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# EXPECT THE UNEXPECTED

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**B**elieving that the ‘workforce of tomorrow’ will be highly skilled, knowledgeable about the industry in which they are operating, demanding – information and fair play, as well as competitive compensation and work environment, Mr. K R Ravi feels, that they are going to be a group who are technically qualified, with fire in their bellies. This unique workforce would have a constant urge to upgrade their skills and qualifications and would be upwardly mobile.

Looking after the Corporate HR function at Hindustan Motors, Mr Ravi is a seasoned HR professional, with a rich experience of 28 years. After a MA degree in Public Administration and Social Work, he started out as a Personnel Manager. Having worked at PSEG Global, Reckitt Benckiser and ITC, he joined the CK Birla Group Company in 2005.

Talking about the initiatives taken to prepare for the workforce of tomorrow, Mr Ravi says, “We have planned a local community focused approach and trained about 100 to 150 strong contingent of qualified futuristic workers for deployment in dealer establishments at our plant. We have also been imparting relevant technical training, using our Learning Centre. These employees have been imparted special training in world class manufacturing, improving quality and in becoming competitive in the industry.”

However, he feels and foresees attrition and the amount of dislocation that it is likely to cause, as a major challenge, while working on and building up the futuristic workforce. To accommodate and prepare for the future workers, he strongly recommends that the HR function itself undergoes a few changes and adjustments. “The workforce is bound to become restless over a period of

## CREATING TOMORROW’S WORKFORCE

### DO’S

- Treat the workforce as equals.
- Expect breakthrough thinking from them.
- Encourage them to use their brain power.
- Be sympathetic to their emotional needs.
- Expect them to do the unexpected.

### DON’Ts

- Stereotype them.
- Micromanage.
- Discourage their seeking more information about the industry/organisation.
- Block their creativity and the spirit of innovation.

time and therefore HR should provide opportunities for growth from within. It needs to create a competitive working environment, comparable to BPOs and IT organisations, where their peers could be working and could come up as a comparison,” he asserts. Also, the workforce would be highly energetic and thus, their energies need to be channelised properly by providing opportunities to demonstrate their skills in sports and cultural activities.

Not forgetting that the HR managers need to build a better connect with the expectations of the workforce and the requirements of the companies, he maintains that the futuristic organisation will integrate the employees, cutting across barriers by developing corporate websites specific to the company. “These websites would provide opportunities for direct interaction with the CEOs, publish articles of interest, share success stories, enable knowledge sharing and sharing of best practices, as well as information on travel, difficulties, experiences etc.,” he concludes. 