

People Pulse – An NHRDN Mumbai Chapter initiative

President’s Note

By Mona Cheriyan, President – NHRDN Mumbai Chapter

As the world of work transforms at a pace we’ve never seen before, the role of HR has moved far beyond policies and processes. Today, HR sits at the heart of organisations – connecting people with purpose, enabling performance, and shaping cultures that are resilient, inclusive, and ready for the future.

At the National HRD Network (NHRDN), we deeply believe in the power of community. Our commitment is to create spaces where HR professionals can come together to learn, reflect, and grow—across industries, roles, and geographies. Through our chapters, knowledge initiatives, and practitioner-led conversations, we continue to foster meaningful dialogue and shared learning grounded in real experiences.

This bi-monthly newsletter is one small yet important step in that journey. It brings together insights on emerging workplace themes, reflections that resonate with HR leaders, and lighter moments that celebrate the very human side of work. I hope these pages spark new ideas, offer fresh perspectives, and remind you that you are part of a vibrant, supportive HR community.

Thank you for being an integral part of NHRDN. I look forward to your continued engagement and contributions as we learn and evolve together.

Warm regards,
Mona Cheriyan



Upcoming Programme

LABOUR CODES UNLOCKED: FROM POLICY TO PEOPLE PRACTICE

Are you wondering

- What’s Actually Different in the Codes?
- How to drive the Labour Codes in the organization?
- Where is the most clarity required for effective implementation?
- How do we prepare ourselves to ensure compliance?

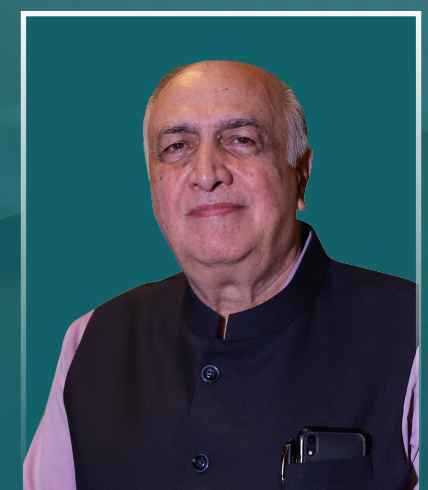
Friday, 20th February 2026

Time : 9:30 AM TO 6:30 PM

 Welingkar Institute of Management, Matunga
Central Railway, Mumbai 400019



Dr. Israel Inbaraj
Labour Law & Compliance
Expert



Vineet Kaul
HR Advisor & Mentor

Connect for further details



Smita
+91 874 881 7414



Simran
+91 702 113 9887

Past Events



Chai Pe Charcha

NHRDN Mumbai recently hosted Chai Pe Charcha, an enriching evening of leadership conversations with Dr. Anil K. Khandelwal, former Chairman & MD, Bank of Baroda. The dialogue highlighted ethics, presence, and everyday leadership actions that create sustained impact beyond titles and authority.



FreshLens – Multi generational Diversity in the Workplace

NHRDN Mumbai hosted an engaging FreshLens session focused on strengthening collaboration across generations at the workplace. With insights from Ms. Mona Cheriyan and Dr Tanvi Mankodi, Core Faculty – SPJIMR, Mumbai the discussion explored how diverse perspectives and experiences can come together to build more adaptive and resilient teams.

Why & How to Become an NHRDN Member

- Be part of India's premier HR and people management network
- Learn from leading HR practitioners, thought leaders, and academicians
- Access exclusive seminars, webinars, conferences, and knowledge resources
- Benefit from certifications, research publications, podcasts, and thought leadership on emerging people and workplace trends
- Build meaningful professional connections across industries and career stages
- Choose from flexible membership options for students, individuals, and institutions
- **Enroll easily by visiting: www.nationalhrd.org**

WHEN SYSTEMS FAIL, PEOPLE STEP UP: WHAT WORKPLACE CRISES REVEAL ABOUT CULTURE

Most workplace crises don't announce themselves politely. They arrive as long queues, raised voices, exhausted employees, and systems that stop responding as designed. Recent events in the aviation sector reminded us how quickly a routine workday can turn into a high-pressure human situation.

In such moments, organisations are not represented by brand campaigns or policy manuals, but by people. Frontline employees, often with limited information and few choices become the face of the organisation. What they say, how they respond, and the discretion they exercise are shaped less by scripts and more by the culture they have absorbed over time.

Crisis exposes the invisible rules of the workplace. Do employees feel trusted to make judgment calls, or are they expected to follow procedures even when those procedures no longer fit the situation? Are managers present to support teams, or does hierarchy slow decisions precisely when speed and clarity matter most? These moments reveal whether empathy is encouraged, accountability is shared, and organisational values are truly lived.

History offers other reminders of this pattern. During the 26/11 attacks in Mumbai, employees of the Taj Hotel were widely noted for their calm, care, and presence of mind in supporting guests. These behaviours were not scripted for such an extreme situation. Later reflections highlighted that these responses were shaped by long-standing cultural norms around service, ownership, and responsibility, built over years, not activated overnight.

For leaders and HR professionals alike, such incidents are not about assigning blame. They are about listening – listening to what the situation demanded, where systems stopped helping people do their jobs well, and how supported employees felt while managing fear, frustration, and uncertainty.

The real learning lies in what organisations do next. Systems can be reviewed, policies refined, and protocols strengthened. But strong cultures are built when leaders and HR reflect honestly on how decisions were enabled or constrained, and whether employees felt trusted to act with humanity under pressure. When systems inevitably falter, it is culture that determines whether people freeze or step up.

Takeaways

- Culture becomes most visible when pressure is highest
- Frontline discretion is often a reflection of trust, not risk
- Psychological safety enables better human decisions
- Every crisis is also a feedback loop for culture and leadership

**By paying attention to these moments, organisations don't just fix systems,
they build workplaces that are resilient, humane, and worthy of trust**

— Vandana Shejwal

Workplace Moments Every HR Professional Will Recognise

Emails That Deserve a Translation

“Noted.”

- I am choosing not to engage further.
- I am being politically safe.
- I have acknowledged receipt - nothing more.

“Let’s take this offline”

- This conversation may get uncomfortable.

“We are aligning internally”

- A decision has not yet been made.

Performance Review Season: A Snapshot

- Managers try to recall the past year
- Employees rediscover achievements
- HR rediscovers patience

Meetings That Could Have Been Emails

- The “quick sync” that lasts an hour
- The meeting to plan another meeting
- The discussion where everyone agrees - after 45 minutes

The Unofficial Job Description of HR

- Interpreter of policies
- Mediator of misunderstandings
- Keeper of calm during chaos
- Reminder that organisations are, at their core, about people

A gentle reminder that while HR manages systems and structures, it is humour and humanity that keep workplaces connected.

ABOUT NHRDN

The National HRD Network is a premier professional body committed to the development of human resources through knowledge sharing, capability building, and thought leadership. With an extensive network of chapters across India, NHRDN serves as a forum for HR professionals to connect, learn, and contribute to the evolving people agenda in organisations.