# Introduction to People Management

Dr. Sutapa Bhattacharjee, GPHR

Professor, IBA

# People Management

- People management refers to the practice of recruiting, training, engaging, and retaining people to optimize their talent and maximize their productivity.

- People Management can be defined as watching over and growing human capital, one of the greatest aids businesses have in gaining competitive advantage.

# Major areas of people Management

- Planning for organization, jobs and people
  - Strategic management of human resources
  - Human resource planning
  - Job analysis: procedures and choices
- Acquiring human resources
  - Equal Employment Opportunity (EEO)
  - Recruiting and job search
  - Measurement and decision making issues in selection
  - Assessing job candidates

# Major areas of people Management

- Building and motivating performance
  - Human resource development
  - Performance assessment and management
  - Compensation system development
  - Incentive compensation
- Maintaining human resources
  - Benefits
  - Safety and health
  - Labor relations and collective bargaining
  - Legal and Regulatory Compliance and Risk Management

# Benchmarking Human Resources

- Benchmarking is a mechanism for measuring processes, practices and results for comparison to improve performance. If it is used wisely, it can transform an organization's HR and people management strategies by showing how human resource practices influence the organization's success.

# Five stages of the HR life cycle

- 1. Attracting and recruiting the best candidates
- 2. Managing new hires through induction, orientation, and onboarding processes
- 3. Personal and professional development
- 4. Maximizing employee retention
- 5. Off-boarding employees

# Meta Skill: PRISM

- P – *prospection*
- *R - resilience*
- *I - innovation*
- *S - social connection*
- *M - mattering*

# key people management skills

- Empathy
- Leadership
- Organizational and analytical thinking

# Trends and Challenges in a global and competitive context

- **Diversity, equity and inclusion**
- **Remote and flexible work**
- **Talent development and retention**
- **Digital transformation**
- **Organizational development and change**
- **Ethics and sustainability**

# HR's Role in Making FUTURE Organization



Nine imperatives can help HR leaders ready their organizations for the future.
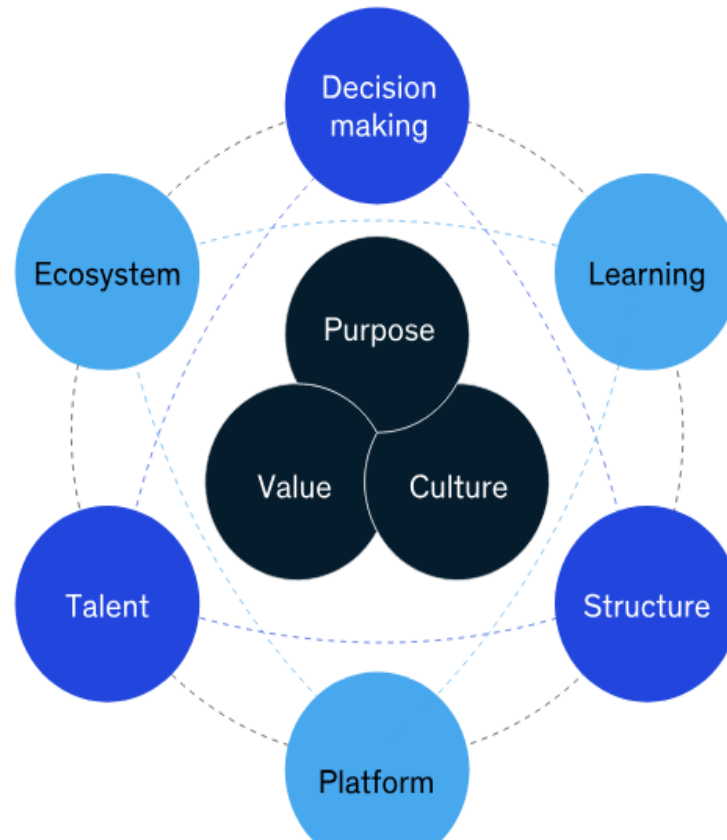
**Who we are**
Being clear about organization's "why," "what," and "how": why it exists, what it does, and how it runs

**How we operate**
Flattening the organization with teams that make fast decisions and treat people as the scarcer capital

**How we grow**
Get ahead and stay there by outlearning others, reaping value from data, and utilizing the ecosystem to drive value creation

# HR's Role in Making FUTURE Organization

**Purpose**
○ Establishing and radiating the organization's purpose

**Culture**
○ Taking employee experience (including their work spaces) to the next level

○ Driving leadership and culture

**Value**
● Rebalancing talent resources; mapping talent to value

**Decision making**
○ Capturing speed in decision making from crisis operations (eg, COVID-19 era)

**Structure**
○ Adopting new models; simplifying the organization

● Making the workforce more flexible; reducing employee cost

**Talent**
● Driving strategic workforce planning and talent magnetism

● Introducing next-generation performance management

**Learning**
● Reskilling and upskilling talent; creating a learning culture

**Platform**
● Building an agile, digital HR platform

**Ecosystem**
● Collaborating with HR-tech players and others in the wider HR ecosystem