

## **India, China and Indonesia are critical training grounds: Yvan Legris**

October 3, 2014  
Economic Times

Experience and a realistic view of the world will improve the quality of the people coming out from institutions in India, who are academically very bright, says **Yvan Legris**, global CEO of consulting at [Aon Hewitt](#). In an exclusive interview with **Rica Bhattacharyya** during his first visit to [India](#) last week, Legris spoke about the latest focus areas of companies in talent and engagement and the increasing need for experience in managing in emerging market environment.

### **Has the economic uncertainty prompted global companies to learn from the best practices of emerging nations?**

A lot of global organisations I talk to know that in future, the markets they are going to be selling to will be China, India and Indonesia. They want to give their leaders the opportunity to experience managing in that environment. It also means leaders who have emerged from having managed in that environment have a greater chance of being in senior roles 10 to 15 years from now within the same organisation. So either people from outside come to learn about the region or people from within the region will have a lot to contribute to the future strategy of the organisation as India, [China](#) and [Indonesia](#) become a bigger part of the pack for companies. That is the shift that is happening.

### **What are the big challenges companies in India face when looking for talent?**

There is increasingly a mismatch between the level of qualifications people have on paper and their usefulness to be deployed immediately as productive members of the workforce. Hence large organisations have to organise training and development programmes.

### **What are the major drivers of employee engagement, particularly for youngsters?**

Increasingly the drivers that make people loyal and engaged to their organisations, are going beyond compensation and tend to be around career or development prospects. Also, the alignment of your personal values with the values of leadership and cultural values of the organisation are becoming critical to the younger generation. Our employee engagement study shows that pay is not one of the top three drivers that keep people engaged. Also increasingly, people are looking at their employment as a learning opportunity to develop their career and give them more employment in the future.

### **Tell us about your investments and focus on [HR technology and analytics](#)**

A lot of day-to-day work of HR earlier revolved around human and manual processes. These things are increasingly being tech-enabled. We believe the analysis of HR data and what is coming out of the system is the next big frontier for our profession as advisors to HR. The HR organisations that cannot make the shift from playing an administrative role to a strategic business advisor will struggle.

### **What leadership challenges do organisations face?**

The need for organisations in India to develop leaders fast in order to answer the challenges of quick growth have created a need for leadership solutions ahead of some parts of the world. The number one challenge is to develop people with the agility to apply leadership methods to fast-changing situations. Besides, companies need to imbue a strong internal culture into the leadership development programme and then enable people to make choices within the context of that culture.