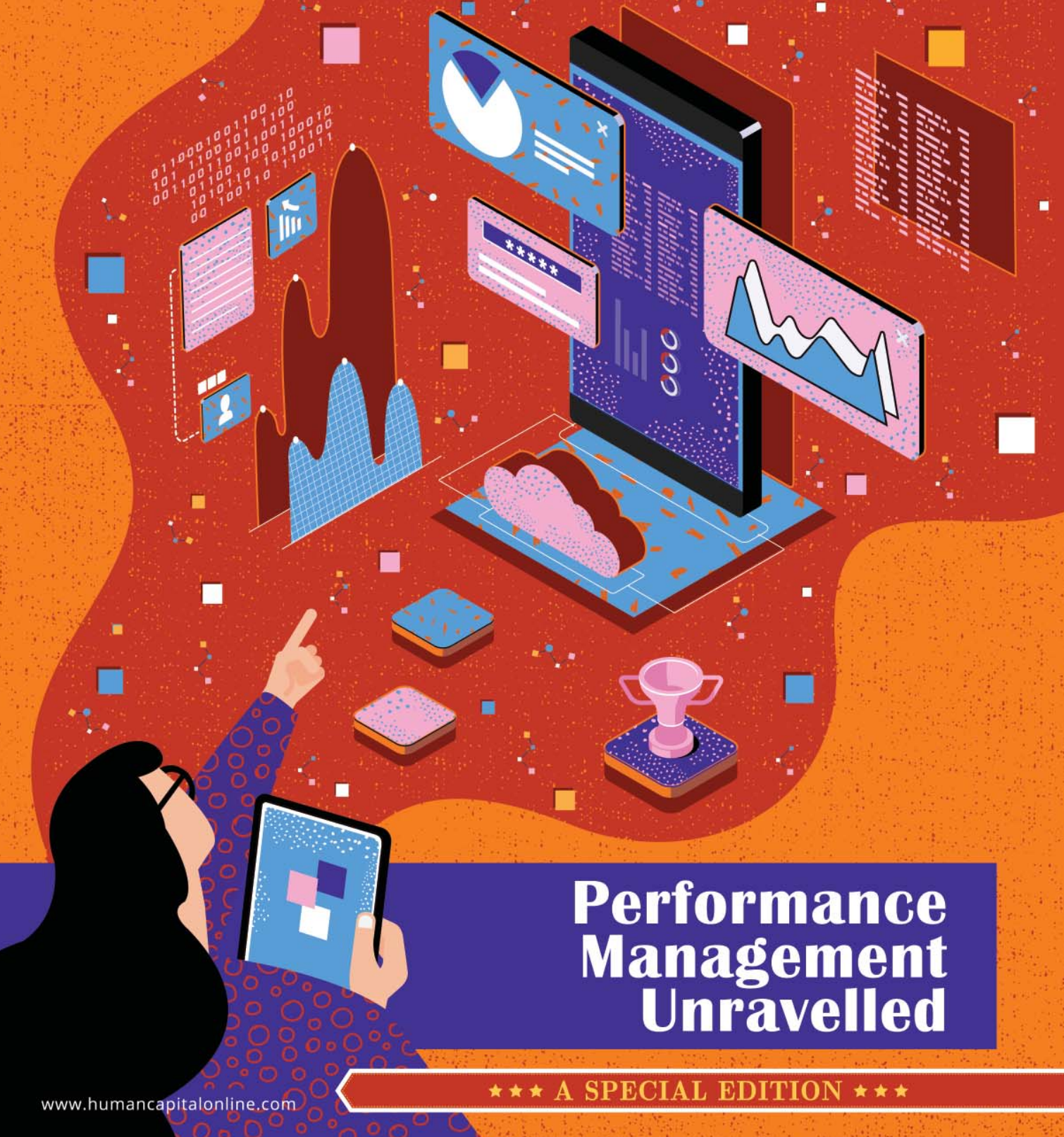


Human Capital

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VOL. 23 No. 1 JUNE 2019

₹100



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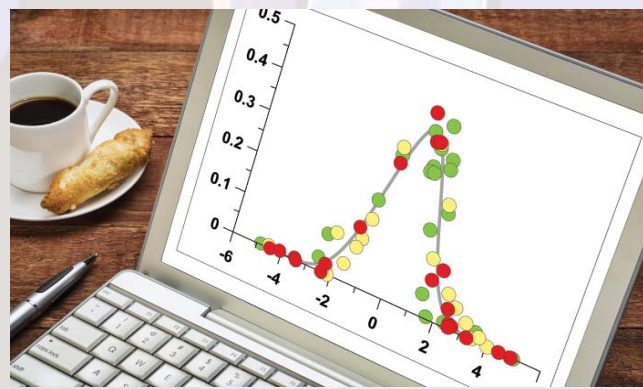
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This issue of **HUMAN CAPITAL** contains 86 pages including cover

To Our Readers



In the June edition, Human Capital has come forth with a 360 Degree coverage on the all-important HR function 'Performance Management' with the theme "Performance Management Unravelled." The theme has been divided into three sections. The first section, Tech and Performance Management highlights the transformations that technology has been able to bring in to the process of performance management. The second section, Developmental Plans, introduces the various performance development plans that HR professionals need to look into and ensure organisational and employee bonhomie. The third section, Rewards and Recognition (R & R), gives a ring side view of R & R, an outcome of the process of performance management, and the new age rewards and modes of

recognition that organisations need to introspect in the wake of the changing realm of the workplace.

Gautam Brahma writes that performance appraisals done without formal goal-setting, a formal consistent process, and such results used to decide salaries, can hardly be expected to boost employee motivation and performance. Ajay Tripathi, CHRO, Larsen & Toubro Infotech Ltd., writes that performance management implies more than performance appraisal alone, and incorporates strategy formulation, devoting adequate resources, defining the structure within which each member would function, and ensuring that the organisational activities are aligned to strategic goals. Animesh Kumar, Chief People Officer, Zee Entertainment Enterprises Ltd., writes that organisations that effectively adopt agile HR practices invest in sharpening managers' skills, empowering employees to operate with greater independence. Rajesh Padmanabhan, Director and Group CHRO, Welspun Group writes that organisations will need to rewrite their Performance Management processes with an understanding that it is more of a change in the philosophy and mindset. Sukhmeet Singh, Senior Principal-Career (Talent) and M&A Consulting Leader - India and SAARC Region, Mercer, writes that as organisations improvise their approach to incorporate the principles of performance, they will once again find that there is no silver bullet.

Happy Reading!

NEHA JAIN

Chronology Of Performance Management

Early 1900's:

Performance appraisals were invented by W.D. Scott during First World War

1950s:

Increased focus towards an individual's achievement in future and their self-appraisal plan

1960s:

Organisations began using personality based for measuring performance, and it was later realised that there was no element of self-appraisals for employees

1970s:

Organisations faced severe criticisms about how appraisals were being conducted, and legal implications came into place.

1980s:

Organisations increased focus on employee engagements and encouraged a more holistic approach to performance management systems

Millennials Performance Management system:

Emphasis on Diversity and Inclusion policies and equal working environments

Poised For A Makeover!

Appraisals done without formal goal-setting, without a formal consistent process, and such results used to decide salaries, can hardly be expected to boost employee motivation and performance.

BY GAUTAM BRAHMA

Appraisal is the most visible aspect of Performance Management, and it is very conspicuous that it is not working well. It is an annual exercise in most companies, rarely done on time, and rarely completed in full i.e. with formal feedback and developmental planning. A North American study in 2016 found that less than half the companies surveyed had formal appraisal systems. Even fewer undertook formal goal setting for the year. Yet, in the same year, a McKinsey report noted that ninety percent of the organisations studied by them used appraisal results to fix compensation. Appraisals done without formal goal-setting, without a formal consistent process, well after the period under reference, and the results used to decide salaries, can hardly be expected to boost employee motivation and performance.

Ineffective and inefficient

Apart from being ineffective, performance management is often inefficient. It calls for an inordinate effort. Peter Cappelli quotes a study that found managers spending an estimated two hundred and ten hours on performance management every year, participating in goal-setting, reviews, feedback, and related counselling. Are the benefits commensurate with such an investment? Further, current performance management practices follow an annual cycle, and are out of step with current work patterns, which, in many organisations, are a sequence of shorter assignments, projects, or campaigns. Finally, in the fluid business environment that most businesses operate today, performance management continues to value adherence to plan, while it should really be recognising quick and effective response to change.

However inefficient or ineffective, performance management continues to be important and cannot be abandoned. People need to know what they are supposed to do along with the relative priorities of their goals. They need to know how they will be measured and need to be held accountable. They also need help in developing capabilities to do better, period after period. Above all, they need appropriate recognition for what they do. How can all this be done without creating an administrative nightmare for all participants in the process? There are four major leads

8 steps to perform wise performance management



Delineate goals



Prioritize goals



Progress monitoring



Collect feedbacks



Control collateral Processes



Improve relations with customers



Make a solid team



Let your team learn



“Current performance management practices follow an annual cycle, and are out of step with current work patterns, which, in many organisations, are a sequence of shorter assignments, projects, or campaigns.”

for meaningful improvement.

In the year 2000, seventeen thought leaders of the IT industry came together to release what they called the Agile Manifesto, consisting of four values and twelve principles to ensure teamwork and customer satisfaction at all times. The fourth value was key and stated the primacy of responding to a changeover following a plan. This was a response to the failure of elaborate software development methodologies involving detailed planning. Over time, the software industry has largely shifted to agile methodologies of one kind or another, involving short planning, execution, and review cycles that allow quick course correction in response to customer priorities. This can be a source of learning for improving performance management everywhere, through frequent, clear, goal-setting, short period reviews, and feedback at critical touchpoints. These touchpoints may have nothing to do with the calendar, and would be linked to the natural cycle of work assigned. This approach is eminently suited to the new VUCA world of work where a year can be a lifetime.

The second lead comes from an unusual source. Sometime back this column talked of the social credit score being built for all citizens in China by electronic tracking of statutory payments and widespread surveillance of behaviour, including elaborate facial recognition in public places. This certainly seems creepy, but, strangely enough, may carry valuable lessons for performance management. The Chinese government has taken up the social credit score project as a set of experiments in 43 cities that each of them are implementing in their own way. Whatever works best will probably be adopted nationwide. Consider the city of Suqian where every citizen starts with 1000 points, which can be added to on good compliance and desirable behaviour, and subtracted from in case of violations. A parallel system of "desirable behaviour" points get built up from zero on good behaviour, and these can be cashed in for discounts on public services e.g. bus rides. Without getting into the social desirability of the project, let us look at what the learning could be - performance is measured continuously,

the measurement is quantitative, unobtrusive, and happens in the background as people go about their lives, and, finally, good behaviour earns rewards immediately, not at the end of a quarter or a year. Modern technology allows unobtrusive tracking of completion of assigned tasks and adherence to company norms, like response to customer and employee communication, internal submissions, and effective engagement. There are products already available and in use that makes this possible, and take the drudgery out of continuous performance monitoring. The mining of data from the internal enterprise software to profile managerial performance has been a successful practice at Google for a while.

In-company performance score

Thirdly, the accumulation of an in-company performance score that can be "cashed" continuously is important. It admittedly needs some creative thinking, but there are prior examples on which it can be built upon. One worked in a company where people volunteering to train others got points, depending on the volume of training delivered and the quality of participant feedback, that could be cashed for a set of gifts of one's choice. Many companies already have a quasi-formal system of spot rewards for desirable performance. The nudge provided by prompt recognition can go a long way in improving performance, provided the underlying evaluation is fair and system driven. The specially coloured caps worn by the best batsman and the best bowler in the IPL tournament, and reassigned after each match, are good examples.

Fourthly, one of the goals of performance management is to assess development needs and provide appropriate support. In large teams - the use of internal enterprise software has flattened many organisations such that managers may have fifteen to twenty team members - this can become very complex. Managers often resort to 'cookie cutter' approaches to development need assessment by sprinkling a handful of generic 'needs' across their teams. HR teams love this as they can collate requirements

The 21st Century management Manifesto



“Over time, the software industry has largely shifted to agile methodologies of one kind or another, involving short planning, execution, and review cycles that allow quick course correction in response to customer priorities.”

conveniently and arrange standard training programmes. This is more like going through the motions without capturing the spirit. Cappelli has suggested an approach which is a lot like what happens in good schools. Such schools have regular parent teacher meetings to discuss and plan what needs to be done for the children. However, they focus only on children who are slipping behind. This sharply reduces the load for development planning and execution. In the urge to develop everyone, we may be rendering the process complex and ineffective. A few decades ago, it was assumed that all the managerial positions will be filled through internal growth, and that led to practices for identifying and developing potential. This probably needs to be more selective now as organisations do liberal lateral hiring, and also acquire talent through mergers and acquisitions. Also, employee mobility and a volatile business environment play against serious career planning investments. Selective development planning can sharpen performance management.

Effective performance management will increasingly hinge on shorter and more frequent goal-setting and reviews, enabled by technology and accompanied by timely and creative 'nudge' recognition. The diminishing cost of technology and increasing comfort of millennials with IT will be enablers, but overcoming inertia will be a challenge. Luckily, India is a country of the young and should find it easier making the switch.

In closing, there is one serious

concern that has no immediate solution. Most organised employment in this country is in the SME sector, which often does not have any formal performance management processes in place. Many SMEs do not even have a well staffed HR function beyond recruitment, administration, and statutory compliance management. How will the productivity of this vast SME workforce be augmented through performance management? This should remain as the focus of attention from business leaders and HR managers.

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About the Author

Gautam Brahma is a management consultant advising start-ups and SMEs, on strategy & operations including sales, HR & IT. He carries an experience of over four decades in the public, private and non-profit sectors, in telecommunications and IT industries. He has been an invited speaker on multiple industry forums and has been a monthly columnist on HR issues for close to two decades. Gautam is based out of Gurgaon and can be reached at gautam.brahma@bizmentor.in.

TECH AND PERFORMANCE MANAGEMENT

The onset of the monsoons apart from providing relief and cheer to the agrarian sector also make for pleasurable weather conditions for one to relish nature's own creations. The Rainbow with its resplendent display of colours is also one of the standalone attractions of the season. It is sheer co-incidence that this is the time when performance appraisals get concluded in organisations. If one were to draw an analogy between Performance Management and the rainbow's VIBGYOR (Violet, Indigo, Blue, Green, Yellow, Orange and Red) pattern, then the starting point where employee objectives are defined at the beginning of the year can be represented by Violet, and Red can be the end point wherein the objectives are reviewed, leading to rewards, reprimands, or in the worst-case scenario, termination. While technology has been invasive in all the spheres of work, it has been unable to make incisive inroads in the Performance Management space. However, what has changed with the advent of technology in Performance Management is that it has devolved individual subjectivity

with data. Technology has near about redefined the rules of performance management in terms of recognising the high performers and handing out incentives and promotions. In addition, the advent of technology has brought data into the ambit and the spotlight is now on the manner in which PM data can be collected, organised and analysed and subsequently utilised. However, while tech tools can be used to monitor and assess, they can also be used to predict and improve performance. While this is bound to introduce transparency, and create an avenue for skill enhancement within the organisation, it is also bound to instil fear in the employee's minds whether every work-related action from their side shall stand to be scrutinised and go on to provide a completely different narrative to the deliverables from the employees as well as the organisation.

Time To Flip Your PMS?

Technology is certainly not the solution for all issues that arise owing to the current performance management process, but would be a key element and an enabler to define the new age performance framework.

BY NITIN NAHATA



framework, and its effectiveness to engage and motivate employees, while continuing to deliver results and reinforce a culture of high performance and meritocracy.

Challenges for the current approach

1. The Changed business realities

As per a study by McKinsey, while the average life-span (in years) of companies listed in Standard & Poor 500 was 61 in 1958, it is less than 18 today. The study goes on to say that 75% of these companies would cease to exist by 2027. Thus, the process of creative destruction is only accelerating. Apple, Google, Facebook, Microsoft, and Amazon are the world's most valuable brands for 2018, and almost all these companies were non-existent 25 years ago. It is not merely coincidental that all of them are technology companies, but a validation that technology and its meaningful application to meet specific customer needs would define the success and growth for the organisation. We have moved beyond an era driven by the economies of scale and mass production within a predictable work environment, and times when goals set at the beginning of the year were good enough to determine success if alignment existed within the organisation. In order to remain relevant, organisations need a performance framework that encourages creativity, innovation, and promotes agility, critical thinking, and problem solving with continuous learning as a way of life for the workforce.

Organisations invest a considerable amount of time in the performance management system, which in simple terms, involves setting goals aligned to business priorities, and evaluation of employees against agreed priorities for taking various decisions having people implications. While most agree that the current process is not as effective as it should be, it continues to remain in place for want of a better alternative.

While we try to find a new solution, it is important to understand that the relevance and effectiveness of a PMS cannot be dealt in isolation. A holistic understanding of the changing business realities, the workplace, and the social fabric of the new age workforce would be a key determinant in establishing the relevance for any performance



2. Workplace: A virtual reality

Technological advancements are blurring physical boundaries, eliminating the challenge of geographical proximity and physical presence. According to reports from Deloitte and Freelance Union, gig workers contribute for as much as 35-40 % of the overall workforce in markets like the US, and these numbers seem to be increasing in the other markets as well. While it is a good development that arms people with greater flexibility and choice, it poses an equally important challenge for the organisation from the perspective of talent management as they are not full-time employees, and often work with more than one company. Such a working arrangement would need serious re-alignment of internal set up within organisations, including the performance framework to leverage and reap the benefits of these agile workers, and remain cost effective. The reality when gig workers would be a critical part of an organisation's workforce, and significantly influence the future fortunes of the organisation no longer seems distant.

3. The New Age Knowledge Workforce

Peter Drucker, who had a significant influence on the current performance management framework through Management By Objectives popularly called MBO, observed in a 1992 essay for Harvard Business Review, "In a matter of decades, society altogether rearranges itself - its worldview, its basic values, its social and political structures, its arts, its key institutions. Fifty years later a new world exists. And the people born into that world cannot even imagine the world in which their grandparents lived and into which their own parents were born. Our age is such a period of transformation." For Drucker, the newest new world was marked above all by one dominant factor, "the shift to a knowledge society." He had envisaged a world where value would be generated by mind and not muscles, and this shall soon be a reality with automation, robotics, 3-D printing, and AI taking over many of the repetitive jobs.

The new age workforce is defined by millennials who grew up in a globalised economy, characterised with easy access to information, resources, and more importantly, an abundance of opportunities unlike the previous generations, and live in an interconnected world, where the fusion of technologies and availability of products is blurring the line between physical, digital, and biological spheres. A performance framework for these workers needs to focus on purpose, autonomy, continuous learning, quality of work, and most importantly, view them as assets with aspirations, who desire to work for an organisation in preference to all the other opportunities.

Determining the effectiveness

Performance Rating is an outcome, but the emphasis and importance given to it for deciding the future rewards and growth opportunities of an employee have made everyone believe that it is the necessary evil of an employee life-cycle. In some manner, it has rendered the outcome more important than the process, and rating often becomes the driving force for an employee to behave or act in a certain fashion. Such a behaviour is at times counterproductive as it promotes unwarranted competition and working in silos, contrary to the culture of teamwork and collaboration that an organisation expects from all its employees. The issue with such an outcome driven approach gets further compounded by the following two aspects of the way the current process gets managed in most of the organisations.

- **Annual Goal Setting Process:** In today's context where the external business environment and business dynamics may make the entire business plan or business priorities redundant or irrelevant, the annual goal setting process is no longer relevant as the goals set or priorities aligned through a top-down approach at the beginning of the year may not even remain relevant by the end of the first quarter.
- **Review Process:** While it is true that most of the progressive organisations have made Mid-year and Quarterly review mandatory in addition to

“Organisations need a performance framework that encourages creativity, innovation, and promotes agility, critical thinking, and problem solving with continuous learning as a way of life for the workforce.”

“Performance Rating is an outcome, but the emphasis and importance given to it for deciding the future rewards and growth opportunities of an employee have made everyone believe that it is the necessary evil of an employee life-cycle.”

annual review, and enabled the process for additional conversations between the manager and the employee during the year to review performance, and re-align priorities any other time as well, the hard truth is that most of the organisations struggle to complete non-mandatory reviews.

Balancing individual and organisational priorities

The disconnect with the current approach to managing performance is deep-rooted in its construct. It views employees as any other resource to be used judiciously for meeting organisational objectives and alignment of goals as a mechanism to ensure free will, and employee judgment can be effectively managed in the interest of the organisation. Such a thinking can be traced back to the origin of performance management as a concept and a significant influence of principles of scientific management during that period. Unlike the past, one cannot judge the contribution and its impact through the number of hours spent and the quantum of things done, but through the quality of output.

While the current framework has evolved significantly since, and progressive organisations have included aspects like Personal Develop Plan, continuous feedback, and leveraged technology, little has been done to change the fundamental construct, which still looks at employees from a lens far removed from reality. With AI, 3 D printing, and robotics taking away most of the repetitive manual jobs, the future would only be brighter for a knowledge worker. This new age worker has an inherent want to be included, involved, consulted, or informed (as the case may be) on any decision making that may impact or influence his/her future growth prospects.

A performance framework to ensure that it can drive a culture of high performance and motivate new age workers to give their best has to ensure the following aspects needs a deliberation:

- **Purpose:** A new age worker wants to understand the purpose and scope of their role and how it contributes to the bigger picture.

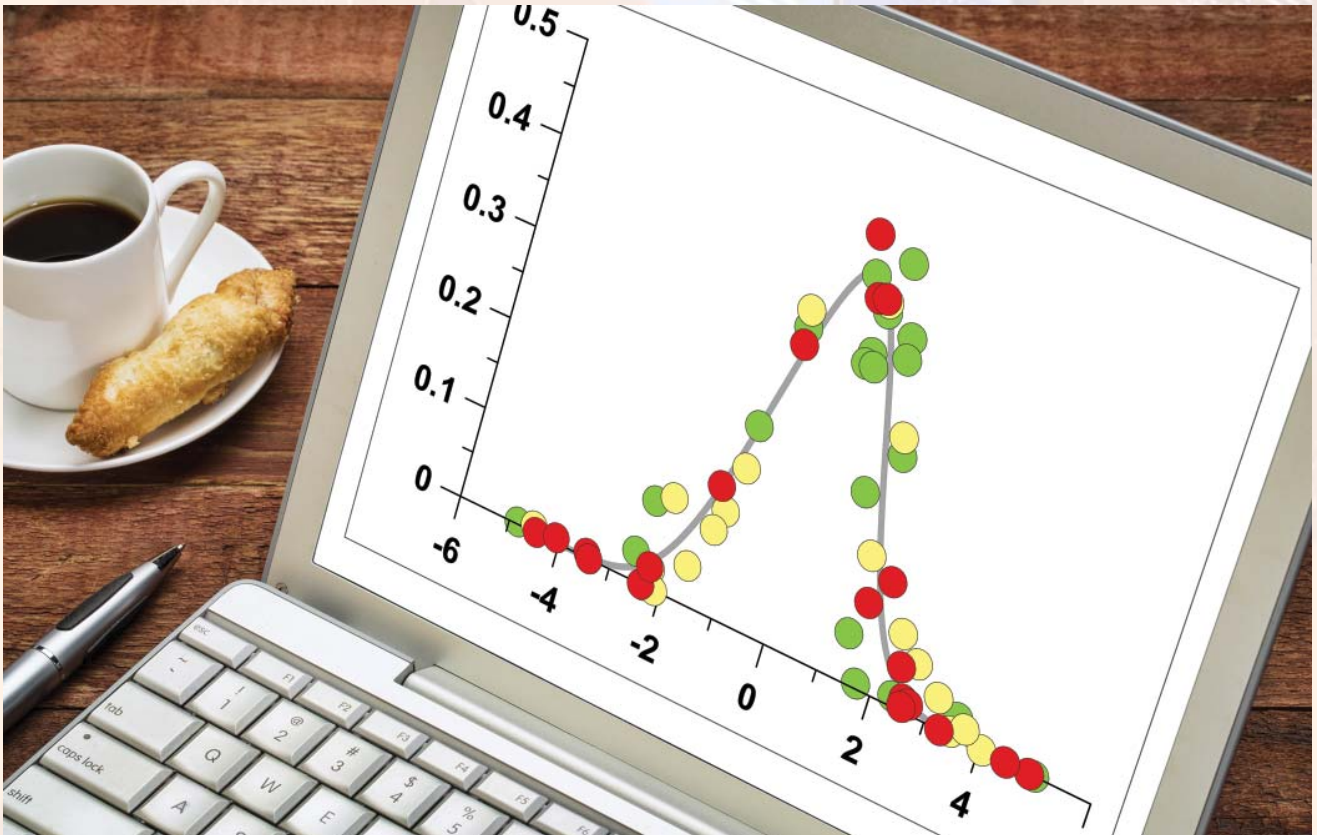
- **Autonomy:** A new age worker wants empowerment to be able to discharge their role and its scope effectively.
- **Content of role:** The role should have the scope of innovation and help them improve their overall skills from a future employability perspective.
- **Coaching:** The new age worker is not looking for feedback but coaching and mentorship
- **Performance is a Journey:** Performance is a continuous journey and involves a lot of discretionary effort and behaviour which is not always captured in the year-end output. Hence, it is difficult to summarise through a rating for a year.
- **Rewards:** The new age worker is looking to be rewarded appropriately, and within appropriate on-time for the contribution, and not wait for the Annual performance cycle and Salary revision cycle.

Performance framework needs to put equal emphasis on the needs and aspiration of an individual as it considers organisational priorities. To be seen as a value-enhancing experience; the annual goal setting processes should be replaced with an arrangement that empowers employees to decide what initiatives within their scope of work would create maximum impact for business given business priorities. Also, the talent and reward processes should be re-calibrated to align with the expectations of the new age workers. In simple words, if organisations expect their employees to be agile, they have an equally reasonable expectation from the new age employee to exhibit agility in such a manner that it recognises and rewards their contributions. 

About the Author

Nitin Nahata is a part of the HR Team at Udaan. He is a global HR Professional with an experience of more than 15 years across Banking and FMCG and has worked in organisations such as HSBC, Standard Chartered Bank, and Tata Global Beverages. Nitin is a TISS Graduate from the 2003 Batch.

The Bell Curve: Scrap It Or Fix It?



It is time to re-engineer the PMS process. Most companies are debating what needs to be done with appraisals so that we don't throw the baby out with the bathwater!

BY VIKAS SHIRODKAR

The period from March to May is that time of the year when HR departments and line leaders are busy with annual appraisals and ratings, performance feedback and recommendations, submissions to HR, and countless discussions. And thereafter, the challenge of fitting the ratings to the Gaussian (popularly known as Bell) Curve, with quotas and forced rating distributions. It is often described in literature as the "Rank and Yank" method (The very term brings to mind the image of a flock of

sheep being led to slaughter - rank and yank, indeed!). And if a survey were to be done, people are unilaterally unhappy with this system. And people here refer to managers, employees, and HR alike! Moreover, with 38 years of collective experience in Corporate HR and Consulting, I can vouch that as a subject, the Performance Appraisal system and Bell Curve has been hotly debated, and remains to be debated and discussed upon every year. If there is one subject on everyone's list of "most love to



hate" issues in HR policies and practices, the Bell Curve wins hands down as most "unpopular"!

While I do not claim to have a silver bullet which will solve this old and contentious issue, it does make a good topic for discussion. Anna Karenina begins with a famous sentence, "All happy families are alike; each unhappy family is unhappy in its own way." Leo Tolstoy may well have been speaking of the Rank & Yank Bell curve when he wrote that sentence! There is only one provision - in the Performance Management space, this author is yet to come across any company or set of employees who are happy with their Appraisal system. The second half of the quote applies wholeheartedly - all unhappy companies are unhappy with their respective PMS/Appraisal system in their own way. Let us understand this more.

PMS: A complicated subject

As a subject, the PMS or Appraisal cycle remains complicated. Those looking for evidence may consider the fact that a search on "performance review" on Amazon throws up a list of more than 25,000 book titles! This is a subject close to the heart of every employee as it affects them directly (careers, pay purses, mental well-being besides other effects); and a subject close to the heart of line leaders, as it is an onerous yet recurring responsibility on them; also close to heart of HR departments, as it raises even more questions than it answers. Therefore, it comes as no surprise that strong positions are taken in this regard by all stakeholders. "Stacked" or forced ratings, to conform to a pre-set distribution curve have fallen out of favour off late in the new age workplaces epitomised by IT/ITES or BFSI. Microsoft and Google are the poster boys of such a line of thinking - they threw out the controversial forced ranking system in favour of more frequent and qualitative reviews. At the other end of the spectrum are companies like L&T and Siemens which still find value in the power of the Bell curve - to help differentiate performance and reward amongst its' employees. So where does the truth lie? Or if that is too abstruse a question - where does the balance of convenience lie?

Kris Duggan, the CEO of Better Works USA aptly puts it, "when people are working on the right things, they become better at their jobs. At Better Works, we use goal setting to keep employees aligned and working on the stuff that matters the most. Nobody is a "winner" or a "loser," like they might feel if they were stack ranked. Instead, everyone is working together towards a common goal, which motivates us all to remain productive and do a great job at whatever we're working on." The objectors of forced ranking contend that when everyone accepts that people are our greatest asset, then how can we boil down their contributions to just a number? Forced Rankings create classes and divisions amongst employees, and cut down on collaboration and team working, which is so essential for the high fliers to succeed as well. David Dunning, Professor of Psychology, University of Michigan, called it illusory superiority - people think they are actually better than their peers across most areas. Further, numbers do not account for personal things that come up in people's lives in any given period of review, or if they were asked to collaborate outside their list of top priorities on projects of importance to the company.

On the other hand, the champions of the Bell curve see the administrative convenience of managing performance ratings and compensation decisions using the forced distribution. Comp review budgets can be easily assigned to Department Heads/Reviewers. HR department does not need to play God! Each Department Head manages his/her own budget and knows the number of employees s/he can rate as exceptional. Marissa Mayer, the CEO of Yahoo! implemented a forced rankings performance review process at the company - managers ranked their employees on a bell curve and terminated those at the low end. This was supposed to create a performance oriented and adaptive culture in the company, where meritocracy is encouraged and a la Darwinian model the better people survive and thrive is adapted. In today's highly competitive environment, where talented employees can easily find new job opportunities, a forced ranking method of performance appraisal proves to be a disadvantage.

“Leo Tolstoy writes in Anna Karenina, "All happy families are alike; each unhappy family is unhappy in its own way." He may well have been speaking of the Bell curve when he wrote it!”

“Genuine and open dialogue focussed on future success, rather than past shortcomings is the way forward. This will channel energies in the best interests of the organisation, the manager, and the employee.”

However, if your organisation values corporate budgets and sets annual KPIs that are unaffected by market trends, then the Bell Curve would be an ideal tool for you since it helps companies manage a large workforce; and HR teams, would be able to include a large portion of employees in the middle layer, and thus avoid conflicts.

Human performance and bell curve

Does human performance really follow a bell curve? If we go by research and experience - no. Statistically, by the very definition, a normal distribution bell curve assumes a large population of very diverse capabilities. But in commercial organisations today, we do not have large numbers. Also, since employees are pre selected, they do not represent the "normal" population, which alone can mirror a normal distribution, the theoretical bell curve! Additionally, when you try to fit the Gaussian curve in smaller departments and work groups, the results can be heart wrenching. Bell Curves create multiple anomalies - we are artificially "rationing" the high-performance ratings (only 10% can be rated 5 for example), and forcibly rating a defined percentage of employees as low (E.g. 10% must be 1). Even in a high performing Marketing or R&D team which has delivered superlative results, there are some rated low which implies that we are creating "losers."

All of this does not take into account how the company has performed. Under this model, even in a company with very poor overall results, there are still some rated at the top of the table, creating illusory superiority which has been discussed earlier. And to add insult to injury, since majority of the people are in the "middle", a bigger portion of the Comp Review budget gets allocated to this "average" majority, creating an impression in the company, that it is better to be with the silent majority and continue to reap your "average" benefits. Mid-level performers are incentivised to remain mid level. Compensation is unequally distributed, and the incentives to develop and grow get severely limited. Ultra-high performers are indirectly getting

incentivised to leave. Overall collaboration, which is so necessary in today's organisations is bound to be severely impacted.

Time to re-engineer PMS

It is time to re-engineer the PMS process. Most companies are debating what needs to be done with appraisals so that we don't throw the baby out with the bathwater! Remember, no one likes to be rated! As soon as a 5-point scale looms over the horizon, employees and their managers become defensive which sets in Fight and Flight thinking modes! Motorola decided to drop the ratings and link pay raises directly to achievements and results. Accenture got rid of performance ratings way back in 2015. KPMG India, to encourage collaboration across teams and reduce internal competition, has given a go by to the forced rankings. Different Companies are thus trying out different options. Conversations, not evaluations are the emerging model to PMS and Appraisals. Genuine and open dialogue focussed on future success, rather than past shortcomings is the way forward. This will channel energies in the best interests of the organisation, the manager, and of course, the employee. The new system we bring in must be simpler, focussed on feedback and more developmental in approach.

Continuous performance monitoring and appraisal is the call of the times. The Design Principles are clear. Four improvements/models are being tried out. They are, Calibration, 360 degree Feedback, Management by Objectives and Peer Review. We will analyse and understand these in greater detail next month. 

About the Author

Vikas Shirodkar is Director, Basil HR Advisory Services and Professor Emeritus & Dean, MET Institute of Management. He comes with a robust experience of 34 years in the industry and has worked in organisations such as HCL, Siemens, Atul Products, Johnson & Johnson and General Motors. He is the author of the book "Foundational Skills for Budding Professionals". Vikas holds an M.A. in Organisation & Industrial Psychology and a Fellowship in PM & IR from IIM, Kolkata.

Digitally Transforming Performance Management

Performance management implies more than performance appraisal alone, and incorporates strategy formulation, devoting adequate resources, defining the structure within which each member would function, and ensuring that the organisational activities are aligned to strategic goals.

BY AJAY TRIPATHI

“Evaluating performance has attained a more dynamic nature by increasing its scope of measuring behavioural manifestation. A two way receiving and sharing of feedback have been simplified with multiple people at multiple times.”

As Ken Blanchard puts it, "Feedback is the breakfast of champions." Scientific research also substantiates the strong inclination of the human mind to receive feedback at regular intervals. The concept of feedback was introduced to us through our schools, viz. progress day report cards, and parent-teacher meetings. The only distinction between school days and the professional world is that the former was administered to us in the presence of our parents and the latter is not, with the uniform link that both are intended to help us improve.

A general misunderstanding is to equate performance management and performance appraisal. Performance management implies more than just performance appraisal, and incorporates strategy formulation, devoting adequate resources, defining the structure within which each member would function, design, and monitor workflows, ensuring activities in the organisation are aligned to strategic goals.

Performance appraisal, however, remains a significant part of the performance management system. And its significance can be attributed to high visibility among employees, its link to compensation revision, as well as the relative positioning of employees.

Evolution of Performance Evaluation

As we delve deeper into the subject of

performance management, it will be worthwhile to quickly revisit the manner in which it has evolved over the years. The first documented merit rating took place in the early 1800s, in the cotton mills of Robert Owen in New Lanark, Scotland. Industrial organisations in the initial days were mainly production environment-focused with outcome-based performance management at the core. Productivity was mainly inferred by referring to the number of hours clocked. The early stages of industrialisation involved an individualistic approach, mainly observation based work standards. Each worker would be evaluated based on a comparison of the actual output with predetermined standards or expected levels. Wooden cubes of different colours - indicating performance grades - were hung over each employee work station.

The rise of service-based work like the Federal Civil Service in the US made way to essay based global rating of employees, such as "an excellent officer" or "good performer and has tremendous potential for improvement." This method suffered from a high degree of subjectivity and incapability of comparing different individuals. Thus, it gave way to man-to-man ranking developed for the US army in the early 1900s. The ranking system was improved upon to suit the ever-evolving need of modern corporate culture with trait-based scales. The



traits commonly used were leadership, initiative, cooperation, judgement, creativity, teamwork, adaptability, etc.

While these stayed in practice for a considerable time, they suffered from the subjectivity of the appraiser and acted merely as a measurement tool. It did not enable the stakeholders to identify and work upon the identified areas for improvement, which was the primary goal of performance evaluation. The next stage of evolution came with 360 degree feedback, in which an individual is appraised by his superior, his peers, his subordinates, and his customers, regarding his work output. This system increased the span of feedback from only superior to multiple raters in assessing an individual. This system also had its share of flaws, such as increased risk of political behaviour to impress peers and subordinates, misuse of anonymity to 'hit out' against individuals, etc.

The most contemporary process presently is Management by Objectives, proposed by Peter Drucker in *The Practice of Management* in 1954. In this process, the supervisor needs to identify the objective - the outcome of which are desired from the employee. Appraisals are made on the basis of the goals agreed upon at the beginning of the appraisal period by comparing the objectives and the results. There are also some niche methods like the Critical Incident Method, developed by J.C Flanagan. A critical incident can be described as one that contributes - either positively or negatively - to an activity or phenomenon.

Performance Management in today's age

Performance management is transforming to move beyond traditional territories. They now encompass multiple dimensions such as goal setting, annual remuneration, and performance planning. The system has to constantly cater to organisation objectives as well as the millennial mindset, which abhors force-fitting, yearns for transparency, and is greedy for constructive feedback aimed at self-development. Organisations themselves are not far behind in catering to these new trends, with many relinquishing the bell-curve

model, and decreasing the covariance of compensation and performance appraisal. Companies like Buffer have taken a step forward to make the compensation of all its employees public under its transparency code, decoupling performance evaluation and compensation.

In such an uncompromising ecosystem, technology comes to save the day. It provides a platform that enables the integration of multiple needs and elements of modern-day performance management. Additionally, the comprehensiveness and resilient nature assured by the use of technology further complements its increasing relevance. Technology enables cascading goals with a precise allocation of goals to individuals as well as across teams. Goals can be tagged for review and monitoring on an as-is basis, aligned to a particular measurement system.

Technology has enabled PMS to move away from being a lag indicator to a lead indicator, moving beyond measurement to include tracking as well. It is helping redefine the components of performance management. Evaluating performance has attained a more dynamic nature by increasing its scope of measuring behavioural manifestation. A two way receiving and sharing of feedback have been simplified with multiple people at multiple times.

The data captured with a robust model of evaluation, augmented by the right technological framework, yields a meaningful insight. For organisations, immediate benefits come in the form of making impactful follow-through processes, a robust career planning stream, and a dynamic link that helps establish the correct market price for the stakeholders under purview.

The advantages of a technologically sound PMS are not confined to one function of human resources, but yield rich dividends for allied functions. The hiring process can now be streamlined for optimum results, with technology enabling the right job positioning for the most appropriate candidate. Hiring managers can benchmark potential candidates against high performers on behavioural and skill profile to zero in on the best fit. Likewise, learning & development can perform a gap analysis and suggest personalised

Vision

Business
Objective

Strategic Goal

Critical Success Factor

Expository Job Requirements

Performance Parameters

HOLISTIC FRAMEWORK TO VISUALIZE THE
CASCADING CHARACTERISTICS OF PMS

“As technology continues to make further inroads to the overall cause of performance management objectives, over a period of time it will get delinked from conventional approaches.”

performance improvement plan for low performers. For companies such as those in the IT sector, technology also plays a key role in fitment enhancement as well as business critical parameter of utilisation rate.

Natural Language Processing and Artificial Intelligence, along with Big data processing, has allowed for the structuring of performance data analysis. One common application of this is the analysis of time-series data on performance to predict the growth trajectory, narrowing upon interventions for enhancement.

Popular tech tools for performance management

There are numerous technology tools available in market today to assist with performance management, with all the major players throwing their hat in the ring. Some popular options available today are SuccessFactors by SAP, Taleo by Oracle, Workday, SumTotal by Skillsoft and Cornerstone OnDemand.

- SuccessFactors: Cloud-based human capital management (HCM) software solutions over SaaS model.
- Taleo: Software suite include technology services related to talent acquisition (recruitment), performance management, learning and development, and compensation management.
- WorkDay: HR-focused technology expertise firm famous for its distinct pricing proposition to clients, based on a subscription model.
- SumTotal: SumTotal is known for its

multiple models of service offerings such as Software as a Service (SaaS), Hosted Subscription, and premises-based licensure.

- Cornerstone: Cornerstone specialises in providing HR data analytics solutions.

There is no one size that fits all solutions, and one has to evaluate each option carefully to arrive at the product which best fits their organisation's needs. The below listed guiding criteria can help you make an informed decision.

Fault-Tolerance

If your performance management framework relies decisively on subjective testimonies, it is better to have a fault tolerant system with minimal loss of data. Supervisors tend to write performance feedback in a free-flowing style, i.e., they do not have a prepared text. Loss of data due to system outage can result in the supervisor not recollecting what they had written earlier or not making the effort to rewrite the entire text again. In case of a scale-based system, a 'High' in leadership parameter may become a 'Moderate' in the second attempt due to recollection error.

Scalability

Years of experience will reveal that appraisals are generally filled on the last day. Thus, the traffic to the system will see an exponential increase in the last hour. The system should be able to handle such large requests. Cloud based solutions are generally found to

Purpose

Process

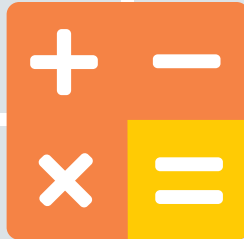
Understanding the Need of the System

Developing Operational plan and RACI Matrix

People

FAULT-TOLERANCE

ANALYTICAL CAPACITY



SEAMLESS INTEGRATION

SCALABILITY

be more suitable and effective in such situations.

Analytical Capacity

It is desirable and highly useful if the system can provide basic standardized analysis based on the data collected during the performance evaluation process. It should also be able to incorporate any organisation-defined analysis to the performance management data.

Seamless Integration with Existing System

Performance Management cannot exist in isolation. Thus, a good PMS will be able to integrate with the existing systems of the organisation, such as compensation or talent acquisition. The flow of data from one system to another should be seamless.

Benefits to Employees

Any system will fail in its intended pursuit if the beneficiary fails to connect and appreciate its utility. Use of technology for performance management has enabled employees to request multi-observer feedback on the go. It has allowed them to understand over a wider spectrum, the strengths, and areas requiring improvement, with an enlarged locus of control. With technology around, the exercise is instantaneous as well as transparent,

including multiple layers of scrutiny. Now the employee has a belief that his performance evaluation is objective and shrouded in privacy. The increased application of technology has largely eradicated the stigma around performance appraisal, with the buck not stopping at merely labeling, but moving a step beyond, to work towards a career development plan. Overall, technology has inculcated a higher quotient of enabling employees who were earlier only passive recipients of feedback.

The future of tech in Performance Management

As technology continues to make further inroads to the overall cause of performance management objectives, over a period of time it will get delinked from conventional approaches. The aspect of instance-based performance management will gain further ground as compared to an approach of yearly exercise which is being practiced now. For an organisation to achieve high standards in the present business world, moving towards tangible and trackable deliverables is the first step. The second step is clear communication of the deliverables and the action plan for the attainment of those deliverables. Organisations have no choice but to work on the agility of PMS through technology, making the future years remarkably interesting and challenging for human resource specialists. 

About the Author

Ajay Tripathi is the Chief Human Resource Officer, Larsen & Toubro Infotech Ltd. (LTI). He has a rich experience of over 24 years having worked across a diverse set of industries like steel, cement, banking, media, application services, etc. and has worked with organisations like Atos, Dell International Services. Ajay is a B. Tech in Metallurgical Engineering and Material Sciences from IIT Kanpur and has also completed his PGDM in PM & IR from XLRI Jamshedpur.

The Evolution Of Performance Management

Performance management is a vast and interconnected set of practices and philosophies, and organisations should have specific approaches to each of them on the basis of their unique priorities, value-drivers, and practical realities.

BY DIANA MATHEW

“An attitudinal shift in the way we view our workplaces is a huge opportunity for organisations that are able to recognise the tremendous value waiting to be unlocked in their biggest assets - their people.”

Performance management in firms has indeed come a long way. Its origins were humble, with punch cards trying to systematise worker shifts during the Industrial Revolution. Later, in the early 1900's, during the first world, the first performance appraisals came into existence. Through the latter half of the century, as the science of management itself progressed, the science of performance management naturally followed. Along with these, as computers took over the collective imagination of an entire generation, the science of measuring and increasingly automating aspects of performance management increased in relevance.

Over the years, multiple and multi-faceted features of performance management have been in the limelight. It began with routinely administrative tasks like attendance, and increased to measurement-oriented practices like appraisals - and much later, moved to more holistic and people-centric priorities like employee motivation, engagement, teamwork, and seamless communication within workplaces. Not only is the business environment changing quickly, it is changing quicker than ever before, and on various fronts. The very definition of performance has become increasingly complex today. No longer are best practices restricted to the mechanistic six sigma policies of Toyota, or the shareholder value creation of dotcom companies from the early 2000s, or even the employee-friendly policies that were made popular by Google amongst the new age Silicon Valley employers. Defining, creating, and sustaining a high-performance

organisation is no longer a question of a set of metrics, week-long courses for qualifications, or superior pay packages.

This attitudinal shift in the way we view our workplaces is a huge opportunity for organisations that are able to recognise the tremendous value waiting to be unlocked in their biggest assets - their people. We therefore need to examine as to how technology has helped raise the game for a vast number of firms through simple interventions (yielding disproportionate results), while at the same time, considering the common pitfalls, and how to make the most out of technology to drive the best results for your firm.

Technology-driven performance management

The biggest difference that technology has made is in its seamless integration into administrative departments to take care of repetitive tasks. With this, technology actually allows you to focus on business drivers and enhance value creation. Attendance, scheduling, and payrolls are some of the key solutions that you would have to search hard to find a firm without. Most of these tasks enjoy economies of scale, and therefore have traditionally been a disadvantage for smaller firms without the bandwidth to devote resources to such tasks. Consequently, these have been some of the biggest gainers, allowing them to specialise and create very lean organisations in terms of manpower and capacity utilisation.

Specialisation is a wider phenomenon though, and is not restricted to small



“This new age first heralds the right mindset and strategic thinking towards company objectives, and then nods towards the right set of technologies, deployed with maximal effectiveness.”

firms. Across industries and scales of organisations, firms are becoming more specialised. As a result, they are squeezing out greater marginal utility out of functionally vital competences in an increasingly competitive and crowded business environment. Therefore, it is now not uncommon to see full-suite performance management solutions take over a much wider array of responsibilities. This is where we see some of the common pitfalls associated with PM tools, when full-suite solutions take over even the strategic thinking behind performance management, especially with broad strokes that paint a very diverse set of organisations all the same. The problem is, performance management is a vast and interconnected set of practices and philosophies, and organisations should have specific approaches to each of them on the basis of their unique priorities, value-drivers, and practical realities.

A strategic approach to using technology

One look at the complex range of technology solutions in the market today is bound to intimidate firms looking to automate their Performance Management (PM). But it really is as easy as ABC to make the most out of these products. Here are the steps that one must follow:

a) Understand the components of PM:

Today, there are products that cover aspects of PM anywhere from attendance and analytics to hiring and appraisals. It even covers the gamut from feedback to even training and motivation! The key to deciding how to choose a solution for you is to understand the range of tasks you want to either introduce, improve, or automate.

b) Choosing focus objectives: The components of PM need to be evaluated based on their strategic relevance and importance to your firm given its current trajectory, business objectives, and resource capabilities. For instance, a small growing company might have the rapid and accurate hiring into growing teams as its key focus area. This will be supported by efficient evaluation that reduces costly hiring processes and discontinuities in their functioning. Large established companies on the other hand, especially those with rising levels of attrition, might want to focus on an improved process of appraisals and

feedback. These are areas where technology can make significant improvements, for instance, helping with continuous feedback that is more actionable and timely than the usual annual reviews that most companies currently implement.

c) Automate and Integrate: Once you understand the components of Performance Management, you can choose the right ones for you, and decide the strategic approach you want to take with each of those components. With this, your potential pool of solutions will get narrowed down to a much more manageable number. In many cases, there will be tailor-made solutions for your requirements, and these will fit right in. In other cases, you might decide that a certain function is too strategic that it cannot be done in house, in which case, you might want to focus on integrating these components of PM with the other less-strategic ones that a full-suite solution can handle for you.

The fact is, the impact of technology on performance management is remarkable. As technology accelerates to take on more varied and nuanced aspects within HR teams, firms that are unable to capture these opportunities now will soon be left behind. Whatever your particular business needs, the conversation around technology in Performance Management needs to shift away from 'whether to, or not' towards a holistic, integrated approach to addressing innumerable opportunities that the new age Performance Management has brought with it. After all, this new age first heralds the right mindset and strategic thinking towards company objectives, and then nods towards the right set of technologies, deployed with maximal effectiveness. **HC**

About the Author

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Performance Management: The Next Decade

Today's workforce is at the centre of things, and managers now serve employees in a bottom-up relationship. And the concepts of management and leadership have taken big strides, which means that performance management also needs an upgrade.

BY JASPREET BAKSHI

We are well aware that Performance Management is the process of creating a work environment in which people are enabled to perform to the best of their abilities. It is a system that begins when a job is defined as needed, and ends when an employee leaves the organisation. Traditionally speaking, success in Performance Management could only be achieved if you have the following five key elements in place:

- Planning and Expectation Setting
- Monitoring
- Development and Improvement
- Periodic Rating
- Rewards and Compensation

5 Key Elements That Define PM's success

- Planning and Expectation Setting
- Monitoring
- Development and Improvement
- Periodic Rating
- Rewards and Compensation

However, while performance management systems have evolved over the years they have not changed fundamentally. Today's workforce is at the centre of things, and managers now serve employees in a bottom-up relationship, unlike when workers feared their managers. The concepts of



management and leadership have taken big strides, which means that performance management needs an upgrade too. It is time to be more agile and frequent with goal-setting, measuring progress and feedback. It is time to focus on continuous employee development, since employees are no longer content with a boring job that does not challenge them.

Many organisations are reinventing the annual review in favour of continuous feedback, frequent check-ins, agile goal setting, and reviews that centre on career development (not just compensation or bonuses). A recent report by Mercer Talent Trends shows a staggering 81 percent of companies today are rethinking performance management. As per readily available information from various reports and on the internet, there are many organisations that have either implemented newer ways of managing performance management already or are in the process of doing so.

- Companies, such as GE and Microsoft, that have epitomised the "stack and rank" approach since long, have been blowing up their annual systems for rating and evaluating employees and are instead testing new ideas that give them continual feedback and coaching.
- Netflix no longer measures its people against annual objectives, because its objectives have become more fluid and can change quite rapidly.
- Google transformed the way it compensates high performers at every level.
- Some tech companies, such as Atlassian, have automated many evaluation activities that managers elsewhere perform manually.

The "Agile Manifesto"

Since there was mounting dissatisfaction with the traditional process, high-tech firms ushered in a new way of thinking about performance. The "Agile Manifesto," created by software developers in 2001, outlined several key values-favouring, for instance, "responding to change over following a plan." It emphasised principles such as collaboration, self

organisation, self-direction, and regular reflection on how to work more effectively, with the aim of prototyping more quickly, and responding in real time to customer feedback and changes in requirements. Although not directed at performance per se, these principles changed the definition of effectiveness on the job-and they were at odds with the usual practice of cascading goals from the top down and assessing people against them once a year.

Performance Management is coming to life through advanced digital technologies, revolutionising workforce management as we know it. Through analytics and machine learning, a new generation of workforce technologies is helping leaders guide workers in a timely manner -and helping people take a more active role in managing their own performance and careers. New tools and apps aid people in finding learning sources and mentors readily, supporting just-in-time skill building, collaboration, and real-time feedback. Technology-enabled performance management is far more comprehensive and holistic. It is focused on maximising people development, improving the performance of individuals and the entire organisation.

Irrespective of the system, one of the most essential elements for a robust performance management is access to data and insights that can be driven from it. A more fact-based, data-driven approach to performance management helps enable at least two important developments.

1. First, it makes the evaluation process more open, fair, and transparent, based on clear and understandable data.
2. Second, high-quality data can be used to steer people's performance in a more powerful way.

Companies like Apple, Google, and Netflix are 40% more productive than the average company by using a mix of employee performance management strategies that focus on organisational structure and trust-building. The way companies construct their teams has a major impact on productivity (research by Bain & Co). For instance, Apple and Google dedicate 95 percent of their top talent to key business

functions, as opposed to spreading the top talent across multiple areas. It took 600 Apple engineers fewer than two years to develop, debug, and deploy iOS 10. Contrast that with 10,000 engineers at Microsoft that took more than five years to develop, debut, and ultimately retract Vista. The difference is in the way these companies chose to construct their teams.

Good data is crucial to the new processes, not least because so many employees think that the current evaluation processes are full of subjectivity. Rather than relying on a once-a year, inexact analysis of individuals, companies can get better information by using systems that crowdsource and collect data on the performance of people and teams. Continually crowdsourcing performance data throughout the year yields far greater insights. For instance, a leading European e-retailer is currently implementing a real-time tool that crowd-sources both structured and unstructured performance feedback from meetings, problem-solving sessions, completed projects, launches, and campaigns. Employees can request feedback from supervisors, colleagues, and internal "customers" through a real-time online app that lets people provide both positive and more critical comments about each other in a playful and engaging way. The system then weighs responses by how much exposure the provider has to the requestor. For every kind of behaviour that employees seek or provide feedback about the system-a structured, easy-to-use tool-prompts a list of questions that can be answered intuitively by moving a slider on the touchscreen of a mobile device. Because the data is collected in real time, they can be more accurate than annual reviews, when colleagues and supervisors must strain to remember details about the people they evaluate.

Two of the largest new age tech firms now use crowdsourced goal-setting technology that allows co-workers collaborate frequently to set each other's customised objectives throughout the year and provide real-time visibility into each other's progress. It is the workplace equivalent of the Fitbit - a way to share the journey toward your goals with colleagues who

can support you along the way. This can help networked teams fluidly form and work together, irrespective of where individuals are in the organisational hierarchy.

Continuous performance management

Continuous performance management will be the focus as more companies embrace a more agile and data-driven approach to helping their people succeed. As more organisations integrate employee performance management trends and adopt best HR practices of ongoing conversations, employee recognition, and reforming their annual performance review process, managers will build authentic work relationships and nurture employee development and growth. In 2017, Deloitte's Global Human Capital Trends reported that 70% of companies were in the process of reinventing their HR performance management process. Just a year later, 76% of companies surveyed have reinvented their performance management to be more continuous. 84% of leaders surveyed said analytics was one of the most important trends. People analytics will no longer be a nice-to-have, it will be an indispensable aspect of running a business. Much of the people analytics will be fuelled by AI and robotics, the Deloitte report added. AI will become an HR helpmate, identifying and interacting with recruiting candidates and helping employees explore career options.

Today, skills have a shorter shelf life than ever before. If targets or performance standards are not being met, a real time intervention can be implemented to enable desired outcomes. Today, a lot of emphasis is given to real-time and objective input and feedback, with improving the output as the aim. With the help of advanced analytics, it is also possible to map the employee's capability and skill to what a person can do best. This also allows for structured and ongoing upskilling and reskilling interventions to be built into the overall plan. Artificial Intelligence can help the system identify which employees need to reinvent their skills much before they become obsolete or are replaced. Advanced technologies

“Performance management solutions are becoming more outcome-oriented, making it possible for all levels of management to truly and simply understand the bottom line of their employee performance.”

“Technology-enabled performance management is far more comprehensive and holistic. It is focused on maximising people development, improving the performance of individuals and the entire organisation.”

can also be used to design performance improvement initiatives, with data and analytics helping in making informed decisions. By adopting this scientific approach to all its processes - from improving employee retention, workplace collaboration, diversity, to hiring algorithms - nothing is left to chance within an organisation. Because AI-driven assessment can happen in real-time, incentives and praise for good performance can be dished out immediately.

An important point to note is that technology does not replace performance conversations between managers and employees. Instead, these conversations centre around the observations of peers, managers, and the employees themselves about what did and did not help deliver results. The human touch, when it comes to coaching and evaluation, will always be important. But in an age in which smart devices like wearable badges and remote sensors can track people's work-and when machine intelligence can even predict our future behaviours-coaching and feedback will often come real-time via artificial intelligence to improve performance and employee experience. Your coach is no longer just another human being who offers advice, but also an artificial intelligence enhanced app that works alongside you. It helps in mentoring and guiding you to particular actions; perhaps, it can connect you with a new group of colleagues or new knowledge sources, or even a lifestyle change.

Technology has made performance management smarter and seamless. Performance management solutions are becoming more outcome-oriented, making it possible for all levels of

management to truly and simply understand the bottom line of their employee performance. Rapid technological advancement and the increased dependence on internet-based communication have deeply changed the business world. In addition, massive data collection and storage resources have become available and affordable, allowing organisations to analyse large scaled data pools and draw real knowledge from them. These trends interlock in today's performance management environment making it flexible, agile, intelligent, and valuable to the company's bottom line. **HC**

About the Author

Jaspreet Bakshi is Regional India-HR, RBS India. He carries an experience of 19 years with 9 years in a leadership capacity and has previously worked with organisations such as Dell, NIS Sparta etc. Jaspreet has an MBA in HR and Marketing from Visva Bharati University and is also an ICF Coach and a Six Sigma Blackbelt.

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The offices of the Human Capital have been receiving numerous queries related to HR from our valued customers, subscribers, HR professionals and students. We have therefore decided to introduce a Q and A column that will feature queries pertaining to Human Resources that shall be answered by Industry veterans.

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DEVELOPMENTAL PLANS

It has been revealed in a study by McKinsey that 84 percent of respondent employees have expressed satisfaction with their organisation's approach to Performance Management when their goals remain associated with business priorities, when there is an apparent investment in the managers' capabilities, and the rewards are segregated on the basis of performance polarisation.

The passage of time creates room for certain questions in the employees' minds; will the employer remain focussed on individual goals when the thrust is on organisational performance, who will coach them when they have no manager to whom they report, and the way performance is being gauged when the work is not evaluated on a daily basis, and how can there be camaraderie when accolades follow better performance and admonishments trail poor performance. Workplace transformations have made it essential for organisations to do away with annual or biannual performance reviews and introduce continual and sustained conversations related to performance.

Studies have also indicated that employee involvement in

determining their self-goals also play a detrimental role in introducing a strength-based approach. Making the organisations agile, and hence, developing a synergy among individual and collective opinion, and a culture of greater autonomy among the hierarchy enables employees to venture out of their comfort zones, assume ownership, and identify improvement areas. For the managers, however, it is imperative to link individual targets with team goals, ensure wider transparency in performance as well as in targets.

It also becomes incumbent on the organisation to demarcate the roles being played by the leadership, regular feedback and continual conversations, and ensure that inputs are gathered from multiple sources. It is also prudent to lay emphasis on internal motivation and rewards that go beyond performance appraisals and financial gains. It has been said that line managers have an invaluable role to play in performance management, and organisations are liable to impart them with the right coaching skills, and thereby ensure that they arbitrate the daily affairs with utmost fairness.

A Revolution In Performance Management

Performance Management System (PMS) links closely with employee engagement, employee morale, and hence attrition levels. Organisations today are starving for great leaders rather than pure managers and building robust PMS at early stage.

BY PRANSHU UPADHYAY

Today, it is hard to believe that most organisations, until a decade ago, utilised a performance management system that offered no help to employees in improving their performance or contribute to better corporate performance. Baby Boomers and Gen X will recall how the annual appraisal seasons were relegated as periods of frustration, resentment, and disenchantment among employees. The attention of the entire organisation

would remain focused on an exercise that decided the performance ratings and the annual increments basis the ratings. However, performance management systems (PMS) since then have undergone a revolution. The traditional year-end PMS is now a thing of the past in most progressive organisations.

The tyranny of the bell curve

Until the late 90s, managers in most companies were forced to follow the Bell curve, wherein they could classify only 10-15 percent of the employees as top performers. Another 10-15 percent would fall in the mediocre-poor bucket. The 60-70 percent majority had to be put in the average bracket. It was a fair assumption in the Bell curve model that outstanding performance, as well as poor performance, are exceptions to the rule. The majority are average. The method professed to reward the top performers and encourage average performers to work harder and get into the top slot. The weak performers could be counselled and trained to help them climb the performance ladder. In short, the system forced managers to classify some top performers as average, which was unfair. It led to frustration and resentment, not only among employees, but also among the managers rating their staff.





Employee Engagement and PMS

Research has established that the traditional year-on-year appraisal system had little impact on how employees did their jobs. It did not add value or lead to better performance. More importantly, in a recent survey, more than 48% of the employees admitted that they are unhappy with a traditional approach to performance management. The old system hurt employee engagement and morale. In many companies, employee attrition peaked around March-April, coinciding with the annual reviews.

Organisations where the performance management systems were upgraded as per the needs of the business and objectives have seen a drop in exits. When you review performance and appraise employees at the end of a year, you leave the employee with very little time to make corrections as the year has already passed. Over the years, organisations have moved from command and control to flatter and less hierarchical models. It was inevitable for the performance management methodology to change with the times. The feedback mechanism gives power in the hands of the employees, who now have a say in managing their agenda as well as that of the company. The new system gives multiple opportunities to employees to improve for the better. The evolved system is much more than a performance evaluation mechanism. It doubles up as an employee engagement tool that drives better results for the organisation. The feedback conversations can also facilitate employee recognition and coaching.

The Gen Sync

While it would be incorrect to say that millennials and Gen Z led to change in PMS, it is truly evident that the new approach is more in sync with these generations. It is no fluke that the fading away of the traditional performance management system coincided with the rise of millennials and Gen Z in the workforce. The "on the go feedback" model became the need of the hour in a highly autonomous and fast-paced

environment. The bell curve methodology finds it difficult to survive in the new era where you have 4-5 generations working at a typical workplace.

The digitally-savvy, always-online generation, looking more for coaching than feedback differs from the older generation on how organisations and bosses should conduct themselves. They have less patience and higher expectations compared to the older generations. They do not care much for concepts like stability and loyalty, and are willing to take risks to take up new challenges and positions. One year is too long a period for them to be told how they are doing and is therefore more regressive than progressive.

The Coaching Mindset and PDP's

The coaching mentality in the last five years has done more good to a PMS environment than anything else. The coaching mindset is based on the assumption that individuals tend to buy into decisions a lot more if it comes from them, rather than being told what to do. A coaching environment is highly enabling, and the manager does a course correction and acts as a sounding board than giving pure instructions of what needs to be done.

In this typical conversation areas are identified that inhibits an individual from being more successful in the role, and a clear plan of action is established as to how to work on those areas. This may require the help of internal or external training to upgrade one's skill set or a behavioural change through guided steps to overcome an issue. A Performance Development Plan (PDP) is formulated with a clear focus on target achievement as well as the holistic growth of an individual.

Periodic reviews help course correction

The new system of continuous feedback does away with the bell curve and forced segmentation. Feedback sessions held three or four times in a year have replaced the

“Over the years, organisations have moved from command and control to flatter and less hierarchical models since it was inevitable for the performance management methodology to change with the times.”

year-end review. The employee chooses the timing of the meetings. Goals, key deliverables, and comments are put into the system periodically, allowing time for revision and course correction. The new system does a good job of expectation management with quantifiable KPIs and periodic reviews. Employees know how they are faring, where they are doing well, and where they need to improve. It helps the employees to make course corrections and define new goals.

The shift from subjective to quantifiable results

Modern evaluation systems have moved from subjective goals of the past to smart quantifiable goals. Many parameters in traditional KPIs were non-quantifiable and open to subjective interpretations. Different perceptions could lead to differences of opinion among managers and employees. In areas like Sales, it is easy to quantify goals. But in support functions like HR, Finance, and Legal, targets would be ambiguous. Not anymore. E.g., in HR, how do you measure the objective of higher levels of engagement? It cannot be dependent solely on the subjectivity of the manager if he thinks they went up or not. One way could be a satisfaction survey which shows 70% score. The objective could be to take it to 80%. Establishing clear metrics helps define and measure success in that role.

Rising acceptance of 360 degrees in India

The number of companies carrying out a 360 degree feedback has almost doubled in the last five years. 360 degrees, as the name suggests, involves getting feedback on a leader's performance and work-related behaviour from a large group of peers in the organisation, in addition to the boss. It is usually done once every two years for leaders. It cannot be deployed widely across the organisation, as this requires a certain level of maturity to take feedback, especially from individuals reporting to you. The feedback involves a mix of objective and subjective questions. Among other things, it assesses a

leader's networking ability, commercial acumen, and his or her ability to inspire and infuse energy. It also requires the reviewer to list three things the leader should start doing, continue doing, and stop doing. A scientific process handled by a third party, 360 degree feedback comes from a critical mass of 12 to 15 people that includes direct reports, managers, and colleagues. The process assures anonymity, which ensures the authenticity of the process. Because of the large size of people giving feedback, it is not possible to figure out who said what.

Upward feedback empowers employees

Upward feedback is a popular method of getting feedback for middle management positions. The questions are not as in-depth as in 360 degree feedback, but it still works as a fair assessment of the effectiveness of leadership, and helps find out if managers are walking the talk on the company's values and culture. It can be done more frequently, and is, therefore, more effective. Anonymity is also assured. It makes the employees feel empowered, giving them a say in the ecosystem. It also ensures that the feedback is two-way. It can also be deployed widely, unlike 360 degrees feedback.

Role of Technology

Thanks to technology, today's online feedback formats are targeted, smarter, easy to fill, and less time-consuming. Employees are a lot more engaged with the new formats. At the same time, the reason owing to which many organisations are not moving from traditional PMS to the newer version is owing to the reluctance and the cost involved in shifting the IT systems. Sooner or later, these organisations realise that the cost is not comparable to what an organisation stands to lose in the face of an archaic PMS and lower employee engagement and morale. On the other hand, some organisations have invested heavily in embracing the gamification/ 'appification' route, which drives employees to fill their metrics on time



by showing real time completion status at the manager level.

Today's ratings are refined, rational, and credible

The transition from traditional to new age performance management practices is rooted in science, and since they are rational, objective, and credible, they have led to employee acceptance. The ABC ratings of yesteryears have been replaced with ratings that are not aimed to belittle employees. Another trend, also rooted in science, is the rising importance of business-critical behaviours. Behaviours have become critical components of new appraisals. Executives are judged on qualities like adaptability, camaraderie, and resilience. When it comes to the manager, additional qualities like accessibility and inspirational leadership are added. The performance score is an aggregate of all behaviours. This is a more scientific way of judging, and employees can understand and appreciate the ratings better.

“While it would be incorrect to say that millennials and Gen Z led to change in PMS, it is truly evident that the new approach is more in sync with these generations”

New age companies have made the same transition and now arrive at the overall rating/score through a broken-down step-based approach where the employee rates himself on different parameters, and the manager's ratings are later revealed to enable a discussion in terms of reality vs expectations. Since ratings are for a particular behaviour, it provides the employee with an equal chance to confine the discussion to a particular

behaviour than a manager pointing out his general opinion on performance. If the ratings match, the employee and manager are on the same page, and the PMS exercise becomes more of a reassurance than opening a box of surprises. This reduces the anxiety around the appraisal period as engagement and communication has been built all year long.

The way forward

There is ample evidence to suggest that PMS systems embedded in higher frequency, a coaching mindset, and collaborative approach are here to stay. However, with the number of organisations adopting this approach, it is becoming more of a hygiene factor. Clearly, PMS links closely with employee engagement, employee morale, and hence attrition levels. Organisations today are starving for great leaders rather than pure managers and building robust PMS at early stage. They are also course correcting employees from the very beginning with these efficient metrics to improve the general workforce and the leading barometer of an organisation. **HC**

About the Author

Pranshu Upadhyay is the Regional Director, Michael Page India. He comes with an experience of more than seven years in specialist recruitment. He was part of the launch team in Michael Page India in 2011 and has seen many successes in the business. He has previously worked with a large public-listed financial conglomerate. Pranshu has a Masters in HR from a top B school.

The Changing Face Of Performance Management

A mechanism for performance measurement and feedback system is critical in order to create a high-performance culture. It is an enabler to identify skill gaps, develop learning and development programmes, retain employees, and pave the way for succession planning.

BY KALPANA BANSAL

Performance Management stands out as one among the highly debated and contentious evils in the HR space. And organisations are increasingly realising that retrospective assessment is not an effective and true measure of performance, and leads to a conflict between purely quantifiable parameters on the one hand and a subjective qualitative input on the other. Companies have not been able to look at quantifiable parameters outside the statistical framework of interpretation to make any sense of the impact.

However, a mechanism for performance measurement and feedback system is critical in order to create a high-performance culture and to reward and motivate employees. It is an enabling mechanism to identify skill gaps, develop learning and development programmes, retain employees, and pave the way for succession planning. Most organisations usually undertake annual review of employee performance given the complexity and time-consuming nature of the exercise. Leveraging analytics to assess performance in real time can help HR to take timely decisions, modify behaviour, arrest possible flights, and predict those who are in the high-risk category. When HR is able to gauge employee performance from analytics, it is easier to carry out career and succession planning.

Powerful analytics can correlate stakeholder feedback with performance scores in real time. For instance, client rating or retail ASPD can be directly correlated to employee performance. This makes things tangible and measurable. HR is also discovering the advantages of analytics in predicting employee performance and improving the quality of hiring during recruitment. By owning the ability to predict the types of employees who consistently perform better, hiring methods could be tailor-made to attract the right employees.



“Organisations are increasingly realising that retrospective assessment is not an effective and true measure of performance, and leads to a conflict between purely quantifiable parameters and a subjective qualitative input.”

Splicing performance data

Analytics can help in splicing performance data in different ways:

1) **Tracking attrition by performance level:**

Analytics can provide insights as to whether it is the high performing employees who regularly exit an organisation.

2) **Establish correlations between performance, compensation, and promotion:**

Exploring the relations between employee performance, pay, and promotion in different departments or divisions of an organisation can yield certain insights. It can also be linked to specific competencies and could help organisations to predict the very competencies that can lead to consistent high performance. It is often difficult to establish clear linkages between pay and performance due to the imposition of various other factors over decisions related to promotion, compensation, and role.

3) Diagnostics: Data on employee performance, goals, and development objectives can provide a fertile ground for diagnostics into specific areas of strength and development.

4) **Measuring managerial effectiveness:**

Performance management data can be used to evaluate the effectiveness of the managers in the organisation. Consistent high or low performances are a good indicator of the overall effectiveness of the manager.

5) Productivity analysis: Performance data can be used to assess the overall productivity of employees or divisions in the organisation.

Improved real time processing

Analytics could be powerful in terms of propelling the future of performance management by ushering in more real time processing. Instead of falling back on scheduled reviews, companies should make use of ongoing reviews, feedback, and "check-ins" to offer greater engagement on a real-time basis. There is ample scope for analysis of subjective feedback using text analytics. Analytics can help in diagnosing that which is working for the employees in terms of the process, leadership, or purpose.

While data analytics is an integral part of effective performance management, it is merely a tool for enhanced performance management. True leverage comes from actionable insights and ensuring employee trust through ongoing feedback that uses data to enhance accuracy, objectivity, and efficiency. Data by itself would not do much, unless there are plans round the same. However, senior management could do well to remember that the real stakes are when the performance data could lead to change. Implementation of the process is highly likely to fail. It is the responsibility of the team leaders to manage change in a way that the employees are able to cope. Change management does not just mean managing tactical plans to improve performance, but also means managing the emotional response that it generates. Sentiment analysis of the feedback in employee performance reviews can sometimes provide eye opening insights.

New age companies are pushing hard for continuous performance management, as it provides prompt feedback that can be used as a valuable input to drive change. It gives room for employees to spot correct behaviours and attitudes that are not working and make changes on the run, leading to improved overall performance. Employers get higher engagement levels and better support on behaviour from the team, and this leads to a higher focus on development rather than on review. An ongoing performance review makes it easier to link the changing priorities of business with the goals and expectations of employees, and helps them to adapt to the changing requirements. Contemporary performance management practices and tools provide room for discussions about capabilities and skills, helping employees learn where to focus and the kind of learning to adopt. There is continuous learning and development on the job.

The biggest mistake that most companies make with performance appraisal is that they focus on the process and invest in technology and campaigns to push the process, without assessing the effectiveness of the outcome. A good analytics

Note the root cause, but add to the disgruntlement

HELPFUL MECHANISMS

- Process - largely viewed as redundant, appraisal viewed as "just an exercise"
- Role of HRBP Technology

Impact of Leadership on Process/Rewards?

LEADERSHIP

- Discussion and feedback around Goals
- Linkages to other components-rewards
- Seriousness

diagnostics approach should be able to discern what works and what does not by using past data, trends, and modelling approaches.

Thus, in essence

- Smart Performance Management is not about having user experience in the HR Technology. Strategic HR processes such as 360 feedback and performance management, introducing new systems with a changed interface will not change the business outcome of poor quality and lack of adherence to core HR processes.
- Emotional responses to performance feedback cluster in distinct groups: 'seeing', 'feeling' and 'doing'. An effective Strategic HRM framework for performance management delivers on all the three sentiment clusters and failure in any one cripples the overall employee sentiment.
- Changing the approach to Performance Management by working a larger cultural change will involve things like creating purpose and reinforcing a sound reward system with senior management process sponsorship, can influence the attitudes, change the behaviours, and drive the desired outcomes towards better acceptance of Strategic HR initiatives.
- A large, complex company might have many different personas, from front-line personnel to corporate executives, plant workers and more,

What's in it for them?

PURPOSE

- Perceived outcomes of the system
- Effectiveness of the processes Lack of differentiation of rewards

each with varying motivations and needs. Plotting touch points to identify every interaction the organisation has with each employee persona creates a personalisation and impacts strategic performance management in terms of effectiveness of delivery.

- Organisations have typically measured performance management with a rear view mirror, looking back in time with an annual review. It is more important to consider how strategic performance management strategies are tied to long term business strategies. Insighting helps organisations to proactively look forward and look at a smoother employee experience.
- It is said, "You can't design an Experience, but you can design for an Experience." Strategic HR interventions such as performance management need to deliver a consistent employee experience and minimise the degree of variability in perception of value-add by employees. **HC**

About the Author

Kalpana Bansal manages the HR Analytics domain and the Employee Insights programme in the RPG Group. She has an experience of more than 20 years and has worked in organisations such as Tata Unisys, Star TV, IMRB, Mudra Communication and Watson Wyatt (I) Pvt. Ltd. Kalpana has an MBA and has completed her Executive Masters in Consulting & Coaching for Change from Said Business School, Oxford University.

“An ongoing performance review makes it easier to link the changing priorities of business with the goals and expectations of employees, and helps them to adapt to the changing requirements.”

What's Your 'Say: Do' Ratio?

All development plans in an organisation start with a top-down approach. Be it domain specific coaching or behavioural mentoring, the managers do not really need some Management Guru to teach them to set their house in order.

BY KESHAV SRIDHAR



Coaching and mentoring is a virtue, and trust is an extremely critical aspect in the process of building team synergy, and thereby, an organisation driven by values. A company with a grave difference in the 'say to do' ratio is bound to fail, as there would be no concrete foundation to build an organisation, and for the employees, all those fairy tales from the top management would seem like building castles in the air. On their part, employees would pretend to be fooled, mostly because of any obligation or sheer indifference towards the state of affairs in the

company, and, the so called leaders would end up living in a fools' paradise that they have baited a bunch of fools to work for them. The end result is a circus that would eventually close after all the clowning around.

I have come across instances where startup founders have backtracked from giving C-suite hires roles that were promised to them, with a justification that their existing employees will resign if a new hire is given a C-suite designation. However, it later turned out that the actual reason behind this was that the Founders / Directors never intended to create or give a C-suite role to anyone in their organisation. They had promised this to the candidate merely to lure him into their company, as he had worked with big brands with a proven track record, and had good connections in the industry which they wanted to use, and throw the person out once their job was done. This C-suite recruit, it seems, was smart enough to get their intent. He stayed in the company for around nine months, never actually opened up a single connection of his, but ensured that he got a C-suite role before he quit. You see, most of the time, rather than some productive work, it is just a Tom and Jerry show going on up there!

An obsession with positions

This is the reality in most of the Micro, Small and Medium Enterprises



(MSMEs), as also in some of the big MNCs. The founders and the directors are so obsessed with their 'positions' that they are unable to allow someone else worthy to fill their place, even in the interest of their own organisation/team. Neither do they move up nor do they allow someone else to move up.

Ego is a dangerous thing. If transacted poorly, it will not only burn you, but also your team and the entire organisation. In fact, in most cases, teams on the verge of revolt or self immolation are often pitted against the aristocratic attitude of the top management. As you can see, it is not really the external forces that dent an organisation. If one is really serious on the scalability for their organisation, one needs to not only rise up and own greater responsibilities, but also find and mentor a resource who can fill in their current role. Let us remember, an 'Owner vs Labour' attitude or 'We vs They' attitude is not conducive for organisational development and growth. Small thinking never fetches big results. Whether it is the Tatas, Birlas, Ambanis, or any of the successful business conglomerates; they have always inspired their people to grow with them.

A top-down approach

Hence, all development plans in an organisation starts with a top-down approach. In fact, the front line and the support managers are best equipped to be the coaches of their team. Be it domain specific coaching or behavioural mentoring, they do not really need some highly paid Management Guru to teach them how to set their house in order every time. The root cause of the problem here is the lack of trust. The frontline managers do not trust the top management anymore after all the circus. However, they do their job for money and/or for the passion towards their work. If one keeps provoking them, they would soon leave the organisation and work elsewhere, where their potential is truly recognised.

The top management of any organisation cannot afford to allow a few negative experiences of the past to play over their current transaction with people, especially their internal

stake holders. Leaders at the top need to be highly objective, unbiased, transparent, righteous, genuine, and graceful. Today's workforce is extremely smart, and one cannot play to the gallery for long nor fool around with them. A classic example of a scientifically designed model showcasing top-down people development is the Indian Army. Coaching and mentoring comes naturally for the military folks, as it is instilled as a practice right from their initial days of training. And, leading from the front 'come what may' is a natural response for every Officer in the Indian Army. They always lead their men by example, by upholding the values of their organisation, which are deeply ingrained as their DNA.

So, what do we do then? How do we fix the cracks in our organisation? While there are no quick fixes when mending anything related to people and their emotions, here are a few pointers which can help to us to be a lot more sensitive and appreciative of the people around us.

4-point mantra to ensure greater organisational health

1. Top Management

- As mentioned earlier, it is prudent to keep a watch on your 'Say:Do' ratio. A self-talk that 'I am speaking only that which I can do', multiple times every day, would definitely help us in stopping ourselves from getting carried away. Let us remember, saying means doing and leadership means leading by example.
- Being open to accept ideas from people across teams and functions is highly important to nurture creativity in one's organisation. You may be the founder of your company, but the guy working with you could be equally passionate as you are, though he may not be the co-founder.
- Promote a company culture of holistic development with emphasis on work-life balance. Keep a watch on any eccentric workaholics and do not reward such extremes, nor allow them to spread it as a culture in your organisation.

“A company with a grave difference in the 'say to do' ratio is bound to fail, and for the employees, all those fairy tales from the top management would seem like building castles in the air.”

“Leaders at the top need to be highly objective, unbiased, transparent, righteous, genuine, and graceful. Today's workforce is extremely smart, and one cannot play to the gallery for long nor fool around with them.”

2. Recruitment and Salary

- Never try to hire someone for a Cost to Company (CTC) lesser than their last drawn CTC. Even when they are hired, this marriage would most probably not work out. No matter what you try to motivate that person after hiring, you have already created mistrust during the very first experience with the organisation.
- I have seen some HR executives having week long salary negotiations with their selects, that too for a hike of a few thousand rupees. And all this is just to gain few brownie points from their Talent Acquisition leader, and also for a few hundred rupees as commission for having saved a few thousand rupees for the company. More a case of penny wise and pound foolish. What about the company's brand value? In this age of social media, where bad experiences spread faster than wild fire, would you get quality candidates the next time you advertise for vacancies in your company? This needs to be thought over.
- Hire a resource if and only if you are fully convinced about their quality and their fitment in your organisation. Once selected, do not play cheap. It will not only spoil your company's reputation, but also your own.
- Again, watch out for your 'say: do' ratio. During the interview, your folks would have spoken all the big things, and made very tall claims about the company to lure the talent. Hence, once the candidates have proved their worth, give them a decent hike over their last drawn CTC or at least match their last drawn CTC.

3. Rewards and Recognition

- Timely Rewards and Recognition (R & R) boosts the morale of the entire team. However, it is observed that 'how' you reward your folks is far more critical than 'what' you reward them with.
- Most of the times, your folks do not really expect a glittering R & R function, rather a genuine connect from the Leadership.
- Felicitating your folks in front of their family is the icing on the cake. Just imagine, how would your Front

Office Executive feel when she is recognised for her work in front of her family!

4. Training & Development

- Though classroom based Train the Trainer programme helps in honing the facilitation skills of your support and frontline Managers, it is also important to give them a free hand to explore their own way of coaching and mentoring their team. It is observed that over 70% of one's learning happens on the job.
- Induction programmes for new hires need to be designed to primarily ingrain the values of the organisation and align their attitude so that they are in sync with it.
- With Artificial Intelligence (AI) and Pervasive Computing taking over business operations right from mundane tasks to critical decision making, in the years to come, coaching and mentoring would become all the more critical, as one would be leading not only far more smarter digital systems that could transform the way we do business, but also a lot more smarter work force, who would demand flawless people management, else, the so called leaders would be staring at a digital revolt, wherein, the C-Suite would be over thrown by superior machines and softwares, which would have been designed by folks from their own organisation. 

About the Author

Keshav Sridhar is a Business Consultant & OD Specialist. A seasoned HR Professional, he comes with an experience of 15 years and has worked with Google, Partygaming, BITS Pilani etc. and has been a Training Consultant for many Educational Institutes and Corporates. Keshav is an Engineer and has done the Certified Learning & Development Manager and Master Trainer & Facilitator programmes from Carlton Advanced Management Institute.

Who Moved Me Up?



At the end of the review, what matters is how you made the employee feel - did he leave on a positive note, or did he go back to his desk and start looking for a better opportunity.

BY PRIYA MENON

It was Rohan's last day at work. He was at his work desk packing his personal belongings, when his eyes suddenly fell on a photograph on his desk. It was a photo from his induction days; he smiled as he picked the photo. "Good old days," he thought to himself. How happy and excited was he when he received the offer while in campus. Of course, he had to get exceptional scores all through the academic years. Sneha, his college mate, stood next to him in the photo. Both of them had breezed through the interview and had been selected to work with this prestigious brand. The pride of having joined the organisation was evident in their

smiles. However, there was no smile on Rohan's face today and with good reason. It was his last day here, and he would surely miss his colleagues. The main reason, however, was the last one year he had spent with the organisation.

Soon after his induction, Rohan met Mr. Rao, his manager, who briefed Rohan on his roles and responsibilities. Mr. Rao also quickly tagged him with Samrat, who had been with the organisation for six months. After the first meeting, Rohan hardly saw or interacted with his manager, and continued working based on an understanding that Samrat was his go to person for any clarifications. It was

“It is important that the manager has regular feedback sessions with all the team members, giving them candid feedback on what is going on and also highlighting the areas of improvement”

only after four months that Rohan finally got the opportunity to meet his manager. And of course, the meeting did not go too well. None of Rohan's efforts were appreciated and he was clearly told that his performance was below average. It was also communicated to him that if he kept up with such a performance, then he would have to part ways with the organisation. Rohan was shocked. He tried to explain that he had been provided with no clarity on his job, and was only following the instructions that he received, but his pleas fell on deaf ears.

Another month went by, and Rohan began to dread every meeting with his manager. All he received was flak, threats, and comparisons with the other peers who were doing well. All Rohan was looking for was guidance, feedback, and a pat on the back. His manager never spent enough time to help him settle down in his job, never bothered to check if there was a clear understanding over the deliverables, and moreover, provided no direction to him. It is important for the manager to have regular feedback sessions with all the team members, giving them candid feedback on what is going on, and also highlighting the areas of improvement. These conversations motivate team members as they feel valued, and most importantly, it helps keep their performance on track.

One day he bumped into Sneha in the cafeteria, and as always, she seemed happy and cheerful. She was in fact all praises for her manager, Ms. Gupta. She went on to narrate how her manager motivates her, directs her, and is completely ok even if she makes a mistake. Sneha went to further to state that her manager spent quality time with her, was always asking her about her work, what she enjoys, and the areas that were problematic to her. Sneha also backed her argument that her manager was extremely approachable and she could reach out to her for inputs, direction, and feedback on a regular basis. Ms. Gupta was more than a manager for Sneha - she was a mentor, a coach, and a guide. Sneha was beaming, and added, 'Maybe I will retire from this organisation!' The more Rohan heard her story, the more he realised that he

could not continue to work here. Appraisals were round the corner, and Rohan clearly knew that he would not fare well. Thus, he decided to move on.

So, what went wrong? Was Rohan not skilled? Was he not fit for the job? Was he not passionate? The answer, like you rightly guessed, is none of the above. Research has maintained that employees do not leave an organisation, they leave their bosses. Today, most organisations focus on building a high-performance culture where every employee contributes. But many organisations and their leaders miss out on this completely; they forget the basics that will help build this culture.

Here are some questions you need to ask yourself about your organisation-

1. Are the employees aware of the bigger picture and the way they are going to contribute towards it?
2. Are the employees aware of their roles/tasks?
3. Do the leaders provide inputs/ directions to their team from time to time?
4. Do the leaders appreciate and recognise the efforts of their teams?
5. Do leaders spend time with each of their team members and give them candid feedback on their performance on a timely basis, without waiting for the annual appraisal cycle?
6. Are managers open to receive and work on feedback they receive from the team?
7. Do managers provide inputs not only on performance, but also on development needs of the team members, enabling them to grow in their careers? Are they concerned about their team's development?
8. Is there support provided for the employee to effectively perform their job?

Moreover, here are some things that your organisation should look at while building a robust and unbiased Performance Management System (PMS).

1. Structured Goal Setting: Every employee, as a mandate, should be aware of their goals right at the



beginning of the year, with clear deliverables, and action plans towards fulfilling each goal. A trend that is picking up and preferred by some organisations is to break the annual goal into quarterly goals. This not only helps to track and manage goals more effectively, it gives a fair chance for the employees to project the work they have done on a real-time basis.

Another way could be to have 50% weightage assigned to annual objectives and 50% to quarterly objectives. This helps employees to go beyond their KRA and add value to their jobs and the organisation as a whole. *

2. Timely Continuous Regular

Feedback vs Annual Feedback: A good leader spends quality time with his team member to give feedback. Gone are the days where one appraisal cycle decides the fate of the employee. It is time to move on to quarterly reviews and monthly discussions, and real time feedback with no surprises at the end of the year. A clear advantage is the course-corrective action that an employee can take right at the beginning to enhance their performance. A few questions that a manager could ask as part of these regular conversations could include:

- Is the new joinee enjoying his/her work and feeling settled down?
- Is the team member happy and the areas that are making them happy?

- Are they facing any challenges and do they require any support in ensuring a higher performance?
- What have been their key learnings on the job?

3. Give and Receive feedback:

Performance discussions are not a one-way street. As a manager, one has to give and receive feedback. A good leader listens to the feedback given and acts on it. An inspiring leader also provides the support that a team member may require to do their job well.

4. Go beyond performance: A sound performance management system is not only about performance. It is more about understanding career aspirations, strengths, and developmental areas.

5. Pat on the Back: Is it about efforts or results? That is a million dollar question troubling many managers. Should only results be recognised and rewarded, or should efforts be considered? Though results are what that rightfully matters, and as a prudent manager, one should not overlook efforts, for they too deserve a pat on the back. Well recognised efforts boost morale and eventually have a positive impact on results. Another important consideration is the celebrations of achievements. A team that celebrates small successes lays down the foundation to achieve bigger milestones. Many times, teams forget to celebrate small achievements, waiting for the big result to happen; these small celebrations, however, bond the team together, motivating them to achieve bigger goals.

6. Different strokes for different

folks: An offset to the above mentioned point is the fact that what motivates one employee may not motivate the other. Designation motivates few, while compensation motivates the others; admission to a professional institute attracts some, whereas additional cross functional projects could motivate others.

In the case study mentioned above, one can see the difference in the way Mr. Rao and Ms. Gupta, the two managers, handled the new employees, and the consequence of the same. Rohan was unsettled, demotivated, and withdrawn, while Sneha turned out to



“Today, most organisations focus on building a high-performance culture where every employee contributes. But they forget the basics that will help build this culture.”

be a bright shining star of the organisation. The organisation was the same, and so were the policies and the processes; the only critical difference was the manager.

While speaking about Performance appraisals, it would also be prudent to speak about the entire conversation between the manager and employee. How could we as managers have more effective conversations? A few handy tips are mentioned hereby:-

- Be open to continuous, regular, and timely conversations/feedback sessions.
- Set undistracted time aside to have these conversations and be prepared with data/examples/information.
- Always appreciate the efforts, however be honest and frank on the areas of development. Do not hesitate to have tough conversations.
- Find a suitable place to have these conversations. They are serious conversations and need to be treated accordingly. Avoid cafeteria, on the floor, and places where distractions could be aplenty, since it may also create discomfort in your team member to open up.
- Listen, listen, listen! - It is always important to understand the team member's view point. It is important to know what were the obstacles faced while performing, and what is the support that they may require.

- Be unbiased and avoid comparisons.
- Make your team member feel that they are valued and important.

Remember, at the end of the review, what matters is how you made the employee feel - did he leave the conversation on a positive note, motivated, or did he go back to his desk and start looking for a better opportunity. What kind of a manager would you like to be? The answer may be obvious, but it is important to consider what steps you will take to be an inspiring manager. **HC**

* Suggested reading - "Measure What Matters" by John Doerr

About the Author

Priya Menon is Head - Learning & Development, Matrimony.com. She comes with an experience of 20 years in designing and implementing learning strategies and has worked in areas of Talent Development, Talent Management, Capability Building, Sales Force Training, Employee Engagement and Culture Building across organisations such as Aditya Birla, Max Group and Standard Chartered Bank. Priya is an MBA-HR from Mumbai.

Setting Development Goals

Performance is driven by motivation and exhibited through learning. One needs to understand these concepts well to be able to apply them for employee development and wellness.

BY DR. ANURADHA M.V.



next year, and devise the means to achieve them together. There is sufficient literature on the changes taking place on this front - the debate about the effectiveness of the bell curve, alternatives like the long-tailed curve, using regular feedback etc. However, the key aspect of performance appraisals that has received comparatively lesser attention is its role as a development and employee wellness tool.

Given that employees are a crucial resource for organisations, one would expect a more thorough process of appraising the strengths and weaknesses of each employee and aligning it with the overall objective of the organisation. Practically though, the attention in 'performance appraisal' remains focused on past performance, promotions, and pay revisions. Also, performance usually includes only job-related performance. Little attention is paid to the other aspects of interactions at work, such as peer relations, cooperativeness etc. The intent is to disclose the underlying psychology of performance, in the hope that when managers and organisations are primed with this knowledge, it might trigger a change in mindsets and language of performance appraisals from talking about 'evaluation' to focusing on 'development.' The term 'development' implies not just taking care of the career growth of the employee, but ensuring his/her psychological well being as well.

Performance Appraisals are one of the key features that determine an organisations' success. On the one hand, it helps organisations assess their productivity and re-evaluate the means to improve it. On the other hand, it is an opportunity for the employees to communicate with the management and discuss one's personal goals, set objectives for the

Psychology of Performance

Psychology is the systematic study of



behaviour and refers to the mental characteristics of an individual/group. Performance refers to how well a person does a piece of work. Therefore, when we talk about the psychology of performance, we are looking at all the intangible factors that have a bearing on observable behaviour of an individual at work. One can prepare a long list of factors that psychologically affect the performance of an individual - however, learning and motivation, could probably account for most of the observed performance. Performance is driven by motivation and exhibited through learning. One needs to understand these concepts well to be able to apply them for employee development and wellness.

Learning

Learning happens when there is a permanent change in behaviour as a result of experience, and it could be positive as well as negative in valence. Positive reinforcement, Negative reinforcement, punishment, modelling etc. are some ways through which people learn. Performance appraisals are also based on reinforcement techniques i.e. the principle that behaviour (at work) can be shaped into the desired form through reinforcements. For instance, positive reinforcement refers to rewarding a desired behaviour, viz. promotions and salary hikes. Negative reinforcement refers to withdrawing an unpleasant consequence when the desired behaviour is exhibited. Allowing a person to move to a desired role from an undesirable one is negative reinforcement. Punishment refers to subjecting someone to an unpleasant condition when undesirable behaviour is exhibited. Not giving a promotion/salary hike or at times even terminating the employee from the present job is the use of punishment to indicate displeasure with someone's performance.

Managers and organisations constantly use these tools for appraising the performance of employees. From these examples, it appears like management science understands the principles of learning. Reinforcements do help individuals learn what is acceptable and desired

by the organisation versus what is not. However, we need to ask if it is facilitating the learning of job skills that can lead to the development of an employee.

If the purpose of appraisals is development, then the focus should be on setting 'personal' learning goals for each year by each individual. E.g. "I wish to make a career shift to a managerial role", which means that the person needs to learn the aspects of management. And rewards should be based on whether one has reached the personal learning goal or not. Unlike children, who can learn through simple reward and punishment indicators, adult learning is more experiential. Adults learn better on the ground through practice.

Modelling i.e. learning through osmosis or observation seems well suited for adults. When the objective is the development of an individual adult's talent, then it makes more sense for organisations to use alternatives like coaching, buddy system, shadowing etc. to help poor performers improve their performance, and high performers be put on the fast track. The coaches could provide continuous feedback to the employee and engage in continuous appraisals. Reinforcements could be used in addition to the coaching process.

Though mentoring and shadowing processes are followed by many organisations, usually the appraisal and development processes are considered as two different activities. Combining them both would make more sense.

Motivation

Understanding motivation means understanding what drives an individual. There are several theories on motivation (E.g. differentiating intrinsic and extrinsic motivation, differentiating hygiene factors from motivators etc.) that one can lose one's way and miss out on what is of relevance. E.g. if money is not important for someone and you provide monetary incentives as a reinforcement technique for appraisals, it is ineffective. Therefore, if we want employees to learn and move towards a mutually beneficial goal, it is

“Empowerment leads to meaning in work, a feeling of self determination, sense of competence and belief that one is making an impact through work. Employees exhibiting such attitudes are bound to be highly productive and engaged at work.”

important to understand the essence of motivation, and try not to lose our way in the popularly established performance appraisal techniques.

There has been significant research on the 'meaning of money' for people. The research suggests that we can categorise people into four broad types based on what money means for them. There are people who highly value money and aggressively work towards earning it and are also mindful while spending. The second category of people are like the first in their love for money, but at the same time are mindless spenders of money. Then there are the third category of people for whom money is just a means to an end. They work to earn money, but are unattached to it, and can neither act as a strong reward nor a stringent punishment. The fourth category of people are wary of money and see it as an evil everybody should stay away from. Similarly, some research also suggests that millennials look for more intrinsic motivators (as opposed to extrinsic motivators) at work as compared to workers from other generations.

Also, what people value at work tends to change with age, stage of life, and experience. If there are so many factors that influence the motivation of an individual, how can one standard performance appraisal format for all employees be of any use? Though it is important to align individual goals with organisational goals, it is also important that this is achieved in an organic manner. Success in motivating employees lies in the effectiveness of the manager in identifying the needs that drive each employee, and tailoring the performance objectives basis these needs. This will also ensure the psychological well being of the employees and hopefully increase their productivity. The psychology of performance is only one side of the coin with organisational environment that nests the employees as the other.

Things organisations can do for employee well-being

Psychological Empowerment

Any development can happen only in an empowered environment.

Employees can be made to feel empowered through the attitude of their immediate manager and also through the structure of the organisation. Organisations that are built on democratic principles and believe in power sharing between superiors and subordinates are usually the enablers of empowerment. Decisions are made collaboratively, which also means that information is shared openly instead of being concentrated among a select group of people. Another important feature of empowerment nurturing organisations is that they focus heavily on leadership development and skill training of their employees.

Such environments provide a psychologically safe place for employees. This sends a clear message to the employees that their work is valued and important for the organisation and is referred to as psychological empowerment. Empowerment leads to meaning in work, a feeling of self-determination, sense of competence and belief that one is making an impact through work. Employees exhibiting such attitudes are bound to be highly productive and engaged at work.

Human Factor

More than fifty percent of Indian organisations have started using technology for performance appraisals. Technology helps in getting relevant data for the appraisal process, thus, reducing a fair amount of time spent on data gathering and assessment. This however cannot substitute the human interactions between the manager and subordinate for the appraisal process. Research comparing three kinds of appraisal systems found that when appraisal is made using objective ratings based on hardcore data of past performance, it led to poorer future performance. However, when appraisals were based on evaluations made by oneself or by another person (in most cases, the manager) the future performance actually improved. Data driven performance appraisals allow the managers to skip the mundane information collection activities. The time thus saved must be used by managers to interact with their subordinates and develop a customised performance plan for them. Technology

is empowering; however, it is the human factor that can make the appraisal process truly developmental and wellness oriented.

Wellness and interpersonal competence as appraisal goals

Organisational work is not merely limited to the task and involves a lot of interactions with colleagues and other stakeholders. These relationships can be a source of stress in competitive environments. Yet, relationships are seen to be at the core of well-being. Organisations therefore need to ensure that interpersonal interactions and relationships at work are cooperative instead of competitive. The removal of the bell curve for appraisals could help significantly in this direction by ensuring that

“The removal of the bell curve for appraisals could help significantly in this direction by ensuring that performance appraisal is not perceived as a fixed pie leading to competition and animosity between co workers.”

performance appraisal is not perceived as a fixed pie leading to competition and animosity between co workers. However, this is no guarantee that relations are going to be positive all the time. Therefore, it is a good idea to introduce 'interpersonal competence' as a criterion for appraisals. This will hopefully make people work towards building relationships at work eventually affecting their psychological well-being positively.

Performance affects well-being and well-being affects performance. The role of performance appraisals in this self-feeding cycle is therefore very crucial for the development and well-being of an individual. Appraisal methods that focus only on past performance and use monetary incentives to reward those competitive, could lead to higher performance by some, but decreased well-being for all. On the other hand, appraisal methods that focus on the below will lead to higher performance and well-being for everyone in the organisation. 

- a) Customised development plans for each individual
- b) Provide a nurturing environment for learning and
- c) Reward people based on what motivates them most

About the Author

Dr. Anuradha M V is the Assistant Professor-Organisational Behaviour, Great Lakes Institute of Management, Chennai. Her work has been published in various international and national journals. She loves experimenting with different pedagogies while teaching her courses on group and individual dynamics at work. Dr. Anuradha received the Fellow in Management (Ph.D.) from XLRI and is a postgraduate in Psychology from the University of Delhi.

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Performance Management And Learning

The aftermath of appraisal cycles during Performance Management, affords a natural TNA for the L&D department. But should L&D dive into it and accept all the Training requirements identified, or be more discerning in separating the wheat from the chaff?

BY DIPANKAR DAS



plus requests from an active headcount of 4,000. Of course, many of the requests were repetitive, but even after filtering out the repetitions, the number was an impossible 3,000 plus requests.

Well, do you see a bit of your organisation in this story? Truth be told, appraisal time is a busy time for L&D departments. Appraisal discussions yield a number of actionables, one of the most prominent being the Training needs of the appraisee. And even before the Appraisal Letters are out, the rank and file expect the Trainings identified by them to be rolled out, as of yesterday.

Once upon a time....

Ram Murthy was an unhappy CHRO. The position of the L&D Head, in his infrastructure company, was lying vacant for almost a year now, and the last year's appraisal cycle had generated a huge set of Training requests from the business. Other than the usual Induction programme and a few programmes for the leadership, flying off to the Tier I business schools, no progress had been made on the laundry list of requests for Training. This year too, the Appraisal cycle was coming to an end, and the L&D Head had only joined.

The L&D Head had his job cut out - to immediately address the requests for Training that had emerged in the annual performance management cycle. A spreadsheet extraction from the LMS threw up a whopping 9,000

Going about it systematically

A few pointers are required at this stage. Very often, an erroneous step starts from the wrong questions being asked. After every appraisal cycle, among the solutions recommended to plug performance gaps, is a Training module. A Module or a classroom training should be the end result of a well thought out process, and not the automatically chosen solution to address a performance gap.

The introspection any skill gap should elicit is whether it is the physical skill that needs upgrading, or is it a behavioural change that is the need of the hour. Often, it is the latter, if not both. In such situations, it would be a better solution to develop a learning path for the individual. A Learning path covering the skill deficits would make the journey easier. Rarely



does a behaviour change as part of the singular Learning intervention, yet the perennial expectation is to identify a Training, and nominate the appraisee to attend the same, and voila, the performance gap is bridged. Let us look at three scenarios to understand this well.

Scenario 1

During the appraisal cycle, Ramesh Pathak, who has been asking for a role change for some time, gets transferred from Quality to Procurement. In his new role, he will now be interacting with many vendors and will be required to negotiate with them. Many, who are in Ramesh's shoes, assume that they will learn by observing and doing. So, there is no structured learning path, but Ramesh learns, albeit slowly, through the rough and tumble of work. The learning curve is stretched and Ramesh is still never very sure of himself in the Procurement role, but work goes on.

Scenario 2

Ramesh joins his new role and immediately identifies a Training on Negotiations skills. He goes and attends the programme. The part of the Training that was genuinely overlapping with his role was useful, but most of the learning evaporates within days of the training for want of relevance and reinforcement.

Scenario 3

In this instance, however, instead of opting for a Training programme, a planned learning experience is crafted through the job, rather than through a Training programme, with a specific learning objective. The plan identifies two role models who can be observed by Ramesh. In addition, learning review periods are baked into the learning plan for the induction period. Ramesh is then prepared for his first negotiation and deal closure, which is observed by one of the role models, who then gives feedback to Ramesh. Once he is comfortable, he too attends a session on Negotiation Skills and is able to glean much more from the course.

The third scenario involved designing a learning path and not just learning. It helped create an

ecosystem, in which, not just Ramesh, but the department focused on his learning and implementation of that learning. It is always easy to align people to Training programmes; that is the easy way out, but Learning is a journey, not a one stop shop.

Performance appraisals are one of the best times to plan your L&D interventions, budget them and gear up for rollout. Appraisals inevitably involve heartburn and moments of reckoning, the planned learning after the appraisal is over, can often be instructive and cathartic for the much-bruised employee.

Meanwhile, in the Infrastructure company

Meanwhile, in our Infrastructure Company; by the end of the year, Murthy was a happier CHRO. The new L&D Head knew how best to address the flood of expectations coming out of an Appraisal cycle. Going through last year's data, he discovered that the expectations last year and those this year, were very similar. Hence, the learning interventions could address the gaps for both years. And most importantly, it was not about a Training module, it was about a journey, which L&D could help catalyse, but the business would have to partner with the L&D department to provide domain expertise, coaching, and in drawing out the Learning journeys.

Business stopped pointing out any L&D lacuna and accusing HR of inaction. L&D had become a joint responsibility - HR's and businesses. Targets were in place, and work was afoot. The process of Learning and knowledge transfer was not confined to the Training schedule and restricted to classroom learning, but dispersed across the operations floors and support functions, as it always should be. **HC**

About the Author

Dipankar Das is a Facilitator and Performance Coach. He specialises in implementing L&D and OD interventions in a cross section of Industries. He has worked in diverse organisations, including IBM, Genpact and Tata Projects Ltd.

“Truth be told, appraisal time is a busy time for L&D departments. Appraisal discussions yield a number of actionables, one of the most prominent being Training needs of the appraisee.”

Frontline Managers: The Hidden Key

Organisations that effectively adopt agile HR practices invest in sharpening managers' skills, empowering employees to operate with greater independence. HR functions across sectors need to innovate and redefine the rules of the game.

BY ANIMESH KUMAR



Unless you are living on a remote island or in solitary confinement and are absolutely disconnected from the world, you have heard the term "disruption." And like me, if you live in the corporate world, you have definitely heard it, and in every probability, used it a dozen times in a day. Along with "digital transformation", it ranks amongst the top buzzwords going around today. And like the characteristics of buzzwords, "disruption" has become an overused, catch-all phrase, but that does not take away the ubiquity of this phenomena and its impact.

The trifecta of - our ability to capture almost all data, deploy AI &

ML to run sophisticated analytics that replicate and often exceed human capability, and the galloping pace of automation of routine/repeatable tasks has significant implications at individual, organisational, and community levels, irrespective of nationality. Unfortunately, at each of these levels, our response has been more like that of "the frog in boiling water" parable. However, while the water is yet to commence boiling, the temperature is starting to become uncomfortable.

For developing economies like India, these are worrisome trends because they will further exacerbate the already sizable problem of unemployment. It is imperative that governments act post haste to address this immediately, since if left unaddressed, the implications of a rapidly expanding pool of "educated" young but unemployable youth is going to be the scary reality that we will be forced to contend with. The focus is however, to examine how these changes are playing out in corporations, and what are some possible approaches to address these challenges.

Three emerging meta trends

There are three meta trends that are emerging as a consequence of the changes, and an exaggeration would be essential to drive home the point more sharply. First and foremost, is the increasing irrelevance of experience. The size of disruptions is changing the way things are done in every business



“Our ability to capture almost all data, deploy AI & ML to run sophisticated analytics that replicate human capability, and the galloping pace of automation of routine tasks has significant implications at individual, organisational, and community levels”

at a fundamental level. Calling out all of them would be too cumbersome, but the net effect of putting them all together is what I learnt in over two decades of working, my abilities (gained through my experience), are not what that help me do my job. Staying relevant requires an ability and willingness to acquire new knowledge and expertise, and to compete with people who are significantly younger and unencumbered by the "baggage of my past experience." To add insult to injury, large parts of the expertise that results from experience is being replicated by AI/ML quite seamlessly. ALGO trading, intelligent chatbots are just the most obvious examples of what is happening.

Secondly, the narrowing of the information arbitrage that has existed between managers and the managed. Ubiquitous connectivity, accessibility, and information availability has resulted in the dismantling of another cornerstone of the corporation that managers "know" more than the people they manage. Hierarchy and power distance, both essential attributes of the traditional corporation, are being eroded every day, and managers are struggling to recast their role. Combined with the changing social attitudes of the millennial workforce, there is an urgent need to reframe the role of the manager, and equip existing managers with the skills required, since employees have more "skills" than managers.

Thirdly, the unprecedented skill shift that is happening. Technological, social, and emotional skills are gaining pre-eminence at a ferocious pace. Analytical skills, the bedrock of the MBA, are not only irrelevant and outmoded, but more importantly, entering the workplace with analytical skills alone, is like bringing a knife to a gunfight, and will stand no chance in the competitive hurly burly of corporations. Such changes take on a sharper edge at ZEE Entertainment or for that matter any corporation in the Media & Entertainment industry, or even the other industries since they have no other raw material apart from human capital.

Doing the right thing

In such disruptive times, moving in

any direction is fraught with doubt; how do we know we are doing the right thing? At ZEE, we are solving the dilemma by adopting two principles that will underpin our people and organisation strategy -

- Making ZEE a mecca for talent
- Building an organisation where people want to do their best.

We believe that achieving excellence on these two pillars will be fundamental to achieving a sustained performance and our holy grail. Moving the needle on both these axes requires The Systems Thinking approach and ensures each constituent as a part of the overall people and organisation strategy - organisation design, performance & rewards, talent management, leadership, learning & development, and myriad other interventions that we drive within the organisation are aligned and integrated.

Improving managerial capability within the corporation is a cornerstone of our people and organisation strategy. Within this broad thrust, we are focusing disproportionately on improving managerial effectiveness of our front-line managers. We believe that an organisation's ability to respond more effectively to the challenges it faces requires the front-line managers to become significantly better at managing, motivating, inspiring and leading teams. Culture, customer centricity, employee experience, organisation reputation, speed/agility, risk management, and various other critical metrics all show significant improvement and are positively correlated with the quality of first level managers.

Effective management of business

We have partnered with KPMG Learning Academy to launch an organisation wide programme - Embark for all first level managers. The programme is being co-developed by the KPMG Learning Academy, the KPMG's Media & Entertainment, People and Change, Digital Consulting Practice and a cross section of senior leaders from within the Zee Entertainment ecosystem. Embark - as the name suggests is the first of many steps to nurture and prepare our talent

“There are three meta trends that are emerging - the increasing irrelevance of experience, the narrowing of the information arbitrage that has existed between managers and the managed, and the unprecedented skill shift...”

towards effectively managing the business environment that is changing rapidly.

Based on current disruptions and emerging trends in the Media & Entertainment industry, along with global best practices on managerial effectiveness and leadership development, the programme balances on 3 pillars -

- Behavioural Skills
- Technical Skills
- Digital Skills

The learning design across these 3 pillars keeps in mind the unique needs of our different functions like Content, Sales & Distribution, Marketing, Operations, and ensures that the learning content is fit for purpose. The programme has a high degree of fidelity to ensure that case studies, role plays and work scenarios, classroom delivery, virtual sessions and peer learning cut across several functions, and are closely aligned to the current and emerging role of the front line manager. Be it coaching, feedback skills, project management, performance management, engaging employees, acquiring technical skills or digital fluency - the design will address both individual and collective needs through a robust assessment framework. Lastly, the programme delivery will be modular and 'nuggetised' allowing individuals to "learn on the go" and at their convenience.

We are confident that we are offering a holistic learning programme for our front line managers that will enable them with new age working methods on managing high performance, building better technical expertise, and sharpening their understanding of the technology and data led disruptions in our industry, and enhance their decision making, the ability to respond to customers, manage the emerging context effectively, and lead the adoption of emerging technologies into the business, ensuring that we continue to maintain our market leadership position.

However, what is important to note is not the manner in which the programme is delivered, but the big shift that we are driving within the organisation of disproportionately prioritising the development inputs into

our front-line managers, the lynchpin around which great companies are built. Organisations that effectively adopt agile HR practices invest in sharpening managers' skills, equipping and empowering employees to operate more independently. HR functions

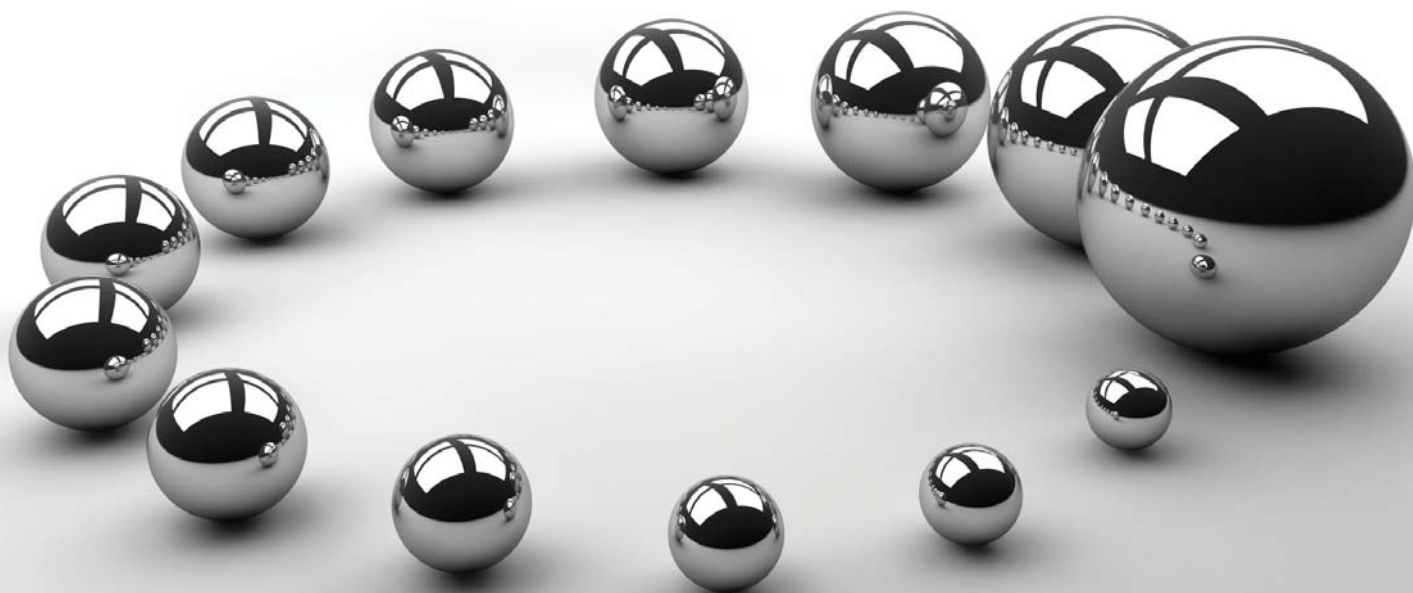
“Disruption stems from challenging the status quo and the established norms. To succeed in this new paradigm, HR teams will have to likely adopt design thinking, use integrated analytics and more.”

across sectors need to innovate and move beyond their traditional role and redefine the rules of the game. We need to become comfortable in challenging ourselves to be able to stay ahead of the curve and use the various upcoming disruptions to its advantage. Disruption stems from challenging the status quo and the established norms. To succeed in this new paradigm, HR teams will likely have to adopt design thinking, use integrated analytics and more. It surely represents a new world for HR technology and design teams, one that will open up new career opportunities and transform the impact HR has on the business. 

About the Author

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From Performance “Management” To “Enhancement”



Performance Management in practice needs to be more holistic, focusing on employees as a whole, and not just on productivity or goals.

BY MADHAVI LALL

Performance Management is going through a revolution of sorts. Companies across industries are radically rethinking the way they measure, evaluate, and recognise employee performance. There are many reasons for this - the rise of the gig economy, significant progress in adopting AI/cognitive/robotics, and the change in the nature of careers, organisation models, and millennial expectations. And all this is altering what is being seen as work, who works, and how work is done. Employees are increasingly seeking instant feedback, and are anticipating untethered on-

demand collaborative learning and development. Traditional end of the year appraisal systems no longer seem as relevant or commercially viable. The very way of work is changing, and hence performance management systems need to be recreated. The word "management" has a "limiting" tone to it in itself, and if we are to remain viable as organisations, we need to dial up to "performance enhancement."

We are also witnessing a lot of debate on the merits of eliminating performance evaluations altogether. Performance reviews are not very



comfortable, and are often biased. They tend to put us into boxes, with feedback being rolled out much later than the actual performance. Yet, getting rid of evaluations is not the solution. Even if organisations do away with ratings, decisions on promotions and compensation remain linked to performance, and hence we will need some way to assess the value of contributions.

Effectively, ratings will be prevalent in some form, but they will be behind the scenes, hidden in a black box with no input from employees. Forced distribution curves may seem to be a thing of the past, but many companies are wary of giving up the concept entirely. Ratings are being used widely, but instead of being numeric, they are more qualitative in nature. The solution lies in not moving away from performance management altogether, but build a culture of growth and recognition through a more holistic understanding and implementation of performance management philosophy/processes and systems.

Going beyond the traditional systems

Additionally, the philosophy of a performance management process is to equip employees. Traditional approaches to Performance Management are unable to rise to the demands, because they are not sufficiently tailored to the goals of individuals. They are unable to match the right people with the right business needs. And the focus is largely over past performance with little emphasis on a progressive outlook, the objective is to make use of this for decisions on rewards. Thus, the actions taken are often too little, too late. In a rapidly changing market, a good performance management system should be enabling employees to promptly adopt new behaviours and skills. In today's market, people need to learn and unlearn quickly. Successful employees are people who can adapt their skillsets to remain relevant. Technologies can further support this by enabling real-time recognition and more customised learning and coaching experiences.

Organisation design also remains to be challenged everywhere with the

transition from hierarchical business functions to a network of teams. Performance Management models also need to shift from individual achievements to contribution to team goals, and the team's contribution to the overall business priorities. Organisations are pioneering performance models to assess team dynamics, group goal setting, and team contribution. A focus on team performance also indicates a thoughtful experimentation with new performance metrics like trust, inclusion, and role clarity etc. Performance management strategies of the future will need to account for wider factors like work culture, organisation design, and physical environment.

Several organisations have built mechanisms to increase the quality and quantity of available performance data, but the question is - how do we embed these new sources of data in our decision making? There is a crisis of confidence in the efficacy of performance management in today's context. Organisations and work have become increasingly complex, and in a predominantly knowledge economy, traditional metric based assessments fall short of what is required essentially. There is no clear replacement, but technology can help provide some solutions and answers. New AI driven tools are helping organisations make goal setting social and digital, allowing for real-time progress tracking and instant feedback, using analytics to send recommendations to managers, supporting career development and mobility, and allowing for a superior embedded experience through integration with other productivity tools.

Subjectivity: The biggest impediment

Subjectivity is seen as the biggest impediment in the performance management process. Though subjectivity cannot be eliminated from the process entirely, technology can help in reducing biases. Obvious biases like race and gender are relatively easy to define, yet they need to be actively addressed. However, there are less obvious biases that are difficult to be put under scrutiny. For instance, contrast bias,

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“Performance Management models also need to shift from individual achievements to contribution to team goals, and the team's contribution to the overall business priorities.”

where an individual's performance is compared with peers, instead of defined standards of achievement, or Recency bias, wherein actions in the recent past overshadow judgment. And this is where technology can be made use of to address not only process fatigue, but also logical fallibility. However, like with any technology, if not built carefully, it can intensify and perpetuate human cognitive biases.

Historically, performance management systems have focused on full-time employees. Considering a gradual shift to a contingent/contract worker economy, technology can also help manage performance of off-the-balance sheet talent through cheaper, scalable, yet customised insights and interventions. When choosing any system or technology, the first step is to decide what the organisation expects to achieve from the performance management system. This is critical, else you may get a great solution conceptually, which may not be relevant to organisational objectives.

The need to establish linkages

It is also important to establish linkages between various HR processes and systems to drive a superior end-to-end employee experience. 'Feedback' should yield to 'feed forward.' New performance management systems should nudge and make data driven recommendations to both managers and employees. A future-proof performance management system should be able to suggest unique areas of action for both managers and employees to drive greater engagement, retention, and satisfaction. This could mean individualised recommendations for professional development and dynamic data-driven career paths for employees. This would also enable managers to offer specific personalised recognition and coaching. Technology can be used to empower employees with real-time bite-sized resources.

Ideally, the tech tool needs to be user friendly and intuitive, so that it makes for easy adaptation. However, instead of solely focusing on how people can give their best, the focus of performance management also needs to be on equipping employees to be their best. This would mean equipping

people on the basis of individualised development strategies, and helping them feel more empowered about the work they do. Workforces are increasingly becoming more diverse with people across generations, ethnicities, educational backgrounds and locations - with a steep rise in remotely located workforce. A mass, one size fits all approach will no longer work.

Performance strategies need to take a personalised approach to an individual's motivations in order to stay relevant. This would also mean relooking at traditional job roles to create new roles built around an individual's skills and interests. Managers have an important role to play in this. Managers will, more than ever, need to understand unique abilities and individual motivations, and accordingly challenge each employee to excel in their own way. Every individual is unique - managers will need to identify their unique strengths and recognise them to trigger the discretionary extra performance that all organisations aim for. Performance management in practice needs to be a more holistic concept - focusing on the whole employee and not just on productivity or goals. This would mean a greater focus on physical, mental, and emotional well-being. A workplace needs more authentic work relationships - where the aim is not just driving positive business outcomes, but enabling employees to be the best version of themselves, so that they can have a positive impact on customers, managers, shareholders, and the society at large. This means personalised, long-term and contextual view of an individual's performance. And with the right system and technology, this can be tracked with as much ease! **HC**

About the Author

Madhavi Lall is the Managing Director and Head Human Resources, Deutsche Bank, India. She has previously held senior leadership positions in Accenture, Standard Chartered Bank, ABN Amro bank, Colgate Palmolive and HCL Hewlett-Packard. Madhavi is an MBA in HR and Systems from XLRI Jamshedpur a Master's in Mathematics from St. Stephen's College.

Performance Vs Potential - What's More Important?

Knowledge and skill are elementary when you hire someone in a role. However, the moot point remains as to what organisations are doing differently to identify and invest in high potential candidates.

BY ANUJA GHOSH

Supriyal Sharma, a mid-management professional, is being interviewed for a mid-management position in a mid-sized, fast growing, dynamic organisation. During her discussion with the Chief Human Resources officer, she is focused on understanding the organisational culture, leadership, vision and direction, and wants to assess the organisation's value system, priorities, and the areas in which the leadership team is invested in. Discussion with talent no longer revolves around benefits alone, and goes beyond levels and designations!

Performance or Potential - this is an ever-streaming debate amongst

Human Resource professionals. "How do we balance and what importance do we give each of these areas?" As a topic, this is being discussed and debated in round table conferences by many senior HR strategists, and with a slight exception, every round table discussion resonates 'Potential.'

Identifying and developing and rewarding potential is the focus, since creating long term people strategy is imminent for business growth and sustainability. Knowledge and skill are elementary when you hire someone in a role, it is a prerequisite. However, the moot point remains as to what organisations are doing differently to identify and invest in high potential candidates.

Employee expectations have changed, they are thinking of self-development, continuous learning, meaningful roles, direction from the organisation as to how they can grow to leadership positions, and much more. Therefore, organisations are also thoughtfully investing in developing potential and making people more capable. Innovative Human Capital Management as against traditional HRM is keeping Human Resource experts on their toes.

In the Uber Age, an age of disruption, the challenges faced by HR professionals are very different; the ask is very different, so the skills required are very different as well. The talk of the town is how HR professionals can partner with business, and work alongside to facilitate and enable business performance? How one can use analytics to identify what they need to do and substantiate results? How to use new age technology like Artificial Intelligence as an enabler to productivity and efficiency in the HR function? And most importantly, how much can you imagine and innovate in areas like Talent Management and development, culture and teams, building Internal Capabilities, which will take the organisation to the next level of maturity.

The essential ingredients

Right Behaviour + Positive Attitude + Leadership Competencies, can be seen as essential ingredients for High Potential individual in any company.





“Employee expectations have changed, they are thinking of self-development, continuous learning, meaningful roles, direction from the organisation as to how they can grow to leadership positions, and much more.”

An inclusive approach, where bottom up views are as critical as top down, benefit the organisation. Stakeholder buy-in is of utmost relevance, and hence employees across levels, different roles, and regions should come together to share their personal and external stakeholder experiences to collectively identify what behaviours and core leadership competencies should define the DNA / culture of the organisation. It is imminent that potential needs to be assessed as much as it is essential to evaluate technical knowledge and functional competencies right from the hiring stage to various stages in the employee life cycle. Making use of Behavioural Interviewing technique and various other leaderships and potential assessment tools at different levels to select the right candidate, who would effortlessly fit into the corporate culture, is a good option. Employees should come together through the year and participate in various inbound and outbound team building events, all of which being designed keeping the mind how potential and internal capabilities can be developed in a fun way. More serious cohorts involving the HIPO (High Potential) team and the Leadership team are also formed every year. Members from the Talent Pool and senior management should come together through the year in the format of leadership journey, where bottom up ideas and opinions are deliberated and implemented. All kinds of business and behavioural learning happens through leadership cafés, one on one and group coaching, mentoring by senior people within the organisation, classroom training and simulations. People feel highly charged up and empowered. Building a culture where every individual takes ownership is the key.

Training vs Employee Development

While both seem to be comparable, each serves a different objective. Training is a short duration programme, normally delivered over a day or two in a very compact way to refresh or learn a skill or acquire knowledge that will help employees improve their performance. Short and intense

programmes or knowledge sharing forums on upcoming trends in various fields of work should be held to keep people abreast of the latest developments in their area of expertise, updated researches in their area of work, product knowledge, and if possible, supporting employees to pursue higher education through the various courses available today. Organisations should sometimes pace out their speed, take time out to re-assess employee capabilities to deliver, and encourage a learning atmosphere. As most organisations are focusing on enhancing knowledge and skills through training, which helps employees in their current role, one should also think of developing people and creating a future ready workforce. There is a going urgency for organisations to understand the employee development piece better. Development programmes are long term programmes, like a journey that normally stretches from six to nine months. These development journeys are very intense and require individuals to truly stretch themselves and test their limits. The intent of the development programme is to prepare you for the future, tap on your potential qualities, and are thus, transformational journeys.

Employee Development is not training man hours alone. Spending disproportionate time and limiting our imagination to deliver mere training programmes to employees may not be the characteristic of a progressive and learning environment. We need to adopt a more holistic approach when we think of employee development. For instance, when you have a learning strategy which is well planned and well measured, it helps employees update their knowledge and skills, and the organisation is known for investing a lot on training; yet you face a higher than average turnover. Employee development in its true sense is possible when employees are respected, and the organisation shows honest concern for their welfare, and people are treated as humanely as possible. It takes years to build trust and commitment in people, which is the foundation of a brand. Organisations should aspire and should constantly attempt to have best in class and progressive practices and policies.

“Employee development in its true sense is possible when employees are respected, and the organisation shows honest concern for their welfare, and people are treated as humanely as possible.”

Employee friendly workplaces

If organisations want to talk about a robust employee development philosophy, then they need to design and shape up employee friendly policies that are evolved and take care of employee's professional and personal wellbeing. Every employee, without exception to any generation, seeks warmth, respect, trusting relationships and social circle in their workplace. Right from addressing employee basics, hygiene needs to the need to succeed, will define employee development. When we think of a happy workplace, many a times we tend to put an element of the mentioned aspects in the back burner i.e. a healthy and comfortable working space and investment made by organisations on infrastructure. There are organisations that try to cut corners when it comes to facilities in the office, and yet have many best practices, and as we deliberate on this topic, companies are grappling to deal with infrastructure cost versus a healthy working space. We tend to take it for granted that every individual spends at least eight to nine hours every day in the workplace. And organisations must be thoughtful about their physical needs, right from the work station, mobility, and quality of air. One should consider the nature of work, number of people operating on the floor, ergonomics, and create a comfortable facility. Many companies are coming up with unique work spaces that are very attractive to people.

Workplace wellness is a subject that has captured the attention of many employers. Employee Benefits policies in many places include pre-emptive care along with various health protection for their employees. Health Risk Assessment (HRA) of a workplace is becoming a common practice. Many organisations have gone beyond basic infrastructure, and provide gym facilities, yoga, and other fitness amenities as part of the workplace benefits. Strong practices around work life balance, flexi hours, work from home, and showing concern, and supporting employees when they or their family needs them is what differentiates organisations. While all these maybe a part of your policy document, it is essential to ensure

actionable and employee experiences around this.

Managers in the current organisation environment have the desired level of EQ (Emotional Quotient) and show empathy to gain trust. The intent should be to arrive at a solution that suits the work demands and yet supports the employee. Employee Engagement is part of the holistic Employee Development agenda. As we move along, we see other aspects of an engaged workforce; we have touched upon work culture, work environment, training and development practices, wellness and healthy working space. The importance of a fair and transparent organisation also has an important role to play. As we draw the canvas of what employee development looks like, employee equality at workplace, fair and unbiased employee management, and transparency in action will be the layer which guards the whole philosophy.

Listen to the voice of your employees, many organisations have displayed maturity as they have a robust feedback mechanism, leadership teams actually go back and communicate the result of ESAT (Employee Satisfaction Survey) and the actionables on the feedback received. Other advanced practices like 360 Degree feedback also help employees and the organisation to reflect, be further aware of perceptions and adopt corrective measures. Continuous practice on these lines is the construct of a consistent and reliable organisation. Invest on your people, create a thriving and happy workplace, this creates productive employees and abet organisational growth. 

About the Author

Anuja Ghosh is Head HR at India Ratings & Research (Fitch Group). She comes with an experience of more than 10 years and has part of India Ratings and Research since inception. She has previously worked with Tata AIG. Anuja completed B.Com (Hons.) from Jadavpur University and has a Post Graduate Diploma in Business Management.

A Paradigm For Performance Management

The paradigm of Performance Management will enable us to directly impact performance, and also to analyse why the performance of a person or a set of personnel is not up to the expected mark.

BY SANJIV NARANG

There is a general misunderstanding over managing performance. A dominant perception of performance management is its close linkage to performance appraisal, performance feedback, and the predominant impact of positive and negative strokes for shaping behaviour. This is a very small part of performance management, and poses a rider in terms of managerial action, thus limiting the ability of impacting performance in any significant way. In order to impact performance, we need

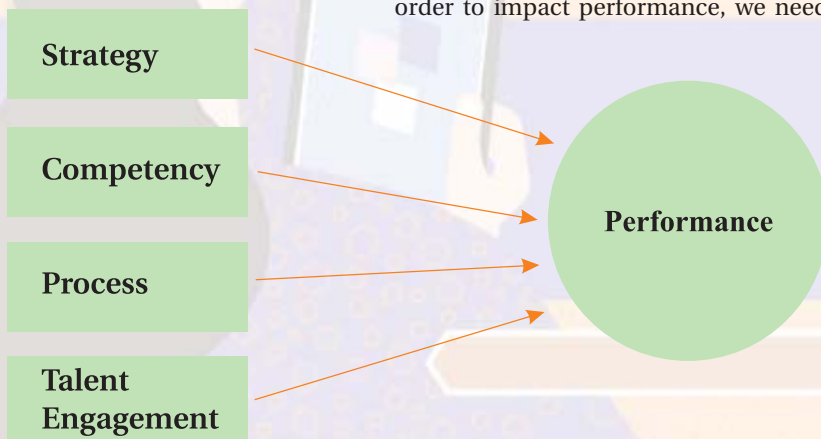
to synthesise all the elements that impact performance into a paradigm of performance management. This paradigm will not only enable us to directly impact performance, it will also enable us to analyse why the performance of a person or a set of personnel is not up to the expected mark.

What impacts performance?

In case we perform a cause-effect analysis, the key causes or determinants of performance are strategy, competency, process, and talent engagement. The critical characteristic of these elements that comprise the paradigm of performance management is that they are influenceable; if there are elements which cannot be changed, then they are redundant for us. Let us take up a case to elucidate these performance determinants.

Performance management in action

An FMCG company wanted to impact the performance of its sales force. The





underlying thought pattern was that the sales force represented the face of the company, and the performance of the sales force translated as the performance of the company. Hence, the position of the salesman, though at the bottom of the organisational pyramid, is highly strategic for the organisation. After all, it directly influences organisational performance in the value chain.

First Key Element - Strategy

There is a positive correlation between strategy and performance. Strategy is designed to achieve in the Key Result Areas. The formulation of an effective strategy involves the utilisation of creative and analytical skills for formulating a plan of action to achieve identified objectives in the KRAs, which include sales, product display, analysis of competitive products and collections. The KRAs of the salesman evolve out of the role, which involves the sale of FMCG goods to the retailers of a specified geographical area. The performance of the salesman is thus dependant on the strategy created by him for maximising sales and collections in the given geographical area.

This becomes the first element of the sales strategy - the formulation of the route to be taken during a day in order to make sales. The second element of the sales strategy is the sales pitch to every retailer. The sales

pitch would vary from one retailer to another basis the customer base of the retailer, and the potential for sales of various FMCG goods. The mentioned elements of the sales strategy directly impact the salesman's performance in sales. Therefore, if we want to manage the performance of the salesman, we have to analyse and formulate different sales strategies for the salesman for different kinds of retailers and different sales coverage strategies for different geographical markets. A customised experiential learning programme for the salesman, comprising of the aforementioned elements of sales strategy, would considerably impact their sales performance.

Second Key Element - Competency

What is competency?

Competency answers the question, "How to do a job to a level of excellence?" Therefore, if we are able to identify the set of skills required for achieving the desired sales to retailers, we would have formulated the "Competency Map" for the salesman. This competency map can be utilised for selecting salesman for the job, and also identifying competency strengths and competency gaps of the current sales force.

The competency map formulated by the aforementioned FMCG Co. for its salesmen is mapped below:

Skills	Unfamiliar	Familiar	Practiced	Competent	Expert
Personal grooming			X		
Sales consulting				X	
Product display					X
Sales estimation			X		
Product quality presentation				X	
Communicating retailer benefits			X		
Communicating schemes				X	
Competitor's product comparison			X		
Comprehending retailer requirements					X
Objection handling				X	
Identifying retailers					X
Formulating sales route					X

The indicator (X) indicates the level at which the skill needs to be practiced for achieving excellence in sales to retailers. The sum total of the skills and the level at which they have to be practiced results in the competency map. This competency map can be utilised for selecting salespersons, identifying skill gaps, formulating training programmes, and individualised sales consultancy to each salesman, thereby impacting the performance of each and every salesman in the sales force. Thus, the use of a competency map can enable the FMCG Company to calculate the competency gap of each salesman and also calculate the overall competency level of the sales force in numerical

“There is a positive correlation between strategy and performance. Strategy is designed to achieve in the Key Result Areas. An effective strategy involves the utilisation of creative and analytical skills for formulating the plan of action”

terms, thereby enabling the performance management of the sales force. Thus, competency mapping is one of the key tools of managing performance.

Third Key Element - Process

The third key element in the performance paradigm is "Process." Process impacts performance. If the process is inadequate, then competency alone will not suffice, resulting in the generation of waste during the execution of an inadequate process. Thus, work process mapping is one of key tools of "Managing Performance." More often than not, there is process paralysis in organisations. This happens because a process is being followed because it has always been like that in the organisation. This results in predominant prejudices prevalent in the organisation, which will resist any change in the process.

In the above case, the "Process Map", which depicts the process to be followed by the Salesman, is mapped below:

Process Element	Time Taken
Interacts with retailer: ■ Sales status ■ Objection handling ■ Sales planning	30 s
Organizes product display at retail point	90 s
Product sheet display	180 s
Info sharing on competitor products	30 s
Closing	30 s
Makes Bill	30 s
Delivers product	90 s
Turn Around Time(TAT)	480 s/retailer

The entire process takes 480 s or 8 min, which can be rounded off to 10 mins. In case there are four retail points in a market, the cumulative time spent is 40 mins per market, which translates into a coverage of 8 markets in one day. A reality check by the performance manager, regarding the process utilised by the salespersons and the embedded process gaps would

yield process errors and opportunities for process innovation. A rectification of the prevailing process errors through performance counselling would go a long way in reducing process errors and enhancing performance.

Fourth Key Element - Talent Engagement

The fourth key element in the performance paradigm is "Talent Engagement." The foundation of talent engagement was laid in the analysis of the Hawthorne experiments. Talent engagement fundamentally involves identifying strengths of personnel and converting strengths into performance. The strategy for talent engagement is only limited by the creative skills of the manager for enhancing performance.

In the Hawthorne experiments, it was the perception of being a select group that enhanced performance. Thus, the creation of a group of star performers among the salespersons would be an application of the learning from the Hawthorne experiments to the present day challenge of enhancing performance. Reality check is a critical competency which is integral to the paradigm of managing performance. Performance cannot be managed sitting in ivory towers, away from the context of performance. The performance manager needs to observe the performance of star performers and inadequate performers on the ground in order to determine process errors, competency gaps, and strategy gaps. A comprehensive strategy for enhancing performance can be crafted and executed Thereafter, thus reliably impacting performance. 

About the Author

Sanjiv Narang is a corporate trainer and author. He has conducted workshops and interventions on innovation for more than 100 companies over a period of 22 years. His competency areas include innovation, strategy, HR, and organization development. Sanjiv is an AIMA Certified Trainer (ACT) and can be reached on sanjiv@insycon.org.



Transforming Managers Into Coaches

Organisations will need to rewrite their Performance Management processes. And before doing so, it must be understood that it is more of a change in the philosophy and mindset.

BY RAJESH PADMANABHAN

With digital disruptions all around us, organisations will be required to undergo drastic transformations to sustain and evolve in the prevailing dynamic business conditions. These changes will call for diving deeper into redefining roles and responsibilities like never before. In order to sustain in the long run, most organisations will need to rewrite their Performance Management processes. And before doing so, it must be understood that it is more of a change in the philosophy and mindset, rather than the reinvention of the systems and processes.

It has been famously quoted, 'people leave bosses not companies.' As a leader, one might excel at

managing projects, solving problems, and driving outcomes, but the true question, 'Are there any investments made towards developing and empowering people?' exists. Given the opportunity to learn and grow, people thrive. By adopting a coaching mentality and approach, team members can be enabled to realise their true potential. An investment in employees will help in engaging and retaining top talent along with fostering a culture of growth and opportunity, which is a win-win for both Employer and Employee. As per a report in Deloitte, 'organisations with senior leaders who coach effectively and frequently, improve their business results by 21% as compared to those

who never coach.' The shift from being a manager to being a coach can be tough and may need transformation in attitude, behaviour, and vision. The shift can be from being directive to being nurturing.

Few examples of such as shift can be itemised as below:

Manager	Manager as a Coach
Answers questions when asked	Asks inquisitive questions to gauge employees' mindset, understanding, and level of engagement on the subject
Evaluates results and gives feedback (During evaluation)	Observes behaviour, Performance and gives continuous feedback
Gives directions to execute	Leads by Example
Lack of personal touch/ More transactional relationships	More humane touch
Focusses on removing roadblocks from task execution	Focusses on understanding the root cause of the problems and helps find solutions
Coaches when necessary	Coaches continuously and tracks progress
Considers intra-team conflict as a threat to execution	Tries to understand the reasons behind intra-team conflicts, guides and supports the team, helps in achieving a long-term solution.

In the pursuit of becoming a successful leader, a manager must develop the ability to coach his/her team/people to make them aware of their individual strengths, and work as a team to reap optimal benefits out of it. The days of directing and controlling employees are over. Collaboration and coaching have become the pillars of effective people management. Before delving deeper into the concept, we need to understand, 'Why don't all managers coach?' The primary reasons for the same can be:

- Unaware of the value created through coaching, leading to lack of will
- Lack of skills to coach
- Lack of time

Coaching not only requires skill, but also requires significant investment of time. Hence managers, who want to develop themselves as Coaches, should

be highly efficient in managing their outcomes and time. The need of the hour is to come up with a culture of coaching by encouraging managers to undertake regular interactions that inspire teams to think creatively about solving operational challenges, to provide them with on demand skills training and flexible learning opportunities that enable them to observe and understand core coaching skills, using analytics and other digital means to understand the needs, and validating the impacts created.

To transform managers into coaches, there are four things that one can do to foster change:

1. What's in it for me?

Coaching responsibilities cannot be administered to people who do not see its relevance. Hence, for successful coaching, managers should be aware of the benefits associated with it.

- Plan for digital as well as one-to-one sessions, walkthroughs, mailers, and other means of communications to inform the managers the impacts and benefits of coaching.
- Identify influential coaches in organisations and make them the champions to drive processes. Such leaders will be instrumental in creating a significant impact.

2. Establish firm expectations

Establishing expectations that are essential for the successful execution of any outcome. Hence for coaching, specific expectations need to be set as well. Coaching should be the key element in the organisation's culture and part of every manager's job description.

- Enabling managers with the opportunities to develop the skills for coaching and allocating time to both learn and apply their skills should be incorporated into the organisation's operating model.
- It should be discussed at every performance management evaluation for the managers, and highlighted when they are promoted or assigned new roles.

3. Practice makes it perfect

Coaching may not come naturally to



all managers. Prior to being a manager, an employee is rewarded for his/her individual contribution. In the absence of proper training and conditioning, this instinct can persist even after the person is being appointed as a manager. Although, core coaching skills can be learnt and enhanced through various formats of trainings, the proficiency of their use can only be improved by utilising them in real-time scenarios, which implies allocating sufficient time to practice whenever the opportunity occurs, as well as creating such opportunities when needed.

Some of the core coaching skills are:

- Listening
- Questioning
- Observing
- Building rapport and camaraderie
- Constructive analysis and feedback
- Empathy
- Supportive encouragement and ability for tough talks
- Offering continuous help
- Clarifying
- Situational Examples

4. Even the Manager needs guidance

Although hands-on-learning definitely helps the manager to understand the minute intricacies of coaching processes, and makes one better with each passing experience, navigating the way forward in the vast sea of coaching without guidance can be truly intimidating. This can seem like a rudder-less ship i.e. without direction and control.

Having a manager coached by another executive in your organisation will accomplish the below mentioned outcomes:

- Enable the manager to experience the benefits of coaching and become committed towards the cause.
- Issues pertaining to Coaching will be addressed at the earliest for better outcomes and reduction in the overall ambiguity in course of action.

In case of unavailability of skilled coaches within the organisation, support from third party/external coaches can be considered as an

“The final step towards achieving excellence in the genre would be to reward the champions who could send a strong message throughout the organisation depicting the importance of coaching in the culture.”

option. The final step towards achieving excellence in the genre would be to reward the champions who could adapt not only to such role transformation, but at the same time, send a strong message throughout the organisation depicting the importance of coaching in the culture. Placing these managers in the most important roles and crediting such assignments for their excellent coaching skills will go a long way towards inspiring them and motivating the others to take up this opportunity to drive capability building across the organisation.

Coaching can definitively uplift the overall performance and productivity of the organisation along with significant impact on the below aspects as well:

- Minimising Culture shock for newly hired employees and retaining them for long time
- Change management/ Organisation restructuring, Leadership Changes, Role changes etc.
- Catering to competitive environments by retaining Critical Talent, Employees in Critical Roles, and High Performers during Career Stagnancies etc. 

About the Author

Rajesh Padmanabhan is the Director and Group CHRO at the Welspun Group. He began his career with the ICICI Group and was Vice President-HR at ICICI Infotech. He has served in pivotal HR positions in Essel Propack, the Oberoi Group, Patni Computers, Capgemini and Vedanta Resources. Rajesh is a Post Graduate in HR as well as Finance from Narsee Monjee Institute of Management Studies.

“The shift from being a manager to being a coach can be tough and may need transformation in attitude, behaviour, and vision. The shift can be from being directive to being nurturing.”

REWARDS AND RECOGNITION

Abraham Maslow, in his book, "A Theory of Human Motivation", has listed the hierarchy of human needs that are apparent at the workplace, which get triggered once one's basic requirements such as salary and the like are fulfilled. These are followed by job security and thereafter by peer appreciation, and finally by social esteem or recognition within the workplace. Maslow has reported that even though personal development plans and mentoring are at the very zenith, it is achieved only by two percent of the workforce, and organisations need to suitably motivate their workforce so that employees in greater numbers scale this hierarchical zenith.

Maslow's book published in the 1940s, proves to be prophetic today since employees crave for recognition more than rewards and incentives, and it has been suitably proven by research that recognition plays a more vital role in employee engagement, and thereby, retention. However, it is contested whether recognition needs to be on top of the organisation's agenda since a survey by Entrepreneur.com has indicated that recognition should come fourth on the list of priorities in any company, while a

study by Deloitte has revealed that organisations that endorse recognition experience a 14 percent increase in employee engagement, performance and productivity. As has been stated by William Jones, a globally renowned psychologist, that the craving for appreciation is the deepest principle of human nature, the knowledge that the work has been noticed and appreciated goes a long way in ensuring employee satisfaction. It has been highlighted in a research by a global Employee and Customer connect company that a greater percentage of employees long for recognition rather than reward, though it is noteworthy that the percentage of those seeking rewards is sufficiently significant. In an era where employee experience has taken over engagement, the challenge before organisations is to make the employee feel valued- be it through rewards or recognition.

Looking At The Bigger Picture

While some of the newer ways to recognise employees are no doubt path breaking, you should be looking at the big picture before deciding what is going to work in your organisation.

BY MEENAL CHAUKAR

A 2017 WorldatWork report on "the trends in employee recognition" states that almost 90% of today's organisations have a formal Rewards and Recognition (R&R) Programme - a slight increase from 84% (approx) in the early 2000s. This is hardly surprising since several studies have emphasised the benefits of R&R at the workplace, viz. better employee engagement and morale, higher employee motivation, increased productivity, and better employee

retention - and all of them carry a significant impact on the bottom line.

There is, however, surprisingly limited research on how many organisations truly consider their R&R programmes as successful, or what constitutes as success for such a programme at all. What gets talked about more often are the innovative ways to reward and recognise employees - I recently read an article that listed some really creative ones - bring-your-pet-to-work days, free car parking, sock club subscription (free socks every month), being the DJ for the day (for companies that have music playing in office) and so on. It almost seems like an unwritten rule. The more creative and whacky your R&R, the more seemingly successful your R&R programme!

But is that really the case? As an HR Leader, it is all too easy to get carried away by the latest trends, and hop on to the novelty R&R band wagon. While some of the newer ways to recognise employees are no doubt path breaking, you simply cannot look at R&R gifts in isolation, and should be looking at the big picture, before deciding what is going to work in your organisation.

R & R as a part of the people strategy

The Total Rewards philosophy has been around for a couple of decades now, and R&R is a critical part of this philosophy. However, in my opinion, it still continues to be one of the most





undervalued management techniques. Not many organisations spend the necessary time and resources to define an effective R&R programme. It has been shown in a study that the average spend on an R&R programme at an organisation level is about 2% of the payroll, with only a handful of companies spending more, some even up to 10% of the payroll. While 2% of the payroll budget is not a small number, it is worth asking whether it is the right number - especially in the wake of the proven benefits an engaged and motivated workforce has on the business.

It is important to call out that an R&R programme cannot be a substitute for the basics - i.e. meaningful work, investment in training, and market competitive compensation - but it is nonetheless a critical component of the larger people strategy and should complement other people and talent initiatives.

Also, there is a slight difference between 'Reward' and 'Recognition.' The most commonly accepted definition is that a Reward is a tangible benefit given to employees, while Recognition is more of an appreciation, not tangible, and may not even have a financial impact on the organisation. A reward can technically cover employee compensation, incentives, stocks, or other similar benefits. However, when it comes to a Reward and Recognition programme, the generally accepted definition for a reward covers elements other than pure financial rewards given to employees. It goes without saying that the best R&R programme should have the optimal combination of rewards plus recognition.

“The Total Rewards philosophy has been around for a couple of decades now, and R&R is a critical part of this philosophy. However, it continues to be one of the most undervalued management techniques.”

Should be linked to your Company culture

A 2018 SHRM/Globeforce Employee Recognition Survey shows that value-based employee recognition significantly contributes to bottom-line organisational metrics, and helps create a stronger company culture. Companies reward diverse achievements - long service anniversaries, performance above and beyond normal work expectations, personal milestones (birthdays, marriage, addition to the

family), other achievements (employee sports achievements like completing a marathon), etc. Some companies even reward and celebrate failures. Most companies today though choose to reward in more than one of these categories. I would also suggest that you look among the other people practices to evaluate if you can leverage any existing initiative as a recognition platform. At Legrand, we have built in recognition as a part of our aspirational Leadership and Talent Development programmes for high potentials and found this to be impactful. So, what should you reward? It all depends on the culture you want to create - what you recognise is a strong message to employees on what you value as an organisation, and your R&R strategy should be linked to the values you seek to drive.

A boundary-less leadership initiative

Now that the question on what to reward is addressed, the next obvious question is who should reward/recognise. R&R has traditionally been a leadership initiative. While buy in by the senior management is key for any programme to be successful, recognition in today's corporate life knows no boundaries. Leadership does R&R, managers do R&R, peers do R&R, and some companies are thinking of making employees recognise their managers - a bottom-up appreciation! To truly create a culture of celebrating success and achievement, it is a good idea to allow cross-level, cross-functional, and cross-geography R&R. However, if you do choose to democratise the recognition process, it is imperative to equip managers and employees with all the necessary information to make the right decisions.

Should be public and personalised

Perhaps the most important and impactful decision with respect to R&R is how to reward or recognise employees. This is where companies can be imaginative, and really have an original, out-of-the-box approach to



generate excitement around R&R. However, there are a couple of basic rules to be borne in mind as you unleash your creativity:

a) R&R should be public: The days of mere one-on-one recognition are long past, recognising employees on public forums is significantly more impactful. Dinner With CEO maybe an absolute morale booster, but time with CEO + public recognition is an even bigger boost. At Legrand, we have in place 'CEO Awards' which leverage such a concept (CEO level recognition + public recognition at a regional level), and it has an extremely high impact and aspirational value for employees. Public recognition can be across multiple forums - it can mean recognising employees at team meetings, recognition walls, publicly displayed leader-boards, company level events, townhalls, webcasts, etc. Given today's technology, it can also mean recognising them on company forums like Yammer, or on external social media like LinkedIn, Twitter, etc. Technology can provide exponential visibility to one simple act of recognition. After all, everyone in the world is only six degrees of separation away!

b) R&R should be personalised: R&R seeks to motivate and inspire

employees, and nothing does that better than something which an employee truly values. Today, companies prefer to give employees vouchers or gift coupons which can be utilised as per their choice - restaurants, movie tickets, tickets to games or events, travel/stay vouchers, shopping, cruise vacation with family/partners, etc. Wellness related R&R such as massages, spa sessions at work, flexi-time options, day-offs are also fast catching up. Further, there are unconventional options like giving self-caricatures on service anniversaries, Uber credit, sponsorship for hobby classes, etc. Understanding your organisation's demographics are important in getting this mix right. Large organisations today would typically have 3-4 generations at the workplace - right from a few baby boomers, to Gen X, Millennials, and the fresh-of-the-boat post millennials. Each generation has its own preference - an older workforce might prefer the more conventional cash or gift coupons, whereas a younger workforce might more likely value time-off or experiential rewards. The best part is that you need not necessarily have a long list of vendor tie-ups to achieve this, but can leverage gaming philosophies to create flexibility

within a limited set of options - e.g. each reward or recognition amounts to a certain number of points, which employees can 'cash-out' at any level they choose- the rewards getting more exotic or financially rewarding more points (i.e. rewards or recognition) that an employee earns.

Getting the 'how' right can give your R&R programme the biggest bang for the buck, and create a level of excitement and anticipation to help design a more sustainable programme.

Better implementation of ideas

Last, but not the least, all great ideas need to be well implemented in order for them to succeed. Without getting into details, I would like to share a checklist that I have found useful when it came to implementing R&R at Legrand.

a) Spend quality time and design the programme to suit your organisation, get senior leadership buy-in, and ensure your R&R can address employees across the board - i.e. sales, services, functions, manufacturing, workmen, etc.

b) Create a programme that will allow for timely recognition - where you will need to trade-off between the administrative ease of a quarterly or annual programme vs the instant recognition of a 'spot' recognition programme. A middle path allowing for recognition across the spectrum is probably the best.

c) Do not underestimate the value of a thank-you note or a pat-on-the-back! A simple every-day gesture to show genuine appreciation can go a long way in making creating the right culture for R&R.

d) Have a programme that is transparent, fair, and well communicated - and this is all the more important if your R&R allows for peer/employee level R&R. A well laid out programme ensures that recognition is seen as an authentic acknowledgement of employee achievement, and does not end up being an expectation or entitlement. But a programme viewed as unfair can actually have the opposite effect - a 2018 study on plant workers' productivity showed that reward

programmes perceived to be unfair, in fact, reduced overall employee productivity!

e) Incorporate a feedback loop into your design - survey leadership, managers, and employees to see if the programme is having the desired effect. Pivot if required.

f) Make sure you consider hidden costs - tax implications, technology setup costs of services providers, shipping and handling, etc.

A Reward and Recognition programme should be given its fair due in the wider people strategy. I believe it can contribute to more effective overall HR management at an organisation than what it is today. 

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“Getting the 'how' right can give your R&R programme the biggest bang for the buck, and create a level of excitement and anticipation to help design a more sustainable programme.”

An Enabler Of Performance And Cultural Change

Rewards and Recognition is an excellent platform to identify and nurture the top talent in your organisation and can be used as a mechanism to groom leaders from within.

BY S.J.RAJ

In the IT era of today, where the workforce is essentially driven by millennials, rewards and recognition go much beyond a "good to have" initiative. Rather, it has become one of the "key" initiatives for attracting and retaining top talent. Trends have it that the emergence of the millennial work culture across the

breadth of the country has made way for higher expectations from employers. The modern-day workforce looks for not just equitable pay, but various other perks and benefits such as rewards and recognition, challenging assignments, career growth, and work-life balance, to name a few.

According to a report by the advisory firm Gallup, regular feedback and praise on a real time basis to millennials will ensure that they stay motivated and engaged. However, this is not just restricted to millennials. Another Gallup study conducted in June 2018, titled "Employee Recognition: Low Cost, High Impact", states that recognition motivates employees, provides them with a sense of accomplishment, and makes them feel valued in the organisation. This not only boosts employee engagement, but also increases their productivity and loyalty towards the company, which in turn, leads to better retention. Moreover, an act of recognition also sends a message to other employees about what success looks like, and inspires them to deliver more than what is expected of them. This way, recognition is both a personal reward as well as an opportunity to reinforce the desired





culture of the organisation to other employees. The same study has suggested that employees who do not feel adequately recognised are twice as likely to say that they will quit during the subsequent year. Thus, it becomes clear that rewards and recognitions have become inevitable in today's business scenario.

Designing an effective framework

What gets rewarded gets repeated. To develop an effective rewards and recognition programme, organisations should prioritise and focus on certain things which need to be highlighted. These can be organisational goals, performance indices to achieve those goals, work culture, or many other things. Rewards should be carefully designed so that they are able to promote the performance as well as the right behaviour. Moreover, rewards and recognition can function as an excellent mechanism to imbibe the values of an organisation within its employees. The framework should include awards that promote and encourage employees to demonstrate the value system of the organisation.

For organisations, where innovation and creativity are the need of the hour, a platform for rewards should be built to encourage employees to demonstrate these qualities. This platform does not have to be a massive product enhancement feature, and simple and small creative initiatives will do the trick. Moreover, steps that could prove to be beneficial for the business - such as reduction in cost or time, or improvement in efficiency - should be acknowledged as well. This will eventually result in creating a culture wherein people are encouraged to think differently, take new initiatives, and demonstrate creativity in their day-to-day operations. Such instances act as the building blocks for any organisation, and give employees a sense of ownership, and the feeling that they play a crucial role in the overall development of their workplace.

Defining the criteria

While it is important to identify the performance or the behaviour to be

rewarded, it is equally important to clearly define the criteria or benchmark which the employee is expected to match up in order to qualify for such a programme. This will function as the guiding factor to the reporting managers, and impart further clarity to the employees about what is expected of them. This further helps an organisation to rid itself of favouritism and biases, and promote a culture of excellence where only the deserving get noticed. The question arises as to how organisations should create their Rewards and Recognition framework so that it not only helps the organisation to achieve its strategic goals, but also motivates employees with these varied motivators. The key to achieving this is by creating a framework which has a perfect balance between organisation-driven objectives and flexibility for employees to choose their rewards.

The determination of appropriate rewards and recognition is also key to motivate employees to perform with greater zeal. Money is no longer the only source of motivation for today's generation. Rather, organisations have become more creative in designing such programmes. While some are for individual contribution, some recognise

“Recognition is both a tool for personal reward as well as an opportunity to reinforce the desired culture of the organisation to other employees.”

the collective efforts of a team. Some of the rewards include vouchers, paid time offs, hobby classes, etc. on the one hand, and coffee with the boss, team excursions, luncheons, etc. on the other. While the former addresses the diverse aspirations of employees, the latter helps in building a greater bond within the team.

Employee flexibility as the backdrop

To an extent possible, a pool of a large variety of awards should be created

“An award given by the organisation's leadership team in the presence of their peers, gives the awardees a sense of pride and an instant boost to their morale. Employees thus recognised are generally more satisfied and engaged.”

with the flexibility for the employee to choose, so that it is able to motivate a larger and varied population. Given their preferences, they can choose rewards which will improve their work-life balance - in fact, even their work-life harmony - and also give them an opportunity to pursue their passion. All these give them a feeling that their organisation values them not only as an employee, but also as an individual. These days, awardees also like branded goodies, be it cool gadgets such as gaming devices, headphones, wireless speakers, jazzy bags, and other utility items. These awards also create a sense of belongingness at the organisation.

Furthermore, along with the awards, recognition is also imperative in this exercise. An award given by the organisation's leadership team in the presence of their peers, gives the awardees a sense of pride and an instant boost to their morale. Employees thus recognised are generally more satisfied and engaged.

Recognition in the form of a simple "thank you" and "well done" notes by peers and managers also work like magic to encourage employees from time to time. An organisation should make the effort to foster a culture of gratitude and recognition. This should happen from the top to the bottom, at the peer level, as well as from the bottom to the top. Technology can work as a major enabler in this segment. Integrated employee rewards platforms could be used to provide infrastructure wherein such forms of recognition can be facilitated.

"Gamification" is another interesting concept which is getting increasingly introduced in the rewards and recognitions domain, wherein leadership dashboards are created and employees compete in a friendly digital environment. Apart from generic organisation specific reward programmes, an organisation should also be flexible in creating department or role-specific reward programmes. Leaders should understand that different roles require diverse key behaviours or parameters for success. For example, in case of sales professionals, rewards focused on revenue achievements or success in new markets could be introduced to

encourage them to achieve greater business goals.

Reward and recognition should also be extended to improving the engagement level of the awardees. One-on-one interactions of the awarded employees with reporting managers and department heads should be conducted. Critical assignments and a fast track career growth path should be created to provide them with opportunities to grow and add more value to the business. Their engagement level and retention index should also be constantly monitored.

Rewards and Recognition is an excellent platform to identify and nurture the top talent in your organisation and can be used as a mechanism to groom leaders from within. It can also promote effective behaviour, and has the potential to create a bigger change in the form of culture. **HC**

About the Author

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Driving Performance-Oriented Transformation

As organisations improvise their approach to incorporate newer principles of Performance Management, we will once again find that there is no silver bullet. And finding ways to reward, recognise, and retain employees has become an even more pressing challenge.

BY SUKHMEET SINGH

In today's highly competitive business and uncertain economic environment, establishing an effective approach towards performance management is a major challenge for most organisations. While a few organisations have decided to introduce no changes, some have improved their processes - establishing the right goals, ensuring better goal cascade and alignment across the organisation, eliminating forced rankings and ratings, as well as focusing on continuous feedback and greater developmental dialogue, increasing technology adoption for

performance management etc.

While leaders have put in efforts and have invested in building robust performance management systems, a majority of organisations have failed to obtain the desired results, or at best, have achieved partial positive impact. From the responses of nearly 1200 HR leaders, Mercer's 2019 Global Performance Management survey reveals that only 2% of organisations believe their existing performance management system delivers exceptional value, which stands almost unchanged since the last five years. This aspect is compounded by talent



scarcity (both externally and internally) for capabilities that are required by organisations.

A holistic view for tangible business transformation

While performance management practices are evolving, isolated design changes will not truly help deliver the required business outcomes. A holistic view of performance management and integration with talent and reward programmes is essential for a tangible business transformation. Examining multiple Mercer studies, client engagements, and global trends makes certain number of principles very clear when maximising the impact of performance management. Employees want to know how they contribute to the organisation i.e. strategic alignment with organisational goals and clear expectations. Employees desire feedback to know how they are doing, relative to their goals, and to their peers. They also want meaningful conversations about their career growth, as well as continuous feedback. As organisations improvise their approach to incorporate these principles, we will once again find that there is no silver bullet. At the same time, finding ways to reward, recognise, and retain employees has become an even more pressing challenge for organisations seeking to thrive amid disruption.

“While leaders have put in efforts and have invested in building robust performance management systems, a majority of organisations have failed to obtain the desired results, or have achieved partial positive impact.”

Employees value performance ratings

One of the key findings with respect to performance management from Mercer's recently released 2019 Global Talent Trends study (based on 7300+ voices across C Suite executives, HR leaders, and rank-and-file employees, including 450+ voices from India) is that employees continue to value performance ratings. The top two things that employees say would improve their performance are:

1. Additional benefits for high performers
2. Clear performance ratings

Deep diving into the first point, more and more organisations want to significantly differentiate when it comes to rewarding and recognising high

performers. Organisations are doling out high performers with increments which are 1.5X to 3X compared to the average performers, depending upon the organisation's performance. A similar differentiation can be observed for incentives/bonus packages depending upon the business function and role. However, organisations are going well beyond the usual pay levers to reward high performers. Many leading organisations have well defined programmes that reward and recognise employees multiple times during the year - monthly, quarterly, bi-annually, as well as annually. Employees are getting recognised through non-traditional means for high performance, exceptional contribution during a particular time period, at the end of achieving a great milestone, or demonstrating organisational values and desired behaviours. Some examples are as follows:

1. Coffee catch-up or meal with the CEO and/or Business Leaders
2. Travel to global or regional headquarters for specific events, tasks, or developmental opportunities
3. International or domestic holiday trips with spouse/family
4. Options to select experiences from an available bouquet - fine dining, adventure sports, leisure trips, hobby classes, spa experiences, etc.
5. Gift vouchers of leading brands or online shopping portals
6. Expensive gadgets like mobile phones, smart watches, tablets, etc.
7. Sponsorship for certification courses or educational programmes
8. Paid time off
9. Job rotation programmes giving exposure to different line of business, function, or geography.
10. Participation in special projects or taskforces being set up by the leadership team to deliver on particular business goals. This gives selected employees an opportunity to work with key leaders and help them drive the business agenda.

Demand for public recognition

Recognition efforts no longer remain

“While performance management practices are evolving, isolated design changes will not truly help deliver the required business outcomes. A holistic view of performance management and integration with talent and reward programmes is essential for a tangible business transformation.”

to be a private affair. Employees actually prefer to be publicly recognised for their achievements. Town halls, off-sites, business meetings with key leaders, and email broadcasts are some of the means that are being used by organisations to drive home this message. It is equally important that organisations undertake this entire process in a transparent, fair, and objective manner, so that it is perceived in the right way by all employees. This process should also motivate the ones who have not made the cut to strive harder.

With regards to the second point of clear performance ratings, the message from a majority of the employees is loud and clear. Employees want to know where they stand when compared to their colleagues, and believe that the rating is an effective way to drive pay decisions. Over the last few years, there has been an extensive debate on whether to keep or do away with ratings. Despite the hype, most organisations are still making use of ratings. Although the figure has doubled in the past five years, only 15% of companies globally have eliminated overall performance ratings.

It was widely expected that getting rid of ratings would help create a culture of continuous feedback and promote a more meaningful discussion on goals, performance, and development. Unfortunately, there is limited evidence to show progress on this front. Interestingly, there is a very weak statistical relationship between eliminating ratings and having a feedback-rich culture. By eliminating ratings, organisations may have inadvertently created the worst of both worlds - employees do not know where they stand, and they do not receive feedback on their performance either. When there are no ratings, leaders and managers are found to be struggling to allocate rewards in the absence of objective criteria. While there are defined increment and incentive budgets for each manager, they end up using discretion, some informal calibration yardstick, as well as performance assessment to come up with figures for each employee. The onus of defending these decisions to their employees lies more with the

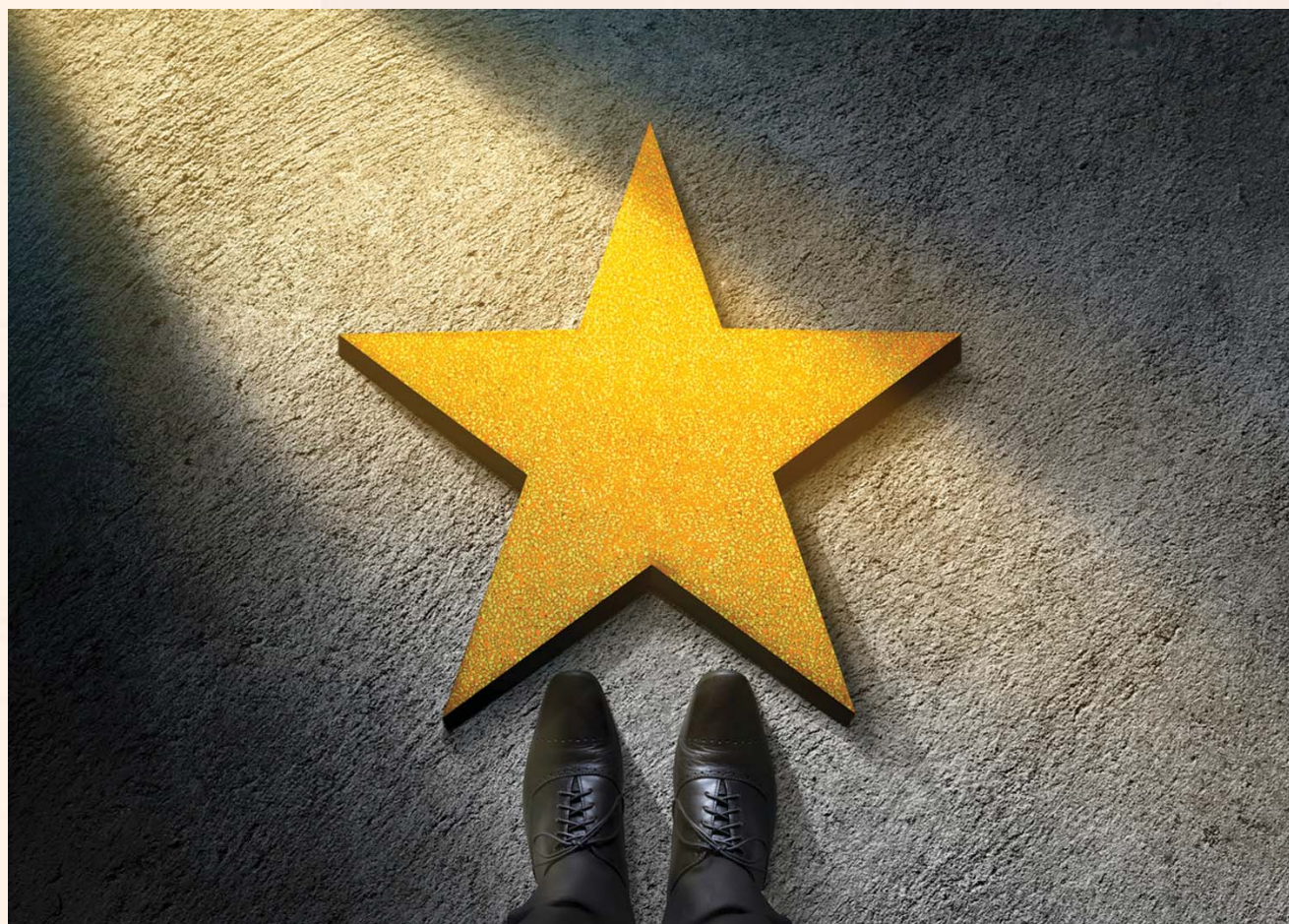
manager, and many are unable to communicate a compelling rationale. The linkage to rewards does not end up being transparent and equitable from an employee standpoint and this causes heartburn.

Having said this, there is no "one-size-fits-all" approach, and some of the leading organisations are transitioning successfully to a no-rating process. An organisation which has eliminated performance ratings uses a series of job-specific financial measures as inputs to the rewards allocation discussion. They found this method has led to more sound pay-for-performance decisions over the past few years. Calibration committees, various business metrics, or a combination of methods are used to allocate increments and incentives. Eliminating ratings provide a huge opportunity for any organisation and would require a significant shift in mindsets to managers, in training and coaching, as well as appropriate communication to employees to successfully drive this change.

At the heart of performance management, is the role of people managers - how they spend their time and how the company measures and values their capabilities and impact on the business. Regardless of the performance management design - with or without rating - focusing on these principles will have the greatest impact on engaging top talent and driving performance outcomes. It is time that organisations recognise the impact of people management and reward this skill set directly. Investing in managers not only improves results today, but also builds the bedrock for sustained results in the years to come. 

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Performance That Counts

Organisations need to realise that rewarding only for performance is passé. Employees are thinking out of the box and bringing a lot more than their role demands. Such a level of commitment demonstrates that their behaviour emanates value.

BY VIPUL SINGH

Employees' Everyday Excellence is important for any organisation to grow in today's ever evolving age, where innovative solutions are expected to be delivered almost every day. At the same time, organisations comprehend that enhancement of personal value portfolio and professional acumen of employees are just as pivotal as individual contributions to stay ahead of the game. To accomplish the above

objectives, organisations have realised that it is important to shift the focus on working as a network of teams to enable their employees to perform their best. Employees are being trained to fill roles and not just jobs to ensure an easy toggle between teams and projects. Also, the employees' ability to work under multiple managers or on multiple projects, and for leaders to specialise in multiple projects has become a prerequisite.



Goals are now set and shared by the team. Hence, it is important for leaders to become specialists and perform in a range of fields that is required of them to be handled, rather than merely manage people. Also, because employees will be required to perform on multiple projects, sometimes simultaneously, they will require training to perform in roles and not just jobs.

In such a dynamic set-up, feedback is made available from multiple sources. With several inputs on performance and development coming from multiple individuals - collating them so as to make sense, and using them to direct employees has become a standard every day item on the leaders' to-do list. Also, the current generation is self-driven and wants to be in charge of their learning and performance. They have broader perspectives, courtesy readily available information and exposure to several innovative ideas from across the globe. Employees bring a lot more to the table than what is required in their role, and they do this consciously and constantly to elevate their performance to the next level.

When the employees are bringing their best to work every day to deliver top-notch performance, it is the responsibility of the leaders to reward and recognise them for their contributions. However, an important prerequisite to rewards is authentic evaluation of performance, because this ensures that the right people will be handed with rewards and recognition. The recognition system will falter if the employees feel that their work is trivialised or even insulted by inconsequential incentives or gestures of insincere appreciation.

Authentic Performance Evaluation

A high-performance culture is seen in those organisations that moved away from ratings based performance evaluation. The thought is derived from 15 years of extensive research by The Marcus Buckingham Company (TMBC). The findings, as recorded in its 'Performance Pulse Whitepaper,' showed that an individual's rating of

another individual's performance can go wrong due to two factors:

- The rater's definition of 'potential'
- The rater's understanding of all competencies involved in performance evaluation.

Since not everyone is a great rater of others' performance, the evaluations can generate unreliable data, which in turn, compromises all downstream talent and performance decisions. Instead of rating employees, the ideal approach would be to evaluate performance based on what team leaders want to do with each of their team members. The reason behind this is simple - we are all reliable raters of our own intentions and feelings.

Organisations can build this culture by encouraging leaders to work with the employees on their strengths, rather than find their weaknesses and attempt plugging them on the basis of a dated performance checklist. Through such a practice, calibration meetings, talent discussions, and assignments will become commonly easy and effective. The end goal through all these is to ensure team leaders are able to align the organisation's priorities with strengths of each individual and elevate the performance of employees.

Accomplishing this will consume a lot of time and it is best for organisations to adopt a scientific approach towards employee engagement and performance. Such an approach will help to effectively accomplish the fundamental objective of gathering data to know how organisations can respond to every employee's performance. This data, in turn, will help organisations make informed decisions about how to pay, promote, train, and deploy each team member to ultimately drive a High-Performance culture. That said, the foundation for high performing culture is good practices that resonate well with both the leaders and the employees.

Robust Performance management practices

Creating a high-performance culture relies on each employee's mindset towards what they can and should do. This mindset is a direct reflection of

each employee's genius; their innate strengths. And enabling employees to activate their genius for effective talent activation begins from the top. Leaders, at multiple levels, play a vital role in getting the best out of the associates each day. Since the work culture has become dynamic in nature, leaders need to be on their toes to identify and direct the uniqueness of each associate for the benefit of the organisation and the individuals.

Leaders must encourage the employees to spend 15 minutes every week on performance self-evaluation during that week. These questions must revolve around what the employees loved working during that particular week, what projects, or parts of work they loathed that week, and how they plan to approach the tasks for the upcoming week. Leaders can then use the outcomes as a positive predicate for easy calibration meetings, talent discussions, and assignments. These help leaders build powerful 1:1 conversations to try and understand how they can help the employees reorient, if required, and talk them into leveraging their true strengths to deliver high performance.

When the leader does this for everyone in her/his team, the tasks within the team become better connected with no loose ends. This practice also helps employees focus more on their strengths, and when everyone among them is able to do it and perform their best, a positive environment builds within the team. All these eventually result in team leaders being able to align priorities to strengths of each individual and boost their performance.

This is an approach based on the discipline of positive psychology, which can be defined as the practice of "building positive qualities" (Seligman & Csikszentmihalyi). Positive psychology is about finding strengths and virtues that enable individuals to thrive, rather than finding weaknesses and plugging them. Focusing on strengths eventually results in organisations being able to ensure effective team management that leads to all employees performing at their best.

Once leaders make it a habit to look at performances through the lens

of strengths of team members, the team members would want to continue using their innovative ideas and bring their best to deliver top-notch performances. Since a lot of effort and contributions go into helping each employee's performance, rewarding and recognising top performers in front of huge audience becomes a way to demonstrate the pride the organisation takes in its employees. This will also help employees get what they expect in return for giving their best. So, it becomes a win-win situation for everyone!

At the same time, organisations need to realise that rewarding only for performance is passé. Employees are thinking out of the box and bringing a lot more than their role demands. Such a level of commitment demonstrates that their behaviour emanates value. Hence, in addition to performance, rewards and recognition must also be given for certain behaviours that add value to everyday work, and organisations also need to think out of the box in doing so.

However, the most important aspect to focus on is how to get the recognition to further motivate the employees to enhance their skills using their innate strengths. A growing number of employees actually prefer to be publicly recognised for their achievements, because it motivates them to enhance their competitive advantage. While cash rewards, utility vouchers, paid time offs, hobby classes, coffee with boss etc. are certainly a few great ways to reward employees, organisations should extend the exposure to make employees feel valued.

Building Great Rewards and Recognition Practice

According to a recent survey, 68 percent of HR professionals agreed that employee recognition has a positive impact on retention, and 56 percent said such programmes also aid in recruitment. But to make the practices more valuable, recognition and appreciation must be blended as a single core element of a strategically winning reward system.

To build a great reward system, the

“An important prerequisite to rewards is authentic evaluation of performance, because this ensures that the right people will be handed with rewards and recognition.”

“The ideal approach would be to evaluate performance based on what team leaders want to do with each of their team members since we are all reliable raters of our own intentions and feelings.”

first thing to do is to identify the behaviours and responsibilities that are important to the organisation and its vision, mission, and goals. Those might include anything from enhancing customer relationships or helping employees expand their managerial skills, to fine-tuning critical processes, or successfully implementing a two-year project. Once the parameters for rewards are well defined, the next thing to do is to find ways to recognise and appreciate employees in a way that they get noticed by a larger audience. Organisations can visualise this in their own ways, as long as it is consistent with the employee's achievement and meaningful to the person receiving it.

For instance, in ADP, we organise an annual event where we reward our teams and individuals in the form of a public statement of thanks and present a memento in front of nearly 5000 colleagues. We also invite the families of those associates who are recognised in this event. And while rewarding, we also cite specific examples of what they have done that has impacted the organisation positively. This way, we recognise and appreciate their efforts simultaneously. We also reward two associates, who have made the most referrals, with an all-expense paid international trip. In addition, there is a special reward category for associates who have gone beyond their work and brought recognition to themselves and the organisation on external platforms. These could be individuals who have filed patents, gotten their books published, or any other public achievement.

We also have a practice of encouraging our associates to appreciate their team members through our internal recognition tool. When someone gives a virtual appreciation through this tool, in addition to the recipient, the immediate manager and everyone above in the hierarchy also get notified via email. Over a period of one year, the top 10 recipients with the highest appreciations get rewarded with a cash voucher. This is conveyed through an email that is sent to every ADPeer across the globe - nearly 60,000 associates get to know of associates who do exemplary work. This not only

makes the recipient valued but also makes that individual an inspiration to ADPeers, with whom the recipient would have never interacted or worked in person.

Acknowledging excellent performance and showing appreciation to employees for their deeds and behaviour, which is encouraged at the organisation, is best done through simple expressions and statements. While a personal note has its significance, showing a colleague, the manager, and everyone above in that hierarchy that someone from their team or span has done an excellent job is an unmatched recognition.

Organisations can also encourage the practice of recognising colleagues and team members on social networking sites, such as LinkedIn, Twitter, and Facebook. Writing a few words of appreciation with a few popular hashtags can do wonders to an individual's confidence and expose that individual to a large audience. This can highlight the individual and encourage that individual to take her/his performance to the next level.

Employees like to know whether they are doing good, bad or average, so it is important that leaders tell them. And telling them that they did exceedingly well whenever they do, by using their innate strengths, in the physical or virtual presence of a larger audience can be a game changer. This will further help in terms of employee engagement and performances, especially, in an era of increasing competitiveness for top talent. **HC**

About the Author

Vipul Singh is the Vice President and Head- HR and Communications, ADP India. He has an experience of more than 25 years in HR leadership in industries such as Information Technology, Telecommunications and Consumer durables. He has led multiple HR organisations and provided strategic HR and Marketing Communications support to various growing businesses. Vipul holds a Post Graduate Diploma in Human Resource Management from International Institute of Management and a Bachelor's degree in Economics Honors. He is also a PCMM Certified Auditor.

SHRM India HR Tech APAC Conference 2019

The SHRM India Annual Conference & Exposition 2019, the biggest platform for the HR community in the sub-continent, was held on 22nd-23rd May, 2019 at the International Convention Centre, Hyderabad, Telangana. This year's theme for the two day event, was 'Reinventing Work, Workers, And Workplace.'

The conference and exposition brought together 1500+ delegates, including mid and senior level HR professionals, and corporate leaders from organisations across all sectors.

The gathering presented an opportunity for delegates to discuss the ever-increasing role of technology in HR and the use of innovative ways to bridge the gap between HR and technology, as well as how to leverage the best of technology as an effective enabler in HR. Achal Khanna, CEO of SHRM India and Business Head - MENA & APAC, inaugurated the conference and delivered the welcome address. The first day of the conference commenced with an immensely inspiring session by Jayesh Ranjan, IT Secretary to Government of Telangana, on "Entrepreneurial Leadership in the Indian context." This session was followed by an exhilarating keynote address by Sharad Sharma, Co-Founder, iSPIRT Foundation, wherein he discussed how change management has become critical today, more than ever. In his view, organisations' that focus on the 'orbit change' are more successful at innovation than others.

Some of the vibrant sessions and panel discussions on day one of the event, where the speakers/ HR experts discussed the impact of HR technology on business strategy included, Technology and Recruitment - Cracking the Code to Attracting Talent Real and Present Danger - Coping with Malware, Hacks and other Cyber Threats Leveraging Technology for Engaging Large, Dispersed Workforces Future Workers - Intelligent, Innovative and Agile and The Skill Evolution: An Imperative TECHtonic Shift: New Game, New Rules.

Speaking about the conference, Achal Khanna, CEO - SHRM India and Business Head- MENA & APAC said, "The workplace environment is rapidly changing due to technology disruption and automation. In order to be on the race, organisations must respond to the changing world of work. Our main



Mr Sharad Sharma, Co-Founder - iSPIRT Foundation speaking at SHRM Tech Conf.



Ms Achal Khanna, CEO, SHRM India speaking at SHRM Tech conf.

aim behind organising the conference is to bring together the best minds of HR across the globe under one roof and to discuss extensively the changing role of HR, the need of adopting technology in HR strategies and the future of HR".

Day two of the conference began with an engaging keynote session "Looking Backward From The Future" by Dr. Shawn G Dubravac, Founder and President, Avrio Institute. In his keynote, he discussed how, in an era of technology intervention at the workplace, HR executives need to be well prepared for the future. There were several important launches on the last day of the event. This included Deloitte's Human Capital Trend Report, which has established itself as the cornerstone of workforce insights over the years. Now in its ninth edition, the report shared critical trends shaping the ecosystem of workforce, workplace, and work itself. Another significant

launch at the conference was SHRM and Sierra Cedar's survey launch on HR Tech Landscape in India. Moreover, the SHRM & SAP SuccessFactors HR Technology Toolkit was launched at the event - an absolute guide to answer all your questions on HR technology transformation.

In a special talk, "Staying human with technology", Sri Sri Ravi Shankar, Spiritual Leader & Founder, Art of Living, threw light on how while technology has made the world shrink, it is humanness and spirituality that can make it into a family. He spoke about how lack of attention is creeping in our society and the way to bring it back is through mindfulness and meditation. He stressed on the benefits of being mentally present for better health, attention spans and a better society overall. Sharad Sharma, Co-Founder, iSPIRIT Foundation spoke about orbit changes and how customers love it but not so much employees! He mentioned how orbit shifts happen when technology infrastructure, policy and market participants come together and the next possible orbit shifts in India would help create societal change. And of course, how non-linear leadership archetypes can drive these orbit changes through 'effectual' co-creation!

Jayesh Ranjan, Principal Secretary to Government of Telangana spoke about how the government has provided support to start-ups without the hassle of unnecessary processes. He stressed on the importance of entrepreneurial mindset and action orientation for start-ups to take their products and services to the end customers effectively. Successful Women in Technology, Staying Human with Technology, Workplace Technology: Increasing Productivity or Increasing Stress were some of the other exciting sessions at the conference. Throughout the day, speakers extensively discussed the topics based on Employee Experience, Talent Management, Talent Development and HR Technology in multiple vibrant concurrent sessions. In summation, the SHRM Tech conference offered a platform to brainstorm and minutely assess the impact of technology on the top line of companies, simultaneously throwing a light on key HR Tech trends shaping up globally. ■

Key Takeaways

- The biggest ever HR Tech meet witnessed 1500+ attendees, 45+knowledge sessions, 500+ organization, 150+ speakers, and 200+ CXOs across the globe
- Deloitte Human capital trends report launched
- SHRM & Sierra Cedar unveiled a survey titled 'The HR Tech Landscape India'
- Team Flying Daggers and Team Logic Breakers declared as the winner of SHRM Hackathon

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Mumbai HR Summit 2019

Mumbai HR Summit 2019, a two day international convention of Human Resource professionals concluded on May 25, 2019 in Mumbai. Over 150 delegates from India, APAC & the Middle East participated and deliberated on the theme "Human Capital Management-Challenges & Solutions."

Mukund Rajagopalan, Director, Boston Consulting Group, delivered the keynote address on Human Capital Management in an age of digital change. He emphasised that in order to unlock human capital, we must change our mental model and align business strategy, organisational focus, and the employees. He also elaborated on the need to have full coordination between head, heart and the hands. Yogesh Chabria, Bestselling author and Founder 'Happionaire', in his address, shared strategies for spreading happiness at the workplace, thereby enabling people to achieve greater success.

The other prominent speakers who addressed the delegates were Sunit Sinha, MD, Accenture Strategy, Talent & Organization, Anthony Joseph, President Global HR, HGS, Anup Vittal, MD and member of the Board, BMT, Ruhie Pande, CHRO, Godrej Properties Ltd., Raul Villamarin Rodriguez, Motivational Speaker, Neha Jain, Managing Partner, Human Capital, Sridharan



Mahadevan, Director, ManthRas, Pravin Sathe, Director, Elixir Communication, Gurmeet Singh, Vice President, Xoxoday, Alwyn D Silva, GM-HR, Tata Communications, Satish Rajarathnam, TEDX speaker and HR thought Leader, Sahil Nayar, HR thought Leader, Sumit Sabharwal, Head-HR, Fujitsu Consulting India and Jackie Fast, Motivational Speaker.

The summit discussed many subthemes such as Challenges in Human Capital Management, Leveraging Human Capital for Business Success, Human capital Management in Digital Age, Role of technology in Human Capital Management, Automation in HR- A Boon or a Bane, Agile HR Practices, Leveraging HCM for employee engagement and Shifting Employee Engagement to Employee Experience.

L& D Awards 2019 were also announced and presented on the occasion. The young trainer of the year award was presented to Vinesh Arvind Mandot, Head-Learning & Development, LifeCell International. The lifetime achievement award in L & D was conferred on Sridharan Mahadevan, Director, ManthRas. The Great L& D Practices award was presented to Edelweiss Financial Services Limited. The L & D Technology Innovation award was given to Godrej & Boyce Mfg. Co. Ltd., Mumbai. ■



SNo	Course	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-20	Feb	Mar
Electrical / Electronics / Instrumentation	1 PLC Prog. & Applications		06 - 10			26 - 30			18 - 22			17 - 21	
	2 Advanced PLC		13 - 15				02 - 04						16 - 18
	3 PLC Networking			10 - 12			05 - 07						17 - 19
	4 PLC Prog. & Networking		27 - 04			26 - 03				02 - 10		17 - 25	
	5 PLC & SCADA				22 - 30			14 - 22			28 - 05		
	6 SCADA System		20 - 24 (WinCC)			05 - 09 (RS View)				09 - 13 (WinCC)			23 - 27 (RS View)
	7 HMI Panel Programming					05 - 07						04 - 06	
	8 Field Instrument. & Control		20 - 24				23 - 27				13 - 17		
	9 Programming & Maintenance of AC/DC Drives		20 - 24					14 - 18			20 - 24		23 - 27
	10 Variable Frequency Drives		20 - 22					14 - 16			20 - 22		
	11 PLC to Drive Communication		27 - 29						18 - 20				02 - 04
	12 VLSI Design		06 - 10				02 - 06				20 - 24		
	13 Embedded System Design			10 - 14					18 - 22				16 - 20
	14 Electronics Maintenance	22 - 26					16 - 20					10 - 14	
	15 Electrical Control and Relay Logic Applications		27 - 31						25 - 29			24 - 28	
	16 Transformer & Switchgear Maintenance			10 - 12				14 - 16					
	17 Preventive & Breakdown Maintenance of Electrical & Electronics Equipment							21 - 23					23 - 25
	18 Industrial Automation				22 - 01				18 - 28			17 - 27	
	19 MATLAB - Programming & Simulation				08 - 12				18 - 22			24 - 28	
Mechanical	1 Industrial Hydraulics		27 - 31				02 - 06			16 - 20		17 - 21	
	2 Advanced Hydraulics			10 - 14		26 - 30					06 - 10		
	3 Industrial Pneumatics				15 - 19				18 - 22				23 - 27
	4 Mechanical Maintenance	20 - 24 MM		10 - 14 O&M of Pumps	02 - 04 Machine Alignment & Balancing	05 - 09 MM	03 - 05 Bearing & Lubrication	14 - 18 Pumps & Compressors	05 - 07 RCM	02 - 06 MM	06 - 08 Machine Alignment & Balancing	03 - 05 CBM	16 - 18 O&M of Gear Box
		29 - 31 RCM		24 - 28 Pumps & Compressors	22 - 26 Vibration Analysis	27 - 29 O&M of EOT Cranes	11 - 13 CBM			16 - 20 O&M of Pumps	21 - 23 O&M of EOT Cranes	24 - 28 Vibration Analysis	
				10 - 14 Mechanical	01 - 05 Electrical		16 - 20			09 - 13 Mechanical	13 - 17 Mechanical		
	5 AutoCAD		06 - 10										
	6 CAD/CAM		13 - 17 CATIA		15 - 19 3D-Modeling			21 - 25 Adv. Mfg. using CATIA			20 - 24 ProE	17 - 21 Solid Works	
	7 CNC Turning		20 - 24							02 - 06			
	8 CNC Milling				22 - 26			14 - 18				10 - 14	
	9 Advanced Electronics in Automotive Vehicle		20 - 24				16 - 20				20 - 24		
	10 Welding Technology					27 - 29					21 - 23		
Computer / IT	1 Oracle PL & SQL		13 - 17			26 - 30				09 - 13			16 - 20
	2 Oracle SQL & Administration		20 - 24				02 - 06			16 - 20			23 - 27
	3 CISCO Network Essential			17 - 22					18 - 23			17 - 22	
	4 CISCO Routing & Switching		20 - 30			26 - 05			18 - 28			24 - 05	
	5 CISCO Cyber Security Essential				22 - 26			14 - 18			20 - 24		
	6 Graphics Designing (Print/Multimedia)				08 - 12				25 - 29				09 - 13
Behaviorl Sc.	1 Achieving Excellence	22 - 26										24 - 28	
	2 Enhancing Positive Attitude		27 - 31										23 - 27
	3 Communication & Presentation Skills			24 - 28									
	4 Managerial Effectiveness				22 - 26								

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5	Negotiations Skills Clinic	Prof. Jerome Joseph	Jul 22-23, 2019	Bengaluru
6	Strategic Industrial Relations	Prof. P Ray	Jul 22 - 26, 2019	XLRI
7	People Analytics	Prof. Gloryson RB Chalil	Jul 22-25, 2019	XLRI
8	Basic Leadership Skills	Fr. Antony Uvari S.J. & Prof. Sunil Sarangi	Jul 23-27, 2019	XLRI
9	Emotional Intelligence and Interpersonal Skills	Prof. Manish Singhal	Jul 29-Aug 02, 2019	XLRI
10	Managing in a Globalized World	Prof. Manoj Thomas	Aug 05-07, 2019	XLRI
11	Law Relating to Prevention of Sexual Harassment at Workplace	Prof. Tina K Stephen	Aug 19-20, 2019	XLRI
12	Negotiations Skills Clinic	Prof. Jerome Joseph	Aug 19-20, 2019	Hyderabad
13	Interactive Managers: Communication Strategies for Management Success	Prof. Rahul Kumar Shukla	Aug 19-21, 2019	XLRI
14	HR Business Partnering	Prof. Gloryson RB Chalil	Aug 19-22, 2019	XLRI
15	Leadership Excellence through Self-Discovery	Prof. Manish Singhal	Aug 19-22, 2019	XLRI
16	Masterclass in Valuation	Prof. Prantik ray	Aug 19-22, 2019	XLRI
17	Corporate Sustainability for Competitive Advantage	Prof. Raguram Tata	Aug 19-24, 2019	Mumbai
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