



WOMEN IN TECHNOLOGY LEADERSHIP SPEAKER  
SERIES IV REPORT

# **MANAGING ORGANISATIONAL CHANGE IN THE DIGITAL AGE**

SPEAKER: SANJANA PATIL

DATE: 10 JULY 2021

TIME: 9.30 PM IST, 12PM EST

# WOMEN IN TECHNOLOGY LEADERSHIP SPEAKER SERIES IV REPORT

## **About the Series**

Women in Technology Leadership (WITL) series is an initiative by the ISOC India Mumbai Chapter to celebrate the women who have been creating a mark for themselves in the technology leadership space. Aligning with this vision of ISOC India Mumbai to further promote women leadership in the technology sector, the chapter organised its fourth Women in Technology Leadership Speaker Series webinar on the theme Managing Organisational Change in the digital age.

## **About the Speaker:**

Ms Sanjana Patil is an accomplished senior Human Resources professional with over 25 years of extensive experience in HR Technology solutions, People Analytics, HR Metrics and Reporting. She started her career in HR with TATAs, in India. She worked with the Royal Bank of Canada in various HR functions for over 14 years. For the last three years, she has been with the Canadian Government, The City of Hamilton as Manager of HR Technology & Analytics. Sanjana has led numerous HR business changes through automation and redesigning complex HR processes that enhanced performance. Sanjana was raised in India and did her undergrad in Psychology at IP College, Delhi. She has a Master's Degree from the prestigious Tata Institute of Social Sciences (TISS) Mumbai. She then moved to Canada in 2004 and added a couple of Canadian qualifications. She is a Certified HR Leader (CHRL) and Certified Compensation Professional (CCP).

The success of an organization and its verticals, to a great extent, relies on their commitment and proactive measures to deal with the internal and external changes in their business environment. The evidence suggests that in the ever-changing social and work environment, only those institutions that can adapt to these changes can exist and work with significant success. Only those organizations that possess the knowledge of change management can remain competitive in the modern, fast-moving economy. This fourth edition of the series talked about change management in the age of the Internet and how major organisations are dealing in maintaining a balance between person and machine.

Nandita Koshal, Vice-President of ISOC India Mumbai Chapter began the session by warmly welcoming the guest speaker Ms Sanjana Patil and gave a brief introduction to the audience about the speaker. She talked about the growing concern surrounding fewer women participating in the technology field. She then invited Prateek Pathak, founder-President and volunteer at ISOC India Mumbai Chapter to take over the discussion.

**The discussion started with Prateek, the moderator, breaking the ice by asking the speaker to share three good things about her.**

Sanjana spoke about her passion for technology especially in her workspace and how it helps in businesses. She spoke about her leadership as to how her team considers her to be an empowering, empathetic and engaging coach.

Diving further into the discussion, Prateek asked Sanjana, if she had **any advantages or disadvantages in her life as a user of the Internet and as a woman?**

Sanjana opined that in technology, the lines between the genders have merged. However, the perception of people on the usage of technology was going to take time to change. In the field of technology, the person who overcomes all struggles, is aggressive, and adapts to changes in the ever-changing world, is the one who thrives and has an actual advantage. In her time living in the western world, she believes that all genders have gotten equal opportunities and have been encouraged to contribute more irrespective of gender.

**Moving to the topic of the hour 'Managing Organisational Change in the Digital era' Prateek asked the speaker that as a female leader how has technology helped her to break the organisational silos and bring about change.**

Sanjana emphasized that technology is there to improve the efficiency of the employees and not to replace them. The HR team should focus on engaging with the people of the organization to ensure a smoother transition into a new change. The holistic view for bringing in new technology is to reduce routine mundane work so that people can make full use of heads and hearts to improve skills, organisational capability and break silos. A very apt example given by her was that due to the pandemic, the zoom platform is now present in almost all working households. It has made colleagues see each other more humanely in the comfort of their homes which would not have been possible in the office meeting rooms. She firmly believed that technology will never replace humans.

**Considering her work in Human Resources (HR) for so many years and current contribution as an HR manager in the government of Hamilton, what were her views on Internet Governance and its role in today's world?**

Sanjana explained to the audience that governance can be separated into parts. One part being self-governance and another being where entities and organisations can follow their own rules and regulations on data integrity, the systematic flow of their operations, and how to maintain them while factoring in the external laws set up by various authorities. She pointed out that the government has multiple functions that require different laws. It is however important that laws should be made inclusively so that they can be applied on a 20 as well as an 80-year-old. Unlike a company in the corporate world that can disappear, governments will always be there. Therefore, for them to design a system of governance that will cater to the entire diverse population will take a lot of time. She also says that government has to be rigid and slightly traditional for policies to ensure that they have a sustained application rather than a 'fly by the seats' kind of situation.

**The discussion took an interesting turn when Prateek asked the question of how the government of 2150 look like?**

Sanjana said that she would want the government to work more like a corporate entity in terms of higher efficiency and fast responses. The efficacies of the private sector are something she would want to see in the public sector in the future. She also wants technology to be made compatible with the needs of the people that the governments serve. Essentially, an improved system while maintaining the integrity of the government. She wants the government to be more cooperative, create a culture of learning and be more receptive to people's feedback. She also expressed that the huge array of data that was available should be used extensively to improve the systems. In her words "What can be measured, can be managed". She also complimented the Indian spirit that easily adapts to change. Overall, she hoped for a brighter future with equal opportunities for all.

**The floor was then opened for discussion with the audience where Priyamvada Gupta, Additional Treasurer of ISOC India Mumbai took over the Q&A session. The first question from the audience was what is the difference between Governance and E-government?**

To which, Sanjana explained with an example of giving a teenager an Iphone with certain rules such as not using it during meals, not taking it to school and using it only for 2 hours of the day etc. This is Governance where you set out policies and rules which are to be followed for anything digital. E-Government in this example will be the phone itself and the technology it brings. This translates into all the digital processes that can be used to manage the entities.

**The next question to the speaker was that as an HR, she had access to a lot of personal and sensitive data. How does she ensure data privacy?**

Sanjana replied that this is where governance plays an important role. There are only a few things where the government has allowed direct access. For the rest of the things getting access is difficult without permission. The standard operating procedure is followed to maintain maximum privacy. They are very cautious in sharing any sort of data in HR as they can create mental biases between managers and employees. Data confidentiality is strictly maintained.

**The third question was on the assumption that if technology is a panacea for organisational problems. Its introduction will solve all the problems without people having to work on it. How does one change this kind of mindset?**

Sanjana explained that technology cannot solve all the problems. She advised that every organisation should take into consideration its four pillars before bringing in any technology in the company that is people, processes, existing technology and maintenance. There is always going to be a risk involved about missing out on opportunities or facing other risks like this pandemic. There is never going to be a perfect solution. There is only constant improvement and development of processes.

**Next, the speaker was asked to elaborate on empathic leadership and how to develop this intrinsic skill in a better way.**

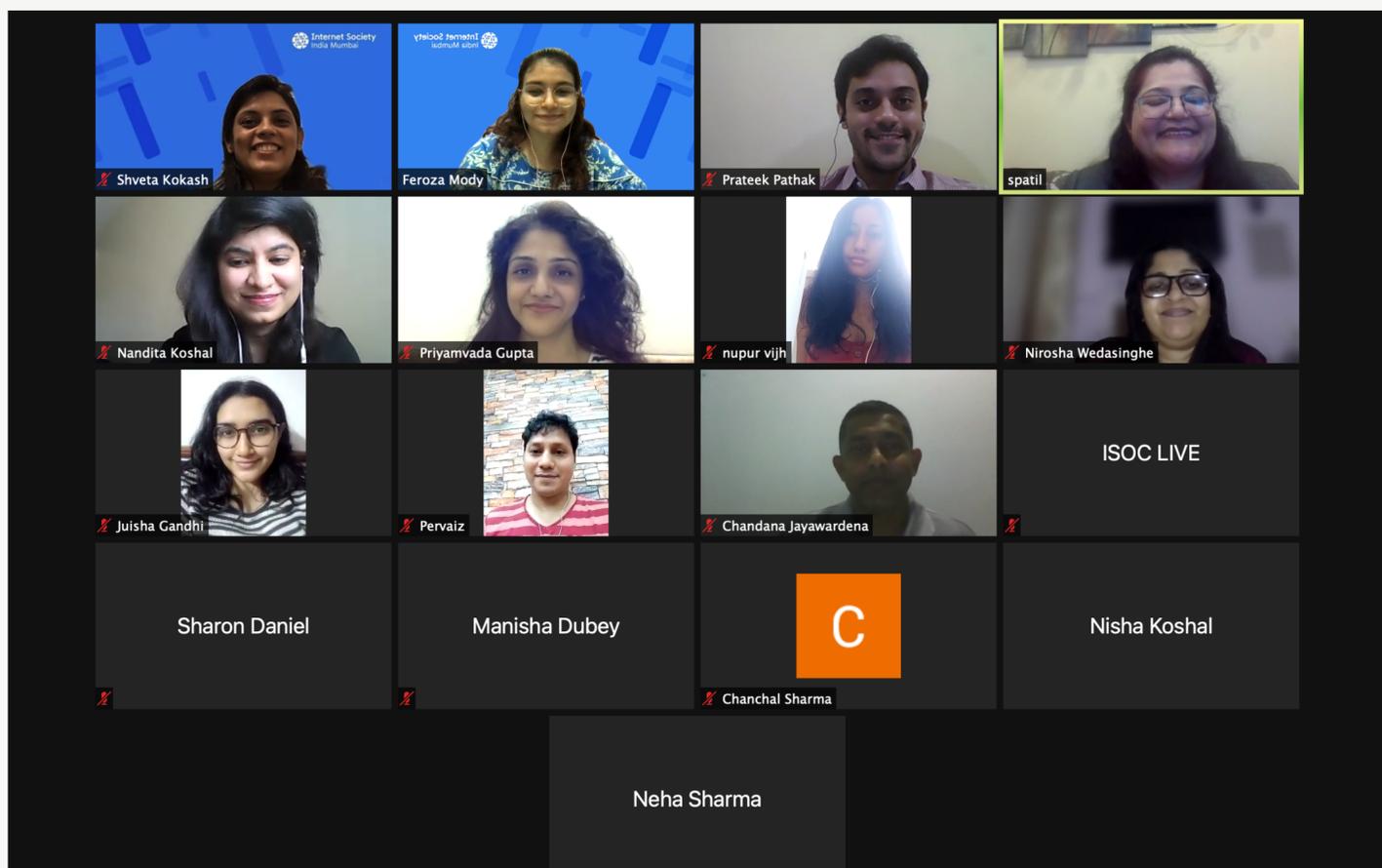
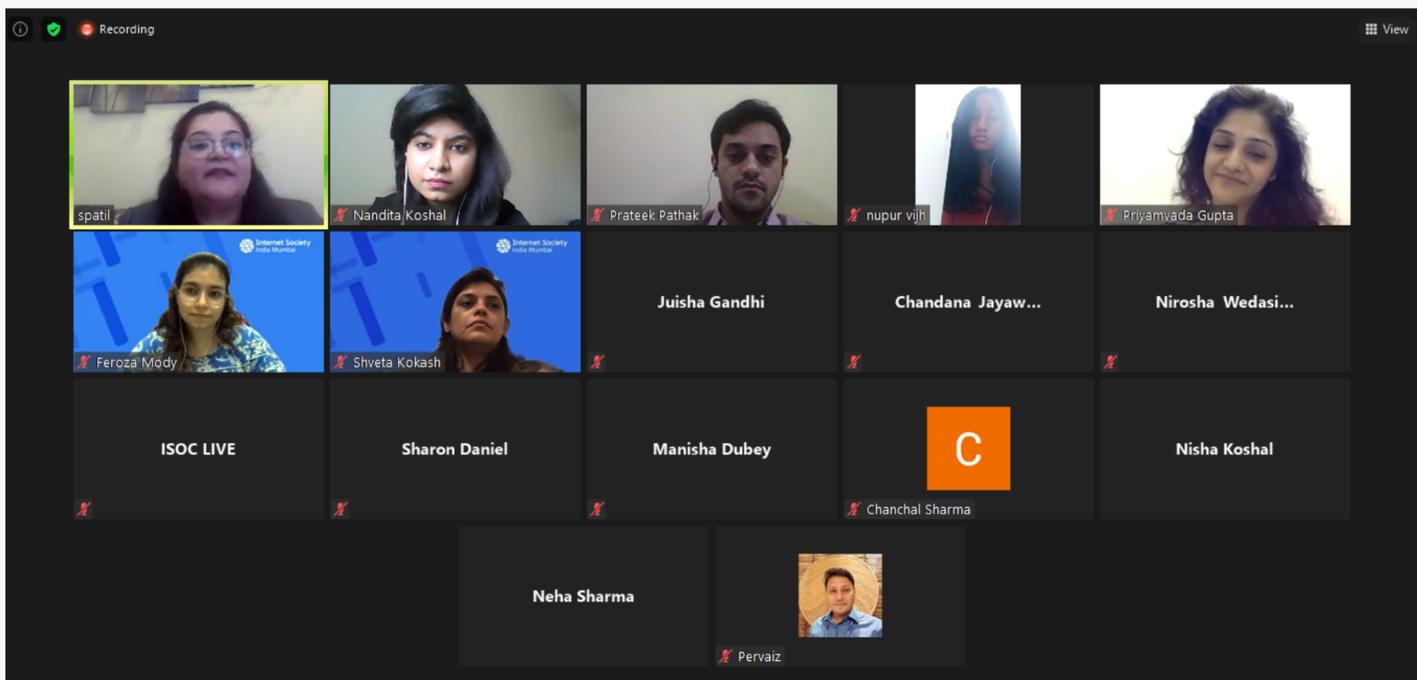
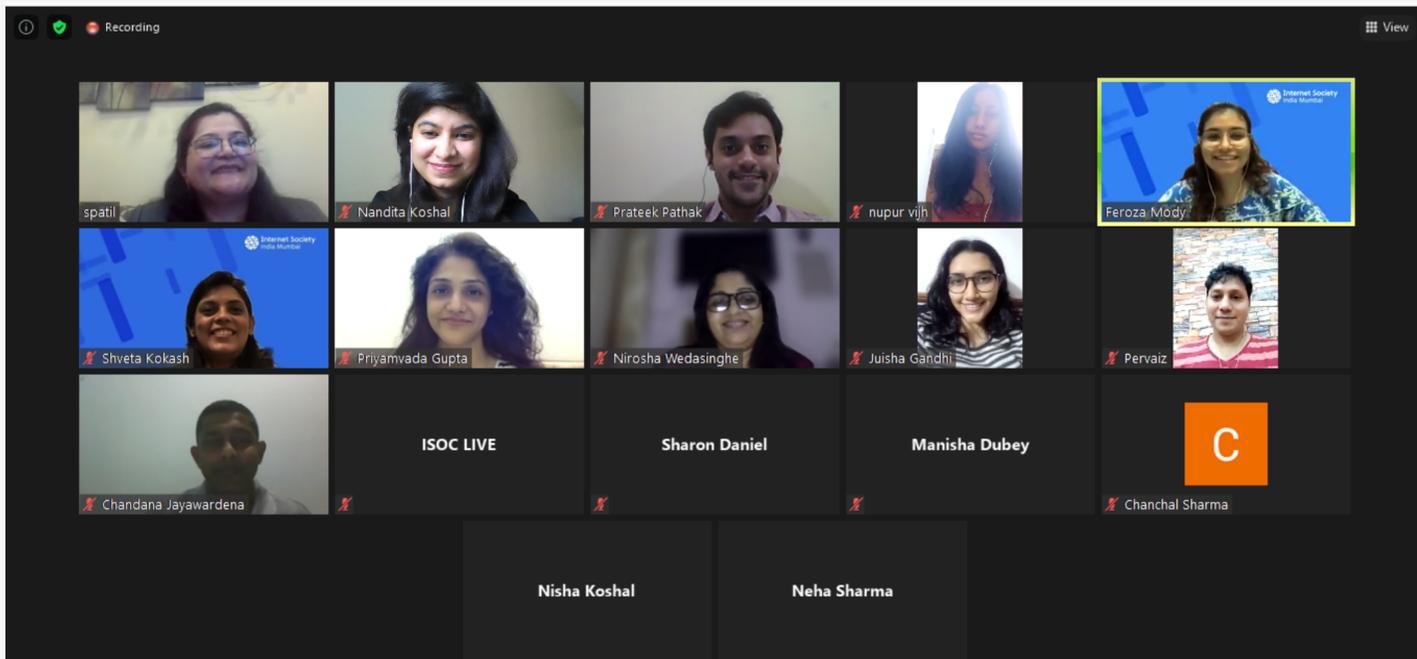
Sanjana elaborated that one should distinguish between empathy and sympathy. Sympathy is more of a verbal consolation, whereas, empathy is when you avoid emotions and try to pinpoint the problem. Empathy usually comes up in the workspaces where you put yourself in someone else's shoes and solve the problem together. She prefers to solve problems by simplifying them and then following the procedure to make implementation easier.

**The final question was on what should be the role of government in increasing women participation in the field of technology?**

Sanjana stated that it is women who have to step up. Women need to give up on their inhibitions, learn to take the risk and be more motivated to challenge themselves. She encouraged every woman to have better confidence and take up responsibilities.

The webinar concluded with Feroza Mody, Secretary of ISOC India Mumbai giving a vote of thanks to the speaker for giving her insights on the organisational change in today's world. She also thanked Priyamvada and Prateek for moderating the session, the chapter volunteer Juisha for rapporteuring, and other chapter leaders from Trivandrum, Sri Lanka and Hyderabad for their presence. She also thanked Shveta Kokash, President of ISOC India Mumbai and Nandita Koshal, Vice-President and Treasurer of ISOC India Mumbai for overall coordination of the event and their collective effort for making the webinar a success.

# PHOTO GALLERY



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# MANAGING ORGANISATIONAL CHANGE IN THE DIGITAL AGE

**SANJANA PATIL**

Manager, HR Technology and Analytics,  
City of Hamilton, Ontario, Canada

**DAY: SATURDAY, 10 JULY 2021**

**TIME: 9.30 PM IST, 12PM EDT**



**Internet Society**  
India Mumbai

