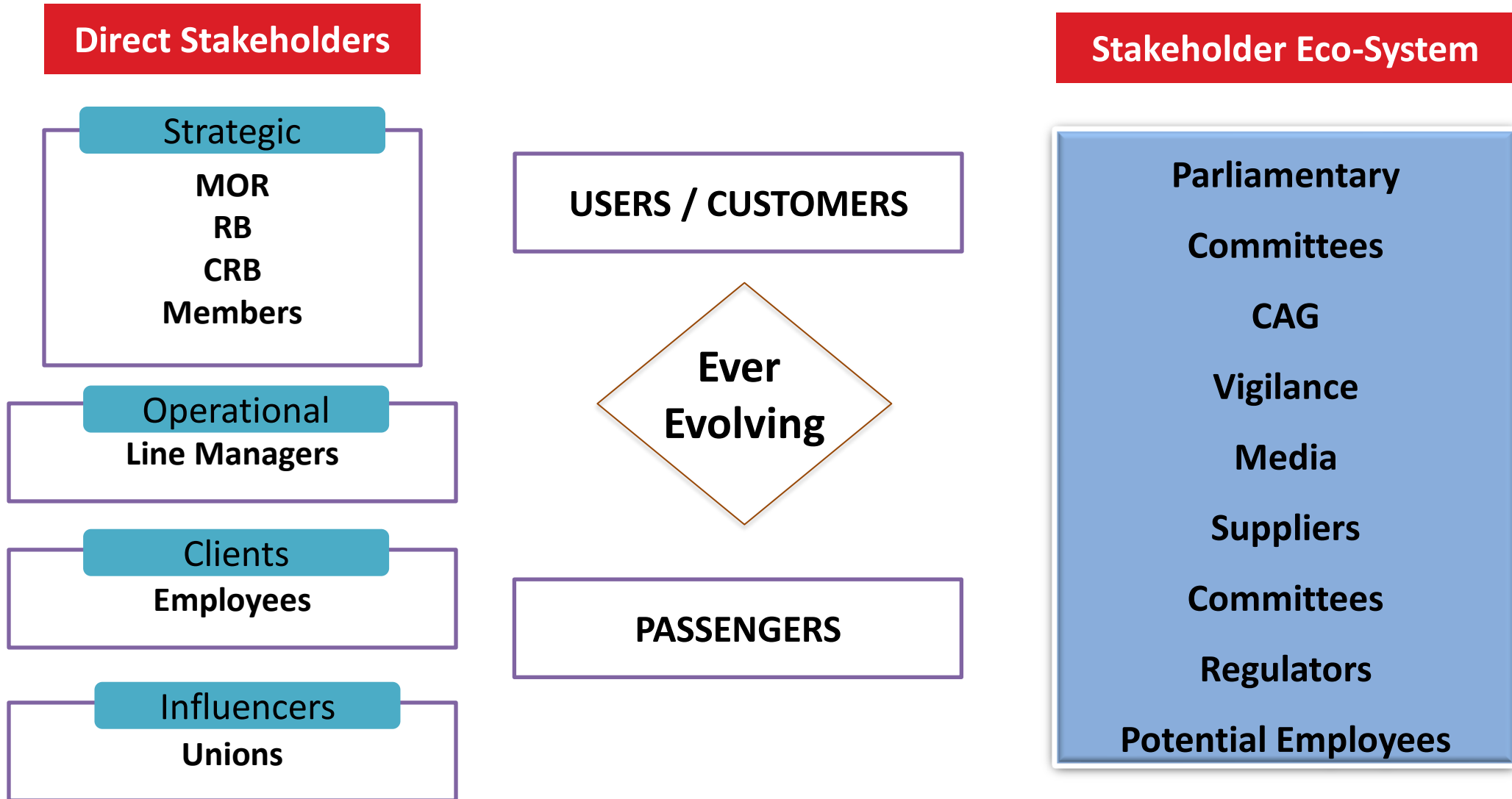


What Matters to Whom? A 360° Stakeholder Perspective

Presentation to Senior Leaders of Indian Railways

Dr. Santrupt Misra - 8TH June, 2017

Profile of Stakeholders of HR Function :



Stakeholder Expectation Mapping :

SOURCES

Business Strategy

Stakeholder Dialogue

Satisfaction Survey

Engagement Survey



Performance Reports

Audit Reports

Position Papers

Leadership Antenna

HOW TO PRIORITISE

Stakeholder Expectation Mapping :

Expectation Drivers

Leadership Change

Demonstration Effect

Socio – Economic Changes

Technological Changes

Bench Marking

Demographic Changes



Fulfilment Drives Expectations

Who Needs What ?

Strategic Stakeholders

- Strategic Orientation
- Support to Strategy
- Continuous Improvement
- Impact as Results

Operational Stakeholders

- Just in Time Resource
- Problem Solving
- Proactive Anticipation

- Consumer Grade Experience
- Active Response
- Upgrades in products/ services

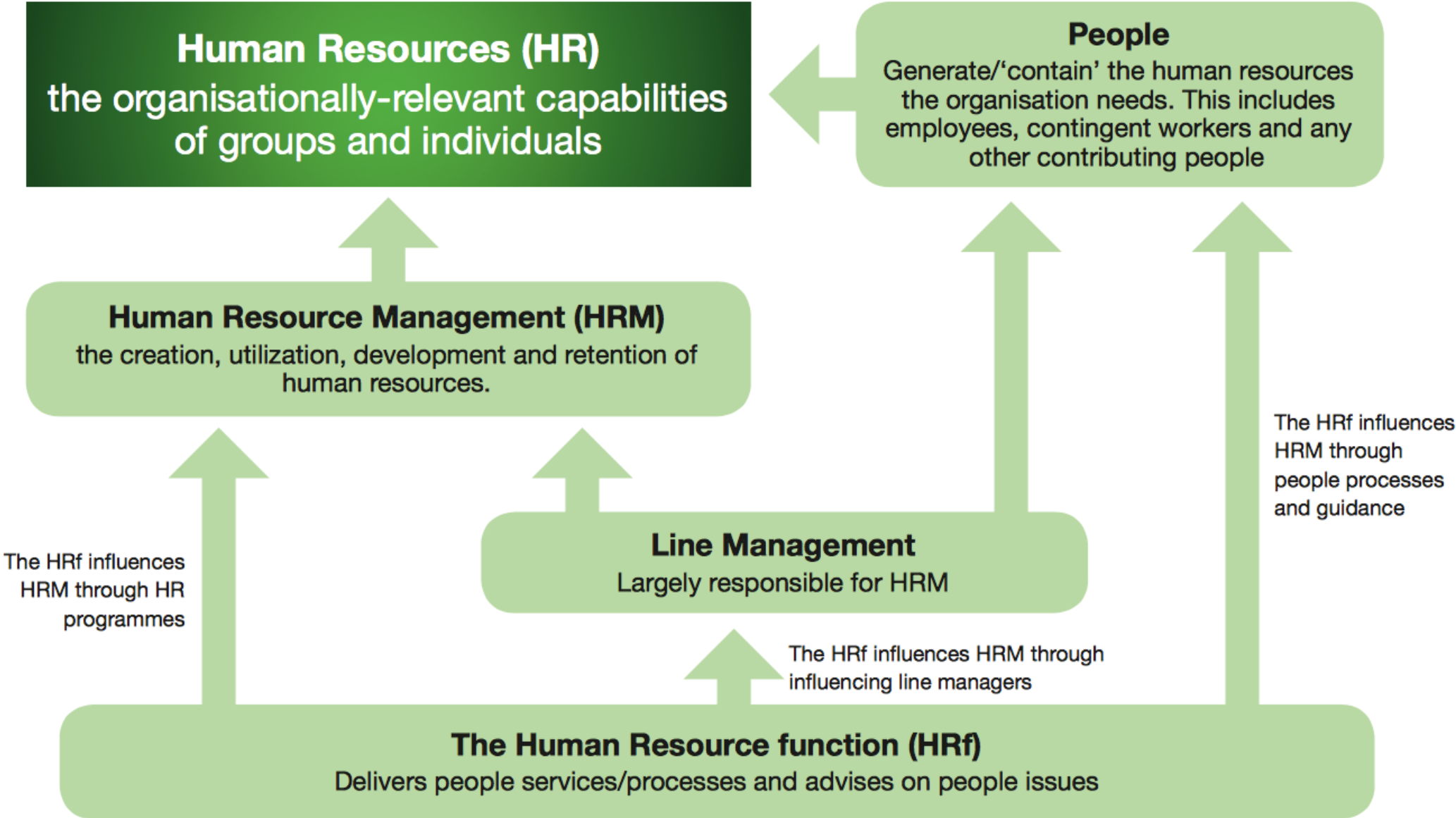
Clients

- Transparency
- Respect Authenticity
- Communication

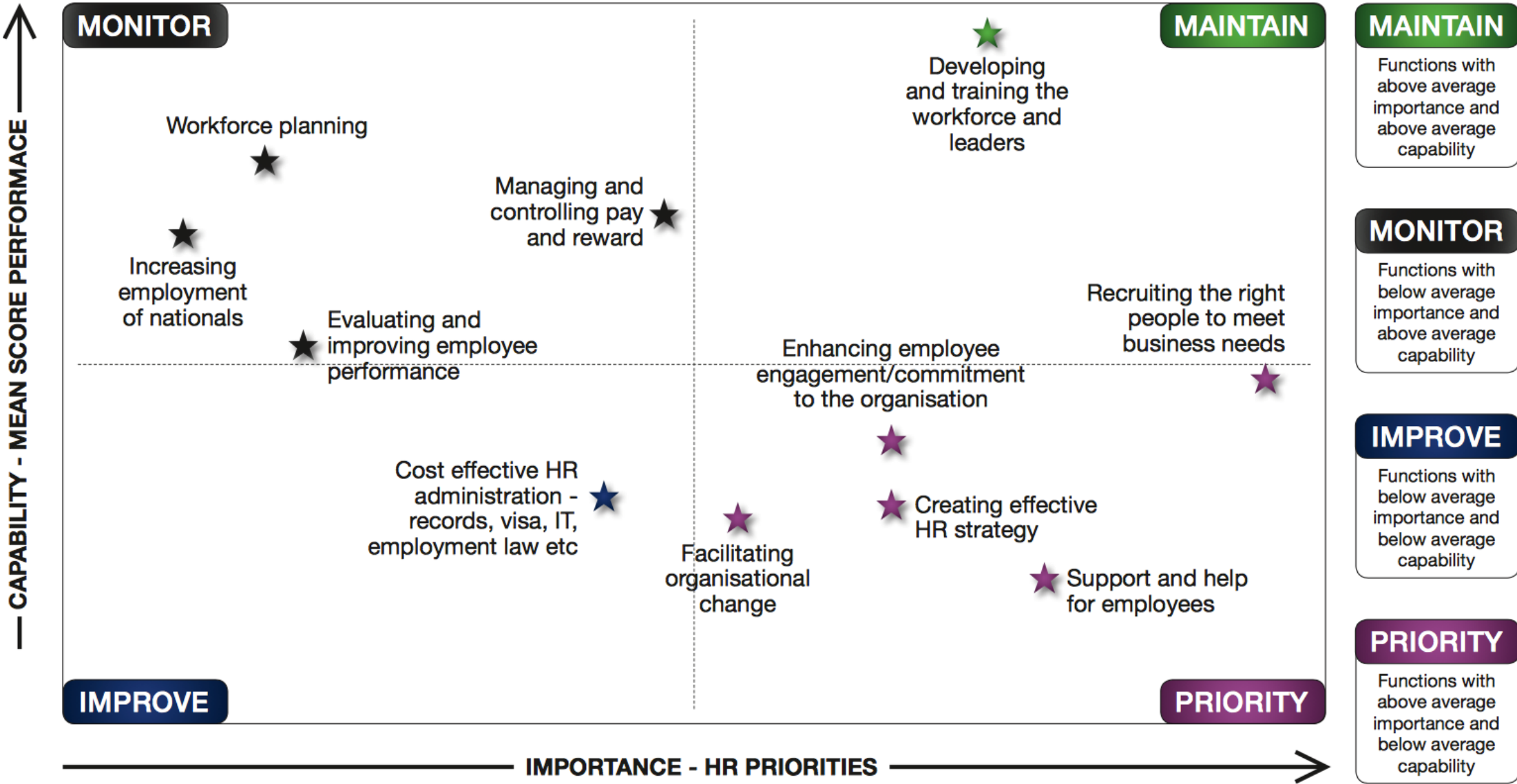
Influencers

Human Resource Function and the Organization :

The (simplified) relationship between the HRf, Line Management, HRM and Human Resources



Capability – Importance Matrix :



Why HR Fails ?

Lack of
Focus

Client/
Stakeholder
Sensitivity

Low Self -
Renewal

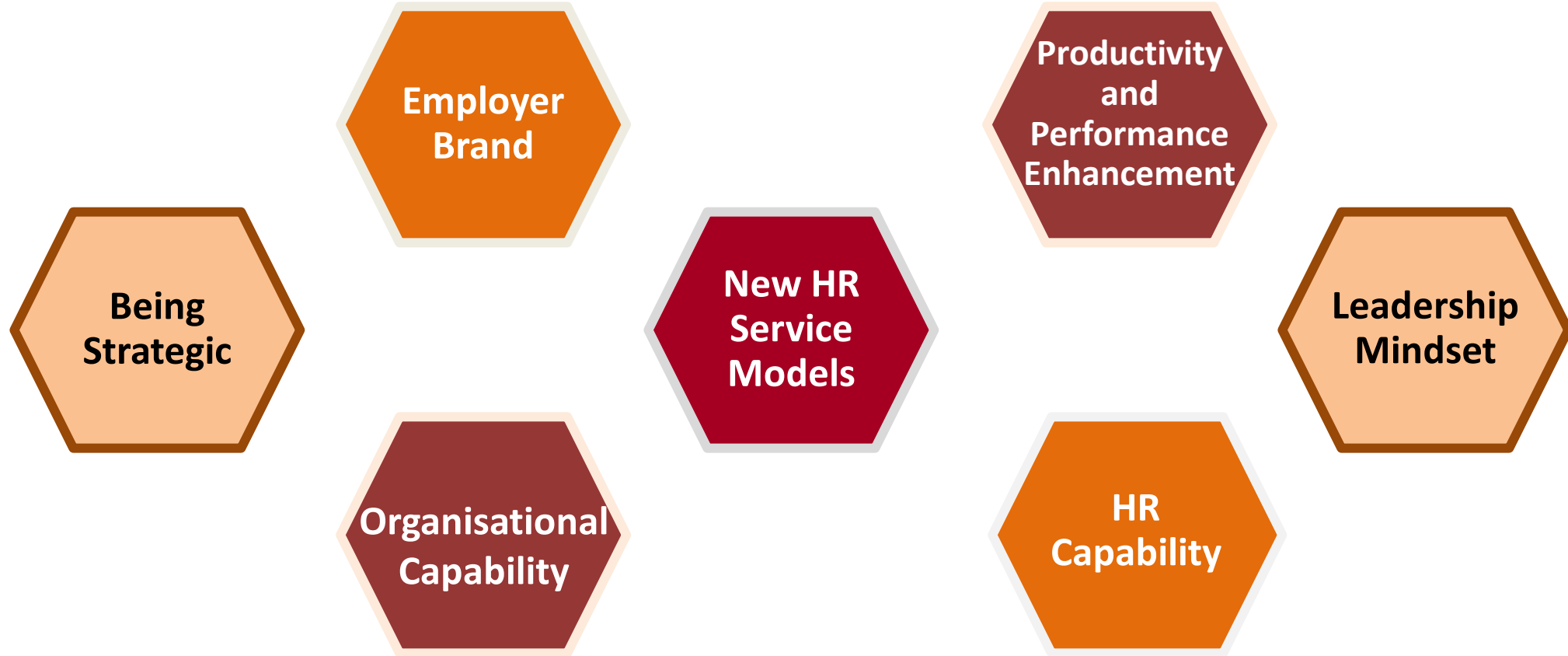
Low Self
-Esteem

Low
Capability

Low
Marketing

Low
Business
Process
Under -
standing

What to Focus on ?



“Only three things happen naturally in organizations: friction, confusion and underperformance. Everything else requires Leadership”

Peter Drucker