

Mr. Arun Nayar
Orientation for Batch 2016-18

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Team Dimensions: Do you think that India has the required human resource to be the world's next human resource capital?

Mr. Arun Nayar: Yes it does. India has the largest working class population, which comprises of people under 35 years of age. So, we definitely are the strongest as far as human resource is concerned. We have a good technical base, our education system is also pretty good and is continuously improving.

Team Dimensions: Sir, is it only a matter of realising this potential?

Mr. Arun Nayar: As individuals, if each of us realises the potential of our human resource that we can enhance and utilize as an elective, then we can change the world. I believe what we lacked so far was visionary leadership, which I think is falling in place now.

Team Dimensions: Could you shed some light on the concept of performance management? Do you think that this concept has gained more value in the present dynamic situation?

Mr. Arun Nayar: I think all the performance management, appraisals, etc. are driven by economics. If the times are bad then our ability to withstand performance that is below par tends to reduce. We come up with various performance tools to identify poor performance and tackle it. However, our ability to withstand below par performance gets better during good times and performance appraisal is done on a regular basis. Thus, it is all driven by risk and our ability to handle it.

Team Dimensions: Although India is an emerging economy with a GDP of 7.6%, it is not creating enough jobs to justify that. What is your take on this?

Mr. Arun Nayar: I think we need to be more patient. The initiatives and steps taken by the current government in this regard are very good. Schemes like 'Skill India' is an excellent initiative. It gathers the youth from various parts of the country and skills them in techniques like carpentry, plumbing, etc. so that they can have a means of livelihood. While 'Make in India' initiative on the other hand, has provided a big boost to entrepreneurs. The revised economic policies, are likely to contribute to this.

Also, the recession in the world market at present, has curbed foreign investment, thereby affecting job creation in India.

Team Dimensions: How can we handle mavericks in an organization, who are extremely potent and therefore don't obey their seniors and implement their own ways of doing things?

Mr. Arun Nayar: Considering mavericks to be those employees who like to question the status quo of an organization, I must say that such people should be encouraged as they are the ones who bring about the best changes in the organization by suggesting ways of doing things in a better way. It prevents the leader from being complacent about his ways and also the functioning of the *organization*, thus encouraging continuous improvement.
