

DARE TO DRIVE THROUGH THE
GREAT RESIGNATION WAVE

SPOTLIGHT

HR CHALLENGES IN THE AGE OF
GLOBALIZATION

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FROM USA 2023

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CUSTODIANS OF WORKPLACE UNITY AND INNOVATION

In the dynamic world of business, the real game-changer is the workforce behind it. Amidst a global talent crunch exacerbated by the Great Resignation, the significance of Human Resources (HR) or Chief People Officers (CPOs) has skyrocketed. Gone are the days when HR roles were confined to mere recruitment; today, they encompass a broader spectrum - attracting top talent, onboarding, engagement, retention, professional development, and much more.

HR leaders and CPOs now command seats in the boardroom, becoming key players in sculpting corporate cultures and authoring new narratives of success. However, distinguishing an HR leader or CPO is their adeptness at understanding human psychology, maintaining a finger on the business's pulse, and harmonizing employee aspirations with organizational goals. Throughout the development of this edition, conversations with numerous CPOs and HR professionals revealed a consensus on these indispensable attributes.

In this edition of **"Best HR Leaders From USA 2023,"** TradeFlock presents an in-depth exploration of the insights, success recipes, and guiding principles from the forefront of HR leadership. Every conversation is imbued with valuable lessons, charting the path to becoming a revered and impactful people manager. Dive into this compendium of wisdom, a blueprint for navigating the evolving landscape of work with acumen and empathy. Get ready to be inspired by the architects of the future of work.



Vipin Kumar

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LIST OF BEST HR LEADERS FROM USA 2023

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Alan Winters	Chief People Officer and Deputy Chief Compliance Officer	Teleperformance
Ashley Sardjoe	VP HR	Novartis
Beth Whited	President & CHRO	Union Pacific
Christy Pambianchi	EVP & Chief People Officer	Intel
Kim Hazen	Chief People Officer	Fulcrum Therapeutics
Lisa Shuster	Chief People Officer	iHire
Michelle Setterberg	Senior Director, Human Resources	Scripps Health
Robin Leopold	EVP & Head of Human Resources	JP Morgan
Stacy Green	EVP & Chief People Officer	Sony Pictures
Tim Huval	Chief Administrative Officer & CHRO	Humana

OVERDRAFT PROTECTION?



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IS TECHNOLOGY A HOAX FOR CPOs, OR WILL IT MOULD THE TRAITS OF FUTURE CPOs?

Ever since businesses and the economy bounced back from the pandemic, technology's roots have seeped deeper. Technology has contributed vastly to all aspects of the business world, including the working culture. An exemplary example of technology's roots in changing the work culture is - the hybrid work mode.

Depending on the requisites, companies have started giving the liberty of a hybrid work culture to their employees. Even so, technology can't replace empathy and kindness towards an employee - this can only be done by people managers.

However, in today's technologically forward business environment, CPOs and technology need to exchange pleasantries and make a truce. In order to seek better work cultures, embracing technology is a sine qua non.

On average, millennials send approximately 110 texts every day. These numbers assisted the CPOs in relying on technology for communication. Gone are the days when waiting hours were long and emails were the only source of communication. With technology, not only can employees stimulate the need for human connection, but they are now just a text away!

A Harvard study reveals that 96% of managers believe the key to increasing employees' productivity is TECHNOLOGY! HR managers can attract 76% of potentially good employees with diversion and inclusion. However, 54.5% of employees believe that a lack of technology is a roadblock - career-wise.

The numbers clearly state that people's managers need to leverage technology in recent times to improve productivity and satisfactory workplace culture!

Gartner's study reveals 6.2 billion hours of worker productivity by leveraging AI



augmentation in the near future. Indeed, technology is branching out to every sector, and people's managers need to adapt to the new work cultures to retain greater productivity and boost employees' health.

Henry Kissinger once said, "The task of the leader is to get his people from where they are to where they have not been." Therefore, to adapt to face the new work culture, the future people's manager needs to: -

- ★ Posses clarity of vision
- ★ Be humble, self-aware and empathetic
- ★ Adaptable and supportive to a world with technology at its core
- ★ Effectively delegate tasks
- ★ Demonstrate empathy!

In the words of Frederick W. Smith, "A good manager is not a person who can do the work better than his men; he is a person who can get his men to do the work better than he can."

In a nutshell, it is high time for people's managers to leverage technology, not only as a tool to increase productivity but also as a medium to communicate, collaborate, and bring diversity to work cultures!

BEST HR LEADERS

From USA 2023

***Shaping the Future
of HR at Intel***

ALAN WINTERS

***Chief People Officer and
Deputy Chief Compliance Officer,
Teleperformance***



Alan Winters embodies the quintessence of strategic leadership with over 25 years of experience across diverse industries, marking him as a senior executive whose influence spans global Fortune 500 corporations. As the Chief People Officer and Deputy Chief Compliance Officer at Teleperformance Group, Winters has masterfully combined operational acumen with a deep commitment to fostering a culture centered on people, process, and innovation.

Winters' journey through the echelons of corporate leadership has seen him turn challenges into opportunities, transforming underperforming operations into best-in-class organizations. His career is a testament to his proficiency in managing substantial revenue and expense budgets, leading large workforces, and driving culture change towards customer-focused groups, all while handling high-volume transactions with utmost quality and reliability.

Teleperformance: Synthesizing People, Process, and Culture

In his current tenure at Teleperformance, Winters' role is expansive, overseeing HR, Learning and Development, Processes, Shared Services, Compliance, Privacy, and Security. His leadership is pivotal in sculpting a global corporate culture that prizes innovation, customer satisfaction, and efficiency, backed by his rich experience in Financial Services, Healthcare, Telecommunications, and Retail sectors.

Catalyzing Change and Cultivating Excellence

Winters has been instrumental in developing Customer Experience programs and outsourcing models, a reflection of his adeptness in blending operational excellence with customer satisfaction. His global leadership, managing a workforce of over 13,000 employees across seven countries,

underscores his ability to navigate the complexities of international business environments, fostering a unified yet diverse corporate ethos.

Legacy of Leadership at Teleperformance

His dual capacity as Chief People Officer and Deputy Chief Compliance Officer since May 2018 has seen Winters spearheading initiatives that have positioned Teleperformance as a beacon of excellence in people management and compliance. Notably, under his stewardship, Teleperformance was ranked as the 5th World's Best Workplace, a testament to the efficacy of his people-first strategies and his visionary leadership in creating an environment where employees thrive.

Champion of Privacy and Security

Beyond people management, Winters' tenure as Deputy Chief Compliance Officer and Chief Privacy Officer spotlighted his commitment to safeguarding data privacy and security. His leadership in developing a global privacy program, achieving GDPR compliance, and securing BCRs for international data transfer underscores his dedication to upholding the highest standards of privacy and ethics.

Vision for the Future

Winters envisions a future where operational efficiency and people-centric cultures coalesce to create unparalleled customer and employee experiences. His strategy emphasizes continuous innovation, learning, and development, ensuring Teleperformance remains at the cutting edge of the BPO sector while championing a workplace that celebrates diversity, inclusivity, and personal growth.

Recognition and Impact

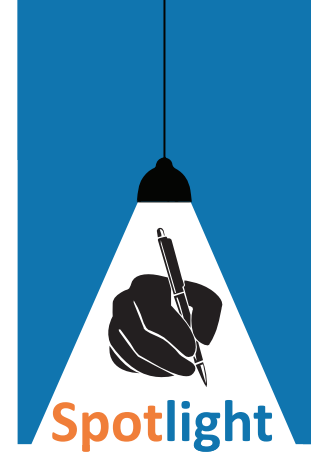
Alan Winters' selection to join the Forbes Human Resource Council is a recognition of his exceptional contributions to the HR domain, placing him among the world's most esteemed HR professionals. This accolade, alongside leading Teleperformance to be recognized as a World's Best Workplace, highlights his transformative impact on the corporate

What you don't wanna do is someone just going externally and getting another degree, and that puts them out in the market, so to speak, for someone now to poach them. Where I would prefer to have those in those programs internally and then grow that person into a bigger role, if that's what they want to do

landscape, setting new benchmarks for excellence in people management and operational leadership.

Alan Winters' storied career, marked by strategic foresight, operational excellence, and a profound commitment to people and culture, has not only redefined standards within Teleperformance but has also influenced the broader corporate world. His legacy is one of transformation—of operations, cultures, and the very essence of leadership in the global business arena. As Teleperformance continues to scale new heights under his guidance, Winters' vision for a people-focused, innovative, and ethically grounded future remains a beacon for aspiring leaders worldwide. ♦

DARE TO DRIVE THROUGH THE GREAT RESIGNATION WAVE



In today's unpredictable market, no employer would expect a mass resignation from their staff, but that's exactly what has been triggered with the onset of the COVID-19 pandemic. Dubbed "Great Resignation," this swift change has forced employers to curate employee retention strategies ahead of business retention. In order to combat it, businesses no longer have an option: they must implement new employee engagement techniques. Let's dive into discussing which critical engagement mechanisms will help businesses prevent "the Great Resignation" and keep workers motivated and dedicated.

What is the "Great Resignation"?

As soon as the COVID-19 virus spread from Wuhan, it began its destructive journey across the world. The Great Resignation is one of the lasting effects of the epidemics. The term "Great Resignation" is frequently stated as "Great Reshuffle" or the "Big Quit." The term was first used in May 2021 by Anthony Klotz, a Professor of Management at Texas A&M University's Mays Business School. He called it after predicting a continuous shift away via an infinite number of resignations.

The Great Resignation impacts employees at every level, from employees to CEOs, and it affects all industries equally. There are roughly 11 million unfilled employment opportunities in the United States. 4.3 million people quit their jobs in January. This tendency to quit jobs is spreading to Europe as well. According to a Dares report released in February 2022, voluntary departures surged by 17 per cent in France between July and October 2021 for enterprises with more than 50 workers and by 21 per cent for those with 10 to 49 employees.



Why are people quitting their jobs?

The causes of the Great Resignation are numerous. The first was the epidemic, which severely affected employees' lives and caused them to make quick and significant changes. Second, connections with management have occasionally been hampered by hybrid work situations. The third is a general quest for purpose and excitement in one's job, which converts into a search for a fit between one's own values and those of the firm. Other factors include organisational efficiency (particularly those connected to hybrid work cultures, safety regulations, and so on), as well as the need for higher income, benefits, and flexibility.

As per the IntelliSurvey, when asking respondents who had been in their existing role for less than three years why they decided to leave their prior job and found that overall salary (17%), COVID-19 concerns (13%), and work/life balance (12%) came at the top of the list. When looking at generational differences within each reason, we found that Millennials (10%) were significantly more likely to mention career change than Gen Z (3%), and appear to be using changing roles as a stepping stone to new horizons.

Measures to prevent great resignation

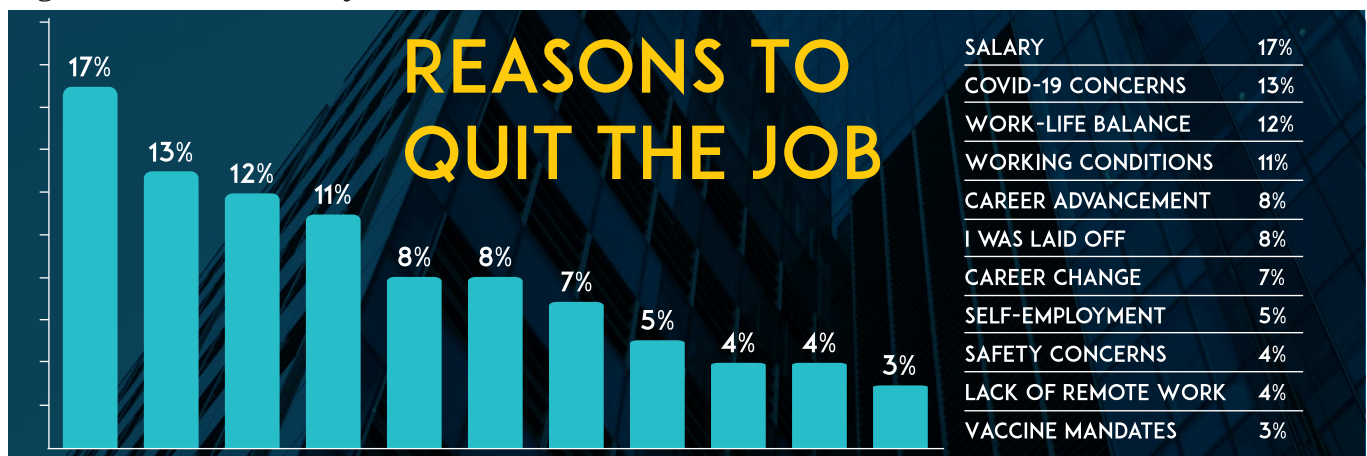
Given the recent changes, 2022 is indeed the ideal time to rethink a company's commitments and missions. It must be an honest and evident procedure that includes all employees. This will also be an excellent chance to connect field staff with the company's present condition and to enhance the commitment of new recruits.

To achieve this, it is essential to identify the matters that are most significant to employees. A 2021 Deloitte poll of 8,200 Gen Z employees in 45 countries. For instance, it has been discovered that over half (49 per cent) choose where to work based on their personal values. In this context, Gen Z's concerns about diversity, inclusion, and sustainability must be shared by the organisations where they work.

a part of our everyday lives, and corporations are unlikely to go backward. New digital technologies, on the other hand, should be viewed as opportunities to develop and even enhance bonds among employees.

Talent retention will be one of the most vital challenges of the Great Resignation in 2022. Another reason why so many workers quit is a lack of career progression within their organisation. According to a recent Better Buys survey, employees who are offered professional development opportunities are 15% more committed and have a 34% higher retention rate than those who are not.

Better Buy conducted a survey in which employees were asked what types of professional development opportunities their employers currently offer and which ones they value the most. Here are the outcomes:



The sense of "abandonment" felt by some employees is one of the prime factors for mass resignation. Many employees have been disconnected as a result of hybrid work settings and new techniques of remote connectivity, some of them feeling abandoned by their organisation.

In certain conditions, a gap has formed between frontline employees and those in the field. The majority of such employees feel they are not well equipped since they are usually not provided with a computer. Furthermore, half of such employees claim they do not comprehend the company's overall strategy.

There is no alternative to personal interaction for seeing and communicating with others. However, new modes of working are already

Managers have had to learn new management abilities such as active listening, the ability to encourage discussion from a distance, sensitivity, and understanding since they have been deprived of conventional communication channels such as face-to-face team meetings or just a casual coffee break. Not to mention the necessary digital expertise to use the new methods of communication.

Communication is the most important managerial ability nowadays. This is due in part to new hybrid work situations, but other variables are also at play. Employees have high hopes that their ideas will be considered. And this is where the manager comes in: by participating in communication with his or her teams, employee participation will be increased.

BEST HR LEADERS

From USA 2023

*Shaping the Future
of HR at Intel*

CHRISTY PAMBIANCHI

*EVP & Chief People Officer,
Intel Corporation*



Christy Pambianchi stands at the forefront of human resources innovation as the Executive Vice President & Chief People Officer at Intel Corporation. With a career spanning over two decades, Pambianchi has distinguished herself as a transformative leader in the HR domain, driving Intel's people strategy and nurturing a culture of bold innovation, flawless execution, and perpetual growth.

Pambianchi's journey in HR began at PepsiCo Inc., where she embarked on a decade-long tenure that saw her transition from labor and employee relations roles to pivotal positions influencing corporate organization capability. This foundational phase laid the groundwork for her expertise in navigating the complex interplay between employee relations and corporate strategy. At Corning Inc., Pambianchi ascended to the role of Executive Vice President of People & Digital, a novel position that

amalgamated human resources and information technology. This dual role underscored her visionary approach to HR, leveraging digital transformation to enhance employee engagement and operational efficiency. Her tenure at Corning was marked by innovative leadership and strategic HR initiatives that significantly impacted the company's culture and growth. Transitioning to Verizon as the Executive Vice President & Chief Human Resources Officer, Pambianchi spearheaded an enterprise strategic transformation, reimagining HR practices to align with the digital era's demands. Her leadership was pivotal during Verizon's internal COVID-19 response, showcasing her adeptness at managing crisis and change. Additionally, her collaboration to launch the People+Work Connect platform exemplified her commitment to reducing unemployment impacts through innovative HR solutions.

Cultivating Innovation and Culture at Intel

In her current role at Intel, Pambianchi is responsible for driving the company's people strategy, emphasizing innovation and continuous learning. Her efforts to navigate Intel through the pandemic, foster people innovation for large-scale facilities, and adapt to the modern workforce's evolving needs highlight her strategic acumen and dedication to fostering a vibrant company culture.

Pambianchi's leadership philosophy is deeply rooted in the belief that technology and HR are intertwined, with the evolution of digital tools significantly enhancing the scope and efficiency of HR practices. From talent acquisition to employee onboarding and engagement, she has harnessed technology to transform the employee experience at Intel, advocating for a knowledge-rich approach in HR leadership.

Navigating the complexities of digital transformation across global corporations stands as a significant challenge that Christy Pambianchi has faced in her roles at Verizon, Corning Inc., and now Intel. At the heart of digital transformation lies the dual challenge of integrating advanced technologies while maintaining a focus on human-centric HR practices. This balancing act requires not only technological acumen but also a deep understanding of organizational behavior and culture.

At Verizon, spearheading the HR response to the COVID-19 pandemic demanded unprecedented levels of adaptability and resilience. The pandemic presented a unique set of challenges, from transitioning to remote work to ensuring employee safety and well-being. Pambianchi's leadership during this time was crucial in navigating these uncharted waters, requiring her to reimagine HR practices to meet the moment's demands effectively.

Launching the People+Work Connect platform, while a significant achievement, presented its own set of challenges, including coordinating across industries and managing the logistics of a new, cross-company initiative aimed at reducing the impact of mass unemployment.

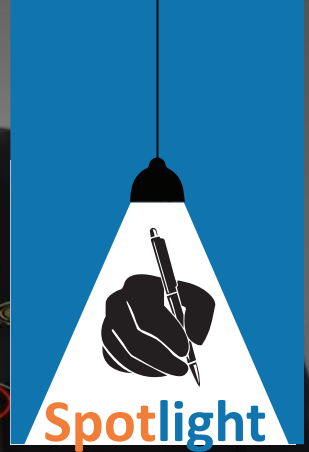
Looking forward, Pambianchi envisions a future where HR leaders continue to embrace technology to address the challenges of

I've seen the evolution of technology over the arc of my career... It's permeated its way into everything we do in human resources," Pambianchi reflects, emphasizing the transformative impact of technology on HR

talent management, workplace flexibility, and employee development. Her work on greenfield projects and people analytics at Intel showcases her proactive approach to building a workforce that is agile, skilled, and prepared for the future.

Pambianchi's contributions to Intel and the HR field at large are a testament to her innovative leadership and her commitment to leveraging technology to elevate human resources practices. Her journey from PepsiCo to Intel, marked by strategic insight and transformative initiatives, illuminates the path for future HR leaders aiming to navigate the complexities of the modern workplace.

Through her roles, achievements, and vision, Christy Pambianchi exemplifies the CHRO of the future—a strategic, technology-savvy leader dedicated to advancing the human aspect of organizations in an increasingly digital world. ♦



CHALLENGES FACED BY HR PROFESSIONALS IN THE AGE OF GLOBALIZATION

Analysing, managing, and meeting the evolving market demands are the key challenges of the HR industry in the transition of globalisation across businesses.

When businesses expand internationally, the impact of globalisation on human resource departments can be significant. It is a challenge to manage a diverse global workforce. Organisations need to be flexible to make adjustments to hire, train, retain and support a workforce, which often has a varying cultural identity.

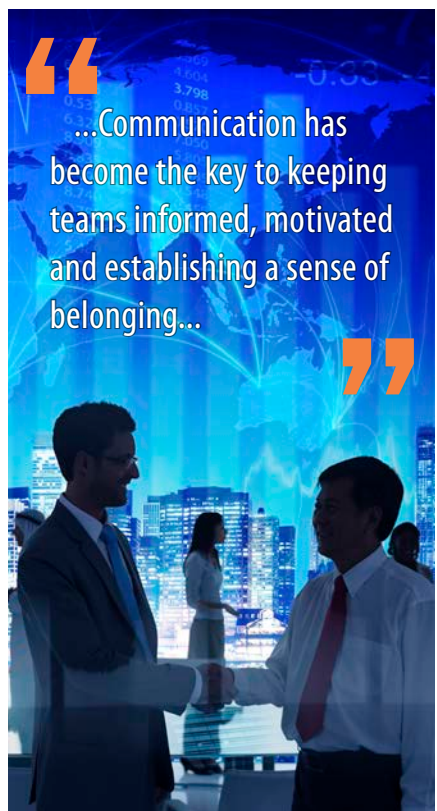
Human Resource departments must reform their practices and approaches to efficiently address cultural diversity and overcome unparalleled talent scarcity, which is predicted.

"The emphasis on innovation and technology in our companies has led businesses to establish global benchmarks in designing & developing

human resource capabilities to compete for globalisation."

Efficient Communication

It is quite challenging to work closely with your team when working remotely, especially overseas. Efficiently managing a virtual workforce is quite a complex task to accomplish. Since there is a huge difference between virtual and physical workspaces, communication has become the key to keeping teams informed, motivated and establishing a sense of belonging to align their focus mission. HR professionals need to put extra effort to maintain efficient virtual corporate relations.



Work-life Balance, Stress and Conflict

Having a perfect balance between personal and professional life is the key to maintaining happiness and stability. HR professionals worldwide face complications but are solely responsible for promoting a better work-life balance among employees. Perfect balance promotes better mental health and boosts productivity and retention rate.

Globalisation has made things faster and fueled competitiveness in industries across the world. It has resulted in increased working hours, higher goals and competition within and outside teams. Hereby comes the additional responsibility of the HR department to mitigate stress and address conflicts proactively.

The roles of HR managers have evolved along with the businesses amidst fast-paced globalisation. They need to strategise and deploy an effective action plan to manage an evolving workforce amid globalisation. Mentor programs and strategic talent deployment seems to be the key to achieving business goals with a healthy and growing workforce.

Talent Diversity Management

When businesses have a presence at different levels, globally, it is obvious to have cultural diversity in the workforce. Due to globalisation, workforces have seen more diversity. It becomes challenging for human resource professionals to deal with such heterogeneous teams. It complicates communication and challenges the efficient implication of management.

HRs and managers should understand the gap between physical and remote workforces and act accordingly. Human Resource managers should implement practices that bring the workforce together to work on a shared vision.

Identifying workforce diversity will help HRs channel their strength, to multiply revenue and expand business growth.

Globalizing Human Capital

The workforce is perhaps the most significant resource a company acquires and retains. As a business spans internationally, the impact of globalisation on its company

policies and HR policies will significantly impact its people.

As an essential part of globalisation, the HR department needs to extend support to its current workforce as they transfer for overseas roles. Assistance with work visas, permits and accommodation can work effectively, and training on cultural issues and language acquisitions are usually provided to ease this challenge. In addition to shifting the existing workforce, new local talent must be acquired to move into the new business landscape.

Managing Corporate and Cultural Diversity

Cultural differences, both in and out of the workforces, are another significant impact of globalisation. Businesses might have their own corporate cultures or operating processes, but there are certain cultural and societal differences between people that the HR department must accept without change.

Cultural diversity within society always affects the workforce and people's perspectives on their job, especially their employment expectations. Some cultures might have variations in gender roles concerning the role of women in boards/ leadership, in particular. Similarly, a manager brought from the home office may not be the right fit to manage business operations during globalisation.





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THE IMPACT OF REGULATORY CHANGES ON INSURTECH OPERATIONS IN APAC

The Asia-Pacific (APAC) region has emerged as a hotbed for Insurtech innovation, driven by a growing middle class, increasing digital penetration, and evolving customer expectations. However, the dynamic landscape of Insurtech operations in APAC is significantly influenced by the ever-evolving regulatory environment. This high-level note aims to provide an overview of the recent and anticipated regulatory changes impacting Insurtech operations in the APAC region, with a specific focus on the Indian insurance industry, and their potential implications.

Regulatory Landscape in APAC

The APAC region comprises diverse markets with varying levels of regulatory maturity. In recent years, regulatory bodies across the region have shown a keen interest in ensuring the stability, security, and customer protection in the Insurtech sector. Key regulatory changes in major APAC markets include:

Data Privacy and Security Regulations: Data privacy laws like PDPA in Singapore and PIPL in China have imposed strict requirements for handling customer data in Insurtech. The impact of India's notified Data Protection Law and insurance regulator's Cyber Security Guidelines is still awaited.

Licensing and Capital

Requirements: Hong Kong and Japan have imposed licensing and capital requirements on Insurtech firms, heightening compliance demands.

Digital KYC and AML

Regulations: In India and Malaysia, strengthened KYC and AML regulations impact customer onboarding and fraud prevention in Insurtech platforms.

Cross-Border Operations:

In Indonesia and Thailand, regulations have been implemented to oversee cross-border Insurtech operations, requiring compliance with local laws when serving customers across different regions.

Regulatory Changes in the Indian Insurance Industry

India, one of the largest insurance markets in APAC, has seen significant regulatory changes that have a profound impact on Insurtech operations:

Digital Insurance

Repository (DIR): The IRDA's introduction of DIR streamlines insurance policy management, boosting data accessibility and improving the digital customer experience.

Insurance Self-Network

Platform (ISNP): IRDAI's ISNP enables insurers to offer personalised policies via digital channels, enhancing flexibility and customization.

Data Localization: India's strict data localization



Vivek Dubey

Sr. Vice President-Legal & Compliance, Coverstack

rules require Insurtech firms to store and process policyholders' data locally, impacting their data strategies.

Implications for Insurtech Operations in India

Regulatory changes in Indian and APAC insurance markets have diverse impacts on Insurtech operations.

Market Expansion: DIR and ISNP introductions open new market opportunities and product innovation possibilities. However, data localization mandates may demand substantial infrastructure investments.

Data Compliance: Insurtech firms must ensure compliance with data localization regulations, potentially affecting cross-border data flows and cloud-based operations.

Customization and Personalization: Insurtechs can use ISNP for personalised insurance, and recent IRDA changes may boost opportunities in the sector. ♦

BEST HR LEADERS

From USA 2023

LISA SHUSTER

**Chief People Officer,
iHire**



Lisa Shuster's leadership journey as Chief People Officer at iHire not only highlights her vast experience in human resources but also showcases her innovative approach to addressing the modern challenges of workplace management and talent acquisition. With a career spanning over two decades, Shuster's strategic initiatives at iHire have significantly contributed to the company's growth, emphasizing a culture of continuous learning, flexibility, and employee engagement. Her leadership extends beyond traditional HR functions, impacting every facet of the organization with a people-first philosophy.

Expanding the Role of HR in Strategic Business Development

Under Shuster's guidance, HR at iHire has evolved into a pivotal component of strategic business development. She has adeptly aligned HR practices with iHire's long-term business goals, ensuring that human resources play a critical role in organizational planning and execution. This strategic alignment has been instrumental in navigating iHire through periods of rapid growth and market change, positioning the company as a leader in the recruitment industry.

Fostering a Culture of Innovation and Inclusivity

Shuster's leadership is characterized by her commitment to fostering a culture of innovation and inclusivity. By prioritizing diversity, equity, and inclusion initiatives, she has created an environment where all employees feel valued and empowered to contribute their best work. This culture not only attracts top talent but also encourages creativity and innovation, driving iHire's success in developing industry-leading recruitment solutions.

Throughout her illustrious career, Lisa Shuster has navigated a complex landscape of challenges and setbacks, each serving as a catalyst for growth and innovation in her approach to human resources. From her early days managing HR for The Humane Society of the United States to her strategic roles at First Data Corporation and First Advantage Corporation, Shuster encountered the multifaceted nature of HR management—balancing the needs of employees with the objectives of the organization. Her tenure at these organizations provided a solid foundation, yet it was not without its hurdles, particularly in aligning HR strategies with rapidly changing business goals and evolving workforce dynamics.

Transitioning to leadership roles in HR, such as her Director position at D&R International, Ltd., and eventually her pivotal role at iHire, Shuster faced the challenge of driving HR initiatives in environments marked by rapid technological change and shifting cultural norms. Her experience as Vice President of Human Resources & CAO at iHire, before ascending to the Chief People Officer role, underscored the difficulties of fostering a cohesive company culture across a growing, diverse employee base, especially in the face of iHire's expansion and the

In a post-COVID world, employee expectations have shifted. Navigating those expectations — including remote work and flexibility, DEI commitments, mental health support, pay transparency, and cost-of-living adjustments — is a key part of the job." This quote underscores the evolving nature of employee needs and the importance of adaptive HR practices in meeting these needs

broader challenges presented by the digital transformation of the workplace.

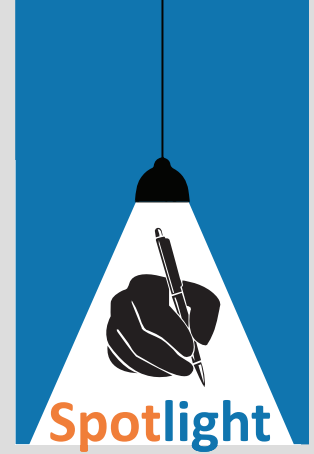
At PeopleWorks, Shuster's entrepreneurial venture, she grappled with the complexities of offering tailored HR services to a broad spectrum of businesses, each with its unique challenges and needs. This experience highlighted the critical importance of flexibility and adaptability in HR practices, preparing her for the multifaceted challenges she would face upon her return to iHire.

In her current role as Chief People Officer, Shuster has adeptly addressed the challenges posed by a post-COVID workplace, including navigating remote work dynamics, enhancing diversity, equity, and inclusion (DEI) commitments, and addressing mental health support and pay transparency. Transforming these challenges into opportunities, Shuster has led iHire in implementing innovative HR strategies that prioritize employee engagement and retention, adapt to changing employee expectations, and strengthen the company's culture and employer brand.

Leveraging Technology to Enhance HR Practices

In her interview, Shuster discusses the role of technology in designing people management policies and strategies, highlighting the importance of adopting technologies that enhance HR practices while being mindful of the potential for technology overload and the need to maintain a human touch. Her balanced approach to integrating technology with human-centric HR practices exemplifies her forward-thinking leadership in navigating the challenges and opportunities presented by the digital transformation of the workplace.

Lisa Shuster's visionary leadership as Chief People Officer at iHire serves as a testament to the critical role of HR in shaping organizational success. Through strategic innovation, a commitment to diversity and inclusivity, and the thoughtful integration of technology, Shuster has steered iHire towards new horizons of growth and development. Her insights and strategies offer valuable lessons for HR professionals and business leaders alike, demonstrating the potential for HR to drive positive change and achieve business objectives in an ever-evolving workplace landscape. ♦



ASTONISHING IMPACT OF MEETING-FREE DAYS

Meetings serve various intents, from brainstorming sessions to work reviews or information gathering. A large number of businesses across the world no longer consider meetings as the best way to enhance team collaboration and efficiency and have introduced meeting-free days in a week. These companies believe that ineffective meetings that waste employees' time can affect the psychological and mental well-being of employees. A Harvard Business Review survey revealed that 70% of meetings keep employees away from doing productive work. The survey includes 76 companies across the world and discovered that meeting free days resulted in an increase in productivity by 71%, a rise in cooperation by 55% and an improvement in job satisfaction by 52%.

The same study unveiled that recently promoted managers are the most significant contributors to this problem, as they hold around 30% more meetings than their experienced counterparts. It might be because newly promoted managers don't have the ability to connect with their team members in person; they feel extra pressure to connect with their teams digitally. In addition, it has been observed that meetings have become more frequent and longer since the businesses have adopted the remote or hybrid work model.

Impact Of Too Many Meetings

A business research journal titled "Unmasking the other face of flexible working practices: A systematic literature review" shows that 92% of the workforce considers



meetings unproductive and costly. While a Psychiatric Times' report has discovered that too many online interactions often lead to "Zoom Fatigue", the burnout or tiredness caused due to overuse of communication platforms. Conclusively, a greater number of meetings do not help professionals in achieving their goals.

The Benefits Of Having Fewer Meetings

According to the HBR's study conducted on 76 companies across the world, reducing meetings by 60% helped increase collaboration by 55%. Employees found more effective ways to interact one-on-one as per their suitability such as communicating through project management tools like Teams and Slack. Doing this reduced the risks associated with work stress decline by 57% resulting in improved mental and physical health of employees. The study shows, reducing meetings by 80% helped decrease the perception among the employees that they are being micromanaged, while 44% workers felt more trusted, valued and engaged. 65% of employees felt that fewer meetings helped make the communication clearer because there were far lesser misunderstandings.

Building Rapport With Team Without Too Many Meetings

Being a newly promoted manager, if you wish to enhance your connection with your team, you must rethink your approach and following suggestions might help you.

Hold Selective Meetings Only

Think about the meetings you have conducted recently and determine which ones have been the most effective. There would be meetings to review work, to communicate policies or to ensure appropriate distribution of work. Considering all these reasons to conduct meetings, managers should carefully create their invite list. Make sure if everyone is actually required to participate in the meeting or it is optional for some people. Engagement of team members in a meeting depends on the significance of the topic to their work.



Shift Daily Status Meetings To Project Management Tools

Daily work status meetings are the most frequently conducted meetings and most of the time such meetings are hard to overlook because it is crucial for teams to be aware of one another's work to achieve the end goal as a team. Well, setting up a specific channel in project management tools like Teams or Slack for daily work reporting. Team members can be asked to respond within the defined time to update about what they are working on, any specific update related to project and related issues. HBR's report has revealed that 83% of the workforce prefer using such chat on project management tools than conventional one-on-one meetings since it saves their time significantly.

However, the above-mentioned data highlights the significance of fewer meetings, managers should analyse and understand what would be more effective for them as per their specific contexts and nature of the business. The conventional meetings might be yielding a certain return on investment, but the cost to not acting now could be too high. Often teams are full of talented and capable people, but they need space to utilise their talent and justify their talents. Having a better understanding of what suits your team to work collaboratively, which meetings are worth conducting and which ones are not adding value, could help minimise the unnecessary meetings. ♦♦

BEST HR LEADERS

From USA 2023

*Shaping the Future
of HR at Intel*

MICHELLE SETTERBERG

*Senior Director,
Human Resources,
Scripps Health*



Michelle Setterberg, Of Human Resources at Scripps Clinic Medical Group, has been a cornerstone in sculpting the organization's reputation as a premier place to work, notably contributing to its inclusion in the list of best companies to work for in 2023. Her tenure at Scripps Clinic Medical Group and previously at Scripps Health, coupled with foundational experiences at Lasco Bathware and Action Direct Marketing, has equipped her with unparalleled insights into the human resources landscape, especially within the healthcare sector.

Starting her career as a Human Resources Specialist at Action Direct Marketing,

Setterberg honed her skills in employee relations and organizational policies. Her role at Lasco Bathware further solidified her expertise in HR management, preparing her for the significant challenges and responsibilities that awaited at Scripps Health. Over nearly a quarter-century at Scripps Health, she ascended through the ranks, demonstrating a profound commitment to employee well-being and organizational excellence. This path led her to her current position at Scripps Clinic Medical Group, where she has served since December 2018.

Under Setterberg's guidance, Scripps Clinic Medical Group has embraced a



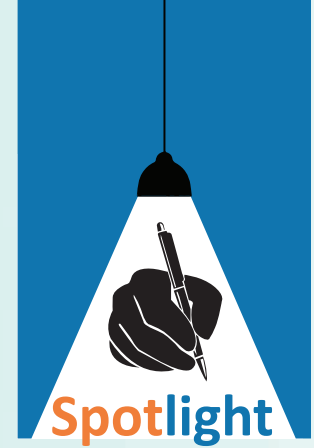
people-first philosophy, intertwining Scripps Health's mission to provide exceptional care with a focus on employee satisfaction and engagement. Her initiatives have centered on creating an inclusive work environment, promoting professional development, and recognizing the hard work and dedication of the staff. These efforts have been instrumental in Scripps Clinic Medical Group's acknowledgment as one of the best companies to work for in 2023, highlighting the organization's commitment to not only its patients but also its people.

Setterberg's vision for Scripps Clinic Medical Group aligns with Scripps Health's broader mission to deliver high-quality healthcare through cutting-edge innovation, compassionate care, and a steadfast dedication to the community's well-being. Her leadership in HR is predicated on the belief that a supportive and dynamic work environment is crucial to achieving these goals. By prioritizing the growth, health, and satisfaction of every team member, Setterberg ensures that Scripps Clinic Medical Group not only attracts but retains the finest talent in healthcare.

The recognition of Scripps Clinic Medical Group as one of the best companies

to work for in 2023 is a testament to Setterberg's impactful HR strategies and the organization's culture of excellence. This accolade underscores the success of her efforts to foster a workplace where employees feel valued, engaged, and motivated to contribute to Scripps Health's mission. It also reflects the organization's resilience, adaptability, and unwavering focus on both patient and employee satisfaction amidst the challenges of modern healthcare.

Michelle Setterberg's role as Senior Director of Human Resources at Scripps Clinic Medical Group embodies the essence of transformative HR leadership in healthcare. Through her strategic vision, dedication to employee welfare, and commitment to organizational values, she has played a pivotal role in shaping a workplace culture that is not only conducive to professional growth and personal well-being but also central to the organization's esteemed reputation and its recognition as one of the best companies to work for in 2023. Her journey and achievements continue to inspire a standard of excellence within Scripps Clinic Medical Group and beyond, driving forward a legacy of care, innovation, and community service. ♦



DATA AND ITS IMPACT ON HRs

Data analysis is changing the way businesses operate across all industries. By leveraging data-driven insights, companies can make informed decisions that support growth and improve efficiency. One key area where data analysis is having a significant impact is in the field of human resources.

Chief People Officers (CPOs) are responsible for enabling business growth through margin enhancements and capital relocation

while keeping employee experience at the top of mind. Understanding data and people analytics has emerged as a crucial competency for people-management executives.

According to a recent study by The Adecco Group and the University of Zurich's Center for Leadership in the Future of Work, 90% of respondents said that understanding data and people analytics is an important skill over the next five years. The importance of data



to the recruiting function is also growing. In a separate study, 73% of enterprise talent leaders said data would be critical to staying competitive as the evolving landscape due to the pandemic continues to unfold.

So why is understanding data and people analytics so important for CPOs? The answer lies in the ability to make informed decisions based on data-driven insights. By analysing data on employee performance, engagement, and retention, CPOs can identify areas for improvement and implement targeted interventions to address any issues.

For example, if data analysis reveals that employee engagement is low in a particular department, CPOs can investigate the underlying causes and implementing targeted interventions to address the issue. This could include initiatives such as training programs, team-building activities, or changes to management practices.

Data can also help CPOs optimise their talent acquisition strategies. By analysing data on candidate behaviour and preferences, CPOs can tailor their recruiting efforts to attract top talent more effectively. This can help companies gain a competitive edge in the war for talent.

But leveraging data analytics requires more than just collecting data. It requires the ability to analyse and interpret the data to make informed decisions. CPOs must be able to use data analytics tools to analyse procurement data and identify opportunities for cost savings, mitigate risks, and improve decision-making processes.

However, CPOs face several challenges in using data analysis effectively. In a recent McKinsey survey, 86 per cent of CPOs reported that they lacked the platforms to access good quality data—both internal and external. Additionally, capacity constraints and low penetration of analytical skills in procurement teams limit the amount of data that can be processed with traditional tools.

Inaccurate data is another major challenge in data analysis. Manual data entry is prone to errors, which can distort reports and influence bad decisions, said Pathstream. Manual system updates also threaten errors if



changes are not made consistently across all systems.

In addition to their strategic role in managing human resources, CPOs are also responsible for developing a well-defined company culture. They ensure that the company values are reinforced with every initiative and communication. This helps to create a positive work environment where employees feel valued and engaged, leading to increased productivity and retention.

For example, if data analysis reveals that employees value flexible working arrangements, CPOs can work with management to implement policies that support this preference. This could include initiatives such as remote working options or flexible schedules.

In summary, understanding data and people analytics is becoming an increasingly important competency for CPOs. By leveraging data-driven insights, CPOs can make informed decisions that support business growth and employee well-being. However, they must also overcome challenges such as accessing good quality data and developing analytical skills within their teams. ♦

BEST HR LEADERS

From USA 2023

Empowering Excellence

ROBIN LEOPOLD

**EVP &
Head of Human Resources,
JP Morgan**

Leadership is not just about holding a position of authority; it's about inspiring, empowering, and guiding others toward a common goal. In the diverse world of human resources, where the essence lies in nurturing talent and promoting organizational culture, Robin Leopold stands as an example of exceptional leadership. With a diverse experience spanning over three decades, Leopold's journey from her initial beginnings at the American Stock Exchange to becoming the Executive Vice President and Head of Human Resources at JPMorgan Chase is a testament to her continuous dedication, resilience, and vision.

A business management psychology graduate from the University of Massachusetts Amherst, Robin Leopold embarked on her career in 1986 as an HR at the American Stock Exchange." This laid the foundation for her interest in understanding human behavior and organizational dynamics, which fueled further growth.

Her illustrious career encompasses more than 21 years at Citi and its related companies, where she served various roles within Human Resources. Leopold's diverse expertise shaped her into a seasoned HR professional, from recruitment to employee relations to generalist functions. Moreover, she served as the Head of Human Resources for the wealth management businesses at Citi,

including Smith Barney, the Private Bank, and Investment Research.

In 2010, Leopold joined JPMorgan Chase, marking a significant transition in her career trajectory. Over the years, she ascended through the ranks, holding important positions within the organization's Human Resources domain. During her tenure, she headed crucial initiatives, including leading



the Human Resources team during Chase's Home Lending business transformation.

One of Leopold's significant career milestones includes her appointment as the Head of Human Resources for J.P. Morgan's Corporate & Investment Bank. This role underscored her ability to navigate complex organizational landscapes while promoting employee engagement and development.

Her promotion to the role of Executive Vice President and Head of Human Resources for JPMorgan Chase further solidified her stature as a visionary leader. Leading one of the world's largest financial institutions, Leopold played an important role in shaping the organization's talent strategy and promoting a culture of innovation.

A deep commitment to people-centricity and organizational excellence lies at the heart of Robin Leopold's leadership philosophy. Her leadership style is characterized by empathy, integrity, and determined pursuit of excellence. By promoting a culture of trust and collaboration, Leopold empowers her team to utilize their full potential, driving the utmost business results.

Throughout her journey, Robin Leopold has gained valuable insights into the dynamics of leadership and organizational dynamics. She recognizes the power of resilience in overcoming challenges and setbacks, viewing them as opportunities for growth and learning.

Her commitment to continuous improvement and self-reflection underscores her humility and willingness to adapt to changes at the right time. Leopold acknowledges the importance of work-life balance and prioritizing personal well-being despite the rise in demands of a changing corporate environment.

Like any leader, Robin Leopold has faced various challenges and setbacks throughout her career. Whether navigating organizational transitions or leading through periods of uncertainty, she has demonstrated resilience and adaptability in overcoming adversity.

One of her notable challenges includes leading the Human Resources team during a significant business transformation at JPMorgan Chase's Home Lending division. Despite the complexities, Leopold's strategic vision and leadership ensured a smooth transition while minimizing potential disruptions to the workforce.

Robin Leopold's contributions to the field of human resources have been recognized with numerous awards and accolades. One notable recognition is that she was named the Top Employer for GenZ by Hnadshake's early talent awards. Her leadership acumen and creative thinking have driven organizational success and positioned JPMorgan Chase as a global talent management and employee engagement leader.

Looking ahead, Leopold sees a future where JPMorgan Chase continues to attract, retain, and develop top talent from diverse backgrounds, driving sustainable growth and delivering value to stakeholders.

Focusing on harnessing the power of technology and data analytics, Leopold seeks to use new tools and methodologies to enhance the employee experience and drive business performance.

We are building a culture of care, trust, and total wellness. This elevated approach reflects our ongoing commitment to enriching the lives of employees, empowering them to achieve their aspirations both at work and in their daily lives.

Robin Leopold's leadership journey sets an example of visionary leadership, resilience, and empathy. From a normal HR at the American Stock Exchange to Executive Vice President and Head of Human Resources at JPMorgan Chase, Leopold's story inspires many. As she continues to drive organizational success, her visionary leadership is a testament to her aim to shape a brighter future for everyone. ♦

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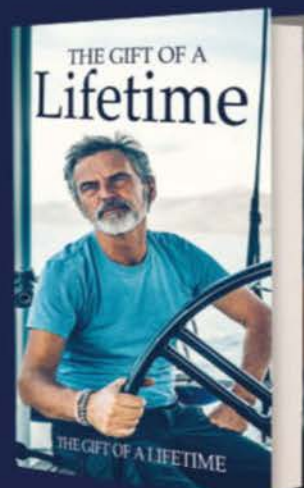
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BUILDING UP INNOVATION, ENTREPRENEURSHIP & CONSULTANCY CULTURE IN TIER II TECHNICAL INSTITUTIONS

India is the classic and most inspiring example of transforming from rags to riches. After the partition, the nation that was once called 'Sone ki Chidiya', was torn apart and was struggling to re-establish itself as an independent, strong-headed nation. Within a period of 76 years, our country has successfully made its mark in the world. The recent victory of Chandrayan Mission 3 clearly depicts that there's no looking back for Indians.

Among various factors, quality education is one of the most important factors that have contributed to the swift journey of the nation towards glory. We have the largest number of engineers today, with almost 2500 engineering colleges, 200 schools of planning and architecture, and 1400 polytechnic institutions in India.

Having said that, it must be noted that the world is advancing at a rapid pace, and as the Director of a tier II technical institution in Delhi-NCR, what grasps my attention is building a culture of innovation, entrepreneurship, and consultancy in the campus. Thereby, we have tried to follow a proactive approach by introducing an incubation, consultancy and innovation centre at KIET Group of Institutions. TBI-KIET offers

seed support to young entrepreneurs, to promote their idea of an innovative startup. If all the institutions inculcate this culture in their technical institutes, we'll be able to polish the young talent in a better way, promote innovation and entrepreneurship, and eventually contribute our part in turning India into a developed nation.

In simple words, I believe this culture can be imbibed/achieved by -

- Integrating innovation and entrepreneurship-related courses into the curriculum
- Organizing workshops, seminars, and training sessions to help faculty members understand the principles of entrepreneurship, innovation, and consultancy
- Setting up an incubation center within the institution where students can work on their startup ideas
- Partnering with local industries and startups that can offer real-world projects, internships, and expert guidance to students
- Organizing regular innovation challenges, hackathons, and business plan competitions.
- These events can spark creativity, teamwork, and problem-solving skills among students.
- Create a consultancy cell that offers services to businesses

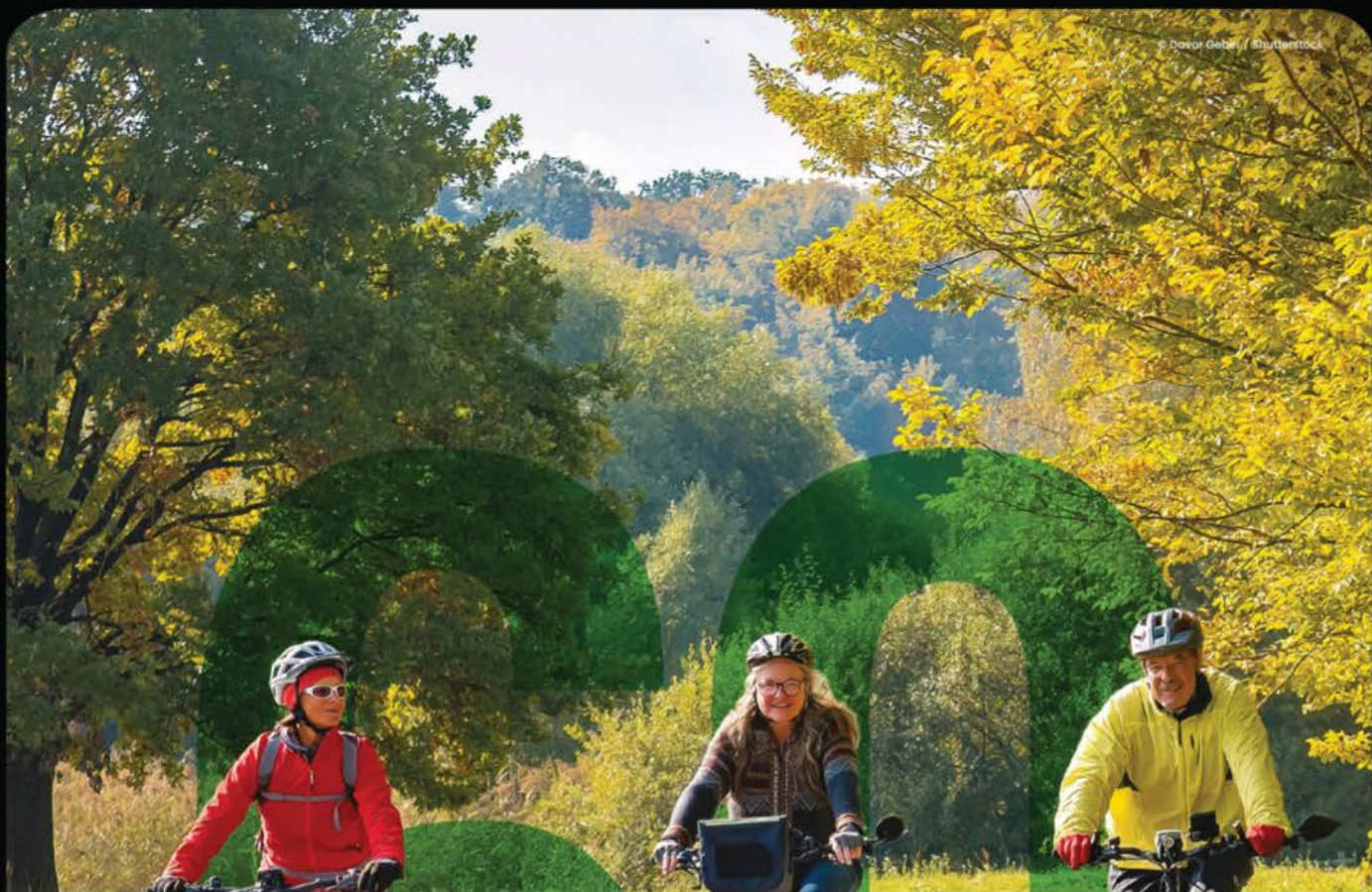


Dr. Amik Garg

Director, KIET Group of Institutions

and startups. Students can work on consulting projects, gaining practical experience and exposure to real-world problems. Providing seed funding or grants to student startups, so that they can develop prototypes, conduct market research, and move closer to commercialization. Establishing student-led clubs or societies, focused on entrepreneurship and innovation. Arranging regular networking events, guest lectures, and panel discussions featuring successful entrepreneurs, investors, and industry leaders

By implementing these strategies, tier II technical institutions can create a vibrant ecosystem that nurtures innovation, entrepreneurship, and consultancy, ultimately contributing to the growth of students and the local economy. ♦♦



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