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Unlocking Human Capital to drive Performance A CEO's HANDBOOK



Sanjiv Anand



UNLOCKING HUMAN CAPITAL TO DRIVE PERFORMANCE

By Sanjiv Anand

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HR conferences have acquired a typical characteristic of late. Attend any of them and you'll find HR managers lamenting about lack of skilled labour, attrition and employee retention. Another major concern that dominates the air pertains to 'driving

performance.' While enough seems to have been written on the subject, there always remains an urgent need to find more solutions. *Unlocking Human Capital to Drive Performance – A CEO's Handbook* is much valuable therefore as Sanjiv Anand is an authority on the subject. As the MD of Cedar, a global consulting firm, he has worked with CEOs and Boards worldwide in the development of their strategies and the transformation of their businesses for the last 25 years.

Anand's hands-on experience reflects in the approach of the book. It packs in a lot of practical wisdom and is a quick read – ideal for any CEO short on time – interspersed with illustrations. Anand outlines the top 30 challenges that he has seen CEOs having to battle with on a day to

day basis and follows them up with probable solutions. There are plenty of real-life examples as well.

The book is divided into two parts – Strategic Imperatives and Operational Stuff. Each of them provides a lot of material on 'mentoring', 'HR management in a family business', 'HR challenges in a merger situation', 'work-life balance', 'managing employee exits', 'restructuring' amongst others. The author aptly sums up the domain: "It's not a challenge for the faint hearted and some of the world's best CEOs still haven't figured it out. The solution is to use your best judgment, use the best external and internal advise you can get, be strong, put your hand on your heart, and do the right thing. After all they are all human beings with families and without them your company will have no soul."

♦ KIRAN YADAV

SHELF LIFE

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BOOK THAT CHANGED MY LIFE

In Search of Excellence: Lessons from America's Best-Run Companies, by Tom Peters and Robert Waterman, attained cult status as a management best-seller in the '80s when I was pursuing an MBA at the Darden School of Business. Most young people today have, surprisingly, not even heard of it. Debunking the prevalent rational model, the authors distilled a "missing perspective" in the form of eight attributes of excellent companies which included steps like a bias

for action, for getting on with it, being close to the customer, allowing for autonomy and entrepreneurship, productivity through people, respect for the individual, being hands-on, and value driven, identifying the values your company holds dear and staying reasonably close to businesses you know, keeping a simple organisational structure and systems and simultaneous loose-tight properties, by which encourage decentralisation, autonomy, even some chaos but being fanatical about your core beliefs.



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