

People Management, The Mantra for Success: The Case of Singhania and Partners

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Chief Officer  
Executive Director  
Human Resources  
Project Team

AGENDA

- Introduction
- Background
- Strategic Management of Singhania & Partners
- People Management
- Organizational Structure
- Conclusion
- Q&A

Introduction

Macro and Micro View

Conclusion

Conclusion

What Aspects Of A Job Are Important To You?

Rank	Aspect	Percentage
1	Salary	35%
2	Job Security	25%
3	Work-Life Balance	20%
4	Benefits	15%
5	Company Culture	10%

Notes: The chart shows that salary is the most important aspect of a job for respondents, followed by job security. Work-life balance and benefits are also significant factors, while company culture is ranked lowest.

Organizational Structure

Appendix

Attrition

- High attrition rate of good quality staff
- Low employee loyalty and commitment
- High turnover cost
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- High turnover cost

Organizational Structure

Loyalty

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Case Study  
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**AGENDA**

- Introduction
- Review with 8/20/14
- Strategic Management at Singhania & Partners
- Strategy of Singhania & Partners
- Discussion
- Q&A

**Introduction**

- Singhania & Partners
- Overview
- Business Model
- Market Position
- Key Challenges
- Key Success Factors

**Strategic Management**

- Vision and Mission
- Strategic Objectives
- Key Strategies
- Implementation
- Evaluation

**Conclusion**

Questions??

**What Aspects Of A Job Are Important To You?**

1. Salary	2. Job Security	3. Job Satisfaction	4. Job Growth
5. Job Flexibility	6. Job Variety	7. Job Responsibility	8. Job Challenge
9. Job Stability	10. Job Security	11. Job Satisfaction	12. Job Growth

Key Aspects of a Job are Important to You

- Salary
- Job Security
- Job Satisfaction
- Job Growth
- Job Flexibility
- Job Variety
- Job Responsibility
- Job Challenge

**Recruitment**

- Recruitment Strategy
- Recruitment Process
- Recruitment Challenges
- Recruitment Solutions

**Loyalty**

- Employee Loyalty
- Customer Loyalty
- Supplier Loyalty
- Partner Loyalty

**Retention**

- Employee Retention
- Customer Retention
- Supplier Retention
- Partner Retention

**Attrition**

- Employee Attrition
- Customer Attrition
- Supplier Attrition
- Partner Attrition

**References**

- Singhania & Partners
- Industry Reports
- Academic Journals
- Books

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**People Management, The Mantra for  
Success: The Case of Singhania and Partners**

**Chase Engel  
Tara Hayes  
Mamen Navarro  
Pengfei Yang**

# AGENDA

- Introduction
- Issues with Attrition
- Stakeholder Management at Singhania & Partners
- Loyalty at Singhania & Partners
- Recommendations
- Conclusion
- Q&A

<http://www.audittools.com>

# Introduction

## Singhania & Partners

- Singhania and Partners one of the largest full-services law firms in India
- Founder: Bavi Singhania. A savvy and experienced Indian lawyer with international experience.
- Created in 1999: has grown from 2 people to 50 in 7 years.

<http://www.off-tools.com>

## **Singhania & Partners**

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<http://www.proftools.com>

# Macro and Micro Issues

## Macro Issues:

- 1990: Liberalization
- Increased Demands of legal services... "Poaching"
- Possible liberalization & Lifting of Indian Laws
- Shortage of Lawyers/ High Attrition

## Micro Issues:

- Maintain customer base
- Retain employees
- Avoid effects of attrition

## **Macro Issues:**

- **1990: Liberalization**
- **Increased Demands of legal services... "Poaching"**
- **Possible liberalization & Lifting of Indian Laws**
- **Shortage of Lawyers/ High Attrition**



## **Micro Issues:**

- **Maintain customer base**
- **Retain employees**
- **Avoid effects of attrition**

# Attrition

- India experienced shortage of good quality legal professionals.
- With ample opportunities in the legal industry, attrition became a concern.
- Effective HR management was essential for Singhania.
- The effects turnover has on an organization.
- Seth's departure from Singhania.
  1. Left for more money
  2. Did not discuss his reasons for leaving

# Stakeholder Management

## Clients

- Opened an office in U.S.
- Moved to a bigger office in New Delhi to accommodate Daewoo
- Set up offices in Bangalore, Mumbai, and Hyderabad to service expanding client base.

## Employees

- Outsourced processes requiring form-filling: Employee Stimulation
- Merit based rewards for those employees whose service they valued.
- Encouraged work-life balance.

## **Clients**

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## **Employees**

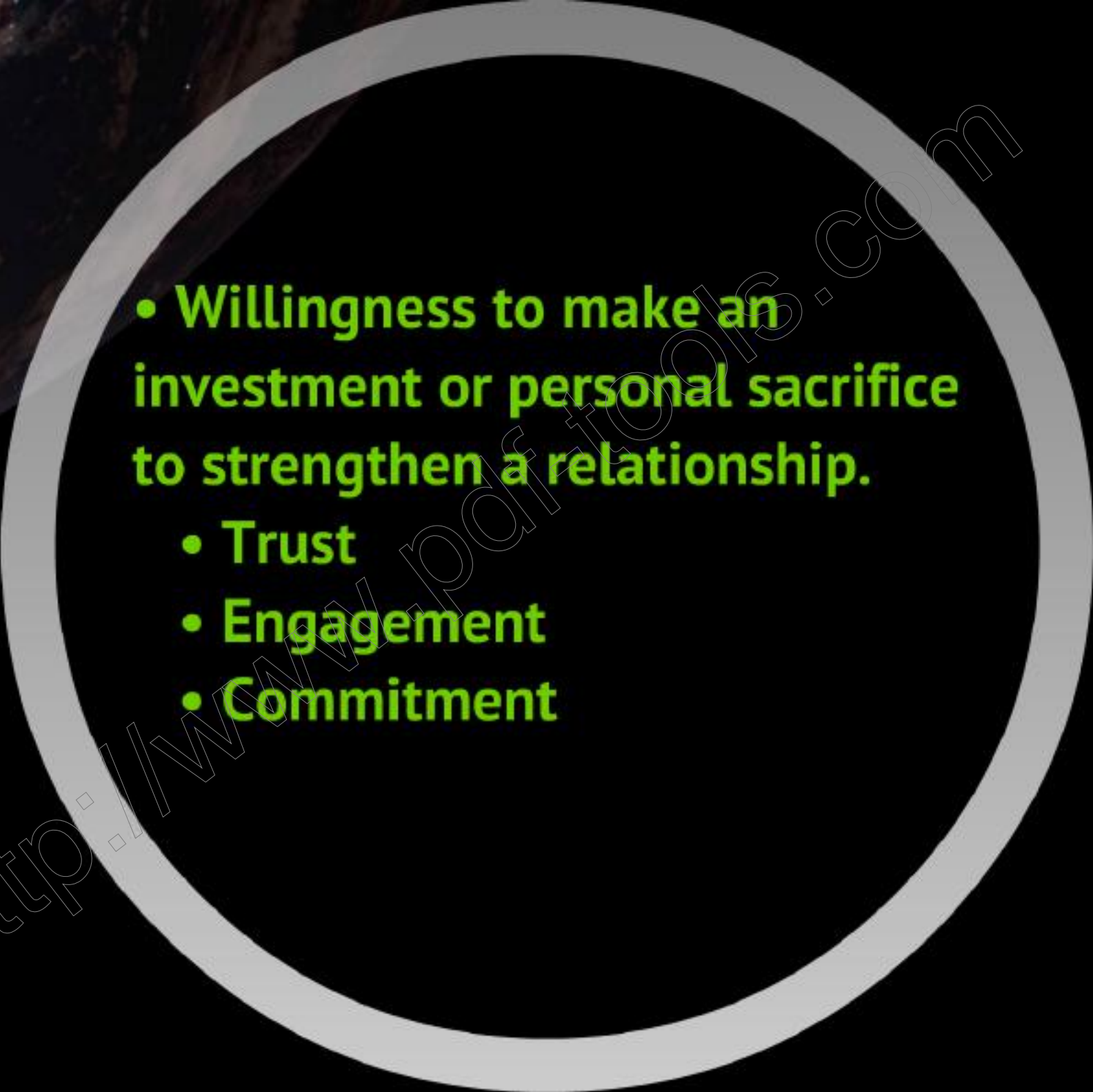
- **Outsourced processes requiring form-filling: Employee Stimulation**
- **Merit based rewards for those employees whose service they valued.**
- **Encouraged work-life balance.**

# Loyalty

- Willingness to make an investment or personal sacrifice to strengthen a relationship.
- Trust
- Engagement
- Commitment

## Singhania

- Bi-weekly open house
- Open door policy
- Seth wanting to return



**• Willingness to make an investment or personal sacrifice to strengthen a relationship.**

**• Trust**

**• Engagement**

**• Commitment**

## **Singhania**

- **Bi-weekly open house**
- **Open door policy**
- **Seth wanting to return**



# Recommendations

- Sustain good practices:
  - Career Development
  - Engagement
  - Compensation

- Exit Interview Process
- Communication Process:
  - Open-door policy
- Ensure proactive leadership and HR
- Performance Mgmt System:
  - T&D/Compensation
  - Fit Org's Strategy

- **Sustain good practices:**
  - **Career Development**
  - **Engagement**
  - **Compensation**

<http://www.locktools.com>

- **Exit Interview Process**
- **Communication Process:**
  - **Open-door policy**
- **Ensure proactive leadership and HR**
- **Performance Mgmt System:**
  - **T&D/Compensation**
  - **Fit Org's Strategy**

<http://www.bot-tools.com>



# What Aspects Of A Job Are Important To You?

Table below shows the 2010 top five  
Global engagement drivers

Chhotra, R., & Atchison, A.

**Reduced turnover: Best Employers score  
significantly lower levels of turnover  
across all regions**

Aspir: 40% lower turnover

# The table below shows the 2010 top five Global engagement drivers

Sanborn, P., Malhotra, R., & Atchison, A.

Engagement Drivers	Global
Career Opportunities	61%
Brand Alignment	44%
Recognition	40%
People/HR Practices	34%
Organization Reputation	34%

## **Reduced turnover: Best Employers see significantly lower levels of turnover in all regions**

- Asia: 40% lower turnover**
- Australia: 45% lower turnover**
- Canada: 54% lower turnover**
- Europe: 30% lower turnover**
- U.S.: 50% lower turnover**

Marusz, T., Kao, T., Bell, A., Veres, R., & Bakos, R.

40%
34%
34%

- Europe: 30% lower turnover
- U.S.: 50% lower turnover

Maruszak, T., Kao, T., Bell, A., Veres, R., & Bakos, R.

**“Being a Best Employer is worth \$75 million annually in recruiting, retention, and productivity gains.”**

**– Scott McNealy, Sun Microsystems**

<http://www.profittools.com>



# Conclusion

<http://www.pdf-tools.com>



<http://www.pdf-tools.com>

# Questions???

## REFERENCES

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Sanborn, P., Malhotra, R., & Atchison, A. (2011). Trends in global employee engagement. Retrieved from [http://www.aon.com/attachments/thoughtleadership/Trends\\_Global\\_Employee\\_Engagement\\_Final.pdf](http://www.aon.com/attachments/thoughtleadership/Trends_Global_Employee_Engagement_Final.pdf).