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:

Direct Stakeholders:
- Strategic
  - MOR
  - RB
  - CRB
  - Members
- Operational
  - Line Managers
- Clients
  - Employees
- Influencers
  - Unions

Stakeholder Eco-System:
- Parliamentary Committees
- CAG
- Vigilance
- Media
- Suppliers
- Committees
- Regulators
- Potential Employees

Ever Evolving

Users / Customers

Passengers
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?

<table>
<thead>
<tr>
<th>Strategic Stakeholders</th>
<th>Operational Stakeholders</th>
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<tbody>
<tr>
<td>- Strategic Orientation</td>
<td>- Just in Time Resource</td>
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<td>- Support to Strategy</td>
<td>- Problem Solving</td>
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<td>- Continuous Improvement</td>
<td>- Proactive Anticipation</td>
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<td>- Impact as Results</td>
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<th>Clients</th>
<th>Influencers</th>
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<td>- Consumer Grade Experience</td>
<td>- Transparency</td>
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<td>- Active Response</td>
<td>- Respect Authenticity</td>
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<td>- Upgrades in products/services</td>
<td>- Communication</td>
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Human Resource Function and the Organization:

Human Resources (HR): the organisationally-relevant capabilities of groups and individuals.

Human Resource Management (HRM): the creation, utilization, development and retention of human resources.

Line Management: Largely responsible for HRM.

People: Generate/contain the human resources the organisation needs. This includes employees, contingent workers and any other contributing people.

The Human Resource function (HRf): Delivers people services/processes and advises on people issues.
Capability – Importance Matrix:

- **Monitor**: Functions with above average importance and above average capability.
  - Developing and training the workforce and leaders
  - Recruiting the right people to meet business needs

- **Maintain**: Functions with above average importance and below average capability.
  - Enhancing employee engagement/commitment to the organisation
  - Support and help for employees

- **Improve**: Functions with below average importance and above average capability.
  - Cost effective HR administration - records, visa, IT, employment law etc
  - Creating effective HR strategy

- **Priority**: Functions with above average importance and below average capability.
  - Workforce planning
  - Managing and controlling pay and reward
  - Increasing employment of nationals
  - Evaluating and improving employee performance
  - Facilitating organisational change
Why HR Fails?

- Lack of Focus
- Client/Stakeholder Sensitivity
- Low Self-Renewal
- Low Self-Esteem
- Low Capability
- Low Marketing
- Low Business Process Understanding
What to Focus on?

- Being Strategic
- Employer Brand
- Organisational Capability
- New HR Service Models
- Productivity and Performance Enhancement
- Leadership Mindset
- HR Capability

Being Strategic

Employer Brand

Organisational Capability

New HR Service Models

Productivity and Performance Enhancement

Leadership Mindset

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

Peter Drucker