

LET'S TALK TALENT

Volume 15



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15th
Edition



LET'S TALK TALENT - A CONNECTIONS INITIATIVE

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INDRANI CHAKRABORTY

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She is a futurist, and she enjoys thinking about how company and employment will develop in the future. She coaches and advises business leaders on growth, procedures, the frequency of reviews, and the digitalization and professionalization of systems as an HR & Business Consultant to several small and medium-sized businesses and early-stage startups throughout Asia, the USA, and Africa. With twenty years of experience in retail and modern trade, financial services, and healthcare, she has held the position of HR Leader/CHRO. She helps companies with their product development roadmaps in the HRTech and HealthTech sectors by fusing my two decades of HR experience with my love of technology.

INDRANI CHAKRABORTY

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How to reclaim Women's day #unpopular opinion!



From Women's Day to Davos, it's become a global circuit of power networking and rhetoric. More glitz and marketing spend than global impact?

Women's Day, which started as a commemoration of the suffragette movement that led to women being eligible to

vote has been hijacked by corporations and brands eager to capitalize on the gender equality movement's momentum. What began as a call for action has become a shallow display of tokenism, where many companies offer lip service to women's empowerment while perpetuating systemic inequalities behind closed doors. Meanwhile, the gender pay gap persists, women attrite disproportionately to men, and women's voices are still sidelined in decision-making processes or at worse silenced, typecast, and labeled.

Similarly, Davos has transformed into a playground for the global elite, where the world's wealthiest and most powerful individuals gather under the guise of addressing pressing global challenges. Yet, year after year, the discussions at Davos yield little more than empty promises

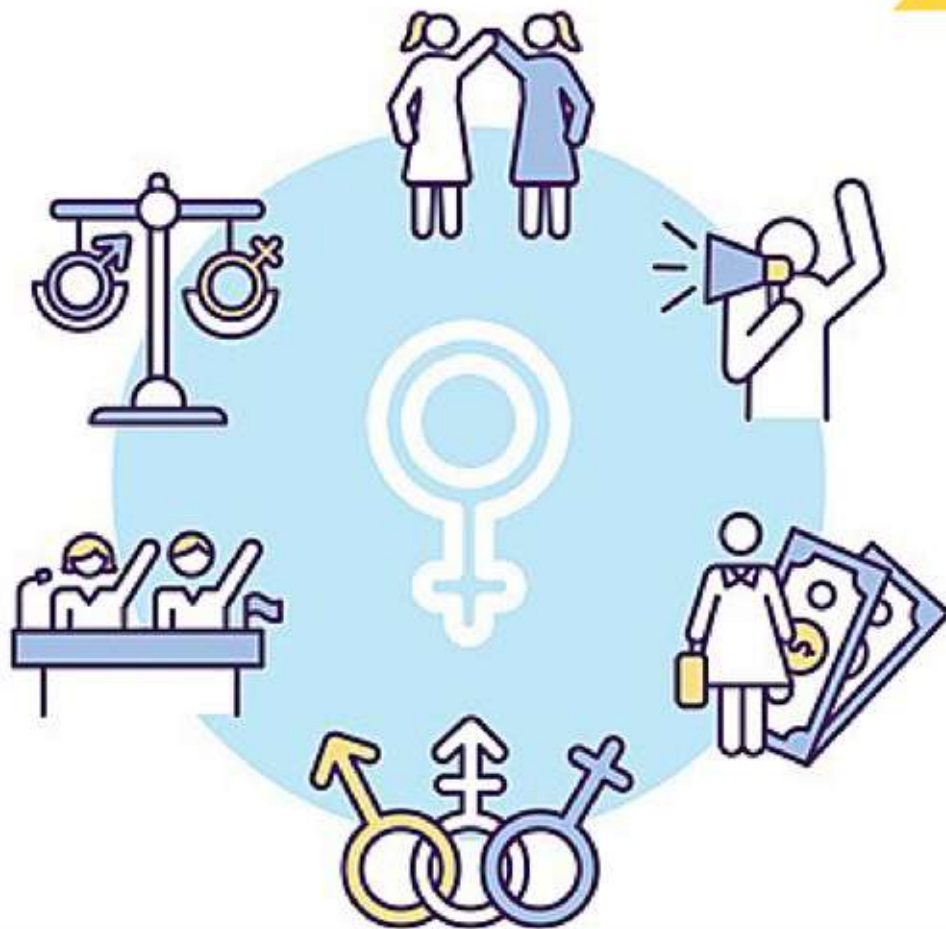


and superficial solutions around peace, development, and climate change, while defense budgets increase the world over and the planet is ravaged by genocide and war, killing millions.

As I await the onslaught of Women's Day wishes later this week, here are 6 things organizations can do to reclaim the true spirit of Women's Day and turn it into a day of reckoning:

1. Do not reduce women's day to a day of patronizing gifts from business leaders (most like-dressed in pink) to women employees only. (The Women's Day theme color is purple by the way)

2. Be bold and publish the company's annual inclusion progress report card, acknowledge the journey (both hits & misses), and commit to publicly stated goals for the next year. At a minimum, metrics should be around hiring, attrition, career moves, adoption of policies, and fair pay. This demonstrates company intent.
3. Use the day to announce employee benefits towards flexible workplaces, leaves, and hybrid work, for both Men and Women. The workplace needs to be a sustainable place for both men and women.
4. Be vigilant on microaggressions that take place all the time and use specific instances to sensitize leaders.
5. Celebrate the first step that brave and open business heads /department heads/ geography leaders may have taken to ensure diversity and inclusion in their teams.
6. Extend the gender equality mission to suppliers' and vendors' ecosystems – and watch the magic that unfolds when you make it a commercial necessity. (In India, BRSR makes many things applicable to vendors too)



Its okay for the organization to not celebrate Women's Day if DEI is not on the CEO and Board's agenda. And if FOMO hits you badly, just celebrate it as a Fun Friday for all and avoid Tokenisms.



RICHA SACHDEVA CHATTERJEE

**President and CHRO
India Infoline Finance Limited**

Goal-oriented CHRO and coach renowned for significant organizational changes, building high-achieving teams and striking a balance between the changing demands of employers and employees that results in long-term value generation for businesses. Having worked in leadership and human resources for almost 20 years, she has a strong enthusiasm for helping individuals and organizations reach their greatest potential. As the President and CHRO at India Infoline Finance, she oversees the entire HR function for a leading non-banking financial company with over 35,000+ employees across India.

RICHA SACHDEVA CHATTERJEE

President and CHRO
India Infoline Finance Limited



Embracing Humane Leadership



As we stand on the precipice of an increasingly disrupted world, the role that leadership plays are evolving at an unprecedented pace. With technological advancements, economic uncertainties, and global challenges, the future hinges on one critical factor: humane leadership.

In this disrupted landscape, leaders must embrace their innate humanity to navigate complexities and inspire meaningful change. It's no longer enough to rely solely on technical expertise or strategic acumen. Traditional notions of leadership based on authority and hierarchy are being redefined and giving way to leadership centered on empathy, compassion, and authenticity which enables leaders to connect with their teams on a deeper level.

Being human is a powerful leadership skill. It starts with authenticity which in turn fosters trust, transparency, and resilience, enabling leaders to build strong, cohesive teams capable of weathering any storm. Empathy allows leaders to understand and address the diverse needs and aspirations of their employees, fostering a culture of inclusion and belonging. Practicing human-centred leadership can not only aid in navigating the challenges ahead but also create a brighter, more equitable future for all.

At its core, humane leadership is about recognizing and valuing the humanity of every individual within an organization. Organisations are interconnected webs of individuals who come together to create value towards a shared purpose. As Desmond Tutu said, "My humanity is bound up in yours, for we can only be human together." This outlook views employees as valuable contributors with unique perspectives, experiences, and aspirations. The onus on the organisation and its leaders is to create a culture where employees feel valued, respected, and empowered to reach their full potential.



Leaders who genuinely care about their team members' well-being foster a sense of belonging and psychological safety. They take the time to understand the unique challenges and pressures facing their employees and offer support and encouragement when needed. This human-centric approach not only enhances employee morale and engagement but also fosters stronger relationships and collaboration within the team.



Furthermore, humane leadership extends beyond the confines of the workplace. Leaders who prioritize social responsibility and community engagement demonstrate a commitment to making a positive impact beyond organizational boundaries. By supporting charitable initiatives and volunteering opportunities, promoting diversity and inclusion, and advocating for environmental sustainability, humane leaders contribute to building a better world for future generations.

As we embark on this journey of transformation, let us remember that true leadership is not found in titles or positions, but in the ability to uplift and empower others. As we navigate the challenges and opportunities of the future, let us strive to lead with humanity and make a meaningful difference in the lives of those we lead.





ANNE WILLIAMS DIAS

Coach | Mentor | HR strategist

She is a renowned and results-oriented professional with over decades of expertise in revolutionary leadership. An experienced HR specialist, she has negotiated the complexities of many organizational environments. Her area of expertise is enabling people to realize their full potential and succeed beyond expectations. Leading strategic initiatives on Diversity & Inclusion HR Digital Transformation, Vision-Mission-Values campaign, Organisation development, and succession planning are just a few of the accomplishments she left behind. Her dynamic blend of strategic foresight, adaptability, and acute grasp of the human element inside businesses characterises her leadership approach.

ANNE WILLIAMS DIAS

Coach | Mentor | HR strategist

Inspiring Inclusion



This year the International Women's Day theme is "Inspiring Inclusion".

When we think of the words gender inclusion, we think of feminism. Well, yes, that is where it started in India with the formation of the first school for women by Savitribai Phule in 1848. Over the years many individuals have been involved socially & politically in the advancement of women.



In 2015 a notification by forest officials excluded women from making the two-day hike at pilgrim Agastya Mala in the district of Kerela. In 2018 a high court ruling removed the prohibition. The first woman to reach the peak in 2019, was Dhanya Sanal. The petition for the trekking rights was filed by Women Integration & Growth through Sports (WINGS).

Incidentally, the first Indian woman to climb Mount Everest was Bachendri Pal and that was in 1984. Bachendri Pal was selected as part of a 17-member team, of which 11 were men. She was the only women in the group who eventually reached the summit.

I started working when I was a little over 17. I had to move to Delhi from a small town. My mother made this decision, and I remember thinking she didn't love me anymore. Some years later I was told to move back home to settle down, but I had begun enjoying work. It was then my father, who usually did not engage in matters for the kids, decided to let me continue to work. And I haven't looked back, as I navigated my journey in the corporate world to a CXO level!!

When I was debating moving out of corporate to set up my own business, it was my husband who gave me the comfort of saying, I should do what satisfied me, even if it meant sacrificing financials.

You must wonder about the relevance of these incidents!

What would have happened if the WINGS hadn't petitioned?
What if Bachendri Pal's team leader had decided that



women wouldn't be able to make the treacherous trip up Everest? I don't think I would have been the resilient courageous woman I am today had my parents not decided for me.

These are examples where women have succeeded because individuals around them recognized their potential and wanted to create an impact. How do you react when you are in a similar situation? Do you take a stand or shy away from the situation? Being an Active Ally is being bold & most of the time taking a decision that is different from everyone else. This becomes much easier if we just remember, that all women look for is being respected for the value they bring. To be treated fairly, not receiving Favors. It all starts with making the right choice. So next time you have to make a decision be an Active Ally and Inspire Inclusion by sponsoring "Why not we promote a woman" Vs justifying "why we should not promote a woman."





ANILA RAJNEESH

**Chief Human Resources Officer
Fedbank Financial Services Ltd.**

She is a Human resource expert with a versatile and entrepreneurial approach, holding 19 years of experience in developing and supporting HR objectives through innovative practises. Owns a wealth of management experience across the last ten years, including exposure to senior leadership roles.

Proactive in foreseeing issues and resolving them, and have regularly attracted and preserved a highly qualified and committed staff through establishing in place innovative yet economical employee engagement initiatives.

Value Proposition: - Bringing Balance and simplicity to entire processes and creating a competitive advantage for the business that is reflected in the bottom line.

ANILA RAJNEESH

Chief Human Resources Officer
Fedbank Financial Services Ltd.



How to Create a Great Culture

As very rightly said, “To win in the marketplace, you must first win in the workplace” and the secret to a winning workplace is TRUST, however clichéd it may sound. However, building trust takes time, effort, and investment and it does not happen overnight, but it culminates over the years combined with a true and honest intent and people-driven interventions.



I firmly believe we create our future in the present moment, so we need to be honest with our current situation and what we are willing to achieve with our organizational goals with our people. All our actions and behaviors should be influenced consistently by the right intentions which in turn help us experience a passionate organization. Such consistent behaviors over a period help us build and develop Trust. Incidentally, if you notice the word TRUST itself stands out as an acronym as follows



Transparency = Transparency builds trust by providing clarity and reducing uncertainty.

Recognition and Reward = Acknowledge and reward employees who demonstrate trustworthiness through their actions. This includes any form of recognition that reinforces desired behaviors and values

Unconditional Support = Invest in building strong relationships with your team members. Get them to know you as individuals, show genuine interest in their well-being, and offer them support in times of need. Demonstrate that you care about their professional growth and development

Sharing information & communicating clearly = Foster an environment of open communication where information is freely shared and employees feel comfortable expressing their thoughts and concerns

True to your commitments = Honor your commitments and follow through on promises, whether it's meeting deadlines, or addressing concerns.

If we emulate the above in all our acts, it will always help organizations stand strong and resilient. The power of these five elements forms the bedrock for building trust within the organization and in turn a healthier organizational culture. Nevertheless, please remember such Trust is not easy and one needs to earn it from acts of deeds whether small or big, with some definitive patterns in leadership behavior that give staff a sense of employee stability, empowerment, and strong camaraderie.

In conclusion, I would like to share a quote by Jack Welch who aptly stated, “Great cultures are built on a foundation of trust and accountability”





SANCHITA SENGUPTA

Chief Manager
Kotak Mahindra Prime Ltd

Having worked in a variety of HR-related roles for 28 years, she is a Human Resource Professional. Proficiency in the following areas is evident: campus placements, HR compliance, employee retention, employee engagement, performance management, Oracle HRMS, HR audits, internal communication, employee relations, knowledge management, HR practices and policies, and corporate services. Her best traits are result-oriented, meticulous, imaginative, and naturally charismatic. A strategic HR partner applying HR best practices to maximize employee potential and align organizational goals with a positive work environment that boosts morale among staff members by cultivating human connections at all organizational levels through consideration, respect, and trust.

SANCHITA SENGUPTA

Chief Manager
Kotak Mahindra Prime Ltd

The Variable Factor



I was chatting with a young colleague who worked with me for about three years and was about to join a multinational company.

He asked me innocently what made me stay in this organization for so long. I told him that the last seven years were different as that was the time, I had made a clear choice. The choice was to work while I take care of my mother who was in an advanced stage of Alzheimer's.



My focus was to take care of my mother like how a mother takes care of her newborn. I consciously didn't want to move to a new environment where my focus could get shifted.

The colleague very casually said 'But a mother is a variable factor.'

This guy was a product of an eminent business school and was full of promises. I am sure that he will shine wherever he goes.

However, that day on my way home I felt that my mother never treated me like a variable factor and that she had brought me up well.

The smallest unit of the society is family. This is the place where a child's values and principles are shaped, the importance of being responsible for oneself and also for others is taught, also one gets to learn about unconditional love and support for each other. If the foundation is anything but strong, what sort of responsible individuals will be churned out by the elite educational institutions? If a sharp mind considers a mother as a variable factor, what are the fixed factors in his life? What made him think so? It is time for us to look back at our roots and do some serious introspection. Today's innocent child is tomorrow's responsible adult. These bright minds need to be shaped well to become successful human beings first and then successful professionals.



SHWETA JAIN

Founder and CEO - Connections and Let's Talk Talent

Shweta is an astute recruitment professional and a business leader in the industry, boasting an impressive 20 years of experience. Her journey began at renowned firms like TimesJobs and Adecco, where she meticulously honed her recruitment expertise. In 2009, driven by an entrepreneurial spirit, Shweta embarked on a bold venture by founding Connections. Today, Connections is a journey of dreams for her vision. It is not just to her success, but to the power of remote work and the potential of ambitious women. She has a team exceeding 40 talented individuals and a clientele surpassing 50 satisfied businesses across BFSI, Captives, Healthcare, FMCG Manufacturing, Technology and start ups. Connections operates entirely remotely and is proudly an all-women company. Shweta envisions Connections as more than a recruitment firm; its a launchpad for ambitious women, a place where they can soar and make their mark on the world

SHWETA JAIN

Founder and CEO - Connections and Let's Talk Talent



The Evolving Talent Landscape



The environment of recruitment is changing dramatically. It's exhilarating and difficult to navigate this new ground as a business leader. The following are some themes that are affecting talent acquisition in this dynamic environment.

The Ascent of Technology-Driven Hiring

Gone are the days of scouring endless resumes. The sourcing and screening of candidates can now be streamlined via AI-powered solutions. Consider the scenario when you are looking for a data scientist with experience in a certain machine learning algorithm. Artificial intelligence (AI) can find suitable candidates for you rapidly from a large pool, saving you time and money. That represents sourcing's future!



The Remote Revolution: Building Winning Teams Anywhere

Remote work arrangements are no longer a novelty. Companies that embrace this flexibility can access a wider talent pool. However, managing remote teams effectively requires a shift in strategy. Here's where a recruitment agency with expertise in remote work best practices can be invaluable. We can help you source candidates comfortable in a remote environment and develop strategies to build a strong remote work culture as we have all women in completely remote organisations for the last 15 years!!





Data-Driven Decisions for Measurable Results

The days of intuition are over. Recruiters may make well-informed decisions about talent acquisition with the help of data analytics. For instance, a manufacturing client required to fill multiple engineering positions with particular skill sets. We discovered a skills gap by examining past recruiting data, and we suggested broadening the search parameters to include applicants with transferrable abilities from similar sectors. This expanded the pool of eligible candidates and helped our customer hire their ideal candidate.

The Candidate Experience: Beyond the Resume

Today's job seekers prioritize a positive experience throughout the recruitment process. A cumbersome application system or lack of communication can leave a bad taste and damage your employer brand. We at Connections streamline application processes, provide clear communication, and advocate for your company culture throughout the hiring journey.



Diversity & Inclusion: Building a Stronger Workforce

It is not just a social duty but also a business necessity to have diverse and inclusive workplaces. According to studies, businesses that have robust diversity and equity initiatives perform better than those that don't. By connecting you with a wider talent pool and assisting you in creating inclusive hiring processes, recruitment agencies can promote innovation and strengthen your staff.



Skills-Based Hiring: Finding the Right Fit

Degrees are no longer the sole indicator of success. Its time to move beyond traditional qualifications and focus on measurable skills and a growth mindset. Tailored assessments can help identify candidates who possess the specific skill sets you need and the drive to learn and adapt alongside your company's growth.



It is not just a social duty but also a business necessity to have diverse and inclusive workplaces. According to studies, businesses that have robust diversity and equity initiatives perform better than those that don't. By connecting you with a wider talent pool and assisting you in creating inclusive hiring processes, recruitment agencies can promote innovation and strengthen your staff.

Building a Magnetic Employer Brand: Attract Top Talent

A potent recruiting weapon is an employer with a great brand. It can be difficult to develop and communicate your company's distinctive story, though. Creating and presenting a strong employer brand that highlights your company's culture, values, and dedication to worker well-being is essential for both attracting and keeping talent. By attracting the right candidates, one can build a winning team that propels your business forward.

Building Relationships & Identifying Red Flags:

A strong relationship between a recruiter and a candidate is a two-way street. Putting up the time to learn about a candidate's professional ambitions, building transparency and confidence. After a candidate is placed, Connections stays in touch with them, giving management an important feedback loop. Early detection of any issues related to performance or culture allows us to jointly address them, guarantee a positive experience that benefits both our clients and candidates.



By being up to date on these trends, one can confidently navigate the changing talent marketplace and secure the talent required to meet company objectives.

CONGRATULATIONS!



Shamita Nandi becomes the Chief Human Resources Officer of TIL Limited

TIL Limited, a member of the Gainwell Group and a top supplier of a variety of infrastructure equipment, has named Shamita Nandi as its Chief Human Resources Officer (CHRO). She is a seasoned HR specialist with a track record of success in a variety of sectors, including financial services, manufacturing, and consulting with

expertise in OD, Diversity & Inclusion, Employee Relations, Project Management, Management, Leadership, and Recruiting, she is an exceptional HR professional. Shamita had HR leadership roles at Texmaco Rail & Engineering Limited before to joining TIL Limited. She has formerly worked with Hewlett Packard, Ernst & Young, Barclays, Mjunction Services Ltd., and The Timken Company.

She graduated from St. Xavier's College with a Bachelor of Science and is a graduate of the Xavier Institute of Social Service.

Bhavya Misra, a former Lenovo employee, is named CHRO by Godrej Capital.

Godrej Capital, a division of Godrej Industries and the parent company of Godrej Housing Finance and Godrej Finance, has named Bhavya Misra to the position of Chief Human Resources Officer (CHRO).



"We are delighted to announce that Bhavya Misra has joined Godrej Capital as our new Chief Human Resources Officer (CHRO)" the business declared upon her appointment.

"Bringing a wide range of HR domain and industry experience to the table, Bhavya is well-positioned to work with Team GC to lead the organization towards a future where everyone can reach their maximum potential. The business also said, "Welcome, Bhavya.

Bhavya Misra expressed her excitement about joining Godrej Capital, saying, "Very excited to start this ride!" An entirely new realm of education, development, and creating a fantastic environment for success! With more than 15 years of extensive expertise in HR spanning technology, FMCG, and retail, Bhavya Misra is a people leader.

She was employed with Lenovo as Director and Head of HR-India before this. She held the positions of HR Head for Lenovo India and HR Head for Asia Pacific at the Mobile Business Group (Motorola). She has previously worked with Bharti Retail and PepsiCo. Bhavya received her Bachelor of Science from St. Stephen's College in Delhi and her Master of Business Administration (MBA) in Human Resources from MDI in Gurgaon.

CONGRATULATIONS!



Ravindra Kumar G P is appointed Chief HR Officer of Air India.

Air India, a company owned by the Tata Group, names Ravindra Kumar G P as its Chief Human Resources Officer (CHRO). He will answer to Campbell Wilson, the MD and CEO of Air India, in this capacity. Ravindra who is currently with Tata Motors, will replace Suresh Dutt Tripathi who is retiring from the airline.

Commenting on his appointment, Campbell Wilson, CEO & MD of Air India, said, "We are delighted to have Ravi join the Air India team, and we look forward to his contribution to the next phase of our transformation journey." Along with greeting Ravi, Campbell Wilson said, "We also acknowledge the outstanding contribution of Suresh, who answered the call upon Air India's privatization and has played a vital role over the last two years." "We wish him well in his well-deserved and well-earned retirement," Campbell Wilson continued.

As CHRO at Tata Motors currently, Ravindra Kumar G P has previously held positions at Asian Paints India Limited and GE. He graduated from Bangalore University with a bachelor's degree and the Tata Institute of Social Sciences with a master's in human resources.

Anubha Chopra is named Chief People Officer for GreyOrange.

Anubha Chopra has been appointed Chief People Officer by GreyOrange, a warehouse robotics business that provides automated warehouse technologies. "Excited to share that I've started a new role as Chief People Officer at GreyOrange," she stated after confirming the appointment.



She continued, saying, "looking forward to working with the solvers on the next phase of growth and evolution!" Anubha has worked for about sixteen years. With expertise in both regional and global HR disciplines, such as HRBP, Talent Management, DEI, Leadership Development, Total Rewards, and HR Consulting, she is a strategic HR leader. She was previously employed by American Express as the HRBP for the India Business and Market HR Manager. She spent more than six years working for the company.

She was a Total Rewards Consultant at Mercer before. She was in charge of business development and HR consulting for the FMCG and pharmaceutical industries in the northern part of India in this role. She also oversaw the implementation of projects related to benefits and compensation, including structuring, establishment of pay ranges, reviews, and harmonisation with mergers and acquisitions. Anubha graduated from Goa Institute of Management (GIM) with a master's degree in business administration.

CONGRATULATIONS!



Vivek Jain, formerly of Kotak Mahindra Bank, joins Capri Global as CHRO

Vivek Jain has been named Chief Human Resources Officer (CHRO) by Capri Global Capital Ltd., an India-based non-banking financial organization. "I'm excited to use my skills to propel positive change at Capri as I take on the job of CHRO.

From developing an entrepreneurial culture to directing HR efforts," he continued.

"I look forward to working with talented individuals and contributing to the company's growth," he continued. I am eager for the adventure that lies ahead!

Vivek has led strategic HR initiatives globally for more than 25 years. His strengths are in commercial partnership, HR consultancy, and board advising.

He specializes in driving organizational transformation and change management and has broad expertise across start-up and established sectors and geographies, including banking, Fintech, Pharma, IT, ITES, and consulting.

Vivek worked for Kotak Mahindra Bank for the previous sixteen years, during which time he provided strategic HR inputs to the following areas of the bank's operations: corporate banking, capital markets (including retail and institutional equity), investment banking (IB), private equity (PE), private banking (PB), corporate treasury, and asset reconstruction (ARC).

Previously, he was employed at Lupin Pharmaceuticals and Genpact. He earned his Master of Business Administration from the International Management Institute and his Doctor of Philosophy, or PhD (Research Scholar), in Human Resources Development.



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