helped her figure out ways to pass through this situation and offered facilitation such as giving her time off as and when needed. Meena was quite relieved and going forward that showed her performance at work. It did not only result in better performance, but also lead to Meena continuing to work in the same organisation despite the fact that the pay and the employer brand not being one of the best in the industry!

Pravin was working with XYZ Technologies for five years. Despite the fact that he was technically very strong, he had not received any promotion till now. Pravin was now reporting to Madhav for over six months. Madhav was always impressed by Pravin's technical skills and wondered about the stagnation experienced by Pravin. After careful observation, Madhav realised that Pravin was a silent worker and did not talk much about his contribution. Also he was afraid of being demanding and confronting with seniors. Madhav opened the topic with him and shared his thoughts. Pravin agreed that owing to his nature, he was not able to grow. Then Pravin and Madhav together created a

**ITS THE LINE MANAGER WHO PLAYS A KEY ROLE IN EMPLOYEE ENGAGEMENT & RETENTION**



plan for providing better assignments to Pravin which would lead to better growth plans for him.

Now if we consider these KRAs:

HR KRA1: Employee retention – Responsibility – HR

HR KRA2: Career development – Responsibility – HR

Who should these KRAs actually then belong to?

Best of the employee engagement surveys have revealed that, it is the line manager who plays the key role in employee engagement and retention. As a manager, he exercises a lot more influence over the level of discretion an individual has over how they will perform. So, he has to essentially build a good working relationship with his or her staff. He needs to lead, listen, ask, communicate, be fair and most importantly, show his real worth.

He has to be a coach for his team and guide him in his self-development, appraise and correct him when he is at fault. He has to display openness in communication so that his team member feels easy to discuss the matters with him and be at ease.

To build a culture of communication and trust and to ensure that every process within the organisation supports convergence, individual expression and teamwork in every interaction, it needs to begin with the HR role of the manager first. No doubt, Human Resource has never been a standalone function and it has always been an integral part of business. For a stronger foundation, the HR role is required to be driven by every manager to bring out that differentiating element of success. thi

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*The writer has over 15 years of experience in Human Resource and other diversified areas of the HR function. She has worked with various companies including the likes of Mitra Group of Industries, Mastek, Reliance Industries and KeyTone Technologies. She is an MBA degree holder and has completed her graduation in Psychology Honours from the University of Delhi.*