

HR! Discover Your New Role in an IT-Driven World

By Prem Kamble
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About the Seminar

Here are two simple questions: First, what is the greatest driver of change today? No prizes for guessing, it is Information Technology. Second, what is the biggest hindrance to change? No prizes for guessing again – it is people and their attitude.

It is a proven fact that Companies which succeed today are companies that have the agility to change. Change impacts people. No one likes change – people naturally and strongly resist change. But since change is permanent, it creates stress and impacts people behaviour.

IT, unlike popular belief, is not all technology. It has a very high people component. A successful IT implementer has to be a people expert as much as a technology expert.

There is a big paradox in businesses today. When IT impacts so many employees and their behaviour, and businesses have HR departments to look after everything

concerning employees, why is it that no one has thought of a role for HR in IT implementations? HR itself has been blind to this possibility.

“When IT-Driven Change impacts so many employees, and businesses have HR departments to look after everything concerning employees, why is it that no one has thought of a role for HR in managing IT-driven Change?”

Globally, HR has not yet recognized an opportunity that information revolution has given to it on a platter. There is a new role that HR can play in this business world which is changing so rapidly on account of IT. HR has to rediscover itself.

IT driven change is impacting people. People are not comfortable with rapid change and need support to cope with this



change. Who else in the company can understand people psychology? Which department can understand the psychology of change? Finance? IT? Production? Obviously it is HR.

IT guys are the guys who drive this change. They affect the lives and lifestyle (or workstyle in companies) of all the people. Any change can only be driven by a person who has authority. Can you imagine a lowly peon trying to bring about a change in behaviour, and a CEO trying to do it? It is a no-brainer to say that CEO can best drive a change. It is obvious that a person who wields the authority is best suited to bring about a change in companies.

Here is another paradox – businesses are full of paradoxes. IT needs to drive the change but has no authority. The affected parties resist change and IT can do nothing about it. IT folks' lives depends on the success of projects or change implementations. But they cannot drive change or they do not have the authority to push it through. The affected parties have nothing to lose. They can blame it on IT (although they do not know how much they loose in terms of efficiency). But they can certainly save their skin and avoid the

discomfort of change. There is always a conscious desire to improve efficiencies, but there are also these lurking subconscious desires to save their skin and to avoid change. Subconscious desires always overpower conscious desires.

To make matters worse, technology is equally confusing to most managers. "I just don't understand this technology" is a very common phrase heard in offices. The CEO, who IT department can look upon to assist in bringing about a change, is equally confused. Whereas he is comfortable speaking to and befriending the HR manager, Finance manager, production manager, etc., he keeps the IT manager at arms length as he does not understand anything of IT. He is not comfortable talking to IT folks so he never befriends them. In such a situation, politics flourishes, as parties involved in automation try to take advantage of his ignorance. Since today's CEO is more comfortable dealing with HR than with IT, HR has a great opportunity there to help the CEO cope with this issue of managing IT Driven change.

HR has a great role to play. But HR has to first equip itself to play this role. It needs to first understand the dynamics of this IT Driven Change. They need to understand what exactly creates this stress and confusion during IT Implementations. HR can then embrace this new role of change catalyst and contribute to the company's growth.

IT folks can continue to be the change agents, and HR needs to take on this new role of a change catalyst.

Why this Seminar?

What is the role that HR can play to support both the IT and the CEO? This seminar will uncover the opportunity waiting for you, that nowhere in the world HR has tapped so far. The seminar also equips you to successfully play this role. To execute this successfully, HR folks need to understand some very simple but little known facts about IT. Managing IT-Driven Change is a very specialized field. Unfortunately, you will not find these skills documented in any curriculum, nor in anything written so far. Managing IT Driven Change should ideally be a part of each HR management course in all management schools. But paradoxically, no one has ever looked at IT as a field where HR can contribute.

Luckily, this special skill has nothing to do with technology, it deals more with mindset and psychological issues – a topic again which HR is best equipped to understand and handle.

Come to discover the new avenues waiting exclusively for HR folks to take up - as there are no other takers. There is a big need for this role to be taken up looking at the amount of failures in IT implementations. A study puts IT Implementations failure to anything between 70-80 % accompanied with heavy loss of hard cash. As if this is not good enough reason for the new role, there is the employee stress, friction, politics and the immense loss of employee efficiency due to this stress.

About Prem Kamble



Prem Kamble is a Computer Professional with MBA from IIM Calcutta and B.Tech. from IIT Bombay. He has passed Advanced Management course called "Energo Cybernetic Strategy" with flying colors from Germany. He has also attended self-development programs like Est, Forum, Advanced Course, SELP (Self Expression & Leadership Program), etc. organized by Landmark Education Foundation, USA which have helped him to develop a broader outlook and a different way of thinking.

He has successfully overseen technology transitions for over 25 years. During his career, he has been a keen student of Change Management, particularly the people and psychological issues of IT Management.

He has worked both as Software Delivery head in SEI Level 5 companies and as Head of Technology in manufacturing companies. As Head of IT in companies like Essar, Sutherland, Pidilite, Modi Rubber, etc. he has been extremely successful in developing and implementing computerized systems in the toughest of situations.

As Software Delivery Head in SEI Level 5 company, he created records of

▶ Delivering all projects on time

- ▶ Highest Repeat Orders
- ▶ Highest Resource Utilization

He started his career in IT and in less than five years was heading the IT function for a group of companies. His areas of interest are business and human aspects of Information Technology.

What is Unique about Us

Prem has very closely interacted with people and lived with them during the struggle of technological changes. He therefore knows their fears, discomforts, anxieties and frustrations particularly with respect to IT driven organizational change. Their fears of lack of IT knowledge are genuine, but there is a gap in what managers think they need to know of IT, and what they should actually know. Prem has compiled over the last decades just that what the managers should know about IT to be effective, and presents it in a language simple for them to grasp.

What makes this presentation unique compared to most of the IT seminars is his 'out-of-the-box' thinking and a knack to see what is not so obvious. This skill is amply demonstrated in his various articles and

Success Stories / Real Life Case Studies

▶ On Business Orientation in IT

▶ Prem Kamble's **real life case study** to get maximum Business Benefit through IT - published in Times of India. <http://pukamble.tripod.com/toi>

▶ On People Orientation in IT

▶ Prem Kamble created a record in a SEI Level 5 company by delivering all projects on time and to specs, to the utmost delight of his customers. Read Key Success Factors <http://prem.cu.cc/dsq>.

▶ On Successful IT Implementation Strategy

▶ His Implementation Strategy and People orientation which led to the successful implementation was published as a cover article in Computers Today. Read key success factors <http://prem.cu.cc/ct1>.

blogs. He has published articles on InfoTech management in the country's leading magazines. He has done a deep analysis of the psychology of change from the industrial revolution to the information revolution, and believes that there is need to change our thinking from machine age to the IT age.

In other words, managerial staff cutting across all functions.

The program is equally useful for IT managers like CIOs, Sr. Managers, Project Managers, Analysts, implementers, program managers and Trainers. While it is particularly useful for companies which are at an early stage of implementation, it will be useful also for those who have already implemented applications.

Who Should Participate?

Whereas the program is designed for HR Professionals, participants can be CEOs, Entrepreneurs, CXOs, Business heads, Department Heads, Line Managers, etc.

(Images: NASA/courtesy of nasaimages.org)

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