



**Sadhana Educational & Empowerment Foundation's (SEEF)**  
**Sadhana Centre for Management & Leadership Development**  
**(SCMLD)**

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Seminar: **“Learning from the Leaders”** - Series VII

Theme: **“Tapping & Shaping Talent: Reinventing HR Architecture for Organizational Excellence”**

Venue: **Yashada, Pune** | Date: **2<sup>nd</sup> & 3<sup>rd</sup> August, 2008**

**CONCEPT NOTE**

Dear Sir / Madam,

With millions of educated (also uneducated) unemployed around when it comes to work-ready / skilled human assets, the country is facing an acute shortage. The existing education system produces more qualified unemployables. Those employed for 'work' work more towards finding other 'jobs' for themselves rather than 'working' for employers. Loyalty, commitment, dedication and deliverables are questions for which answers are yet to be found. The servants of people – political and regulatory – continue their 'rule' by law (not rule of law – law for the good of the people) and perpetuate artificial shortage. Capitation thrives and unemployables are mass produced. Due to over regulation and legal stipulation that education has to be a 'not for profit' charitable activity, private investment for developing quality HR is not forthcoming. Naturally supply side expansion and quality improvement will not happen. Scarcity amidst plenty is the situation. 'Sons of the soil', 'locals vs. outsiders' and such extreme issues are also going to be more intense.

As against the above macro reality business and industry are engaged more in poaching, hunting and soft skills training. Cosmetic soft skills training and finishing school approach will give an appearance of quality and not depth of understanding, mastery in skills or positive habits and attitudes. While a lot of time, energy and resources are being spent on vendor development and SCM for material resources, such concepts are not greatly in practice for Human Resource SCM.

If the employers still continue to believe that - the institutes meant for and reaping capitation, the small number of genuine institutions struggling to provide good education by way of charity, and the government unwilling to open up education sector to competition, are going to provide quality manpower to work for them (private profit making), it is not going to happen. Employers need to take extra steps and walk extra miles to create talent pools by developing vendors for JIT Human Resource Supply. That is, genuine educators and corporates need to work in partnership to address this serious issue. If not HR and related costs will erode the competitive advantage of Indian business and industry.

Within the organizations also, the present transactional and contractual HRM has to give way to transformational and transcendental HRM. Enticing advertisements and induced motivation by incentives and rewards may ensure a 'live in' relationship, but not a 'living' and mutually rewarding relationship. Talent development amongst local youth, partnership with genuine educators, applying the Gandhian Trusteeship model focusing on the bottom of the pyramid, mining and sculpting brilliance from there, etc. are going to be essential for competitiveness building. This calls for a new architectural design with respect to HRD – both macro and micro. If Japan could create its own manufacturing techniques, India has the wisdom and capacity to develop its own unique HRD architecture for low cost, high quality and highly performing HR. The spiritual concepts of 'Karma Yoga'- the 'Rajarshi' model of corporate governance and the Gandhian Trusteeship could be the building blocks of that architecture. The genius embedded in the genes of Indians need to be unshackled. That will be the foundation of Indian economic development – development by utilizing its abundant people power.

This view point of ours is welcome for discussion / debate. Whatever may be the outcome of such a discussion / debate, one thing is very clear that there is a dire need for a new approach to develop and nurture quality manpower with right attitudes, values and skill sets. We would like the speakers to deliberate, share their wisdom on this and suggest an India specific HRD architecture for the good of all stake holders.

Looking forward to your being with us,

Yours sincerely,

M.S. Pillai  
Founder Director, SCMLD