

# ‘We create space for the gifted’

**VALUE ADDITION** Integrity, customer centricity and excellence are mandatory for candidates applying at Mahindra Comviva



## briefcase

**SANDYP BHATTACHARYA** Sandyp Bhattacharya's personal vision is to evolve himself continuously while influencing positive change in a flexible manner. He loves developing empowered and capable teams; and believes in building strong relationships with internal customers. He likes to deliver high service levels with focus on creating 'real' business value. Bhattacharya likes to thrive under ambiguous, stressful and highly-demanding work situations. He has also successfully managed culturally diverse environments in a global scenario, spread across entities and continents.

**Sandyp Bhattacharya, senior vp and head of hr, mahindra comviva**

**How do you spot and attract talent?**

Mahindra Comviva's attractiveness comes from its wide canvas of products, geographies and customers. We stand out because we are one of the few product companies in the IT sector, which is dominated by companies in the services business. This allows us to offer a wide latitude of learning opportunities at work that is a key pull for many discerning candidates. Talent scouting is a 24x7 job for our senior management. When we see exciting talent, we don't get constrained by positions and for exceptional people we find or create roles. Our recruitment is limited to top tier campuses, depends on strong references and is backed by stringent filtering during the hiring process.

**The best way to retain and nurture stars?**

We go to great lengths to retain and nurture our talent. Creating learning opportunities, fostering a vibrant work culture and ensuring they get a chance to work on innovative and cutting-edge technologies are just some of them. We give them lot of freedom to

think and work outside the box, too.

**What kind of a workplace environment do you strive to create?**

We continuously work towards an environment of meritocracy with a high focus on people. We are known for high levels of integrity in all our efforts and business practices. Our motto is "enjoy to excel", where we strive to drive excellence through an informal and fun filled work environment with an open-door environment in every sphere. We provide the 'freedom to fail' when someone tries to do something while stretching their mind and abilities.

**What specific attributes/values do you look for in candidates being interviewed?**

People focus, responsiveness, integrity, customer centricity and excellence are mandatory, with varying manifestations and interpretations that we expect for varied levels and roles. But apart from level specific competencies some common threads that we look for include constant focus on innovation coupled with constructive dissidence. We also stress upon the the ability of a candidate in terms of handling demanding and stressful situations. People orientation/interpersonal skills like team working and collaboration are absolute prerequisites. Organising

and project management capabilities, passion and energy, conviction, courage and confidence and finally strong analytical and reasoning abilities are what we seek in our employees

**What's unique about your appraisal system?**

We follow a multi-rater based performance management system with a bell curve distribution of talent pool based on KRAs and behaviour parameters along with measurement of potential. However, the differentiator is the rigour in the system for making this work.

- Coordinated by Vandana Ramnani