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Q: You talked about millionaires and also about their attitude. Were you telling that HR as a department is failing to understand these people?

A: No, I am not saying that they failed to understand, I am saying that we have to make a constant effort to change our game plan when we manage millionaires because the needs are very different from Gen-X to Gen-Y. The aspirants are very different from Gen-X or Gen Y. The aspirations are very different, the change they want to see in their career as an entity is very quick and they want flavours of variety within a short span of time compared to generations back where people were working to do a role for multiple years. So, I think there has to be a need for HR fraternity to change their mind map when it comes to millionaires and try to adopt and understand what a millionaire wants vs. what have been known to us.

Q: Sir, the new thing that is coming is Agile HR which is also called Fluid HR. How feasible or how difficult is it to actually implement it?

A: Agile or Concept of agility is nothing but your ability to respond to a need keeping in mind ethos of the organisation, culture of the organisation, policies and framework of the organisation. What agility in large setup mean, your ability to interpret the need of people, employees or talent and quickly synthesize given the framework of structure, governance, policies, go back to the employee with a decision or facilitate with an answer by knowing about the employees, ask, demand, need or requirement. So I think the important part is, don't compromise on the governance and on the guidelines. The points to be worked on is your ability to quickly engage and give a solution and solution could be binary, "yes" or "no" or even say "it will take some time" but "no answer", "rigidity to respond", "rigidity to understand" and "give time" is not expertise and that is considered as not done. So quickly respond, quickly react, quickly synthesize and go back and don't compromise on governance ethos and policies.

Q: Does it also mean smaller work force?

A: No, Small in today's advanced world has no mean, it could be a large organisation with a lot many employees but there are framework of technology available for you to reach. Be very receptive to what people say in the organisation, large and small does not matter. The thing matters is what people talk which really impacts people engagement, people productivity, people outcome, which in turn leads you to customer and business excellence, so I think work on those tools and technologies. So, I think small and large has no impacts on the ability to leverage this technology.

Q: For this to happen, don't you think that the line managers have critical role to play?

A: Absolutely, let me share, on what aspects the line managers should focus on. HR's function is to influence them and train the trainer. All the time HR cannot be able to do the good job and the bad job because one person who is commonly seen 18/6 or 18/5 days a week is the line manager, so our biggest success would be to enable the line managers to be competitive enough

to do any job. How do I influence as an HR fraternity to the line manager is the key, thereby making the line manager successful. You should be in the backdrop in the success of the line manager. How do you do it? Some people do it directly, some people do it through trainee, some do it by influencing, and some people do it by coming out of line function being in HR thereby influencing line. So there are various methodologies one can follow but it is important to have line managers do the job then the HR person. HR manager job is to influence to make sure line manager does it well.

Q: So do you think that in a performance management of a line manager, empathy and other factors should be a parameter to exist?

A: Oh yeah absolutely! It is a tool or a method to what you get. If the method is wrong, the outcome will not be fulfilling. So I think empathy plays a significant role.