

# HR leadership in India

A roundtable discussion

#### **ABOUT SPENCER STUART**

Spencer Stuart is one of the world's leading executive search consulting firms. Privately held since 1956, Spencer Stuart applies its extensive knowledge of industries, functions and talent to advise select clients — ranging from major multinationals to emerging companies to nonprofit organisations — and address their leadership requirements. Through 52 offices in 27 countries and a broad range of practice groups, Spencer Stuart consultants focus on senior-level executive search, board director appointments, succession planning and in-depth senior executive management assessments. For more information on Spencer Stuart, please visit [www.spencerstuart.com](http://www.spencerstuart.com).

#### **INDIA ROUNDTABLE SERIES**

This publication is part of a series of reports produced by Spencer Stuart India. Our roundtables bring together leading figures of Indian business to discuss critical issues and trends that affect them and the future health of their organisations. The roundtables are hosted by Spencer Stuart and include contributions from senior search consultants from India and other parts of the world. To date, roundtable reports have been produced on the themes of Private Equity, Enhancing Board Effectiveness, Human Resources, and the Consumer sector. Further reports are planned in the near future. To access copies of these reports, visit [www.spencerstuart.com/research](http://www.spencerstuart.com/research).

Spencer Stuart, India hosted a roundtable discussion in Mumbai on HR Leadership in India, which was attended by a group of leading HR professionals from corporate India. The session was chaired by Rajeev Dubey, Mahindra & Mahindra and facilitated by Simon Russell, Spencer Stuart.

Over the past few years, India has benefited greatly from the phenomenon of globalisation. Companies have achieved a high level of organic growth by incorporating global standards, in operations and quality. This has been supported by corporate movement beyond India's borders — through mergers and acquisitions and joint ventures. Growth has also come from foreign companies that have recognised India's potential and believe it to be a market that strongly influences business dynamics in the rest of the world.

Despite their achievements, companies find themselves in an environment characterised by constant change — both internal and external. This has brought into focus the need for strong leadership — leadership that can steer companies through unexplored territory while keeping sight of goals and objectives. The challenge is to find individuals who can maintain this balance and deal effectively with critical human resource issues such as global experience, talent management, employee diversity and workplace flexibility.

The roundtable aimed to shed light on how companies are approaching and handling these issues in a highly globalised and competitive environment. A summary of the discussion, in which a group of leading HR practitioners and search consultants shared their insights and experiences, follows.

## Leadership challenges in an era of globalisation

Globalisation in India has been accompanied by exponential growth, with corporate India achieving double-digit growth over the past few years. While this is a positive achievement, it has given rise to a unique set of human resource challenges and identifying individuals with the skills and vision to lead companies through uncharted waters has become a major concern.

### THE CHALLENGE OF INNOVATION

This is one of the core issues that has engaged companies in recent times. However, to succeed, innovation will need to be built into the corporate culture and will depend largely on management to encourage creativity, the expression of ideas across all levels of the organisation, and the freedom to make mistakes and learn from them.

Adil Malia of the Essar Group suggested that in India innovation is very likely to be an inherent part of an organisation, especially since many businesses are entrepreneurial in nature. This characteristic encourages a tremendous amount of openness to creativity and provides a distinct advantage, since individuals can go beyond the levels of organisational hierarchy if they have a creative idea, and find a willing audience to make the decision as to whether it is good enough to fund and support.

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However, there is also a need to have a balance between process and structures and entrepreneurial freedom, in order to nurture creativity and innovation within the organisation, without losing track of operational issues.

The key is to identify the intelligent processes from the less sensible ones. As Simon Russell of Spencer Stuart UK described, there are two intelligent processes to promote innovation and development. One is the 3M process where R&D employees are tasked with spending approximately 20 per cent of their working time on projects of their own choice, with full resource support

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granted by the company. The other is related to personal and professional development where, as part of the employment package, for a fixed period every year, employees are encouraged to enrol in a developmental or training course of their choice. It is a process taken seriously, and if not done, may affect compensation and performance grading.

Yet another issue that faces companies in India is the change that has taken place in workplace demographics, especially the increasing number of young people in organisations and the resulting challenges this phenomenon brings.

#### **THE ROLE OF INTERNATIONAL EXPERIENCE**

Bringing together people from two different parts of the world is not easy. To successfully integrate two companies, it is vital to develop a level of cultural appreciation within an organisation — about the other country, its culture and people and their way of life. The critical step is successfully creating a cultural migration, bringing together the best of both worlds and then integrating the value chain of business. Realising the value of such experiences, companies are adopting highly structured approaches to defining career progression within their organisations, making international experience mandatory for individuals wanting to be in key decision-making roles. Pradeep Mukerjee, organisational and leadership effectiveness consultant, said: “Today there is an expectation within companies that after a certain point you will need to have international experience if you want to move up.”

In fact, this understanding of global issues is equally true even for individuals in Indian companies. Unless they are thinking globally they will not be able to survive even in Indian markets, since all companies are working on global assignments, whether short- or long-term. It is important to understand that only experience and assignments can build this understanding, no matter how much cultural sensitivity training may be imparted. Indian companies are at an advantage here, since they can learn from the failures of multinational companies (MNCs) and ensure that their own visions and strategies are broader in nature.

In the case of MNCs, international experience also helps when it comes to understanding the dynamics of the parent company. While empowerment in the local environment is essential, it is equally important not to undermine the larger culture of an organisation since that is what essentially drives the business.

At the same time, offering a high-quality work environment is equally important. Innovations in processes and quality of work are critical when it comes to attracting talent. It is not enough to want the smartest global minds in one's organisation; it is just as important to offer challenging work, which has the potential to make a difference within the organisation and even drive global strategy.

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#### DEVELOPING A GLOBAL MINDSET

Anjali Bansal, Spencer Stuart India, highlighted that as mergers and acquisitions become the norm for enabling rapid growth, a new issue has emerged: how to integrate acquired units in other countries, when the parent is in India.

A critical element of this strategy is the development of a global mindset at the leadership level. One aspect of this is a focus on quality and this is a challenge for Indian companies expanding overseas. Historically, the approach to quality in India has not been satisfactory, but in a global marketplace, this is one issue that cannot be taken lightly. Whether following a globally accepted model or modifying one to serve local needs, the focus on quality must not be undermined.

What kind of leadership would be required for the development of such a mindset? As Mohit Nayar, P&G put it: “Key principles in terms of talent selection, talent development and leadership development, I believe, are pretty consistent across industries and countries.”

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However, there is no standard model that defines operational strategy in the global marketplace, even in the case of large MNCs within the same industry. The key to success is how the operations are managed, i.e. how much authority is given, the level of centralisation and standardisation that is defined, the products and services offered. For example, as Anjali Bansal mentioned, various Indian companies have used different approaches. In recent situations, Indian companies such as the Tata Group (Corus), Essar (Algoma) and Mahindra and Mahindra (Stokes Forgings, Jeco Holding AG) have left intact the management teams and operations of the overseas acquired companies,

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acknowledging the cultural context, resident skill sets, and the need to carefully evaluate and then integrate different aspects of the acquired business. It is issues like these that will need attention and this is where Indian companies will be able to use past MNC experiences as indicators of success and failure. At the same time, companies will have to think through the consequences of every model before implementing it.

Another challenge of globalisation for Indian companies is the conglomerate structure of many businesses. As Simon Russell pointed out, this is a structure that is being rethought globally, with many MNCs now very focused on core businesses and core categories, which are often global. As in the case of GE, explained David Daniel, CEO of Spencer Stuart, businesses are becoming so specialised that companies are having to invest a large proportion of their talent in staying focused on growing those businesses alone.

It will be interesting to see whether India's large businesses will be able to reinvent themselves into a new kind of modern, multinational portfolio group that can globalise, or whether history will repeat itself. There is a scenario where the global lessons learnt through MNC experiences will be effectively leveraged by Indian companies to avoid past mis-steps.

## The new talent landscape

Attracting and retaining talent, especially in the younger generation, is perhaps the biggest challenge that all companies, whether Indian or foreign, face today. The roundtable discussion provided some fascinating insights into how the younger generation in India thinks in terms of career, work-life balance and their future. This knowledge has led companies to challenge many closely held paradigms regarding employees that have developed over the years.

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#### FLEXIBILITY IS KEY

Mohit Nayyar shared his views on the expectations that the younger generation has of their employer and their work profile. “Increasingly, they are looking at growing a career in buckets of time — re-evaluating their relationship with the company every few years. Another key need is flexibility in pay structure and working arrangements.”

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In the case of pay structures, said Animesh Kumar, ABN AMRO: “The entrepreneurial orientation of young people makes them want to control their destiny and they are therefore more comfortable with incentive programmes which reward their performance in the present.” In this, Indian corporates have a huge advantage over MNCs because, unlike MNCs, they are able to create wealth-building opportunities, particularly in the banking sector.

Adil Malia supported this thought, remarking that it was time for HR divisions to segment the consumer market, understand it better and offer a relevant value proposition to employees. This research is critical since companies are selling their brand to prospective employees and require the same focus on the right communication as they do in the marketing of their products to consumers.

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The need for flexibility is also important in terms of work-life balance for employees. While there was a point of view that in India, work-life balance is not an issue that defines choice of workplace, Sujata Tyagi, L’Oreal, pointed out that, with the increasing number of women in the workplace, it has become important for companies to focus on this issue: “The question for us globally is, why are women not reaching the top? They have the capabilities, but the issue of work-life balance, often specific to women, is something we all miss out.”

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In addition, it is important for companies to define ‘flexibility’ within the organisation and understand that it is a cultural issue and needs to be communicated as such. As Pradeep Mukerjee said: “The question is not about how to provide flexibility; more importantly, it is about making sure that it is safe for individuals to seek or opt for flexibility.” True flexibility exists when opting for it is not seen as a career-limiting move, and there is support for taking a break in one’s career at the right points. True flexibility also means having a strategy that takes into account the opportunities available for individuals who wish to come back to the company. The challenge is for companies to find systemic solutions for these situations.

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#### THE UNIQUE INDIAN MINDSET

One point that found unanimous support from all participants was the growing number of Indians abroad wanting to come back, as well as Indians wishing to stay on in their own country. This led to a discussion on how unique human resource issues in India have made it necessary for MNCs to rethink accepted global practices, especially in terms of treatment of retirement benefits, extension of financial support for employees’ families and related issues. Such needs are specific to India and need to be taken into consideration if companies want to retain their talent pool.

However, there was also an opinion that it is not so much the geography but the internal culture of the organisation that directs how far it will go in supporting an employee beyond contractual commitments, especially in the case of highly-valued employees.

At the same time, the workforce in India — and to some extent in Southeast Asia — suffers from a ‘comparison complex’, where individual success is measured relative to one’s peers. This has caused much concern within companies, especially as performance and not age is what drives growth in today’s competitive environment.

For many individuals, age is still the criterion for promotions, a mindset that has remained from the bureaucratic set-up of companies in the pre-globalisation days. Pay for performance is also a stumbling block and companies still

have to explain the need and logic behind this measure. Joji Gill, Microsoft Corporation India, supported the need to change this culture, drawing from her experience globally: “There is a need for radical changes on such hiring decisions, even though that may be taking a risk. Confidentiality of compensation and pure qualification-based hiring is the need of the hour.”

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— JOJI GILL, MICROSOFT CORPORATION INDIA

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#### RETENTION ISSUES

There was consensus across the board that retention is a major issue at entry level, during the first four or five years of an individual’s employment. It is at that stage that relationship building with employees and creating a strong employee value proposition is critical.

As companies expand their footprints across the world, there is the added challenge of understanding differing employee expectations. For example, while corporate social responsibility (CSR) is a top issue for the younger generation in the US and Europe, family support is hugely important in India. There is a constant need for companies to study these similarities and differences and make sure that they build a retention system that delivers value to their people.

Of course, larger and broader issues tend to become more important as an employee grows to take on a stakeholder role in senior positions. This is because participation in growth at a senior level is more direct and interactive — whether it is in terms of the high level of decision-making that directly affects company performance, stock options or higher performance-linked compensation. Senior management is also the ‘face of the firm’ and thus, becomes the manifestation of the organisation’s mission and values.

In the end, it is all about correct branding and communication. Simon Russell put the insights into perspective when he said that working towards building a global mindset in employees needed to start very early so that any indication of a mismatch in communication of the employee brand proposition, whether a difference in expectation or a paternalistic attitude, could be addressed before it was too late to make the change.

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## Building a global and diverse workforce

The main challenge in the area of leadership development is finding individuals who not only have the right capabilities, but who are also a good cultural fit. For Indian companies going global, this could mean bringing in an expatriate with clear domain expertise to lead the change. Such individuals would bring with them experiences and lessons that have not been learnt in India simply because companies would not have been exposed to the business challenges that globalisation has put before them. Anjali Bansal shared the example of bringing in expatriate senior managers into sectors such as Retail, Oil and Gas, and EPC to strengthen Indian businesses, since these are newly liberalised sectors that are expanding rapidly, but face a shortage of senior managers in India with the required experience.

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— ANJALI BANSAL, SPENCER STUART

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At the same time, leadership development also needs to be an internal strategy. As Mohit Nayyar explained: “If the organisation is clear, consistent and transparent with its people as to what it takes to become a leader in the company, then it is no longer an expatriate vs. local issue, since they know that they will do well if they perform at the right levels and are willing to be flexible on location.” And as they would have systematically gone through the organisation’s process which takes them to leadership level, training would be complete.

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Diversity is also being widely discussed at the board level. With India becoming an integral part of the global scheme of organisations, boards globally are looking to ensure adequate representation of Indians or Asians. “This is something that Indian companies will need to deal with,” said Anjali Bansal, “and think

about the extent to which they will be willing to internationalise their boards and senior management when they acquire large parts of global businesses.”

In addition to internationalising management, Indian companies are faced with the added challenge of dealing with acceptability issues as a result of global M&As. There is a need for greater maturity and leadership when Indians walk into global organisations, especially since they are dealing with people who are not accustomed to this scenario. It is a role that Indians need to prepare for and get into. It is here that Indians can leverage the inherent exposure to diversity to which they have been exposed by default, since the country itself has a high level of diversity both within the workforce and outside of it.

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Creating such a workforce is something that companies need to tackle early on. What is important for companies to understand, as Simon Russell explained, is that: “Individuals globally are doing their homework and if diversity is being highlighted by a potential employer, they are seriously looking at whether the company is actually implementing and demonstrating it, or if it is just rhetoric.” He shared the example of Schlumberger, a global oil field services business that very deliberately hired geological engineers right after graduation and moved them through a whole series of international assignments in the first 10 years. This resulted in an extremely high incidence of people marrying a partner of another nationality and possibly another culture — creating a web of people who thought, lived and were at home in an international environment. This social engineering has been highly effective in creating a global and diverse workforce for the company.

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## The changing dynamics in leadership development

As discussed earlier, globalisation means that having international experience is a major advantage at the senior management level. Leadership development plans need to take potential leaders through a career path that includes overseas experience, so that when succession planning is undertaken, there are names already on the list.

Anjali Bansal raised the issue of challenges that companies are facing in leadership development in the face of the exponential growth seen in India and its emergence as one of the fastest growing economies in the world.

### THE MOBILITY CONFLICT

There is strong resistance to the requirement to be mobile currently being seen in India, particularly at senior management level, and the contributing factors are many. For one, there are few countries at an equivalent growth stage. A big attraction, without doubt, is the compensation level, but it is also the breadth of opportunity offered that is drawing people to India. That said, the desire for international experience is still there at certain levels, basically for exposure, and is the driver towards accelerating one's path within India. But no-one wants to stay away for too long.

Animesh Kumar provided another angle to this challenge, citing the social impact of double incomes, where mobility is becoming restricted even between cities. "The question being raised now is — can my spouse get an equally good job or career?"

"The biggest fallout is that this reduces the number of opportunities to which you can expose people as part of the development process," said Pradeep Mukerjee. It has also led to a larger number of senior-level exits, particularly at the country head level, even after years of tenure.

### THE NEED FOR DIVERSITY

The increasing global interaction between people and companies has also created a strong need for diversity in leadership — whether it means rotating senior people overseas or bringing in overseas talent to senior management teams.

While Indian companies are at the beginning of the learning curve, it would serve them well to learn from the experiences of MNCs. Simon Russell provided some insights into global trends in this area, especially in North America and Europe: “There has been a rapid increase in, and cross-pollination of, individuals from diverse nationalities going into the CHRO (chief human resource officer) role in companies and this is partly due to globalisation.” Being a global company means having people who embody this cross-pollination, whether they be directors of company boards, C-level management and even the CHRO. This is a trend that has taken a very long time to develop and offers a huge opportunity for Indian companies to learn from the mistakes of MNCs and accelerate leadership development to compete with those MNCs that are learning slowly and painfully what it means to be global.

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*“There has been a rapid increase and sort of cross-pollination of non-traditional nationals going into the CHRO (chief human resource officer) role and this is partly due to globalisation.”* — SIMON RUSSELL, SPENCER STUART, UK

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Regarding opportunities for senior management at a global level, David Daniel spoke about the global talent flow into the board room of large companies. While this is still at an early stage in India, globally there is a great demand for directors who know the country. “I think that global board directorships would be very interesting for senior executives who want to explore and contribute to bringing the Indian/regional perspective to companies around the world that can benefit from having such people in the board room.” It would serve Indian companies well to take a cue from these global trends and take advantage of global talent to deal effectively with growth issues as they expand beyond India’s borders.

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— DAVID DANIEL, CEO, SPENCER STUART

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## SHIFTING LEADERSHIP PROFILES

Given the shift in demographics, both in terms of the customer base and the employee base (i.e. the younger generation of employees and newly emerging segments like the urban woman and untapped hinterland India), there was discussion as to whether a shift in the leadership profile of companies was also needed.

One reasoning that emerged was that it is strong intrinsics in terms of the ability to ask the right questions, assimilate and analyse new information, and to adapt to new environments that drives success — rather than the leadership profile. In fact, having a leader from a totally different environment or geography, rather than someone who thinks like the market, could lead to more radical and more effective strategies.

At the same time, companies, especially those making a shift from B2B to B2C, are realising that they need to bring in talent that understands the new markets and can direct strategy at a firm level. “For us, a technology company that only talks technology, India is going to be a very interesting space, and it’s even more unique because you have got 750 million people living in rural areas. It is a completely untapped market and has unlimited potential. We need to be able to understand that market,” said Joji Gill.

Therefore, change in leadership profiles is not so much about the customer or mirroring the customer but fundamentally about getting diversity and inclusion into the organisation — that in turn, enhances the quality of thinking and decision making that happens.

What is important for companies is the ability to define diversity as it applies to them. In a global organisation context, Indian companies need to conceive of diversity not merely as a gender issue, but more deeply in terms of globalised thinking and experiences.

## FINDING THE RIGHT TALENT

The conversation around search for the right talent threw up some interesting insights with regards to company strategies. Pure promote-from-within companies were equally aware of the risks of their approach, but truly believed that if sincere efforts were put forward towards developing in-house talent and creating initiatives for growth, the results would be very positive. However, these firms also agree that they need to maintain an external focus. So whether it is new hires, talent acquisition through M&As, rigorous competitive intel-

ligence or externship programmes, the company has to ensure that it stays in touch with the changing talent landscape.

At the same time, there was consensus on how the emergence of new businesses and the presence of diversified business entities, coupled with explosive growth, have created the need for lateral recruitment. However, this will need to be balanced with internal recruitment to prevent disharmony within companies. And this is where the strong need for systematic internal talent development and management processes has emerged. According to Adil Malia: “Talent acquisition is an integral part of our assignments and we are never going to be in a world where we don’t have to do talent management. If I’ve got retention, I’ve got an advantage.”

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*“Talent acquisition is an integral part of our assignments and we are never going to be in a world where we don’t have to do talent management. If I’ve got retention, I’ve got an advantage.”* — ADIL MALIA, ESSAR GROUP

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Anjali Bansal observed that lateral recruitment or search occurs either when there is high growth and a gap in talent to staff a new leadership role, or if there is a failure in succession or retention. However, search can have a third beneficial role — as a benchmarking tool. Simon Russell shared his global experience where, in the last decade or so, companies have conducted searches in which internal candidates are systematically part of the process. “In around 40 per cent of such cases, it is an internal candidate who is successful, which is absolutely fine.” The organisation feels good because it has validated its process and the successful candidate feels good because he or she has been benchmarked against the best outside talent. It is also a healthy exercise for the company as it is compelled to actually measure its people against the best talent out there. And that is a decision that will serve them well in the long run.

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## Conclusion

India stands at the forefront of the world's emerging economies. While it is a time characterised by high growth, it is also a time of change and uncertainty. New products and services, new processes and technologies, new customer segments and new operating environments all require stable and enterprising leadership. The search for the right talent to drive future growth occupies the minds of boards and senior management of all companies, Indian and foreign.

Today, as a result of globalisation, companies have transcended physical borders and created level playing fields for organisations across the world. In such a scenario, it is essential for companies to learn from past failures and recognise future opportunities and challenges, and though approaches for this will differ from company to company, the fundamental principles of talent development and growing the right leadership remain the same. It is time for leadership development to take centre stage in the area of corporate strategy — on a global and local level.

## Roundtable chairman



**RAJEEV DUBEY**  
**PRESIDENT (HR, AFTER-MARKET & CORPORATE SERVICES),**  
**MAHINDRA & MAHINDRA LTD**

Rajeev Dubey joined Mahindra & Mahindra Ltd in January 2004 after a career spanning 29 years in the Tata Group, of which 21 years were with Tata Steel and the next seven years as CEO & managing director, first of Tata Metaliks and then of Rallis India. Apart from being a member of the Group Management Board of Mahindra & Mahindra Ltd, Rajeev is on the boards of several group companies and is the chairman of Mahindra Insurance Brokers & Mahindra First Choice Services. His key focus area is to drive HR initiatives for the Mahindra Group. He is also responsible for the After-Market Businesses, Corporate Communications and Corporate Infrastructure and Services for the Group. He is a member of the Corporate Governance Cell and the Corporate Transformation Program Office of Mahindra & Mahindra Ltd.

## Roundtable facilitator



**SIMON RUSSELL, SPENCER STUART UK**

Simon Russell leads the firm's European Human Resources Practice and co-leads the global practices serving the electrical and industrial products sectors. Simon joined Spencer Stuart with eight years of executive search experience with a U.K. search firm. Simon established and led the European Life Sciences Practice from 1996 to 1999. He focuses on senior general management positions in manufacturing and industrial services companies as well as senior human resources positions, particularly the head of function, for a wide range of major public and private companies. Prior to entering executive search, he was an international marketing manager for a small consumer goods company. Simon graduated with honours from Cambridge University with a degree in history and earned an M.B.A. from INSEAD. He speaks French and Italian.

## Participant bios

### JOJI GILL

#### DIRECTOR HUMAN RESOURCES, MICROSOFT CORPORATION INDIA

Joji joined Microsoft India as the director for human resources in April 2006. She is responsible for driving the overall people strategy and building synergies for Microsoft across its six distinct business units in India. Joji brings 19 years of international HR expertise to Microsoft. Prior to joining Microsoft, Joji worked with Symantec/Veritas Software for 2 years. She served in various leadership capacities including senior director, global talent acquisition and senior director, HR for the Veritas Global R&D organisation. Here, she led a team of more than 70 HR professionals across the world and drove their talent acquisition strategy in more than 20 countries. Prior to this, Joji also worked as a global head for KLA-Tencor for the HR generalist organisation. She spent 10 years at KLA-Tencor and during her tenure there, she also spent 2 years in Europe as the HR director Europe. Joji has a varied HR experience that spans across different countries and continents — India, the US, Europe and Asia (China, Taiwan, Japan, Korea, Singapore).



### ANIMESH KUMAR

#### VICE PRESIDENT OF HUMAN RESOURCES, ABN AMRO BANK (INDIA)

Animesh is responsible for HR for all non-consumer businesses at ABN AMRO encompassing identification, design and execution of all HR products and solutions. In his current role, he has designed and delivered HR interventions in the areas of performance & rewards management, recognition plans, improving team health and organisation design. Animesh has also initiated and embedded a metric driven HR management/reporting process. He has extensive experience in client facing/business partnership roles in the FMCG, services and banking sectors as well as strong M&A experience. Prior to ABN AMRO, Animesh was the country head for HR at Yes Bank, where he set up the HR function and all the core HR processes and policies, designed and executed the roll out of the ESOP plan and anchored the people agenda in the go-live phase of the organisation. Before this, Animesh was the head of performance and rewards at Standard Chartered Bank, where he managed the integration of HR policies and processes that included internal, compensation and benefit and all other HR policies and practices.





**ADIL MALIA**

**GROUP PRESIDENT OF HUMAN RESOURCES, ESSAR GROUP**

Adil Malia is group president of human resources at Mumbai. He joined Essar in August 2006 and heads the HR function across the group. He is responsible for strategy, policies and programs for the entire group and plays a critical role in providing vision and leadership to the HR function to deliver on the group's strategic and operating goals. With 27 years of global work experience spanning India, South West Asia, the Middle East and the U.S., Adil joined Essar from Coca-Cola India where he was heading the HR function for India and South West Asia. He started his career with the Godrej Group where he spent close to 9 years handling roles ranging from sales, HR, to training and development. After his stint in the Godrej Group, he worked with GE Appliances in India and the U.S. as general manager (HRD & IR). Prior to Coca-Cola, he was the group general manager (HRD) at Al Futtiam Sons for their Middle East operations.



**PRADEEP MUKERJEE**

**ORGANISATIONAL AND LEADERSHIP EFFECTIVENESS CONSULTANT**

Pradeep Mukerjee has over 26 years of experience in human resource management and organisational development in various multi-national and Indian organisations spanning information technology, finance and manufacturing industries. Since April 2007, he has been consulting in the area of organisational and leadership alignment and effectiveness. He is also an executive coach for senior managers of a multi national organisation in the medical systems business. Pradeep has worked in three different countries during the course of his career. In his last assignment, he headed the human resource function for Citigroup's different businesses in India, Sri Lanka and Bangladesh covering banking, consumer finance, BPO, KPO, brokerage and technology infrastructure space in ten different legal vehicles. He began his career with Tata Consultancy Services and has worked with Asian Paints dealing with industrial relations. At Citigroup, Pradeep was head of HR for Citicorp Overseas Software Ltd (COSL) and then headed human resources for Citibank in UAE & Gulf, after which he moved to work with the executive resources group of Citigroup in New York.



**MOHIT NAYYAR**

**HUMAN RESOURCES MANAGER, PROCTER & GAMBLE INDIA**

Mohit Nayyar is presently HR manager at P&G India. Mohit has a decade long association with P&G, across many countries. He joined P&G India after completing his management studies. Prior to his current role, he was HR manager at the P&G headquarters at Singapore and at P&G Indonesia before that. Mohit has also been the organisation effectiveness manager at P&G Thailand and India, and the compensation and benefits manager at P&G India.

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## SUJATA TYAGI

### DIRECTOR OF HUMAN RESOURCES, L'OREAL INDIA

As director of human resources at L'Oreal India, Sujata Tyagi is responsible for the strategic direction and intervention for human resources initiatives for all businesses in India. She is also responsible for implementation of the Group Human Resources Policy and values in the country and oversees its use within each Business Unit. Prior to this, she was HRD manager for India at DHL Worldwide Express India where she was accountable for people development processes for 1500 employees. Earlier, at Tech Mahindra Ltd, Sujata was promoted from manager, human resources to senior manager, People Skill and Development for UK and Europe. She has trained in Human Process Labs Phase — I & II and is a Level 2 Trained & Certified Assessor by SHL, UK for Occupational Personality Questionnaire and Occupational Assessment tools. She is also a SHL Qualified Assessor for Assessment Centre and 360-degree feedback.



## Spencer Stuart biographies

### ANJALI BANSAL, SPENCER STUART, INDIA

Anjali Bansal manages Spencer Stuart's Mumbai office, which serves multinational and Indian companies on critical leadership and board issues. Anjali focuses on world-class leadership development in India. Prior to joining Spencer Stuart, Anjali was a consultant with another global executive search firm, working with private equity and venture capital firms and conducting search assignments for clients in the financial services, industrial and technology sectors. Previously, Anjali was with McKinsey & Company, where she focused on strategy consulting assignments with financial services firms in banking, capital markets, insurance and private equity.



### DAVID DANIEL, CEO, SPENCER STUART

As chief executive officer, David leads the firm with a focus on setting and enabling the highest levels of professional standards and client service — all with the aim of delivering outstanding results for our clients. David joined Spencer Stuart's New York office in 1994 and has served clients on a range of leadership issues, including high-level executive and board searches. David joined the firm after 15 years spent shaping some of the world's leading brands. He served as president/CEO of Simint USA, the American division of Armani Jeans. Prior to that, he was president of Louis Vuitton, North America, and CEO of Evian



Waters of France (U.S.). David initially developed his global branding skills as a senior marketing manager with Pepsi-Cola. His background in the retail and apparel business began at Lord & Taylor. David serves on the advisory boards of the Yale School of Management and the Yale Center for Customer Insights.



**SUNAINA PATEL, SPENCER STUART, INDIA**

Sunaina Patel is a consultant at Spencer Stuart's Mumbai office, focusing on the Financial Services and Consumer Goods & Services practices. Prior to this, she worked as an independent consultant, where she concentrated on advising private equity firms on investment opportunities, building growth strategies for portfolio companies and advising large business on corporate social responsibility strategies. She also has worked in the areas of infrastructure finance and emerging markets private equity where she played a key role in influencing public policy, driving investment policy and identifying new business initiatives. Sunaina began her career with the Infrastructure Development and Finance Corporation (IDFC), India's premier infrastructure investor. She later worked at the Mumbai office of the Boston Consulting Group in India.



**SACHIN RAJAN, SPENCER STUART, INDIA**

Sachin Rajan is a consultant at Spencer Stuart's Mumbai office. As a member of the firm's Life Sciences, Technology, Communications & Media and Consumer Goods & Services practices, Sachin specializes in recruiting senior executives to leadership positions in these sectors. Sachin joined Spencer Stuart with broad experience in the life science and technology sectors in India. Immediately prior to joining the firm, he launched and led the oncology business for Bristol-Myers Squibb in India. Earlier, he was vice president of diagnostic services and clinical trials with Manipal Enterprises in Bangalore and had a successful stint with GE as part of the GE Leadership program. Sachin started his career with the Ranbaxy group and played a key role in establishing the SRL Ranbaxy joint venture, the region's first and most expansive clinical reference laboratory network.



**AKHIL VERMA, SPENCER STUART, INDIA**

Akhil Verma is a consultant in the Mumbai office of Spencer Stuart. He is a leader within the firm's Financial Officer Practice, in India, and also is a core member of the firm's Technology, Communications & Media and Industrial practices. Akhil is an experienced senior manager with a global outlook who has lived, worked and led projects on five continents. Prior to joining Spencer Stuart, he was group CFO and head of India operations for MobiApps Holdings, a Singapore-headquartered telematics company and before that, led the Hyderabad-based India operations center for MarketTools, a market research and analytics company. Akhil spent nearly 10 years with BearingPoint, Inc., in the United States, Singapore and Brazil.

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For copies, please contact  
Radhika Mehta on +91 22.6616.1414  
or [ramehta@spencerstuart.com](mailto:ramehta@spencerstuart.com).

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