

In conversation with
Mr. Harsh Bhosale | Chief People Officer, Nayara Energy
SIMSR Alum Batch 1984-86



1. **You have worked across functions and countries. What is one interesting common observation that you have made about people?**
 - A. The most interesting observation is that whichever country you work in, the human tendency of 'Yeh dil maange more' is the same everywhere, just the manifestation and form of expression varies. I have learnt that it is necessary to be culturally sensitive to the particular geography you are working in. IQ & EQ are important but one shouldn't neglect CQ (Cultural Quotient). High CQ is necessary to exist and thrive across functions and countries.

2. **Do you feel that technology innovation in the recent years has had an impact on how organizations perceive Human Resources?**
 - A. It is difficult to comment on the future but I believe that currently, technology is not capable of tapping the brilliance and variety of talent that exists in the world. How machines will be able to become as intuitive as human beings is also an unanswered question.

3. **How have you observed HR policies to vary across the organizations that you have worked for?**
 - A. HR policies are primarily the means to achieve the company objectives. Stakeholder's satisfaction is the goal of all the policies which are introduced in an organization. The game changes as we move across organizations and domains, the rules will change but the spirit of the game, which is to win, remains constant.

4. **You are passionate about teaching. What insights has teaching given you that has helped you in your role as a Chief People Officer?**
 - A. Teaching sharpens my knowledge. Before teaching any concept to my students, I need to know about its inception, all the related exponents and current applications. It gives me an opportunity to learn and re-learn. Sharing my knowledge and experience gives me immense joy and satisfaction of creating an impact. Admitting you don't know something is appreciated and respected by the students.

5. **What has been your most cherished achievement till date?**
 - A. On the personal front, having close and meaningful relationships with my family and friends is something I cherish. On the business front, making an impact on the businesses, not by force or imposition but by partnering with the business & driving towards achieving a common organizational goal has been my most cherished achievement.

6. What trends will shape Human Resource departments over the next five years?

A. Unlike the traditional times, the new generation expects their managers to approach them for solutions and treat them as equals. The systems, processes and automations will have to be aligned with the new generation. The workforce in the mid management will have to adapt to the changing trends in the culture and industry. Once the cultural intelligence and business chemistry in the organization is aligned, things will fall in place.

7. How do you deal with failure when you encounter them in your career?

A. Neither success nor failures should stop you from moving on. The focus should always be on the present and the future. Success and failure are like the rear view mirror in the car, your focus should be on the windshield and the rear view mirror should be used only when required.

8. If you have to relive your days at SIMSR, how differently would you like to live them?

A. I would relive those days exactly the way I did. It was a free and an open environment back then. The campus was filled with greenery with only the K J Somaiya College of Arts, Commerce & Science and K J Somaiya College of Engineering buildings. We had a small batch of 47 students which is closely knit till date.

9. What are some of the significant learning you had in your two years at SIMSR?

A. It was the understanding of the basic purpose of the subjects and their existence. Management school taught me to envisage that purpose. Understanding Management Accounting & Operations Research was difficult for me as I was an Arts student. However understanding the application of these subjects in daily life made the study stress-free and rewarding. For example, if you can teach Maslow's theory to your grandmother and make her understand how she applies it in her daily life, then you have got hold of the concept.

10. What would be your advice for the students/young alumni who are starting their careers?

A. Learning is best done through experience and application of theory learnt in your day to day lives professionally as well as personally. For example, from the HR perspective the concept of Balance Sheet could be applied while accessing a person's ability to manage. Similarly, if you are into Production Management, you should be able to use the techniques of optimization in getting the best possible outputs from the given inputs. Can you use PERT CPM in managing an event like marriage or party? Find "What's in it for me?" and "How am I going to use it?" whilst you are learning and you will automatically start excelling in your career.

RAPID FIRE QUESTIONS:

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| a) Role model: Rahul Dravid & my wife Smita | e) Favourite hangout spot in SIMSR: Canteen |
| b) Success mantra: Never give up | f) Favourite holiday destination: Europe & Matheran |
| c) Quote you always go by: Karmanye Vadhikaraste | g) Books/Movies: Book – Individualized Corporation Movies – All Bond movies |
| d) Your goal in life: Add value to both self and others | h) Favourite cuisine: Maharashtrian & Kolhapuri |

Interviewed & drafted by:

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