



# VALUE TALK

A MONTHLY NEWSLETTER BY ADD VALUE CONSULTANTS

Add Value Consultants is a leading Management Consulting Firm serving Indian Industries. This Newsletter is an endeavor to provide updates, understanding and sharing of global practices to the Business Owners, Managers, Academicians and Executives.

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## Editorial Note

Dear Readers,

In today's dynamic work landscape, HR is undergoing a profound transformation - moving away from the traditional project mindset of fixed timelines and one-off deliverables, towards a product mindset that prioritizes continuous value delivery and evolution. This shift is driven by the need to create employee experiences that adapt as quickly as business and workforce demands change. Recent industry reports show that organizations leveraging continuous HR solutions see up to 30% higher employee engagement and 25% faster skill adoption compared to those using static, project-based approaches. With AI enabling real-time sentiment analysis, personalized learning paths, and adaptive benefits, HR's role is expanding from administrative efficiency to experience architecture – designing solutions that evolve like products and keep employees at the heart of every innovation.

Have a Great Time....!!!

Regards,  
Chetan Bhojani

### FROM PROJECT TO PRODUCT THINKING: THE NEW HR MINDSET

- HR is undergoing a quiet revolution. For years, the Human Resources function operated with a 'project mindset' - fixed timelines, defined deliverables and an aim to wrap things up efficiently. It worked well for certain initiatives, but it often failed to keep pace with the ever-changing needs of employees and the business.
- Today, the conversation is shifting. HR is beginning to think less like a project manager and more like a product owner. And that changes everything.
- **Projects end. Products evolve.**
- A project delivers once; a product continues to deliver value, adapting as user needs change.
- For HR professionals, that means building solutions - whether it's Onboarding, Learning and Development, Performance Management or Employee Engagement - that are ongoing, continuously improved and deeply aligned with the Employee Experience.
- If we cite example of employee onboarding. Traditionally, onboarding might be a two-week 'project' - a checklist of forms, induction sessions and welcome kit. In a product mindset, onboarding is an ongoing experience: digital pre-joining resources, buddy programs, role-specific training that evolves with the job and check-ins at 30, 60, and 90 days to
- continuously refine the process.
- **Why AI accelerates this shift: Continuous listening over point-in-time surveys.**
- The rise of AI has changed the game. Employees now expect the same personalization at work that they experience with Netflix or Spotify. AI tools allow HR to analyze sentiment in real time, predict attrition risks and tailor learning paths to individual career goals. Learning isn't a yearly calendar; it's an adaptive experience that updates with business needs and individual aspirations.
- We can deploy a continuous feedback platforms powered by AI which can detect shifts in engagement sentiment instantly,

prompting timely action. Or AI-driven benefits platforms can recommend personalized wellness resources based on usage patterns - much like how e-commerce suggests products to us. We treat benefits like a subscription service - regularly reviewing usage, gathering employee input and tweaking options to keep them relevant.

### • **What this means for HR professionals?**

- Adopting a product mindset requires HR to become deeply curious about employees as 'Internal Customers'. Who are they? What motivates them? How are their needs changing?
- It means using data analytics to spot trends, piloting solutions and being willing to iterate just like a tech product team would.

- And yes - it means storytelling too. Just as product managers sell the value of their features to customers, HR needs to communicate initiatives as solutions that make employees' work lives better, not just compliance checkboxes.
- The truth is that employees do not get excited about projects. But they do get excited about products that make their lives easier, their work more meaningful and their careers more successful. The sooner HR embraces this shift; the sooner we move from being seen as administrators to being valued as architects of great 'Employee Experience'.

## About the Author



Mr. Bibhas Biswas  
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He is a seasoned HR professional with over a decade of experience in Human Resource Management. Currently serving as Manager (HRD) at Indian Oil Corporation Limited's Pipelines, he oversees critical functions such as Performance Management, Manpower Planning, Leadership Assessment, Transfers and Promotions etc. An engineering graduate turned HR professional and alumnus of XISS, Ranchi (PGDM - HRM).

## Sessions on “International Business” at Ahmedabad Management Association



Two sessions on ***“Turn Contacts into Leads For Export Markets”*** and ***“Beyond Price - Selling Value in International Markets”*** were organized by Ahmedabad Management Association (AMA) on 26th July, 2025. The session was conducted by Mr. Chetan Bhojani, Founder & CEO, Add Value Consultants.