

An Interview with Executive Vice President - HR & Gen.Admn. Kirloskar Ferrous Industries Limited

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*Interviewed by Dr. Kempegowda B.K.,
Senior HR Business Partner
GE Healthcare*



Mr. P. Narayana, is a strong HR & IR leader having more than 34 years of rich experience in manufacturing sectors, managing HR, IR, EHS & Community development activities with key focus on topline profitability and optimal utilization of resources and hand on experience in implementation of HR policies and systems. He is currently working as Executive Vice President – HR & Gen.Admn. in Kirloskar Ferrous Industries Limited, Koppal. Prior to joining Kirloskar Group, he worked with Bellary Steels & Alloys Limited, Kirloskar Ferrous Industries Limited, Grasim

Industries Limited and JSW Steels Limited in various capacities of HR, IR and Community Development.

Mr. Narayana is a Commerce Graduate and PG Diploma in Human Resource Management, IR and Law Graduate.

He is the Life member of NIPM, STD and NHRD, Member of Kannada SahityaParishat, Rotary Club, Past Chairman of NIPM North Karnataka Chapter, Member – Industry Advisory Board, Ballari Institute of Technology & Management, Ballari and Joint Secretary of Koppal Industries Association. Also Chairman, Center of Excellence, Govt. ITI, Hanumasagar, Kustagi Taluk, Koppal Dist.

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1 What are you passionate about ?

I believe the mahamantra “KNOWING IS NOT DOING, DOING IS DOING” ! I have passionate by Dale Carnegie and Swami Chinmayanandaji's thinking's. It changes in attitude, makes people develop success conducive positive attitude. It also inspires people to motivate themselves and imparts them the skill to motivate others. It is better and effective to water to the roots instead of watering the leaves. The human behavior, speech and action have its origin in the thoughts and past impressions. It makes people DO and NOT merely KNOWS. It converts Proficiency into Efficiency, Capability into Results. These are very practical sessions, which ensure that the participants sharpen their attitudinal skills.

2 What makes HR unique ?

HR with Business : Business with HR

To meet the increased expectations of their organizations, HR professionals must begin to act professionally. They must focus more on the deliverables of their work and less on just getting their work done. They must articulate their role in terms of the value they create. They must create mechanisms so that business results quickly follow. They must measure their effectiveness in terms of business competitiveness rather than employee comfort and lead cultural transformation rather than consolidate, reengineer, or downsize in order to turn a company around.

3 How do you deal with pressure?

Do not carry baggage; learn to ease out in life. I keep reminding myself that today is always better than yesterday because you still have it with you. I may get exhausted or discouraged, but the positive hopes within me find that extra little well of determination and strength to keep going.

4 What is more important Experience or Behaviour ?

Definitely Behaviour. The right behavior can help you get the rich experience. In the selection process, I give first priority to behaviour and next to experience and academics.

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What is the future of HR ?

The future of HR will be –

- Using big data and people analytics to make strategic decisions for global competition to ensure HR success.
- Moving from General HR strategies to Individual – based strategies / capabilities.
- Time based salary revisions to result-based salary revisions.
- Service provider to Solution provider.
- PMS linked to Band system.
- Focusing on culture fit rather than technical fit.

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What is the art of becoming a Human Resources Director?

- Understand the business of the organization as owner.
- Understand and deliver what the Board of Directors expects from HR regarding AOP /LRP and business goals.
- Build the team and develop.
- Have strong USPs.
- Reach colleagues and develop healthy rapport / connectivity.
- Think globally and act locally and strategically.
- Be a strategic leader than only an activity leader.

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How will you identify the problems in your team ?

Some indicators that are clear to me are low productivity, attrition, decline in engagement levels and less collaboration. My belief is to get into positive approach with any team. Having regular 1:1 discussions, personal connect and keep giving feedback at the right time by hard pressing which have helped me to deliver the results.

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What are your tips for young rural background HR professionals looking for suitable jobs in HR ?

To inculcate the 3`S' method:

Scale - We have to measure what we need to do

Skill- Exhibit to excel the work

Sell - Exhibit the delivery performance.

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Your secret of success.....

- Empathy and care towards human being which builds team work
- Task master and deliver the results
- Expect less and deliver more. Remember that only your results will become your success mantras.

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Your significant achievements ...

- Executed 10 long-term win-win settlements with the Union.
- LTS settled in 48 hours in July 2022
- Management of COVID-19 pandemic by effective implementation of preventive measures, 100% plant operation ensured.
- Played a key role in formation of "Koppal Industries Association" and initiated a project of establishing "Coving Care Centre" at Koppal.
- Implementation of Group Term Life Insurance policy at various Companies
- Hired people from various parts of the country and developed them to take up critical positions in the Company.
- **Won / contributed / Instrumental for many awards:**
 - CII – EXIM Bank Award for Business Excellence
 - CII – National HR Excellence Significant Achievement Award 2019
 - NIPM – HR Best Practices Award 2019
 - ET-Now World CSR Awards (Hat-trick - 2018, 2019 & 2020)
 - Top Organization with Innovative HR Practices Award from Asia Pacific HRM Congress- 2019
 - Our State, Our Organization Award 2018 – for Implementation of Kannada in industries
 - UtthamaSurakshaPuraskara" Award-2017&2019 from National Safety Council
 - UnnathaSurakshaPuraskara" Award – 2021from National Safety Council
 - CII –Prize for Leadership in HR Excellence 2021-22
 - Greentech Environment Award - 2022
 - "Best HR Professional of the year award" – 4th State Level HR Professionals Kannada Conference 2020
 - Great Managers Award 2021– from People Business

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Do you advise HR Professionals to aspire to the legal profession ? If yes, any tips in this regard:

I certainly advise HR Professionals (particularly those who have the inclination to IR/Administration) to aspire into the legal profession.

The expertise that HR professionals acquire in handling day-to-day IR / Administration would be very handy in developing the right approach to address a legal challenge whether it pertaining to industrial law or otherwise. However, I see many of our colleagues suffer from fear of failure and hence, they restrain themselves from venturing into the legal profession. My tips to them are to have self-confidence, think big, realize their potentiality, undertake Law Degree course, ontime classes, Legal update on labour laws, attending workshops and training classes.

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Can you name one leader who has inspired you the most ?

In early days, Professor B. Seshadri, development economist who had mentored me with useful tips and suggestions.

I have also inspired by Mr. R.V. Gumaste, MD of Kirloskar Ferrous Industries Limited. He is a turnaround maestro who has been instrumental in effecting change, implementing systems and quality improvement in the Company. His dedicated efforts have resulted in more than 100 times improvement in the company's share value during past two decades. He is a visionary leader, demonstrates effective leadership skills and adopts a combination of multiple leadership styles. He believes in teamwork, he knows the team capabilities, involves, empowers and relies on team to be creative and come up with unique solutions.



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“ನಿರುತ ಪಬ್ಲಿಕೇಷನ್ಸ್” ವತಿಯಿಂದ ಪ್ರಕಟಿಸಲಾಗುತ್ತಿರುವ “LEADERS TALK” ಸಂದರ್ಶನಗಳನ್ನು ಪುಸ್ತಕದ ರೂಪದಲ್ಲಿ ಹೊರತಂದು, ಈ ಪುಸ್ತಕವನ್ನು ಆರನೇ ರಾಜ್ಯಮಟ್ಟದ ಮಾನವ ಸಂಪನ್ಮೂಲ ವೃತ್ತಿನಿರತರ ಕನ್ನಡ ಸಮ್ಮೇಳನದಲ್ಲಿ ಬಿಡುಗಡೆಗೊಳಿಸಲಾಗುವುದು.

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6ನೇ ರಾಜ್ಯಮಟ್ಟದ

ಮಾನವ ಸಂಪನ್ಮೂಲ ವೃತ್ತಿನಿರತರ

ಕನ್ನಡ ಸಮ್ಮೇಳನ 2022



ಸಮ್ಮೇಳನದ ವಿಷಯ:

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ದಿನಾಂಕ: 12^{ನೇ} ನವೆಂಬರ್, 2022 (ಶನಿವಾರ).

ಸಮಯ: ಬೆಳಿಗ್ಗೆ 09.30 ರಿಂದ

ಸಂಜೆ 05.30 ರವರೆಗೆ.

ಸ್ಥಳ:

ಡಿ ಜಾನ್ಸಲಿ ಪೆವಿಲಿಯನ್

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