



HRM CENTURY 21- A CAREERS ANGLE PERHAPS

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Summary of our Findings and Conclusions: HRM 21st CENTURY¹

❖ Multiple specialization as a form of career preference'
❖ "Team" as an inevitable unit of accountability.
❖ "Technology friendly" employees.
❖ "Competency" will determine employment.
❖ "Value based leadership" for cutting edge.
❖ "Consultants & freelancers" would prevail over full time employees
❖ "Merciless meritocracy" as a value over loyalty
❖ "Delivery based pay systems" as the compensation trend – effectiveness of contribution & consequent value to the organization, funds employee pay
❖ "Quicker time" to market new ideas as an employee attribute
❖ "Employee seen as an independent system" accountable for own development as well as organizational results - significant empowerment as a consequence
❖ Company culture must create a "climate" for enhanced learning
❖ "Knowledge work" will form a significant part of the employment economy
❖ Competing strategy will be governed by environmental scanning, knowledge capturing & retrieval systems, and knowledge dissemination systems
❖ "Dismantling all silos" that come in the way of enhancing knowledge based competitiveness will be an organizational priority

¹ The author has an endless list of some of the finest HRM activities performed by corporations like Arthur Anderson, Hindustan Lever Limited, Citibank NA, Cadbury India, Proctor and Gamble, Grindlays Bank, Marico Industries, United Phosphorous Limited, Reckitt and Coleman, ICICI India, Kale Consultants, Pepsi India, HP India, Satyam Infoway, Infosys Technologies, 3M, General Motors etc. Some of these organizations are quite competitively poised to face the career planning challenges of the 21st century.



Difficulties with Pay Review and performance Management Systems in the context of Career Management – Towers Perrin Research Study.

DIFFICULTIES WITH PAY REVIEW AND PERFORMANCE MANAGEMENT SYSTEMS TOWERS PERRIN RESEARCH STUDY

• LACK OF GOOD APPRAISAL PRACTICE	57%
• INSUFFICIENT MERIT BUDGETS TO DIFFER	50%
• UNWILLINGNESS TO DIFER BY RATES	44%
• LACK OF MGL TRAINING	38%
• LACK OF ACCOUNTABILITY IN MG SUPERVISORS	35%
• LACK OF MGMT OWNERSHIP	30%
• WEAK /DILUTED LINKS TO PAY	29%
• COMPLEX ADMINISTRATION	29%
• LACK OF EMPLOYEE UNDERSTANDING	27%
• RESULTS NOT JUSTIFYING EFFORT	24%
• NOT SUPPORTING CULTURE AND VALUES	14%

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The study indicates some key learning's relevant for our study and has hence been reproduced. While managing careers we are essentially managing a process of enhancing performance of individuals and groups to help them contribute concretely towards enhancing shareholder value. Careers are built in corporations where basics of people management are adhered to with sincerity and commitment. The study brings into perspective the presence or the lack of it in organizations in general. From appraisal systems, to managerial training, management commitment, communication and lack of values and a culture that supports performance critical factors have been enumerated. These factors in summation cause or otherwise careers to happen long or short being immaterial. Our research endeavor and the consequent notes made through this writing has been an attempt to offer several changes that are indicative and clear down the performance highway.

Effectively careers are made only when the intellect merges conclusively with the commercial and cultural realities of an organization and this cannot happen unless intellect is given its rightful place.

Article by Ganesh Shermon of www.globalhrm.com and www.hrmindia.com a knowledge intensive HRM portals specializing in careers, education, consultancy, products and services.