



Naresh Jhangiani, Global Head – HR, Satyam BPO

Need to Remain Agile and Nimble

The necessity for speed should be accompanied by robust yet agile methods to ensure accountability on key leadership roles

ACCORDING to Mr. Naresh Jhangiani, Global Head–HR at Satyam BPO, the current global business environment is awash with frequent sweeping changes and intermittent short term volatility. This requires corporations to have an inherent need to be nimble and more agile than ever before to mitigate growth risks in this ever changing world.

The key to corporate governance in today's context, as per Mr. Jhangiani, lies in creating a framework that enables speed and agility for the corporation and its various stakeholders. The necessity for speed should be accompanied by robust yet agile methods to ensure accountability on key leadership roles, alongwith strategies and decisions in order to retain and foster stakeholder confidence.

Mr. Jhangiani says that agile executive decisions always stand the risk of bordering speculation in response and anticipation to any changes in the business environment. Traditional processes of corporate governance may fail many a times to cope up with such challenges consistently and fall prey to some speculative leaders who lack the integrity and values associated with good leadership during troubled times like now.

The traditional forms of internal control frameworks still hold good in today's troubling times and they only need to be enabled for better performance with modern technology and decision support systems. It is important to track the frameworks on a regular basis to ensure visibility for the boardroom and at the same time ensure that ample empowerment

is provided to the leader. The adoption of such frameworks varies by great degrees across the board and across varied industries. Such a situation makes audit, analysis and regular governance and statutory reporting of such frameworks all the more important.

On asking Mr. Jhangiani to comment on the recent collapse of the American financial majors and the impact this development has had on other global firms, and more specifically their Board of Directors, he said, "I see the American financial meltdown as not the failure of governance frameworks but rather a failure of executive and statutory oversight. Boards should expect and anticipate such failure of statutory oversight and enforce regular and effective reviews of crucial executive decisions. The Boards need to be more agile and active than ever before in these troubled times to ensure continued stakeholder confidence." He further went on to emphasise that one of the biggest challenges today is to ensure the percolation of compliance measures across all employees of the organisation. Satyam BPO, for example, has come up with a set of 'custom measures' to help ensure adherence to the corporate governance model. These measures and regulations are tracked on a monthly basis and adherence is checked through the custom trackers.

Mr. Jhangiani also believes that perhaps the practice of penalising those who try to get around the corporate

governance model will act as a deterrent to others. Therefore, it is essential that organisations should try to internally strengthen their corporate governance model to ensure that the loopholes are plugged.

Giving his views on a survey carried out by Hewitt Associates in 2008 which reflected the ratio between the pay packets of top management and entry level white-collared employees to be averaging around 19 times in India, Mr. Jhangiani said that this is perhaps a result of the high growth shown by organisations, reflected in the growth of the people who work towards achieving the same. The high growth rate shown by India Inc. in the last two decades has created a huge demand for able leaders to help sustain the high growth. The competitiveness in India Inc. ensures a high risk, high growth situation which in turn results in high development and high rewards for those who work towards ensuring the same across the organisation.

This growing competition has certainly been a boost to growth of organisations and its employees, but at the same time, one should remember that business growth is synonymous with change. And in business, this change may not always be favourable. The current economic crisis is also a change which needs to be addressed and accepted. For employees to be able to counter this crisis and come out of it successfully, employees must be ready to move with the change. **HR**

AGILE EXECUTIVE DECISIONS
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