

THE PORTFOLIO MAGAZINE · EXECUTIVE PROFILE

Arushi Arora Kathal

Chief Technology & People Officer at Ooms India.
Bridging industrial execution, people, and modern systems.

Connecting leadership intent with site-level reality

Modernizing civil engineering from the frontline up.

At Ooms India, Arushi Arora Kathal leads both Technology and People operations. Her mandate centers on building accessible systems that frontline teams actually embrace, transforming operational routines into sustained industrial execution.



Implementation is not adoption

TECHNICAL ROLLOUT

Tools are selected

Software purchased and deployed.

Workflows documented

Standard procedures archived as policy.

Training delivered

Classroom modules checked off as complete.

THE FRONTLINE GAP

Habits persist

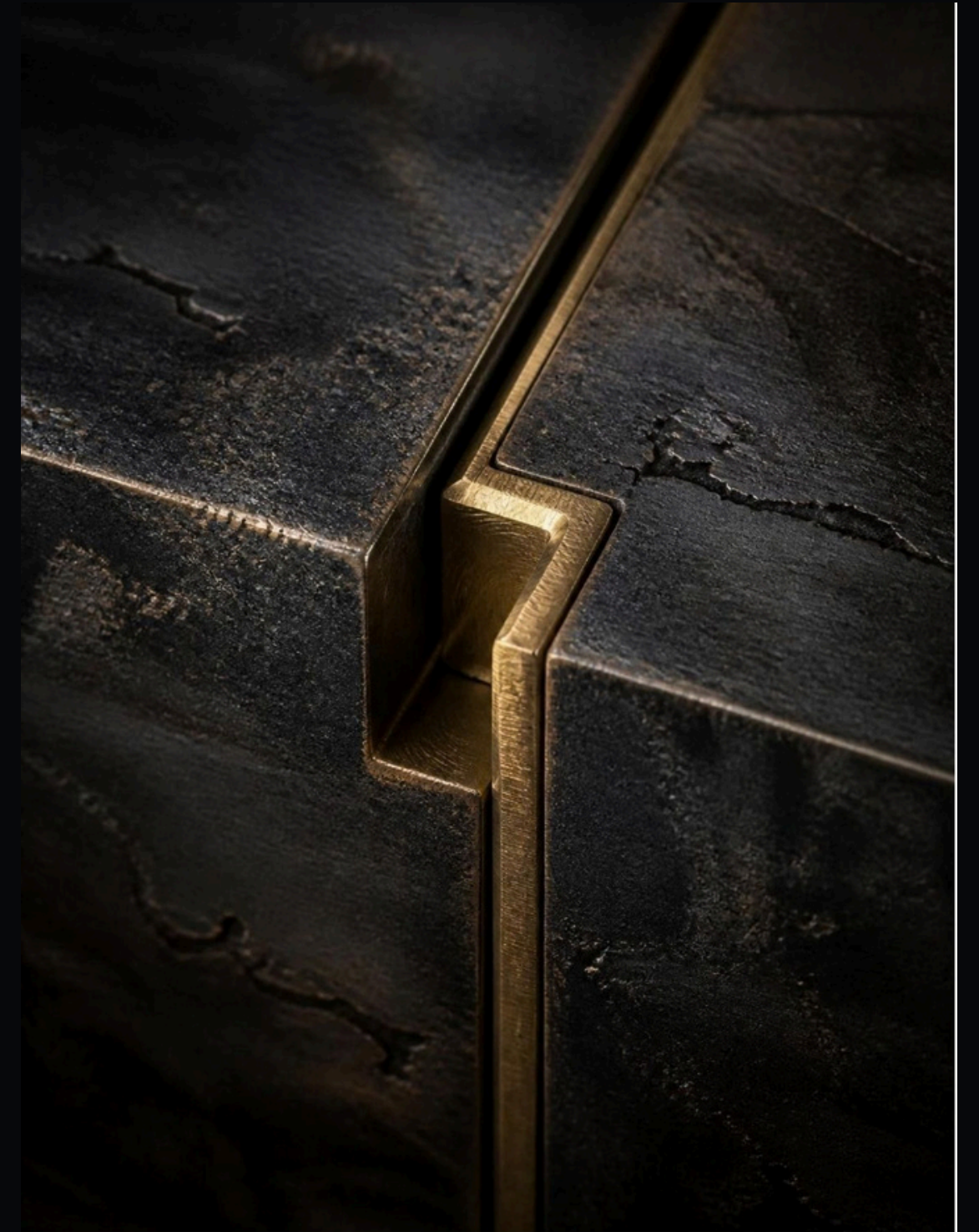
Teams fall back to spreadsheets and memory.

Shadow processes

Informal communication replaces official logs.

Passive compliance

Data entered late or only under direct pressure.



“THE PEOPLE EXPECTED TO USE A SYSTEM SHOULD HELP SHAPE IT.” — ARUSHI ARORA KATHAL

Execution improves when three pillars align

PILLAR 01 · PEOPLE

Participation & insight

Input gathered from site supervisors, engineers, and operators before designs freeze. When frontline teams contribute operational context, ownership replaces passive compliance.

FRONTLINE VOICES SHAPE
SYSTEM DESIGN

PILLAR 02 · PROCESS

Structured SOPs

Clarity over administrative bulk. Standard operating procedures stripped to essential checkpoints that remove ambiguity, define handoffs, and govern cross-site work.

LEAN WORKFLOWS ELIMINATE
FRICTION

PILLAR 03 · TECHNOLOGY

Accessible tools

Lightweight interfaces meeting teams where they already work. Systems engineered for low cognitive load and immediate responsiveness in challenging jobsite conditions.

SOFTWARE MATCHED TO SITE REALITY

Governing Principle: Sustainable adoption happens when people help build the systems they run.

Participation turns compliance into ownership

Employee Input Frontline teams surface exact pain points, daily bottlenecks, and manual workarounds.	Workflow Design Processes map around real jobsite constraints rather than theoretical ideals.	Refinement Field testing strips unneeded steps and optimizes mobile screen inputs.
Implementation Tools launch with pre-established familiarity because teams recognize their contributions.	True Adoption Proactive daily utilization takes root without continuous executive policing or reminders.	

The Cultural Return: Visible employee contribution establishes organizational trust and anchors systems that survive leadership transitions.

Agentic AI raises the bar for HR delivery

Modern workforce expectations demand immediate answers. In complex operations, manual coordination creates administrative strain that slows decisions and dilutes team trust.

AUTOMATING ROUTINE FRICTION

Autonomous agents instantly process status inquiries, documentation requests, and field attendance updates.

ELIMINATING MANUAL CHASING

System-driven notifications and proactive follow-ups ensure compliance without personal administrative overhead.

PRESERVING THE HUMAN TOUCH

Automating transactional tasks liberates people leaders to focus on complex advisory, conflict resolution, and talent growth.

TECHNOLOGY HANDLES SPEED AND REPETITION; LEADERS PROVIDE EMPATHY AND WISDOM.



Technology should follow the workflow

PRAGMATIC DEPLOYMENT OVER HEAVY ENTERPRISE SPRAWL: BUILDING ON TOOLS THE TEAM ALREADY KNOWS.

Platform	Operational Deployment	Business Outcome
Google Sheets	Rapid structured logging and shared operational rosters	Immediate data capture & team visibility
AppSheet	Low-code mobile interfaces for site audits and attendance	Clean data validation on mobile hardware
WhatsApp Integrations	Automated alerts, confirmations, and document distribution	Zero adoption friction; instant field reach
Automated Trackers	Cross-departmental milestone sync and progress flags	Higher coordination & operational efficiency

“The best software in the world is useless if a supervisor under sun and dust cannot update it in five seconds.”

AI makes judgment more valuable, not less

COMMODITIZED BY MACHINES

Information Access

Synthesizing raw data across repositories, policy retrieval, drafting communications, automated status reporting, and routine pattern identification.

FAST · REPLICABLE · LOW MARGINAL COST

PREMIUM HUMAN CAPABILITIES

Contextual Judgment

Ambiguity Navigation: Deciding when rules require field exceptions.

Contextual Problem-Solving: Factoring unstated operational history.

Accountability & Ownership: Standing behind high-stakes outcomes.

Connecting Strategy to Real Work: Translating vision into daily labor.

IRREPLACEABLE · GROUNDED · ACCOUNTABLE

WHEN INFORMATION BECOMES UBIQUITOUS, THE ABILITY TO INTERPRET CONTEXT AND TAKE RESPONSIBILITY BECOMES THE SCARCEST ASSET.

HR is becoming a business system

As industrial organizations expand, complexity multiplies across operations. HR cannot operate as a detached administrative unit—it must function as a core business driver integrated with strategy and field reality.

Scale Strain

GROWTH COMPLEXITY

More project sites create communication silos, delayed feedback loops, and dispersed accountability.

Structural Pressure

Process Alignment

LEAN INTEGRATION

Human resource processes sync directly with procurement, project milestones, and machinery readiness.

Workflow Harmony

Tech Foundations

SYSTEMS ARCHITECTURE

Real-time telemetry and communication pipelines replace slow administrative reporting.

Visible Execution

Business Strategy

CAPABILITY PLANNING

Talent development and leadership depth mapped directly against future revenue commitments.

Competitive Edge

OPERATIONAL IMPERATIVE

“Efficiency alone cannot solve structural problems. People systems must integrate with how work actually gets executed.”

The next HR leader connects intent to reality

A multi-disciplinary mindset built to navigate ambiguity and unify frontline execution.



Systems & Business Thinking

Grasping financial realities, operating models, and enterprise feedback dynamics.



Technology & Execution Acumen

Deploying pragmatic digital tools with clear understanding of site-level constraints.



People & Strategic Alignment

Fostering psychological safety, frontline ownership, and crisp leadership clarity.