

HumanCapital

REALISING BUSINESS STRATEGY THROUGH PEOPLE

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CORPORATE SOCIAL RESPONSIBILITY

From Rhetoric to Action

COVER STORY

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Organisational Purpose

Madhuparna Panigrahi

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in CSR

Dr Moorthy Uppaluri

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Regional HR Director,
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PERSONA

Leading with Intent

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Head of HR,
Fujitsu Consulting India

EXPERT TALK

Gaurav Sangtani

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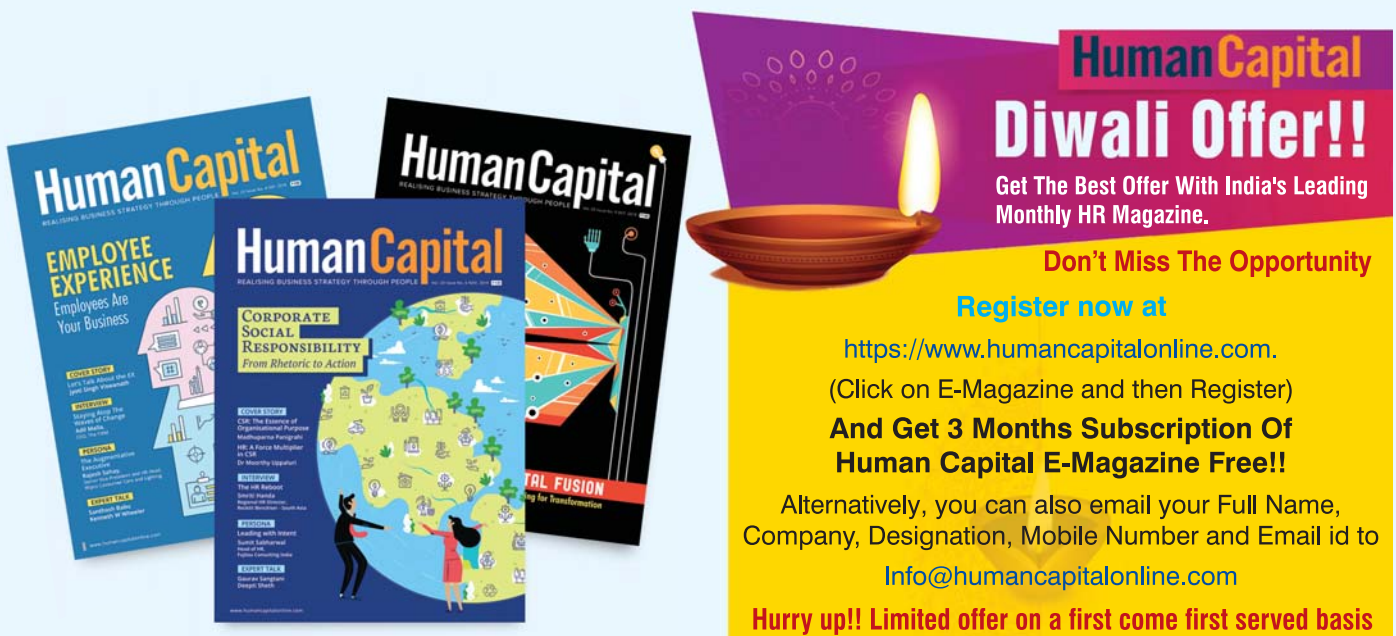
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This issue of **HUMAN CAPITAL** contains 76 pages including cover

From The Publisher's Desk



The November issue of Human Capital covers the ever-perennial topic of Corporate Social Responsibility (CSR). Through the story, an attempt is being made to drive home the relevance of CSR for businesses who want to go beyond their efforts at economic growth and contribute towards the social growth of the nation and people. Further, the millennial mindset has influenced organisations to get themselves involved at a much deeper level in such social ventures. This has led to a stage wherein Employee Volunteering and Employee Engagement have become crucial elements for organisations for successfully conducting CSR activities. And some of the leading organisations such as TCS,

Mahindra & Mahindra, Sony India and the ITC Group have been forthcoming in their CSR practices ensuring equal volunteering and engagement of their employees.

This month's interview features Smriti Handa, Regional HR Director (South Asia), Reckitt Benckiser, who spoke about her journey, the change in HR roles today and the best practices that need to be adapted in order to remain relevant. The interview also provides insights on Reckitt Benckiser's organizational practices for building best-in-class talent capabilities.

In the Expert Talk section, Gaurav Sangtani highlights the importance of speaking up and how an organisation ends up suffering the most because employees chose not to speak up on the obvious problems involving their work. Deepti Sheth elaborates on the preconceived bias in the Corporates that women always end up fighting the belief that engineering and tech-related jobs must be performed only by men and nurturing roles must be handled by women.

In the Persona, Sumit Sabharwal, Head-HR, Fujitsu Consulting India, substantiates the fact that one needs to pour heart and soul into one's work to win the hearts and minds of employees as well as customers. This ensures that the business along with the employees make tremendous strides to emerge as an empowered and a motivated organisation.

Carpe Diem!

Think Like A Boss?

Seventy-three per cent of employees at the executive level worldwide believe that they can do a better job than their current boss. The findings were reported on the basis of the Global State of Managers research conducted by The Workforce Institute at Kronos Incorporated and Future Workplace. Data was gathered from around 3,000 employees between July 31- August 9, 2018 in Australia, Canada, France, Germany, India, Mexico, the U.K., and the U.S. The surveyed employees were asked to rate their manager's effectiveness on the basis five factors - communication, competence, empowerment, professional development, and support.

Country wise, about 95 per cent Indian employees felt they can do their boss' job more effectively. This sentiment is followed by 87 per cent of Mexican workers. While Canada (61 per cent) and US (59 per cent) workers feel the least confident over outperforming their managers, more than half the employees are confident that they can.

Besides this, it was also observed that most employees think that their bosses are doing a poor job when it comes to coaching and work-life balance. Based on grades such as C, D, or F, the report found that at least one in three employees feel their manager could improve at modelling work-life balance (37 per cent), their ability to coach for better job performance (37 per cent), handling performance-related issues (33 per cent) and communication (33 per cent). For overall people management skills, the majority of employees would 'pass' their boss with an A (26 percent), B (37 percent) or C (25 percent), while 4 percent of employees give F for performance.

Interestingly, Indian employees are the most satisfied with their bosses, with at least eight out of 10 grading managers an A or B in every category. On the flipside, French, German, and UK workers were by far the most pessimistic about

manager performance, as those countries ranked in the bottom three in every category surveyed.

Joyce Maroney, Executive Director, The Workforce Institute at Kronos stated that as the working world continues to evolve, and new generations enter the workforce, working styles, preferences and perceptions will also witness a continuous change. She said, "With the number of millennial managers growing, attitudes toward aspects of management and working style will also change. As the student becomes the teacher, organisations should have a clear lesson plan for leadership development and effectiveness in key areas to set tomorrow's managers up for ongoing success."

One part of the report also shed light on the importance of employee perception. About seventy per cent of employees claim their relationship with their manager as a very or extremely important factor when deciding to remain in their current job. And that importance rises as the age of the workers decreases, with Millennial (79%) and Gen Z (73%) employees feeling the strongest about the importance of the manager relationship for retention, as compared to their Gen X (66%) and Baby Boomer (62%) counterparts.

On the question of competence, it was found that the managers are good at their jobs, with majority of employees grading bosses an A or B for competence (71%) - the highest grade given - and work ethic (70%). Bosses also scored high marks (B) for their communication skills, people management skills, and ability to handle performance-related issues (all 67%). Broken out by sectors, the results suggest that managers in the technology and professional services industries are doing well, whereas other sectors like healthcare and retail need some improvement. Managers in the tech field received A or B in people management (81%), communication (75%) and modelling work-life balance (70%). 



Holding Attention!

As multiple screens, big and small, compete for individual attention, there is no getting away from research and technology to engage effectively in the training arena.

BY GAUTAM BRAHMA

Recently, the Prime Minister was in Chennai for the annual convocation at IIT Madras and to interact with the institute's students. During this visit, he was able to witness all the new things that were being done there. These included an Artificial Intelligence enabled system to analyse CCTV footage and identify students not paying attention in the class. The PM is reported to have joked that he could do with such a system in the Parliament.

Often, speakers wonder if they are able to hold the attention of their audience. Experienced speakers draw on a bag of tricks to prevent listeners from getting bored or otherwise distracted. These include planning group activities especially after lunch, questioning members of the audience from time to time, and switching between slide presentations and videos

and back. So far, apart from the subjective assessment made by the speaker, and feedback from tests conducted after a talk to check immediate recall, there was no objective way of knowing whether or not the audience was paying attention right through a talk. The system developed at IIT Madras promises to be a boon for trainers everywhere. The current repertoire of training practices can then be scientifically tested for effectiveness and new practices developed to ensure attention.

There have been other research teams studying the same problem and approaching it in different ways. Scientists invited to attend conferences often nod off when the speaker fails to engage their attention. Indeed, this was virtually the start of an ongoing research in the area of measuring attention. H. G. Frost was attending a session of the British Association for the Advancement of Science, and 10 minutes into the lecture, he found that he was finding it hard to pay attention, and that some members of the audience had closed their eyes. After 15 minutes, 10% of the audience seemed inattentive, and after 35 minutes, everyone was inattentive. He measured the absence of attention by the visible fidgeting and mutual conversations between attendees. This was not exactly scientific research, but sparked many studies.

A researcher carried out a unique study to ascertain the attention span among students. Using a recorded lecture of 40 minutes on students, he found that those who heard only 15 minutes of it retained 41% of the material, those who heard 30 minutes



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.

of it retained 25% of the content, and those who heard the full 40 minutes retained just 10%. This fifteen-minute ceiling was affirmed by another researcher, who captured the note taking rate as a surrogate for attention, and found that it levels off around 10-15 minutes. Many other researchers found that the attention dips at the very beginning of a lecture, then rises and dips again around the 10-18 minute mark. So, the average duration of TED talks does seem to have a logic behind it.

Later studies involving monitoring of attendee heart rate and electronic self-reporting of attention at 5-minute intervals has thrown up inconsistent results. So, the subject is clearly a fertile field for research even after fifty years of publications. However, the more recent the study, the shorter the attention span reported. In fact, a 2015 study commissioned by Microsoft AD, reported first in Time magazine, claimed that attention wandered after 8 seconds. Though this sounds funny, it correlates well with the average time spent scanning an average webpage.

With shrinking attention spans, speakers have a duty to make optimum use of findings that suggest better ways of holding attention. And one of them is the use of multimedia. A Singaporean study reported in the Hindu lays out pretty precise guidelines for preparing presentations: black or light blue backgrounds with contrasting colour text, and a slide aspect ratio of 5:3 i.e. five units of width and three units of height for the text block or picture. Most importantly, this study recommends a session break-up of 33% video, 37% text, and the rest made up of diagrams and figures. And it suggests that short text is better than long text. The same report points out that caffeine blocks A2A receptors in the brain, and prevents adenosine and other somnogenic molecules from inducing sleep. However, it is doubtful if speakers can mandate coffee consumption before their talk!

It appears that the available research is merely fine-tuning and validating present day good practices for engaging audiences. As long as speakers speak clearly into the microphone, deliver short sentences,

and use the right mix of text, video, and diagrams they can engage their audiences for around twenty minutes.

It seems that the real breakthroughs will come through the route taken by the IIT-M students who are analysing CCTV footage of attendees. They may be a trifle disappointed to learn that here again the Chinese seem to have taken a lead of sorts. A year ago, a high school in eastern China installed a three-camera facial recognition system which tracks the expressions of each student and classifies the likely emotional state in seven categories: neutral, happy, sad, disappointed, angry, scared, and surprised. It also sends a message to the teacher if it detects that a particular student is losing interest. The Telegraph, which reported this story, did raise the issue of child privacy, but one believes that most trainers will welcome the wealth of data generated after each session. Researchers can analyse it to suggest good practices and optimal durations. And teachers can use it to target special care to those students who need it most. As multiple screens, big and small, compete for individual attention, there is no getting away from research and technology to engage effectively in the training arena. 

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Striking The Right Note

Human Capital spoke to Jeff Phipps, Managing Director - UK & Ireland, ADP, the global leader in payroll processing and end-to-end HR solutions. Jeff is a member of the ADP's International executive leadership team and is responsible for ADP's operational and strategic business activities in UK & Ireland. He spoke about the changing order of job roles in the days to come and the possibilities and opportunities that this brings about for organisations globally.

BY S. AJAY KUMAR



merely on the date range of their birthday, we should recognise that we have a wonderful set of unique characters, talents, and experiences. The right balance starts with recognising and respecting our differences, and then asking how we can understand our diverse needs, and help each other along a journey where we are honest about knowing exactly where we are heading or how to get there. That then taps into the second and key part of the equation which is ensuring a culture of continuous learning.

A colleague recently said that their job would not exist in ten years. I said that was great because most people do not want to be doing exactly the same thing ten years from now. What was important was how he was going to develop to capitalise on new opportunities. I am an optimist who experienced digital transformation my whole life, and feels that humans will continue new industries, new jobs, and new ways to add value.

Today's workforce, which comprises a greater percentage of millennials, want enhanced digital interventions at the workplace, and at the same time, desire personal contact. How do you believe organisations can strike the right balance in ensuring that the employees get the best of both worlds?

A Honestly, I really do not like the "millennials" label. Rather than try to stereotype a global group of people

Q The biggest hurdle for an organisation when it outsources its HR processes is in terms of lower employee morale and satisfaction. As a pioneer in HR solutions, how do you convince prospective client organisations to overcome such impediments?

A I see it as an opportunity to improve morale and satisfaction. When companies come to ADP, they recognise that things have either not been going well or they are being distracted by activities that are not

“The right balance starts with recognising and respecting our differences, and then asking how we can understand our diverse needs, and help each other ...”

core to their business. They are looking to ADP to bring in expertise that will lead to improved processes and enable their employees to focus on their business, relying on ADP to ensure that pay and other critical HR activities are taken care of. This is possible because the people at ADP are passionate about their clients and their community both inside and outside the office. Of course, we have great technology at ADP, but I invite clients to meet our people and then decide.

Q According to you, what is that 'breaking point' for organisations to realise that they need to outsource their HR processes? Why do you believe organisations should seek such services from ADP?

A Simply put, when a company is distracted from its core activities, and is spending too much time on payroll and HR administration then that should trigger an alarm. I would also say that in a world of increasing regulations and concerns around data privacy and security, finding the right people with those skills can be difficult and expensive as the principle reason that clients turn to ADP. I believe that the investment in technology will only drive this further as companies want access to the best technology and services to serve their employees at an affordable cost.

Q One of the organisations' perceived perils of HR outsourcing is that it alters the organisational culture. How would you respond to such a statement and how do you counsel organisations in overcoming such a perception?

A I believe the key role of HR is to support the evolution of a culture that

“HR can give insights and shine a torch on best practices within and outside the organisation, so the effect of HR should be a positive one from a cultural perspective.”

best supports the aim of the business. HR can give insights and shine a torch on best practices within and outside the organisation, so the effect of HR should be a positive one from a cultural perspective. If we look at the Standout tools that enables better communication, understanding and collaboration within organisations. From personal experience of using the tool, I can see my work relationships and engagement improving and my team performing better than ever. The advice I would give to any organisation is the same I apply to my own projects - be clear about the desired outcomes, be honest about the risks and weaknesses, and leverage the experience of John Kotter who taught us that when you think you have communicated enough, you have probably covered ten percent of your journey. **HC**

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BY MADHUPARNA PANIGRAHI



Let's take a minute to ask ourselves, what is the purpose that we serve in this world? As thought-provoking as it may seem, this is a question which lingers in everyone's mind from time to time. No matter who we are and what we do, we all have a purpose to serve. The work we do and the businesses we run are also no different. This leads to a very obvious question, why do businesses exist? Is it to simply earn profits and/or meet consumer needs? Or is there a higher purpose beyond the numbers? This is quite a pertinent question and yet, cannot be answered in black and white. Because there is more to a business than its economic contribution. Businesses are those invisible pillars of the society that help us move forward and grow. To do that, they need to balance the number, promise growth, and at the same time, assume their Corporate Social Responsibility (CSR).

CSR, by its very moniker, might be a buzzword today, but the idea of giving back to the society is not new. Rather, businesses have always been involved in community development. But it was only in the wake of the millennial revolution that companies started taking CSR seriously and made it an integral part of their operations. Particularly, in a country like India, where CSR is now made mandatory for businesses.

So, what does social responsibility mean to corporates?

Is it a smokescreen like many like to believe? Or just a way to fulfill an anti-corporate agenda? Or is it the inevitable that businesses cannot escape. The answer is, neither of them. It is simply a character trait of the organization that redefines the business purpose.

Going by how the World Business Council for Sustainable Development defines CSR, it is-

“The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.”

The responsibility of businesses towards society encompasses sustainability, social ethics, and how the business impacts the environment (natural and human). It is not simply engaging in philanthropic activities but taking a few steps further in helping the society evolve and make it better. Businesses of the current generation are highly conscious of how their work and vision affect the community they thrive in. CSR activities are more inclusive today than ever and take precedence in most business decisions. These issues could be regional, national, or even global, as long as they allow businesses to put their best foot forward and uplift those who contribute to their existence in the first place.

Having said that, the approach to every organization's CSR does and will always vary, because it is not a common prescription but rather a customized function that will mold itself to the business architecture and the social constitution, organizational priorities, and so on. For instance, in countries like India, or other evolving nations, the focus is on increasing awareness of education, women's rights, and social safety. As the business and social environments continue to change, so does the idea of CSR. However, at the core, the focus will always be on impacting broader societal goals.

Digging deeper into social responsibilities

One of the most relevant questions that often arise around CSR is that why should companies do it anyway and how.

Why should companies do it?

Companies also need to take stock of customers, suppliers, environment, communities, and employees before devising any methodology.

While developing communities and contributing to the environment, CSR activities need to be sustainable and not negatively affect organizational goals. An

private, with a net worth of INR 500 crore (US \$70 million) or more, or an annual turnover of INR 1000 crore (US \$140 million) or more, or net profit of INR 5 crore (US \$699,125) or more, to spend 2 percent of their average net profits (of immediately preceding three years) on CSR. CSR in India includes but is not limited to -

Projects related to activities specified in the Companies Act; or

Projects related to activities taken by the company board as recommended by the CSR Committee, provided those activities cover items listed in the Companies Act."

The legislation is an attempt to engage businesses with the government's agenda of national development. While this is a historic step to the next phase of India Inc. we cannot forget that the concept of social responsibility was never alien to the Indian society. Since the days of early industrialization of the 19th century, businesses have been investing in philanthropic activities via trusts and endorsing various social institutions. Although a majority of those endowments have been towards religious establishments, it has radically changed over the years. As we observe, Indian organizations today are more focused on environmental sustainability, diversity, gender equality, public health and education, poverty and hunger, to name just a few causes that drive changes.

Why CSR ?

It is a matter of good corporate citizenship.

It helps attract and retain desired employees

It improves general corporate reputation.

It boosts employee morale and lead to greater productivity in the workforce.

CSR is about the real-time social impact and not just a PR spin. If one has to look at it microscopically, CSR activities can largely help companies manage their risks, get the right talent, improve brand image, increase capital investment, create a unique identity, and, as surprising, as it may seem, save money. On a macro level, all these factors collectively serve the business goal but at a higher ground, and with long-term effects.

effective CSR plan will be the one that balances legislation compliance, investments, and sustainability.

Corporate Social Responsibility- The India Chapter

Every November, India Inc. observes the CSR month. The nation is the first-ever country to

Approaching corporate social responsibility

Corporate responsibility, like any other business function, needs planning and strategy. While designing any CSR activity, companies need to look at two important aspects of their business-

- Quality of management, with respect to people and processes, or what is known as the 'inner circle'.
- Quantity or the nature of the business's impact on different segments of society.



mandate and quantify CSR as an indispensable business function.

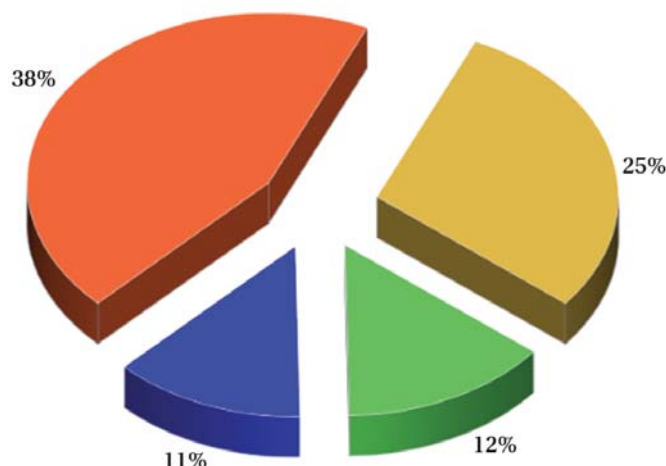
The Companies Act 2013**, has made a landmark legislation which requires "every company, public or

What are companies doing?

Since the mandate for CSR provision was made applicable in 2014, the spending on social initiatives by corporate India has

CSR spend in India as of 2018 (Percentage of US \$ 1 billion)

■ Education ■ Hunger, poverty & healthcare ■ Environmental sustainability ■ Rural development



increased radically. By 2018, companies had already spent INR 7,536 crores*** (the US \$1 billion) towards CSR initiatives.

Indian listed companies spent INR 10,000 crore (US\$1.4 billion) in various programs ranging from educational programs, skill development, social welfare, healthcare, and environmental conservation. Additionally, the Prime Minister's Relief Fund saw an increase of 139% in CSR contribution in the last year. Experts estimate the growth of such spends by 98% by 2019-2020, which open up opportunities for newer establishments to join the movement.

Employee contribution in the corporate responsibilities

Extending the efforts of corporate social responsibility, companies are also actively engaging in Employee Volunteering Programs by developing various strategies to devise impactful EVPs that work in favor of employee engagement as well. Since employees make for the cornerstone of organizations, it only makes sense to create avenues and opportunities for them to contribute to the company's CSR agenda. Companies like TCS (Tata Consultancy Services) and Mahindra & Mahindra are

leading the path with their EVP initiatives. It allows employees to take part in various social programs and do their bit for social, cultural, economic, and emotional improvement of communities. As a rollback, it exposes employees to a new experience, help them adopt new skills, and instill a new sense of purpose, shaping their professional and personal characteristic. By creating tangible impact in the community and society in general, it makes employees more driven. They see this as something beyond mainstream philanthropy and are inspired to do more and keep themselves engaged with the CSR project. Overall, EVPs help promote a better work culture by keeping employees engaged.

To this effectively and successfully, employee volunteering programs need to have the right partnerships, effective communication, and clear goals, in order to garner the best output from every contributors.

Leading with examples

Indian organizations have realized and recognized that apart from business growth, it is imperative to shape the society they are in and support communities at large if they want to take the business vision to the next level. Most of these programs are either defined

by the social beliefs and current social scenarios or aligned with the deeper essence of the business goal.

As leaders of the Indian economy, some of the companies have stood out with their CSR initiatives, creating benchmarks for others to follow. These organizations are not only leading with examples of social sensibility but have made it inherent to their corporate religion.

Sony India for NSDC

The consumer retail giant has recently partnered with the National Skills Development Corporation (NSDC) and KEDMan Skilling Pvt Ltd to provide employment opportunities to people from their talent pool. The company is all set to provide training on products and behavioral skills. By combining technical knowledge with soft skills, they aim to enhance customer experience while opening up career opportunities for Indian youth by upgrading their interpersonal skills and retail knowledge. In the upcoming festival season, the plans will be set in motion by hiring NSDC students as shop floor associates for Sony outlets across 150 Tier I, II, and III cities.

Tata Consultancy Services (TCS)

One of the early practitioners of CSR in India, Tata Group has always been at the forefront of social development. Their tech arm, TCS, is not only one of the world's top 10 IT service providers, but has also been a major contributor to social initiatives in India. The technology giant has spent Rs. 434 crores in FY 2018-19, on various CSR programs. Their CSR policy is mainly driven towards education opportunities, skill development, health and wellness, and environmental initiatives lie energy and water conservation, biodiversity and more. Thus, supported by innovative technology, they are constantly involved in improving the quality of life within their social communities. Apart from their contribution on the home front, TCS also engages in



Source: www.tcs.com

CSR projects in other countries, where they address the education skill gap in science, technology, engineering, and mathematics, among local communities. On the Employee Volunteer Programs front, TCS has made a mark with their program called Purpose 4 life.

Mahindra Rise: Mahindra & Mahindra

The Indian multinational conglomerate has been active in the

Hariyali (greenery) banner, they encourage people to plant trees and touch a million trees in a year. Another initiative of Celebrate Differently called 'Nanhi Kali' enabled education of more than 165,000 girls across India. Extending the project to Nanhi Kali 2.0, they are also helping young women to complete their graduation, become digitally literate, and proficient in the English language to expand career horizons. Their EVP called ESOPs (Employee Social Options),



Source: www.techmahindrafoundation.org

CSR space even before the mandate of Companies Act 2013. Since 2005, Mahindra & Mahindra has been investing across various social projects involving environment conservation, girl child education, among others. Recently, the company made it to the news with its CSR arm- Mahindra Rise, which launched the campaign 'Celebrate Differently'. Under the campaign's

has been a major contributor to each of these programs, making employees an integral part of Mahindra's CSR chapter.

E-Choupal Program: ITC Group

One of the largest conglomerates of the country, ITC has been extending its responsibilities towards the

community across every sector they operate in. But the project that stood out among all their CSR activities is the E-Choupal program. The initiative aims to familiarize farmers with digital literacy and help them use internet services for procuring agricultural products/raw materials etc. Through e-Choupal, ITC has managed to boost the livelihood of 40,000 villages and four million farmers across India. Additionally, they have also engaged in a social empowerment program which raises loans and supports micro-enterprises, run by rural women and make them self-sufficient.

Being responsible- Not for the sake of it, but for the make of it.

The ideology of being socially responsible cannot be treated as a chore. It needs to be adopted and developed over time, and cannot be carried out just because it is just the right thing to do. To be actually responsible for the society, the environment, and the communities therein, companies need to integrate the idea and its applications within their DNA and make it their second nature. After all, it only makes sense to give back to where we acquire from, because as the iconic business legend, JRD Tata once said,

“We generate wealth for the people. What comes from the people, must, to the extent possible, therefore get back to the people.” 

Data sources:

*<https://knowledge.wharton.upenn.edu/article/executives-speak-up-in-real-time-on-innovation-financial-risk-hiring-and-other-concern/>

** <http://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>

*** <https://www.india-briefing.com/news/corporate-social-responsibility-india-5511.html/>



Emrana Sheikh

Enterprise HR Head - India & South Asia, Johnson & Johnson

“There is a strong realisation that organisations must take on an active corporate citizenship role. For this, they need a positive social purpose that resonates deeply with the communities they serve. By galvanising partners, connecting communities, leveraging employees and extensive local reach, companies can activate collective resources towards maternal and child health, urban and rural healthcare delivery, disaster relief, and environment sustainability among other pressing social causes. Specifically, for multinational firms, the repository of global knowledge, experience, and partnerships can ensure that community impact initiatives create long-term sustainable value and scalable societal impact in India and around the world inch by inch.”

Sajid Iqbal

HR Director - Asia Pacific Region, Wabtec Corporation

“Community Outreach Programmes serve as an important purpose for companies and the effort should be to make a genuine difference in the lives of people through skill development programmes leading to sustenance. These need to be studied and assessed well which also includes choosing the right skill, supporting the environment, the families and community at large. These are long drawn efforts which take time to take root. But once they are done well, societal impact is visible.”



Priya Vasudevan

President- Human Resources, Liberty General Insurance Limited

“Corporate Social Responsibility is shaping the society by inculcating the value of 'helping the needy' and 'giving back' to the communities. Corporates have a critical role to play in contributing towards the national development agenda, and organisations have dedicated CSR cells to actualise this intent. Further, organisations need to promote health causes, help the disabled, support education, and contribute towards environment conservation.”

Rajesh Ramakrishnan

Managing Director, Perfetti Van Melle India

“For any business to be successful, its long-term objectives have to be built on principles of circular economy and giving back to the society, and thus sustainability and CSR are important elements thereof. Brands should recognise the need and importance to operate as a socially responsible corporate. They must remain committed to bring about a positive change in the community they operate in.”



Mamta Wasan

People Lead - India, APAC & Global Process Improvement, FIS

“Companies today, more than ever, have created a very serious framework to give time and money as part of their CSR function. Education, being the need of the hour, has witnessed greater investment at the childhood stage through schools and through skill building. Companies are doing so at different levels - some are supporting CSR and the others are advocating environment through sustainable development. The Government of India has been most active in creating support for the laws and governance to propel positive action from the industry.”

HR: A Force Multiplier in CSR

BY DR. MOORTHY UPPALURI

CSR isn't a new concept in India. Upholding the interests of the larger community, culture, society and environment ahead of one's own interests has long been at the nucleus of the Indian ethos and practised diligently and rigorously. There are several examples in Indian history and heritage of how the leadership at different times has upheld this as a duty, a fundamental responsibility, and has walked the talk, setting a glaring example for the younger generations to follow. We can even find several citations of such practices in various religious scriptures demonstrating charity and philanthropy. Wealthy businesses shared a part of their wealth with the broader society by setting up temples and choultries for a religious cause.

Moreover, these businesses helped society in a time of need to overcome famine and epidemics by providing food from their warehouses and money from their treasuries, thus securing a key position in society. Their social and industrial development efforts were driven not only by selfless and religious motives but also by caste groups and political objectives. Traditionally, securing and promoting the interests of all stakeholders was often defined as the ruler/leader's core responsibility. It wasn't optional.

Today's business leaders are expected and required to manage the social and environmental impacts along with the economic bottom line of the company (the concept of triple bottom line). Being responsibly conscious of the impact on the immediate ecosystem and the broader environment at large constitutes the conscience of the business and its ethical conduct. Achieving business objectives at

community or society's expense is considered both irresponsible and unethical.

Changing Outlook

Few organisations have begun to think of CSR contributions as not just a charity or a mandate, but as a duty and extended responsibility, naturally and seamlessly expanding their scope beyond the business and organisation. Today, when the Company Law mandates qualified companies to partake in CSR activities based on their size/scale and profitability, it feels as if CSR thrives only on material inputs and must be monitored and regulated, as opposed to every company accepting it as a basic duty and natural responsibility to give back to society. When accepted voluntarily as 'citizenship', CSR's power is far more outreaching than when enforced on a select few companies based on revenue and profitability.

A growing number of corporates feel that CSR is not just another

form of indirect expense, but also a vital principle for protecting goodwill and brand reputation, defending attacks and increasing business competitiveness.

Companies have specialised CSR teams/ committees that formulate policies, build strategies and chase goals for their CSR programs with ring-fenced budgets to fund them. These programs are often determined by social philosophy, which has clear, well-defined objectives that align with the mainstream business. The CSR programs are put into practice by the employees, who are crucial to this process. CSR programs range from community development to development in education, environment and healthcare, etc. Of late, there has been a heightened awareness of the importance of such responsibility and how detrimental and irreparable a lack of CSR would be to the community and society. The government has identified specific development sectors and initiatives that can benefit from CSR to enable the





corporates to stay focused and commit their resources to those select strategic causes.

Amplify your CSR Impact

HR must enable the CSR committee of the organisation to build a multi-dimensional CSR agenda comprised of a wide variety of engagements and events to not only match the diverse interests of the workforce, but also sustain their engagement and contribution over a prolonged period of time. Just like it is with any other strategic business initiative that requires active employee engagement, CSR's strategy and messaging must be clearly communicated through a variety of channels to all stakeholders. This will enhance the overall awareness of the program and ensure that it is understood correctly by all the employees, turning them into believers. Such a belief ensures that the employees are committed to engaging, acting, and making a difference.

When companies sharpen their focus and restrict their commitment to one or two strategic issues in a particular geographical area, the impact of such focused efforts and the return on investments are tangible. This can be seen clearly when a company adopts a school, hospital, village or a shelter home and ensures that it is well-resourced and

operating effectively. Since such entities are within their geographical area and are easily accessible, employees can engage as may be required and appropriate beyond making necessary monetary contributions. Also, many companies have long been matching employee contributions to ensure that inspired employees take the lead in identifying causes to which the companies can lend their unstinted support.

HR, as the custodian of company culture, must endeavour to ignite the spark in each employee's heart and mind to reach out to the ecosystem, apart from aligning the business and CSR objectives at an organisational level. When every employee is inspired by the potential of a given CSR initiative and the impact generated, as opposed to being extrinsically motivated or organisationally enforced to comply with a regulatory requirement, such an engagement will be far more effective and sustainable. Thus, HR can create a multiplier effect on the company's CSR efforts.

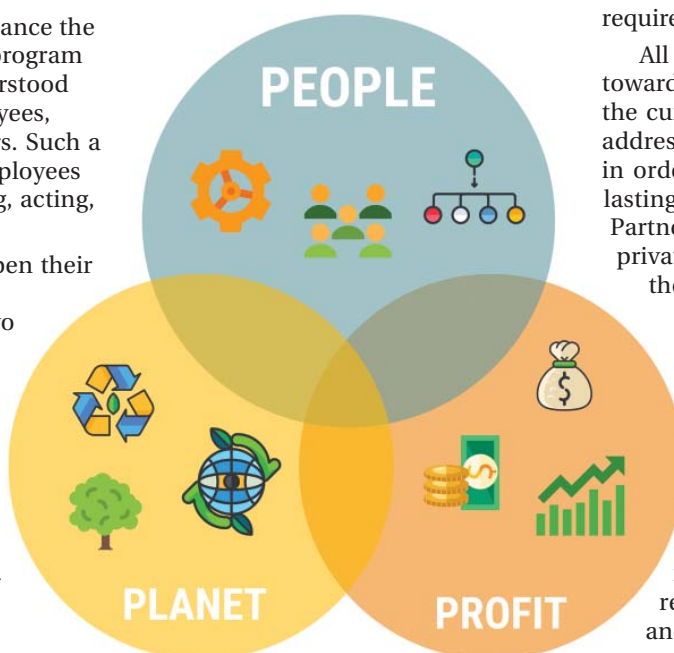
To further amplify the effect of CSR, corporates must also ask the beneficiaries to contribute in their capacity as individuals to NGOs and other trusts or foundations in the mission-aligned domain. Students of the sponsored schools and colleges

must commit a certain number of hours on their schedule for community social service. Similarly, employees of the sponsored hospitals must commit to extending the care and support to villages and remote locations deprived of proper healthcare. Cascading the benefits and letting them flow like a river from one entity to another, and from one individual to another as conjugates, is how we can seed and nourish the goodwill and multiply the giving hearts.

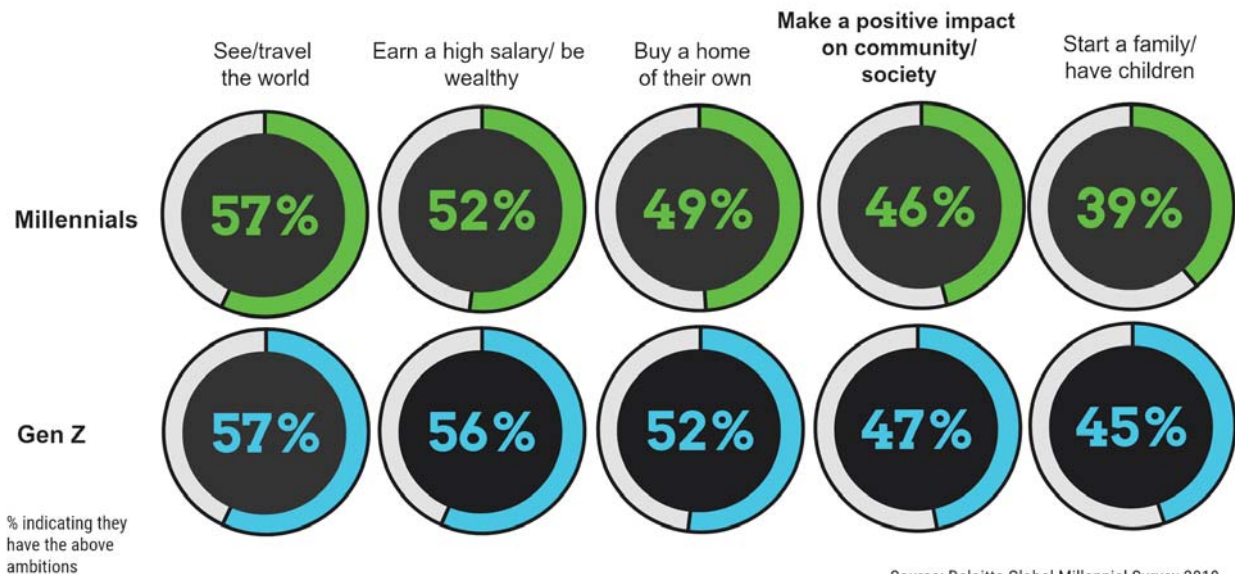
Collective Efforts

Given the potential for abuse of fast-advancing technology, whether artificial intelligence, mixed-reality, machine learning, RPA or any other technology, all stakeholders, particularly those in the corporate world, must build their businesses while balancing the interests of the triple bottom line: social, environmental, and economic. As more and more jobs go in favour of technology over humans and machines become intelligent, it's critical to bake in the rules of engagement, escalation, and decisions based on solid ethics that will drive and enable the right decisions at the right time in the right way. It is therefore important that HR builds a framework on which such decisions can be made, evaluated, and challenged as well, whenever required for appropriate corrections.

All corporates should work towards bringing about a change in the current social situation or address societal challenges in India in order to have an effective and lasting solution to these problems. Partnerships between public and private corporations, NGOs and the government should be facilitated and nourished so that a combination of their expertise, strategic thinking, manpower and funding can be used to initiate expansive social change and fast-track India's socioeconomic development. Given the magnitude of resources required to drive the complex and broad social initiatives, it's



Top 5 Ambitions of Millennials and Gen Z



Source: Deloitte Global Millennial Survey 2019

prudent to leverage public-private partnerships based on the alignment of the objectives being sought and the synergies of such a partnership.

Doing CSR Right

CSR, when done right, promotes inclusive and sustainable growth across the entire ecosystem. While CSR is not just HR's responsibility, HR must play an instrumental role in guiding and amplifying the impact of such critical business initiatives through enhanced employee engagement and ethical business conduct, both of which are just as much the responsibility of each individual, manager and company leadership as it is of HR. HR must be the enabler and catalyst in building a culture that's conducive of growing such expected behaviours.

Wealth creation by high-quality accountability to customers, shareholders, employees and suppliers is the highest form of social responsibility. Many companies fail in all or some respects. The answer is not forced participation or donations to NGOs in prescribed areas such as education, gender, environment, and poverty. Many businesses and corporations run trusts galore to

launder black money or to fund grants and scholarships for helping politicians and bureaucrats. HR should strive to create an ethical workplace culture where employees are encouraged to ethically serve the interests of the company's stakeholders-customers, clients, shareholders, employees, and suppliers, etc. Creating an ethical workplace begins with ethical values and doing what is right.

HR must create opportunities for the company's leaders to engage and coach employees through regular discussions about workplace ethics and the procedures designed to uphold ethical practices. Employers must coach employees to do good while being good, which means committing to and practising ethical values.

Employees now 'choose' to work for non-profits, where they're committed to the cause. Newer generations tend to seek purpose in their work. Several surveys show that millennials and Gen-Z truly care about what a business does, whether its actions are ethical and trustworthy, and whether there is a purpose-driven culture that puts society at the centre of their mission statement and everything they do. Thus, CSR and ethics are

rapidly evolving to become business differentiators and help build the coveted employer brand.

To eliminate any unwarranted friction along the way of adopting CSR and creating a 'giving' culture, HR must make it easy for employees to get the deserving tax credits for their CSR contributions without any hassle. This begins with identifying and empanelling NGOs/trusts/foundations that are registered and recognised by the tax authorities, to extend such credits to the contributors. The CSR team can then engage with such NGOs to ensure discipline and rigour in issuing tax credits. **HC**

About the Author

Dr. Moorthy Uppaluri is the former CEO and MD - Randstad India, a global business leader, an angel investor and advisor to early-stage startups. With vast domestic and international experience across diverse sectors like IT, manufacturing, and professional services, Moorthy is credited with evolving business strategy, building brands, growing market share, improving operational excellence, driving innovation and fostering a people-centric culture. He is also a featured author and an eminent speaker.

Their Time Is Your Business

*The times have changed, and time strategies also need to change.
Are you open to embracing the new paradigm?*

BY BRIGADIER SUSHIL BHASIN

As a leader, one is not only responsible for managing one's own time but for investing the time of one's followers in a way that maximizes the return on every second they've chosen to contribute. Old-world time management is dead; the ongoing digital revolution killed it. Welcome to the new age of time investment, where every second is or can be worth a million dollars, especially for those who lead complex teams comprising thousands of colleagues. Technology is introducing new levels of complexity into the world every moment. There are more lures in the form of infotainment channels and business platforms on the web than ever before. These lures are intensely competing for the attention of the human mind and calling for a revisiting of old ways of dealing with time as a resource.

Million Dollar \$econd is a record of new strategies being used across the world for utilizing time as the scarce resource in a world that is changing faster than ever. The book also offers a window into time strategies of 15 volunteers with their time challenging stories. The difference between good old 'time management' and the new approach called 'time investment' is the acknowledgement that the world will continue to change in ways that can no longer be predicted accurately. In other words, time management assumes a less dynamic world or more static world than the one we are currently living in.

The title of the book is also the name of my signature program on time investment that combines

the insights I gathered in my thirty years as a leader in the olive green uniform and my decade-and-half as a trainer coach in the corporate world.

The art of timing, faster reflexes, and a willingness to engage in continuous learning are some areas that one needs to focus on to make the best use of time in a VUCA-D3 (Volatile, Uncertain, Complex, Ambiguous, Diverse, Disruptive and Digital) world. The book dwells at length on concepts like ROTI (Return on Time Invested), HW (Hourly Worth), and Time Compounding, which are certain to help readers arrive at a better idea of what it means to invest (using time efficiently to get maximum returns for every second).

Million Dollar \$econd is designed as a transformational manual with an in-built workbook feature in it. After reading each chapter, the reader can gauge his/her time intelligence quotient and also chart the way ahead with the help of prompts. It is also the first time that an author has linked the offline reading pleasure to an online readers community called 'Time Investors League', taking the one-way communication characteristic of a book to a multi-channel communication between a global network of readers. The goal is to create a time-conscious world, one aware reader at a time. 

About the Author

Brigadier Sushil Bhasin is a time investment strategist, global speaker and author of two books, 'Design Your Life' and 'Million Dollar \$econd'. As a TEDx speaker and corporate trainer, his stated mission is to help create a world conscious of time as a vital resource.



Health Alarm For Corporate India

At a time when people are more aware about adopting a healthier lifestyle, a harsh reality is needed to be addressed. Recently, a report by health and fitness app HealthifyMe claimed that a whopping 63 per cent of corporate employees in India possess a Body Mass Index (BMI) greater than 23, and are hence overweight.

Sedentary lifestyles, stressful jobs, and unhealthy eating habits have made the professionals overweight. A year-long extensive study analysed fitness patterns based on diet and activity levels of nearly 60,000 employees across 20-plus companies. The survey was conducted on professionals in the age group of 21 to 60 from factory workers, sales professionals, IT professionals, bankers and others. The data was collected from people across major Indian cities, including Delhi, Mumbai, Bengaluru, Chennai, Hyderabad and Kolkata as well as remote areas such as Jhagadiya (Gujarat), Khandala (Maharashtra) and Vapi (Gujarat).

Tushar Vashisht, Co-Founder and CEO, HealthifyMe, stated, "It is a matter of serious concern that so many executives across sectors are inactive and overweight. With people spending half their lives in offices, it is time for corporate India to take responsibility for the fitness of their teams. Not only would this result in a fitter workplace, it would also be happier, more focussed and productive."

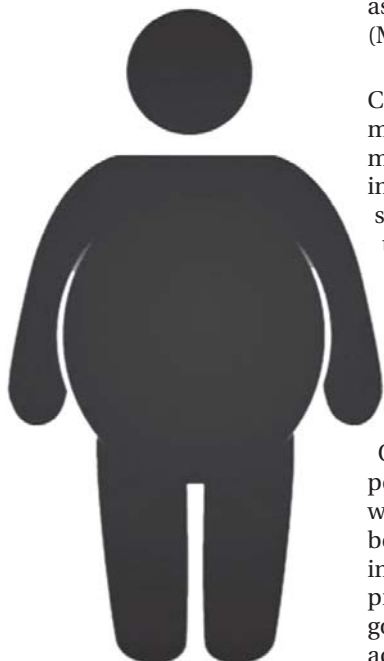
As per the World Health Organisation, the BMI of a healthy person ranges between 18.5 and 24.9, while those above 25 are deemed to be overweight. The report has some interesting findings. The most active professionals are in the consumer goods industry, whereas the least active are from the financial sector.

Researchers examined activeness among employees based on the average number of step counts in a day. According to the results, executives from the consumer goods sector topped the list with 5,988 average steps, while employees from the financial sector just took 4,969 average steps. And employees from other sectors such as retail, IT, marketing, manufacturing, and marketing walked 5,000 steps a day.

In spite of step count being seen as merely satisfactory among the professionals, it was in fact revealed that walking was the favourite fitness activity for both the genders. Besides, the study also found that dinner was the most balanced meal of the day, with the highest amount of protein and low amount of fats and carbs. Snacks were seen as the biggest diet killers for most professionals containing the highest percentage of fat and carbohydrates.

It did not come as a surprise when the study indicated that executives in India are mostly lazy and inactive during weekends and prefer less workouts. The calorie burn rate drops to an average of 250 on weekends against 300 on weekdays. One part of the report reveals that running is the most popular form of exercise for both men and women. However, while men prefer activities such as cycling, gym workouts and swimming, women were inclined towards indoor workouts such as yoga and walking on the treadmill.

The findings indicate that overweight has become a major health threat which may lead to lifestyle-related health disorders. So, it is high time for everyone to realise that health is the real wealth, and employees therefore need to be more active at the workplace and eat healthy. And if the office has some fitness programmes like yoga or aerobics, they should simply dive in.



Decoding The Invisible Writing!

Most new leaders tend to fail because they do not pay heed to understand the Unwritten Rules (URs) of the new company. These 'URs' actually reflect the true DNA and character of the organisation.

BY ADIL MALIA

The history of invisible ink goes back to more than 2,000 years and was used by the Greeks and Romans. The first record of its existence and usage has been made by Pliny the Elder in the first century AD, who in his book, *Naturalis Historia* (Natural History), mentioned that the milk of *Tithymalus* plant was used as invisible ink. Invisible ink was thereafter used during the Renaissance era and also during the two World Wars. To avoid detection when intercepted, the Generals wrote instructions in indelible ink, followed by an insignificant blank paper on which the superimposing real message would be written in invisible ink!

However, the period post the industrial revolution saw the emergence of structured organisations. This followed an increased usage of 'invisible ink.' One actually wonders the connection between the two! Whilst every organisation has a written set of formal norms which guides them, equally critical for success in each of these companies are the parallel rules written in 'Invisible Ink' that one needs to seriously observe. Success thence is a collective outcome of the Written and the Unwritten Rules of the game.

If one is behind the wheel of the Corporation, it counts to understand the unwritten rules. One cannot afford to be merely wise and not street smart due to the aftermath of the persisting competition. The ocean is full of happy fishes, but it also has its share of sharks!

Heeding by the unwritten code

Most new leaders - otherwise successful - who join at the top tend to fail because they do not pay heed to understand the Unwritten Rules (URs) of the new company. These 'URs' actually reflect the true DNA and character of the organisation. They mirror the beliefs and the real-time style of working of the owners, the Board, and the top management. You may follow the written code to the best possible extent, and expect to be rewarded, but you soon realise that you may have unknowingly disturbed some powers that be by not following the unwritten code. By disturbing the unwritten agenda, you triggered the shark's attention on you.

Every company is unique, and by assuming that all URs are the same, a new leader would be committing a major blunder. The 'Change Masters', mandated to lead transformational journeys for their enterprise hardly taste success when they show their mastery over the formal. Real success comes when the wise and street-smart 'Change Masters' are able to percolate the underlying power network of the organisation, and influence a change in the unwritten codes.

Scott-Morgan has rightly said that the Power authors transform the formal signals sent out in the organisation - reinforcing them, undermining them, twisting, and at times, torturing them until the original management actions and written rules have a complete set of parallel



unwritten rules, that drive the day to day actions and behaviours. This holds true everywhere. Did we not recently hear of a borrowed aeroplane being recalled when the unwritten code of the game was not followed!

Whilst several competency models identify the success criteria for career success, not many have clearly identified this. Let me draw from my experiences of working a long innings in classic family enterprises and also in marquee MNCs and share with you my earnings ... *ceteris paribus*, he who is Street smart is the winner - the one with a deep power perception, the ability to hear the unspoken, and read the unwritten signals that prevail on the breathing tracks of the company. The DNA of an enterprise is indeed written in Invisible Ink! 

About the Author

Dr. Adil Malia is an eminent thought leader in the corporate transformation, people and leadership space. He is currently CEO of 'The FiRM' - Firdose, Robin & Malia LLP., which is a business management consultancy & advisory company. Adil has worked across diverse companies like Godrej, GE, Coca-Cola, Al-Futtaim, Essar, and has over three decades of corporate experience in board-level positions. He has several degrees in commerce, law and management. Apart from being a renowned keynote speaker, facilitator and trainer, Adil is also a doodler on social media, plays the Mohan-veena and is an avid reader.

The HR Reboot



In an exclusive interaction with Human Capital, Smriti Handa, Regional HR Director (South Asia) at Reckitt Benckiser (RB), shared her career journey thus far, how the HR role has changed beyond recognition, why it's more important than ever, and what practices are demanded in today's volatile business landscape. She also gives an insightful peek into how her team is flexing the organisational muscle of building best-in-class talent capabilities at RB - one of the world's largest consumer goods giants.

BY ANKITA SHARMA

Radical change is rippling through the world of work, and as Ralph Waldo Emerson once said, “There are two parties - the party of the Past and the party of the Future; the Establishment and the Movement.” The traditional HR function was the Establishment. Today, HR has become a movement, a burgeoning force for leading transformational change.

Q You have worked across diverse sectors with top tier global &

Indian corporations. Tell us about your journey? Also, what makes you passionate about what you do?

A In my career journey, I have believed that *there are no shortcuts to any place worth going*. We must learn to make choices and live proudly with them. I was taught early on by my leaders that career is a combination of depth and breadth of experiences that you build. Having followed that advice, I’ve worked across recruitment,

shared services, HR strategy, business partnering, operations, employer branding, and talent/performance management. I have had the opportunity to work across diverse sectors, from FMCG, Healthcare to Telecommunications, in different organisational cultures - Indian and European. It was strategically very rewarding to have experienced different life-stages of the companies I’ve worked for - from sunrise to growth to maturity. Along the way, I went from being a

nervous wreck outside the boardroom, to a silent observer in the by-lanes of the boardroom, to now being an active contributor in the boardroom. Because of these varied experiences that led to personal growth, maturity, courage and conviction, my journey has been fulfilling and worthwhile.

I am passionate about my work as I strongly believe that what I do makes a difference to employees and business. When business leaders and employees feel that HR adds value to business decisions, I know that my team and I enjoy a seat in the boardroom. When business understands that its results are driven by people, their capability, agility, responsiveness and that it's not some wonderful stroke of luck or merely market dynamics, we believe success is near. Each of these 'aha!' moments make us believe that we are doing some kick-ass work, and we feel a sense of accomplishment.

Q You have over 15 years of experience in various facets of HR. How have you seen the function evolve?

A HR was more of an administrative and operations function 15 years ago. Today, it has become an integral part of the CEO's inner circle - by demonstrating a direct correlation with business outcomes

and its ability to intertwine objectivity with subjectivity. Proactive delivery on the future of work, workforce analytics, inclusive culture, and digital mindsets to ensure business growth has helped the HR vertical win over business respect and not be considered merely as a support function. HR Research, which was more consultant driven earlier, is now an integral part of Business HR.

Fifteen years ago, managers assumed themselves to be an expert on people strategy due to an element of subjectivity attached to it. With psychology emerging as a science, ample research work and formal education, HR has emerged as a specialist field. Leaders have come to understand that *"Culture can eat strategy for breakfast!"*

Q Organisations are still struggling to engage millennials in the workplace – and now Gen Z is on the doorstep. What generation-savvy approaches do you have in place to engage a blended workforce spanning multiple generations?

A Depending on the flavour for the month, Gen X, Y or Z, receives criticism in media for lack of agility, need for umpteen choices, impatience, or pre-occupation with social media, etc. It is not for the

first time that two or more generations are working together. Differences may be stark this time, but we should celebrate these differences. That's the idea of "inclusion".

Generational, gender or geographical diversity savviness has led to maturity in dealing with varied personas. Across the organisation, we have celebrated these differences by *offering flexibility* to employees. This may range from flexible work hours and benefits to flexible assignments (gig economy). We have learnt to *play on individual strengths* and not group people in categories, so we plan a personalized learning agenda and customize career paths. One size does not fit all! We also understand that not every employee will appreciate these differences and therefore, we *build consciousness through workshops* on multi-generational work ways, the science behind unconscious bias, etc. We also look at ways of *up-skilling and re-skilling* wherein old ways of doing jobs have become redundant. And finally, in cases where there is respect, trust and intent, we also use *mentoring and reverse-mentoring* as tools to bring about learning and commitment. While much has been said about the differences, we also *reinforce*

42%

of HR leaders* said that AI and ML are the biggest challenges HR will face in the next 5 years

50%

of HR executives* aren't prepared to respond strategically to AI and ML

88%

of those* who have invested in AI said the investment was worthwhile

Over the next year or two, HR Executives plan to invest in areas such as

60%

Predictive Analytics

53%

Enhanced Process Automation

47%

AI

Source: The future of HR 2019: In the Know or in the No, KPMG International
* 1200 HR Executives surveyed across the globe.



similarities between generations – e.g. how everyone, no matter from what generation, strongly believes in and practises core values every day, which are the bedrock of any organisation.

Q A recent global survey by KPMG revealed that while 70% of HR executives recognise the need for workforce transformation, merely 37% feel “very confident” about HR’s ability to transform via key capabilities like AI and analytics. Why might this be?

A True that! Firstly, the HR function has undergone vast transformations and has witnessed a metamorphosis from being a ‘Personnel Department’ which dealt with everyday employee requirements, to being ‘HR Operations’ that managed hiring and exit processes and, finally, to now being the ‘People & Culture’ function which is about building a great company. Skepticism was no less when each of these transformations was happening, and now that we are evolving further, questioning the status quo, we will continue to experience doubts and disbeliefs.

Secondly, it will be fair to assume that these percentages are reflective of any new change hitting the workplace. Acceptance of change has never been easy for us.

Some professionals take it head-on, and some feel awkward. The same is true for AI and Analytics in HR. We will have some leaders, some followers and some laggards when it comes to adopting new ways of working in HR.

To elaborate, I feel followers or laggards would be skeptical due to:

- **Missing personal conviction** (fad or bubble burst?): Read and read more, attend seminars, and learn from the front-runners!
- **Fear of the unknown:** Train yourself! Take some risks!
- **Lack of support displayed by their business leaders:** Take the lead, begin with baby-steps. Showcase small-wins, win the trust and go full-on!
- **Availability of funds to scale it:** Make choices! Let go of mundane and regular operations. Adapt the new and futuristic.

Q Both globally and locally, organisations seek to benefit from the richness of talents and ideas introduced by a more diverse and inclusive workforce. What measures have you and your team taken to ensure that RB’s work culture reflects its D&I goals?

A Every day is full of new and fresh ideas for my team and me. We often calibrate to assess and meet

these emerging needs. For us, it includes a three-pronged strategy:

- Building a **culture of inclusion** by enlisting men & women as equal partners in our journey;
- Focusing on **forward-looking policies** to drive a more flexible and healthier working environment for employees;
- Appreciating differences and therefore, driving **aspirational initiatives** for internal development of diverse talent.

To prioritize diversity, we have a clearly laid down approach. With it comes a lot of responsibility and the team is keen to fulfil it. All this is possible because diversity is not merely an HR agenda for us, but everyone’s business. With the right intent, we constantly emphasize the need for diversity at large forums and work towards making people sensitive towards D&I via directed sessions. By accepting and appreciating the differences, it is not too difficult to crack the D&I piece of the puzzle.

Q Over the years, social responsibility has emerged as a full-blown business philosophy. Moreover, the Companies Act, 2013 has transitioned CSR spend from ‘choice’ to ‘compliance’. How do you think CSR is valuable in a

strategic sense, beyond legal compliance?

A Corporate Social Responsibility aims to contribute to society. Under this, organisations choose philanthropic and societal goals that come close to their business strategy and through it, work towards creating a positive impact on society. It may have started as legal compliance, but as we see it today, it has become an integral part of every business strategy. Consumers and young talent are growing conscious about the deteriorating state of the climate, wildlife, natural resources, increasing economic gaps, etc. They want to engage with companies that accept responsibility. So, across organisations, you will witness various functional heads working towards a *purpose-driven strategy*.

Q In today's rapidly-evolving business landscape, what habits should HR professionals cultivate to stay updated and become an all-round star?

A To begin with, I wouldn't want to put pressure on one individual to be an all-round star. We all come with our share of strengths and areas of growth. So, we must give every single HR professional the space to learn and mature.

Some 'Musts' for HR Professionals



Attending business reviews to bring about a correlation between business deliverables, culture-building, employee aspirations, etc.



Field and site visits (Distributor, R&D, Factory, etc.) to be in the middle of the action and appreciate ground realities while building empathy towards employee concerns.



Employee connect and operational rigour to act a conduit not only for top-down communication but also for bottom-up concerns and quick resolution of issues.



Attempt to foresee HR strategy for the next 3 to 5 years through every revolution of the business model, go-to-market strategy, regulatory changes, and dilution of geographic/economic barriers, etc.

Q Now a rapid-fire round with you. What comes to your mind when you hear these words:

- **Leadership:** Combination of IQ, EQ and DQ (Digital Quotient).
- **CHRO:** Right hand of CEOs who are focused on building a long-term, sustainable organisation.
- **Diversity:** First comes 'inclusion'.
- **Millennials:** Game changers.
- **HR's ownership of fun at work:** Sorry! Did you really say that? We are in the 21st Century.
- **Success:** Directly proportional to the ability to face failures. 

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Towards Greater Productivity And Growth

A strong organisational purpose which connects with the hearts and minds of employees can connect their day to day work and the bigger picture of the vision and mission of the organisation.

BY SAGAR VADAPURKAR

We live in a hypercompetitive, hyperconnected, and a constantly changing digital business world where traditional roles have been replaced with diversity, spanning from culture, gender, age, and numerous other demographic inputs. With such wide spanning diversity, it is becoming exceedingly critical for the human resource teams as well as the business leaders to create "employee experiences." Conceptually, this is akin to any product or service experience offered to consumers nowadays. Today, an employee is an internal customer and a very critical stakeholder.

Employee experience includes everything that an employee encounters, observes, or feels over the course of their employment. It may also be defined as the expansive view of the relationship between the employee and the organisation, starting much before the application process, i.e., when a potential aspirant encounters a placement opportunity, right through the interview and selection, his/her career phase in the organisation, exit, and even post exit, the consideration as an ex-employee of the company. There is a definite need to build a strategy which touches every point of the employee life cycle beyond mere engagement, and includes wellness and wellbeing. It can also be done by designating a

senior leader or a team to design a definite function of engagement, learning, career development, organisational design, and analytics. With millennials poised to become a larger percentage of the workforce in the coming years, it is imperative that organisations create suitable employee experiences that are a right mix of these aspects that suits all generations and creating productive workplaces. Employer brand and reputation is a critical competitive differentiator.

While nothing can replace the impact of personal engagement, employee experiences can become smooth and enabling with digital

interfaces. Such interfaces for internal communication are evolving constantly, for which identity access management is a key component.

Here are some examples of how organisations are interacting with their internal public.

- **Career Page, Applicant Tracking System, and interviews:** The first interaction between the potential aspirant and the organisation sets the tone for the candidate, and his/her expectations from the company, as they observe these processes carefully. And this is the time for an organisation to create its first impression. Right from the job application, effective communication between a candidate and the employer, paying attention to details, interview schedules, mandatory

“With millennials poised to become a larger percentage of the workforce in the coming years, organisations must create suitable employee experiences that are a right mix of such aspects that suits all generations and create productive workplaces.”



documentation etc. can all be covered via online submission forms, emails, or SMS. This, as opposed to a 20-page joining kit on the day of joining, makes way for convenience and flexibility. Moreover, this allows ample time for the candidate to get familiar with the HR team and colleagues.

- **Onboarding and Employee**

Induction: Personalised welcome letters via email covering critical information of the organisation, contact information, joining kits (bank accounts, email information, visiting cards etc.) and a welcome memento always leave a warm impression. This can be further enabled through E-Learning which can be accessed anytime, anywhere. It is essential that apart from the business aspects, the programme talks about the culture, values, code of conduct, opportunities and growth path etc. Organisations today have fully functional mobile applications that have everything on the go and are ready to access. Also, assigning a buddy to welcome the employee, show her around the organisation, and introduce her to various departments is also beneficial.

- **Goal Setting:** Setting SMART goals with utmost transparency for every role is essential so that the employee knows exactly what is expected out of her. With increasing transparency and the rising demand of talented professionals with adaptive skills, employee experience is becoming an increasingly important dimension in goal setting as well.

- **Day to Day transactions:** This must be a seamless, smooth, fast and well defined process which ensures that solutions are offered to queries raised through the employee interface with minimal calls, emails, and follow ups. Right from applying leave to nominations for insurance, tax declarations etc., every step has the touch point for a good employee experience.

- **Performance Management:** A well-defined and transparent performance management process contributes to a very large part of employee experience. Increasing number of organisations are moving out of the archaic methods of bell

curve for rating the performance and changing the entire landscape of this essential element of review mechanism. Many organisations also have very personalised goal setting mechanisms in place specific to the role and responsibilities. Just as companies now measure customer experience through social media monitoring and segmentation, HR teams will also have to monitor and improvise employee experience. Real time feedback tools will explode as pulse surveys and always-on feedback systems are going to become the way of life.

- **Using Design-led thinking:**

Study, listen, have a feedback mechanism which is a continuous process rather than an annual ESAT. Have AI tools to understand the employee persona, habits etc. and use them to develop journey maps.

- **Exit Process:** It is equally important to create a post exit interface where an employee can access all the details and updates on the full and final settlement, relevant letters, Form 16, and other relevant documents to minimise follow ups. Even though the employee may no longer be a part of the organisation, it is important to consider her as a brand ambassador of the firm who will not shy away from providing critical acclaim.

While all these are good to have measures, HR teams have a very critical role in ensuring that communication is integrated and well entrenched, so that it becomes a priority. One also needs to

“HR teams must ensure that communication is integrated and well entrenched, so that it becomes a priority. One must consciously measure the efforts beyond annual surveys and seek feedback for better employee experience.”



consciously measure the efforts that go beyond annual surveys and seek feedback on every step for better employee experience. Use candidate interviews, performance conversations, and exit interviews to build complete and real time understanding of the issues faced by employees. Every company, and its business, priorities, and goals are different, it is however ok to pick and choose the best of the available practices, customise, and use it for improving our own policies.

A strong organisational purpose which connects with the hearts and minds of employees can connect their day to day work and the bigger picture of the vision and mission of the organisation. Implementing the right employee experience to create a personalised experience to build a cohesive, engaging work environment can drive an organisation's performance and growth. 

About the Author

Sagar Vadapurkar is the Head of Human Resources at Indiabulls Ventures Ltd. He has more than 18 years of experience as an astute HR professional and comes with a unique work experience combining Sales and HR expertise. His experience includes working with Proctor & Gamble, Kellogg's, Bajaj Allianz and Future Generali. He holds an MBA from IIM, Pune.



Why Is Everyone Around You So Quiet?

Various studies have shown that organisations are often faced with ironic situations where problems are known and evident to employees, but because of their inability to speak-up to managers, they never surface, and businesses end up suffering.

BY GAURAV SANGTANI

Are you a superstar manager and is your team always in agreement with you? Do you always come up with the best ideas in meetings that everyone finds brilliant? Most likely, these are signs that your team doesn't feel comfortable disagreeing with you, even when the members have better ideas.

You are not alone. Over the years, various studies have shown that organisations are faced with ironic situations where problems are known and evident to employees, but because of their inability to speak-up to managers, they never surface, and businesses end up suffering.

- In a 1991 research study, 70% of the respondents said that "they felt afraid to speak up about issues or problems that they encountered at work."
- In another 2003 study, 85% of those surveyed said that at least on one occasion, they were

“Organisations may have the best of intentions, but what happens on a daily basis can give employees a contrary feeling that expressing concerns is pointless or even harmful.”



- unable to raise a concern with their managers even though they felt that the issue was significant.
- In yet another study in the medical field, where not raising issues at the appropriate time can cost lives, 69% of respondents said it was common in their organisations to not speak-up.

Why aren't people expressing disagreement?

Research indicates two primary reasons:

- (1) **Safety**, i.e. people are afraid of the unfavourable consequences of speaking-up, and
- (2) **Futility**, i.e. people think speaking-up would not change anything.

The concerns around safety are not unwarranted. Evidence shows that speaking-up on existing issues may not solve the problem and, in

fact, might have negative career implications for employees.

The sense of futility is driven mostly by unintentional signals that leaders may pass on. Many leaders are aware of the importance of speaking-up and want to encourage it, but their actual actions may relay different messages. For e.g., due to lack of time or being in a rush, they may not give adequate attention to a particular instance of speaking-up, and this may be perceived as a lack of openness.

Organisations may have the best of intentions, but what happens on a daily basis can give employees a contrary feeling that expressing concerns is pointless or even harmful.

What can organisations do about it?

Leadership Connect

Senior leaders have a powerful impact

on creating a safe environment for speaking-up. 'Skip-level' connect is an effective measure in this regard. Leaders need to be mindful that the impact of their direct and indirect behaviours goes beyond their direct reports and also affects the skip-level employees' understanding of the organisational culture. Leaders must use this as an opportunity to pass the correct message down the chain.

Merely having an open-door policy doesn't solve this problem, as the person on one side of the door still looks senior, and another on the other side still has to make an effort to cross the door. What can work for leaders is taking the time to walk through that open door, down the hall, and to the cafeteria, saying to the employees, "Let's talk on your turf, not mine." Leaders should have such open conversations, preferably at informal set-ups, and be more listening and curious.

Organisations can also change how they assess leaders. Their evaluations should not be based on the feedback from direct reports alone, but also on the inputs of skip-level subordinates. It's very common for a leader who looks very open and accessible to direct reports, to look the opposite to distal subordinates.

Culture of Respect

People make perceptions about encouragement to speak-up based on their day to day interactions with senior authorities. When leaders show respect in every direct/indirect interaction with employees, it makes them less fearful and allows them to speak up more. Organisations should cultivate a culture of respect where everyone is treated with respect and dignity on a day-to-day basis. There must be proper training and guidelines around this for managers.

Give Confidence to Managers

Research shows that managers who are insecure about their own managerial skills are most likely to avoid feedback and suggestions, as this reaffirms their insecurities.

Insecure leaders see any such voice as a threat, become defensive towards it, and may also demonstrate unfavourable behaviour against such employees.

Organisations can certainly change this environment by providing safety to insecure leaders. One of the most effective ways is creating a culture where it's okay to make mistakes, risk-taking is encouraged, and there's no finger-pointing when things go wrong. When feedback becomes a norm and leaders are not judged negatively on it, a culture where suggestions are more accepted will flourish.

Obligation and Self Esteem to speak-up

Another research indicates that in addition to enhancing employees' psychological safety, two other factors that increase voice are emphasizing duty for constructive change and organisation-based self-esteem.

By emphasizing that employees can "give back" to the organisation by highlighting inefficient practices and offering suggestions, leaders can increase the chances of people speaking up when they see something wrong or potential for change.

By creating a culture in which employees are treated as an integral part of the organisation and by making them feel their inputs are part of strategic decisions, leaders can boost organisation-based self-esteem.

Make Management Inclusive

One of the reasons that people don't speak-up in organisations is the

“Research shows that managers who are insecure about their own managerial skills are most likely to avoid feedback and suggestions, as this reaffirms their insecurities.”

management's belief that they know best about important issues. Organisations can change this by creating an inclusive management model and developing a culture where ideas and suggestions from anyone are welcome, any decision by senior management is open to challenge, and there is transparency in decision-making.

If most decisions are taken behind closed doors without transparency down the chain, organisations should expect employees to feel that their views are insignificant or irrelevant.

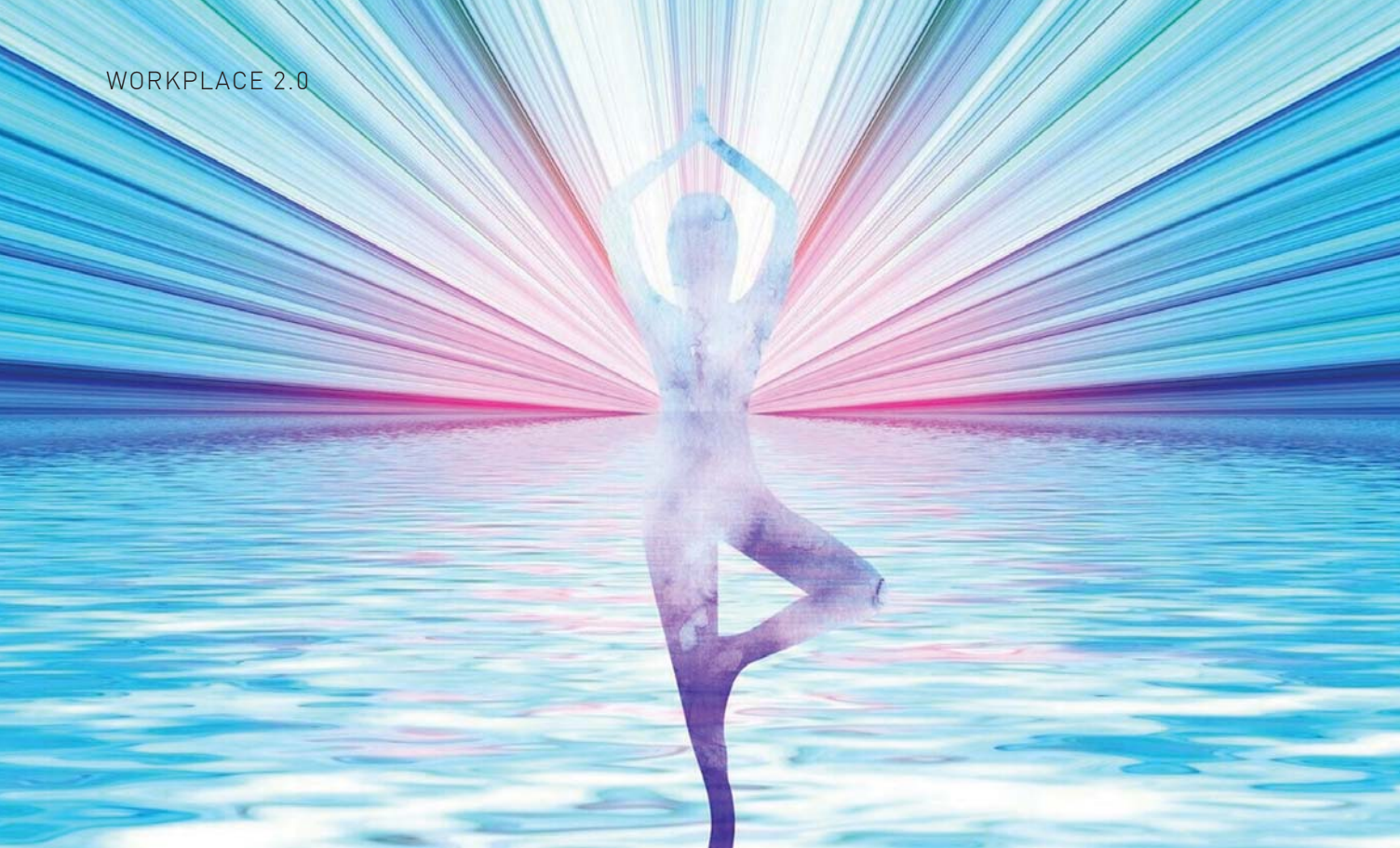
Behind all efforts to promote diversity in the workplace are intentions to have diversity in thoughts. An organisation can hire employees from varying backgrounds, but unless they have a voice on the table and can speak-up, it will not benefit from this diversity. 

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About the Author

Gaurav Sangtani is a finance professional and Founder President of Jigyasa Foundation, a non-profit organisation dedicated to education. He has been speaking on topics of leadership and tech disruption at various institutes. He is also a TEDx speaker, and has been a consultant and an entrepreneur. The article is based on research studies available in the public domain and on the author's personal views.



Karmic Investments And Career

A person who works to fulfil both physiological and spiritual hunger, and in the process, helps others to fulfil their hunger is a 'Professional par Excellence.'

BY KESHAV SRIDHAR

The flip side to Zero is Infinity. Or in other words, infinite possibilities. Since there is no end to the universe's various manifestations, there is no obvious limit to what we can achieve if we understand and harness the power of our self. The world outside is a reflection of the world inside. The experiences - good or bad, happiness, or sorrow of the outside world is a factor of how we feel within. This feeling is a product of our ongoing "Thought-Feeling" cycle.

We are never really idle in our lives even for a few seconds, since breathing is also an activity. And the survival of any living being happens at the expense or with the help of some other being. There is a different form of energy at play in everything in the universe. Therefore, there needs to be a mechanism for energy to be transformed from one form to

another, because energy can neither be created nor destroyed, but can only be transformed from one form to another. Of course, this rule also applies to the "Law of Karma."

If your action i.e. 'Energy Investment' is good for the society at large, then the reaction (energy) that comes back to you is in the form of people's blessings, which for you is a pleasant experience. But, if you do something bad to people, you will get back negative energy in the form of curses from those people. And hence, you experience sufferings which is unpleasant for you. Whatever experiences we have in life, pleasant or unpleasant, is a derivative of the Law of Karma, "*what we sow, so we reap.*"

A 'professional par excellence'

Everything happens in life for a reason or with a force acting upon

“If your action i.e. 'Energy Investment' is good for the society at large, then the reaction (energy) that comes back to you in the form of people's blessings, which for you is a pleasant experience.”

the shaping of the events and circumstances. Once we are able to genuinely realise this reality, there is immense scope for us to renew ourselves and walk through the path of self-realisation. Once we are conscious of the fact that each one of us is a supreme source of energy, we are no longer slaves to the circumstances. Work and work alone is the secret to prosperity and happiness. A person who works to fulfil both physiological and spiritual hunger, and in the process, helps others to fulfil their hunger is a 'Professional par Excellence.'

Let me share a highly inspiring story of a Mechanic, who has walked this path of selfdiscovery.

Vijay, a Mechanic in his early 40s, had worked with a reputed Automobile service station for a decade or so, before setting up his own service station a few years ago. He had humble beginnings to his business. He had started his venture from a small garage in a hustling and bustling locality in Hyderabad. And today, he is a successful Businessman, with a well-established Service Station, which is synonymous with trust and excellent service to his customers. However, his journey has not been easy. Here is his story in his very words: -

"I have 2 sisters who were married recently, and by the grace of God, I could make all the arrangements for their marriage. Even though it was not a lavish marriage, I did my best to ensure that the arrangements were good enough to make everyone happy. But, it was not easy. I had to work really hard to earn and save money.

I have been through many difficulties in my life. My parents were very poor. We have seen extreme poverty. And we have seen a phase in life when we had so little to eat at home that we had to ration food within the family. Many a times, I used to sleep on an empty stomach. My father too was a mechanic and my mother used to work as a housemaid. My parents wanted my sisters to study till matriculation. However, like most of the Indian lower middle class and middle class families expect from their son, they wanted me to graduate and pursue something big in life.

I was only 16 years old when my dad passed away due to heart attack. I was yet to appear for my Matriculation exams. My mother's income was not enough to pay our monthly school fees. Hence, I decided to quit my studies and started working in the same service station where my father was a mechanic. I used to get around Rs. 500/- per month back then, and my mother earned around Rs. 1000/- a month. This was barely enough for us to somehow 'survive.' Me and my mother had decided that we will not allow my sisters to work till they finish their matriculation, no matter how difficult things would get. Hence, the responsibility of earning the bread for the family was on me and my mother.

One fateful day, I went along with my mother to a house where she worked as a maid. There was a feast organised, and my mother was needed as a helping hand to the lady of the house. Once the party was over, a lot of food was left over. My mother requested the lady to give us some food, and luckily, we got it. It was indeed a lavish spread which we had last seen many years earlier. The happiness I saw on my mother's face when she was packing the food is something that I can never forget in my life.

On our way back home, she was extremely excited and was planning out ways to store the food for a couple of days. She was praying to God that the house where she was working as a maid should have more such celebrations, so that we could get more food like we had got that day.

The walk with my mother that day changed my life forever. I had never seen her so happy in life. A thought struck my mind: "My mother's happiness is in getting good food to eat. Can't I give this to her and my sisters?" I decided then, come what may, I will ensure that my family will never have to see this day again, where in, we are desperate to get food from others for our survival.

From that day onwards, I have worked very hard to ensure that my family never depends on someone else for their happiness. Early in the morning, I used to home deliver milk packets, and I worked in the service

“The Law of Karma is nothing but an 'Energy Balance Sheet'. Whatever 'karma' you do will have a reaction, and as the action is coming from you, the reaction has to come back to you.”

station until evening. Thereafter, I also used to work for a couple of hours in a catering company, wherein, I used to cut vegetables for them. My day would start at 5 AM and end by midnight.

I started saving money for the marriage of both my sisters. I also used to set aside a small amount every month to start my own service station. Though it took me almost 8 years to start my own business, and I am glad that I was able to do it, the odds notwithstanding.

Starting my own service station was an emotional dream that never allowed me to rest. It motivated me to work harder with each passing day. And my focus has always been on excelling in my work and not just making money. I know that money will surely follow if I am providing excellent service to my customers. But, if the centre of my interest is making money, I will very soon lose focus from my core work which is, delivering 'Great Service' for my customers. In my desperation to make quick money, I may dilute my efforts, take short cuts, and end up ruining my business.

Hence, I always focus only on my work. I am confident about my skills and my 'service abilities.' I am sure that very soon I will be taking my Business to greater heights. My goal is to reach out to maximum number of people, by expanding my brand through the franchising model.

I have realised the secret to prosperity, which is, "Delivering Excellent Service" to my customers, by doing the basics "Skilfully & Gracefully." My customers will always feel that the service provided to them is much more than what they are paying for and hence, will always be delighted to visit me."

He asked me, "I am sure you feel the same way, right Sir?"

"Yes, indeed ", I said.

His service was "excellent", which is something one can rarely expect from smaller Automobile service stations. Apart from giving "more than value for money" experience, he quickly builds an amazing rapport with his customers, and that is how we ended up having this conversation over a cup of tea.

The spirit of excellence radiates through his enterprising persona. I am sure he will achieve whatever he wants in life. The professional spirit that he nurtures will soon take him to a stage in life where in, he will be employing many people to leverage his business to greater heights. Remember, he is not even a graduate, but his competence, especially his 'Attitude', will surely guarantee his success.

You see, we need not always get inspired from the stories of celebrities in the lime light. An observant look around will give you many such inspiring stories. The Law of Karma is nothing but an 'Energy Balance Sheet'. Whatever 'karma' you do will have a reaction, and as the action is coming from you, the reaction has to come back to you.

Our ancient scriptures have always educated us about the fact that God (the supreme source of energy) is within us. Sharing with you a mantra of life, as I have understood:

'You' are the consciousness. Your 'Self' is the Lord.

Your body is the Chariot. Your senses are the Horses.

The constant 'Self-Talk' or the dialogue between 'You' & 'Self' to know and understand your purpose, duties / dharma, is the unfolding of 'Holy Bhagvad Gita' within you.

The emotional intelligence with which you control your senses by directing them towards your definitive purpose, and using them to propel ahead in life is your 'Karma Yoga.'

Wishing you a fantastic career and life through positive karmic investments!



About the Author

Keshav Sridhar is a HR Consultant & OD Specialist. A seasoned HR Professional, he wields an experience of 15 years and has worked with Google, Partygaming, Aditya Birla Group, BITS Pilani University etc. Keshav holds a degree in Mechanical Engineering and a Post Graduate Diploma in Human Resource Management. He can be contacted at connect@keshavsridhar.com.



Pythons, Anacondas And More...

BY KALPANA BANSAL

While job portals have made money on selling aggregate databases, the quality of the hiring process or the efficiency has not really changed.

Conversations with young graduates, who are entering the workforce at the moment, proves to be a real eye-opener. And the issues that seem to emerge follow certain common themes such as:

- 1) Job portals seem to "chew up" resumes
- 2) HR professionals are clueless about what they are doing
- 3) Job descriptions do not match the job role
- 4) Feedback on interviews is never provided
- 5) Candidates are made to wait hours for an interview
- 6) HR professionals are rude, inaccessible, and do not revert

Conversations with such bright, hopeful aspirants leaves one perplexed and appalled at the enormity of the problem. On the one hand, the HR professionals that one interacts with always seem to indicate that there is a huge talent vacuum. On the other, the young aspirants confess in no uncertain terms that they are available, hungry, and eager to contribute.

One then wonders as to what the issue is? The single common thread in each of these discussions is the multitude of job boards and portals that candidates as also the HR use to

“The single common thread is the multitude of job boards and portals that candidates as well as the HR use to source talent, and the utter ineffectiveness of the Applicant Tracking Systems.”

source talent, and the utter ineffectiveness of the Applicant Tracking Systems. Most HR professionals are inherently aware of the ineffectiveness of the recruiting mechanisms used by them, and the bad design and faulty execution of the job boards.

The resume sections of job portals or Applicant Tracking Systems often comprise of forms that are lengthy and user-unfriendly, with a lot of details in a restricted format. And these consume a lot of time and energy on the part of the candidate.

Job portals work on certain algorithms that are principally designed to bring in efficiencies of employer time. However, any analytics expert would tell you that the algorithms actually decipher the manner in which the resume is written and not the information it conveys. Josh Bersin, Principal, Bersin by Deloitte, says, "Most companies have thousands of resumes sitting in a database that they've never looked at." Statistically, 75 percent of applicant resumes are never seen by a real person. This is an insight that all HR resources need to bear in mind.

Inefficiencies in AI-based Candidate Databases

- Applicant Tracking Systems are incredibly time-consuming
- Any candidate would be able to report the relatively low success rate

of the online job application process. One in sixty applications elicits a response, and in all probability, even that does not get through to an interview.

- Applicant Tracking Systems are dehumanising. It is very difficult to push your experience, character, and special abilities through an online application.
- Applicant Tracking Systems are known to collect a lot of irrelevant information to make their databases more marketable. Job applicants are asked to share irrelevant and intrusive personal information like past salaries, and references' contact information on online applications.
- Most Applicant Tracking Systems do not generate an automated response to the applicant or a status tracker.
- Job Portals in fact delay the recruiting processes, rather than expediting them. In all probability, most quality applications go into the rejected or low priority folder as the applicants are free subscribers to job portals. Job portals are notorious for pushing paid profiles on the top of the pile.
- Online job applications are typically read by keyword-searching algorithms rather than human beings. However, every tech savvy job-seeker squeezes the keywords in, and therefore, the job portals are just as ineffective.

Many highly qualified candidates are rejected by such software because they fail to write their resume for the resume screening bots. This is a significant flaw in the design of such systems. Organisations continue to use these tracking programmes despite the flaws, because they supposedly make hiring easier for the hiring teams and recruiters. While the practice of electronically screening resumes initially saves time for busy HR executives, it also means that many highly qualified candidates are slipping through the cracks. A lot of time is again spent by the HR to find "suitable" talent, despite the volume of resumes in the software.

Understanding resume screening bots

It is important for candidates and HR teams to understand how resume



“Many highly qualified candidates are rejected by such software because they fail to write their resume for the resume screening bots. This is a significant flaw in the design of such systems.”

screening bots work. The software is designed to remove all formatting from the resume and scans for specifically recognised keywords and key phrases. After that, it applies a classification algorithm on the contents of your resume to place it into individual categories.

- Resumes with the highest scores relevant to the employer's specified keywords and phrases, combined with years of experience will be moved up for further review. Essentially, all language scanning software effectively re categorise or label encode the string or qualitative categorical data into numerical scores to be able to apply a classifier.
- Since the job portal bots are not human, they cannot do analogies and synonyms and search for exact keyword or phrase matches. All too often, a candidate who has the requisite experience is passed by as he might have used words other than what the algorithm is searching for. E.g. someone who writes "training" might be passed over by a keyword search for "management development" while the quality of experience might be the same.
- Sometimes, the bots might consider acronyms or the full phraseology it implies that candidates might be filtered out simply because they described the same certification in a different manner. This is a function of the algorithm that is used in Natural Language Processing.
- Since algorithms convert data into a numeric form, repetitive iteration of keywords in the resume actually moves the resume up a few notches in the value chain.
- Very creative out-of-the-box presentation of facts could result in the resume being nixed, as the algorithms are searching for specific patterns of words.
- Some search algorithms actually cannot decipher Sans Serif fonts, so Times New Roman could spell the death bed for the resumes. Fonts like Verdana or Tahoma are more likely to get through.

Time for HR to wake up

For the harried HR professional, this simply means that there are high



chances that five star and four star resumes delivered to the top of your inbox, the ones that you actually go through, might not be those that are highly suited for your organisation. This also means that relying exclusively on job portals to source cheap talent may not be really an effective talent strategy.

It is time to wake up and smell the coffee! While job portals have made money on selling aggregate databases, the quality of the hiring process or the efficiency has not really changed. If anything, potential talent has a poor perception of the organisation, and most talented youngsters are staying away from job boards and ATS mechanisms altogether.

We are probably headed back full circle to the good old days where whom you know mattered more than how efficiently you leveraged technology! Maybe its time to make a change in the way HR teams look at recruitment, and change the paradigm from saving their time to making it easier for potential talent? 

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.

Challenges of Leading Organizations in Times of Disruption

BY SHIVANI SINGH

We are going through a time of disruption that is fundamentally changing the way we live, work, and relate to one another. Digital interconnectedness throws in unknowns more rapidly than leaders can plan for. While leadership teams are discussing the way forward, the imminent arrival of new competitors, combined with environmental and operational risks, are stretching the boundaries of work. It's no longer just about leading with core skills, key products, best employees, loyal clients, known competitors, or the obvious business trends. Leading today requires much more than that!

The challenges of leading in times of disruption

Business renaissance

Organizations of the future look very different from those thriving today. Traditional hierarchies, demarcated roles, inflexible rules, and processes of earlier business models are all redundant in a dynamic, diversely interconnected, and unpredictable world. At the same time, everything that is done within and outside the company socially, culturally, economically, and politically has a snowball effect on how an organization is being impacted and shaped. It's no longer just about one leader, one organization, and one country.

Leading through classic approaches would throw businesses out of the race against new-age organizations.



The changing nature of work and the workforce

The changing nature of work, the new millennial workforce, and the future workforce demand new management and leadership principles. Leaders need to employ different skills to invoke and inspire the most creative contributions to changing work demands.

Leading in times of disruption needs leaders to think more like new-age consumers, new-age employees, and new-age creative disruptors!

Cultural renaissance

The changing nature of work, workforce, and consumers are challenging the norms of organizational culture. Leaders need to aggressively take note of redundant cultural behaviours, identify relevant social and work behaviours, and re-define and institutionalize new-age work behaviours based on new-age business models.

Your organization, products, and services, as well as the way your employees interact, work, and treat co-workers and customers, must all look and feel like an amalgam of your organization's cultural behaviour.

Leading the way forward

According to world-renowned economist Klaus Schwab, "...businesses will be more organized around distributed teams, remote workers, and dynamic collectives, with a continuous exchange of data and insights about the things and tasks being worked on."

This suggests that leading today requires one to mobilize and harness collective intelligence both within and outside the organization. We need to shift from a hierarchical thinking and working pattern to diverse and inclusive thinking, from a top-down work approach to a flat, networked, and collaborative way of working.

The question now is, are leaders, employees, teams, and organizations today vulnerable and humble enough to cede power to others? Are they willing enough to accommodate fresh thinking, distributed team perspective, and partner with other organizations that may be established or new-age competitors—small but disruptive?

What kind of skill-sets are required, and how can it be developed?

Based on my research and discussion with leaders from different organizations, listed below are some skills that today's leaders need to develop for effectively leading themselves and their organizations in disruptive times:

Networking skills

Disruptive business scenarios require leaders to harness contextual intelligence to anticipate new and hidden trends and connect the dots quickly. This compels leaders to be well networked and connected across traditional boundaries.

To achieve the above, leaders need to be more open, flexible, inclusive, and adaptive. They need to continuously integrate diverse opinions across different levels of their organizations, and also outside. It's critical that they develop genuine humility to cede ground to others and embed multi-stakeholder spirit in their own and their organization's way of working.

High emotional intelligence mindset

Disruptive times need leaders with a digital mindset, which requires them to be capable of establishing cross-functional collaboration and flattened work structures, as well as building a culture that breeds new ideas and creative associations.

Institutionalizing this within an organization is not an easy task and needs sheer grit, agility, high emotional intelligence, and lots of resilience. Leaders need to evaluate how they process and act on their thoughts and feelings and as a

result, how they relate to themselves and to one another.

Ability to inspire trust and engagement for a shared purpose

A critical piece of leading through disruption is fostering and managing multi-stakeholders and decision-makers to harness collective team intelligence. This makes it imperative for leaders to inspire different people and teams to work towards shared goals and give it their best by fostering vulnerability-based trust.

According to Patrick Lencioni, this trust element instils confidence within teams about each other's and the leader's intent – that when they are being pushed or tight-spotted for a task - it's the team's shared purpose that is being upheld. Leaders and teams together have to work in pursuit of a collective objective, and leaders need to role model through their actions to establish trust and harness collective team intelligence.

Ability to care for physical and mental “self”

As pressures, disruptors, and decision-makers mount, the need to keep fit and calm becomes essential. It's critical to align our thinking, feeling, and acting brain in a manner where every situation elicits constructive responses.

Identifying challenges, assimilating understandings, and responding appropriately to deal with situations, while also leading through it all requires leaders to be extremely yogic in managing their nervous system. A keen interest in mind, body, and soul alignment will be instrumental in withstanding disruptive pressures and making a way forward.

All of this is possible only when leaders take a daring look at their style of leading and recalibrate their way of work with what's contextually, emotionally, inspiration-wise, and mind-body-soul wise needed today. To develop a sound thinking, feeling, and acting self, they need to undergo a self-evaluation, self-leadership and physical-leadership development



journey apart from developing agile strategic acumen.

Clearly, the challenges of leading through disruptive times are many. However, the eventual course that any organization will take completely depends upon the ability of its leaders to shape their organization's way of thinking and working so that all of it together creates an empowering future for the organization and its people. 

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About the Author

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Not So Inclusive!

Based on an NGO located in Delhi, this case is about how a founder-led culture may consciously or unconsciously turn into a toxic work culture, if not dealt with at the inception stage. Often, start-ups are built on a culture derived out of its founding team members, and hence, apart from their revenue and growth orientation, the founders should not overlook the foundational values of the organisation they intend to create.

BY MRINMOY MAJUMDER

Roshni came rushing out of her office just to stare at the office hoarding that read Inclusive Action India (IAI). She could barely feel the tears that were dripping out of her eyes. After heading back to her office desk, she could only gather that work cultures are nothing but ruthless. Since IAI had hardly been known for its practices in work culture, she could only look back at the last 34 months that she had spent at this non-profit organisation.

Inclusive Action was formed in 2011 at a reputed CSR-led incubation centre. It was a promising social start-up that focused on inclusiveness and grassroots mobilisation by way of

accessible health intervention and gender equality. After the initial pilot at the incubation centre, the start-up set up its first registered office in Munirka in South Delhi. The founders chose Delhi since it was considered to be the hub of development organisations in India due to its power lobbies and access to the Ministers.

Until 2019, IAI had done credible work across Central and North India, working closely with the state bureaucrats and health professionals. Their work received appreciation from several national and international platforms, and enhanced donor revenues by millions within a few years of its establishment. This became the talk

of the town within the non profit corridors of Delhi, where even the established ones were struggling for funds and projects. With the number of projects increasing, IAI needed to scale its operations, which required that they recruit more professionals.

IAI was started by two college friends Nandini and Dharmesh who hailed from Uttarakhand, and had studied agricultural science together, before they decided to start something on their own in the social sector. Since her childhood, Nandini would keenly observe her mother who worked in a self-help group in the hills of Kumaon. Her mother had a trait of engaging with her fellow group members and

community, and helped in developing sustainable local practices towards the environment. Nandini, after her failed attempts in the administrative services exam, came to her native place where she met her old college friend Dharmesh, who was then interning with an international organisation headquartered in Washington DC. He was assisting a group of researchers on health with data management in the villages of Bihar. He shared his work with Nandini, who was intrigued by the nature of work in the social sector, while reflecting on her upbringing and her mother's work. She immediately thought of applying for jobs in the social sector. Soon, she landed up with the role of a junior analyst in a small NGO in South Extension in Delhi. Nandini soon teamed up with Dharmesh to develop an impact plan for an impact-plan competition on health. They managed to secure the winning position, which resulted in getting them mentored for two years at In Cub Social LLP. Within the first two years, they called on other co-founding team members, initially from their friends' circle, who were passionate about social change.

In 2013, they embarked on creating a formal organisation with dedicated teams with the idea of international expansion to countries in Africa and Southeast Asia. With that agenda, they selected a good number of new talent from some reputed colleges in Delhi and international universities who wanted to work for the social sector. Roshni was one such talent who joined IAI soon after completing her Master's in Economics from a prestigious college in Delhi. While in college, she actively wrote pieces on health and gender for the college blog and had volunteered for community work on several occasions.

Roshni was part of a team led by Swapnil, who was heading multiple state projects on reproductive health and family. In one such field immersion, Roshni,

while travelling with the research team, overheard a conversation about how unrelenting Nandini (then the COO) is in terms of adhering to deadlines and work culture, and that she does not think twice before reprimanding someone in the presence of the entire team. Roshni also overheard several instances when many shed tears in the office lawn outside the main entrance, due to the Nandini's ruthless summoning.

After finishing their assignment in Madhya Pradesh, the entire research team got back to their Delhi office. It was the standard operating procedure that the final draft report be placed in the COO's office within two weeks. However, the Madhya Pradesh report was delayed by a week, and since the COO was travelling, no follow-up came from her office. It was only when the Health Secretary called Nandini for the status of the project that she learnt that the draft report is yet to be submitted. She summoned Swapnil who was heading the project, and was informed that the delay was owing to the fact that the team was unable to get him to review the copies of the rough draft since he was on leave. She gave Swapnil a piece of her mind and warned him of strict action to the extent of showing him the door if the final report is not submitted within four days. Swapnil was completely embarrassed by this that he almost lost his face in front of his team members including interns. He rushed out in tears just to encounter Roshni who had gone out to meet new potential project partners. On seeing Roshni, he could not help but hide away due to sheer embarrassment, as it would be awkward to see your boss cry in front of you. Within a couple of months, Swapnil resigned from his post citing a better job opportunity for an international NGO headquartered in IHC.

Roshni was appointed as the interim team lead before they could recruit someone externally. Since



she was considered senior in the team due to her presence in the project, she became the go-to-person for almost everything related to the state projects. These activities doubled up her workload, and she found it hard to multi task across activities, and she repeatedly told Nandini to appoint a team lead, and put her on a new project. However, Nandini, seemingly unperturbed by her request, always demanded high-quality work for which Roshni was apparently untrained. Once, during a meeting with the project partner, Roshni flawlessly engaged with the partner, and this somehow rattled Nandini who found her demeanour to be informal. On the next day, she casually told Roshni to learn some basic work etiquettes to present herself formally during the partner meeting. Roshni, being a vocal and active professional, did not take the summons lightly, and in a rather polite way gave a fitting reply to Nandini, making her furious. She fumingly told Roshni to 'fall in line' to which Roshni reverted with silence and immediately went out with her eyes moist. The next day, she left the office sending a 'letter of resignation' copying it to the COO and everyone else. Many replied back to her as a matter of courtesy, but Nandini did not. **HC**

About the Author

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This case is based on a personal experience, and the names are disguised to respect the privacy. This case is not written to present a right or wrong decision taken by an individual/organisation.

Analysis By Ravi Mishra

Though the issue revolves around Nandini, the founder of InclusiveAction India (IAI), and her approach and values, it would be interesting to see how Swapnil and Roshni would have dealt with Nandini if she were to be the Manager instead. Values are always driven by people who are placed at the pinnacle of the organisational pyramid. Sometimes, as a human being, the people sitting at the top either fail to understand the value proposition to drive the organisation with people engagement, or find it difficult and push employees to execute their dictates with coercion in the line of action. Theory X is hardly relevant in the long term today, and Nandini should develop belief in the power of Pull. There is a possibility that Nandini's obsession with accomplishing her goals might have led to the present situation. This is a blind spot for her since what she has embraced as her passion is in the real sense turning out to be a strong source of negative emotion among people. Instead of creating a positive work environment, she has created a negative vibe.

Nandini is a tough task master and a person of values, and she wants to inculcate a culture of commitment in terms of delivery and execution. There are many people who are very strict with their

children or with their spouses at home, but it is looked at differently. Why should Swapnil or Roshni not come forward and explore some options, tools, or methods such as a critical conversation to engage with Nandini to influence her behaviour, and change her approach to deal with employees with positivity? I believe skip or escape is the easiest solution by putting one's papers, rather than trying to fix the problem with positive intervention and contribution. There are many examples when such toxic leaders are changed completely when they understand the drivers of a sustainable organisation, wherein employees are one of the important clusters.

Today, there is a big shift among business leaders to focus on stakeholders as against shareholders. We need to understand the difference between a manager who would constantly bully their team members and a tough task master, and Nandini falls in this category. This is the prime reason to believe that she can be influenced to change. The challenge, however, is who will bell the cat? As a professional and smart manager, we should find the solution to the problem in a holistic way. One firmly believes that people like Nandini, who are very sharp, grasp such messages quickly when it is



presented to them in the right environment and at the right time.

It is one's belief in professional life that we do not work for an individual (manager), but with him and along with the other team members for the organisation, which in the real sense, is owned by various stakeholders. And that makes a huge difference of ownership and connects each and every employee with the purpose, mission, and vision of the organisation. **HC**

About the Author

Ravi Mishra is Head - Global HR Initiative, Birla Carbon. He had been associated with diversified organisations such as Nicholas Piramal, Mardia Group of Industries, Aditya Birla Chemicals, and UltraTech Cement in the past. He has good exposure of working in a cross-cultural environment with capabilities of building teams and getting the best out of it with maturity of understanding business perspectives, linkages and strategic orientation in actions with regard to people management.

Takeaways

- Values are always driven by a top down approach
- To run away by putting the papers may be an easy way out, but is not the best option all the time
- Take the ownership to work for organisation, not an individual

Analysis By Shweta Kumar

The trade-offs involved in building a culture that focusses on getting the work done versus caring for people, poses a fundamental paradox for leaders. The rapid success that IAI has achieved is a testament to the passion and hard work of Nandini, Dharmesh, and the founding team. However, like many founders, Nandini seems to have fallen into the classic trap of "I-know-best-leadership-style." Nandini's disproportionate reaction to the delay in submission of the report by Swapnil and her treatment of Roshni, is what is referred to as "Leadership dysfunctionalities."

Understanding leadership dysfunctionalities

1) All of us have a sun and a shadow. The sun or the bright side is our best self; a constellation of our strengths and a set of behaviours that we reveal when we are feeling confident. It is what we do best. The dark side or the shadow is usually a repressed part of our self. It is a set of anxieties and fears around our self-image that we all carry, but do not necessarily reveal and are sometimes totally unaware of. However, if one of our anxieties gets triggered, it usually evokes a set of behaviours which can be derailing. Like many leaders, Nandini may be carrying the fear of failure (which got evoked when she got a call that the report was not ready) or the fear of being rejected (when she saw Roshni being probably more effective than herself).

2) Often, our dark side is a "blind spot" - which we do not know, and often do not want to know about. But others see them and suffer them. However, organisations tend to focus primarily on performance in metrics along the line of growth,

revenues, profits etc. and turn a blind eye to unacceptable behaviour. Unless someone points out to Nandini that the impact of her behaviour with the employees is harming IAI's culture, Nandini may not even realise the impact of her behaviour.

3) Nothing is more central to the way we are than the manner in which we regulate and express emotions. Emotions colour experiences with positive and negative associations, guide our choices, and powerfully dictate how we deal with the world. Often, leaders who are under a lot of performance stress, end up with poor emotion-regulating mechanisms, because they are deeply caught up in their drive for success.

So, what can organisations do about such situations? The key is to ensure that the team members feel inspired by their leaders' drive to succeed and not be burdened by it. In our work, we find the following strategies seem to have some impact.

1. Diagnose: Helping leaders like Nandini to diagnose their anxieties. This can be done through traditional feedback mechanisms (such as 360 assessments), but also introspective and intra-personal exercises (led by a facilitator or coach).

2. Develop: Once the core patterns of anxiety, fears, and irrational beliefs are identified, working with a coach who can help the leaders to become aware and create coping mechanisms can help. These mechanisms will not fundamentally change the emotional infrastructure of the leaders, but this process helps them to manage their emotions better and not become subject to them.

3. De-risk: In some cases, coaching may not help. In such situations, we can de risk the next level of



leadership and culture, by creating succession plans, or structure roles in a way that can help leaders to play to their strengths, rather than have them perform a role in which they are likely to fail.

IAI can do this by having Nandini work on the core strategy and growth plans of the organisation, and hire a COO with robust people management skills to manage the people and operations side. **HC**

About the Author

Shweta Kumar is the CEO of OD Alternatives and has worked extensively with clients and companies in multiple regions and industries in the areas of organisational transformation, team capability enhancement, leadership development and culture change. In her experience of more than 20 years, she has worked with organisations such as Naspers, Honeywell, Motorola and Intel - in addition to her consulting assignments. She holds a Masters in HRM from TISS and is currently pursuing her Masters in Management of Change from INSEAD.

Analysis By Kalpana Bansal



Human beings love stories. We identify ourselves with the protagonists and pin down the villains. However, not everything is always black and white, and a balanced perspective helps to look at issues differently. One came across an article that said people expect leaders to behave like Netflix - be there 24x7, dish up what they want, and expect them to 'say the right things at the right time and to the right degree!' However, one needs to put oneself in the shoes of Nandini as well as Roshni while discussing the issue threadbare.

Social impact ventures always face the challenge of driving performance, and tough leaders like Nandini, who drive an unrelenting work culture in a social sector enterprise, are often viewed negatively by employees. Such unrelenting focus would have been commended in the corporate sector. Gender is another attribute, employees accept an aggressive male boss, but label women bosses who drive the same deadlines as "aggressive" and "evil." There is also a general perception about social sector employment being a "laid back" job, and does not really demand target performance. Recently, an NGO where one consults indicated how pushing for performance against targets had led to employee exits.

I feel the agony of Nandini as she watches her business going through such transitions, while having Roshni stealing a march over her. I also feel the hurt of Roshni, who feels that she did not have a fair deal. I miss the voice of Dharmesh who co-founded the organisation.

There is an unreal expectation that leaders remain unchanged over time, through organisational growth,

and maintain the same demeanour or deportment. Change happens at multiple levels across time. And individuals in their personal and professional capacities, as well as organisations and the environments themselves are undergoing changes. One cannot expect leaders like Nandini to maintain the same response over a period of time.

Organisations need to make peace with the notion of employee departure. Incidents prompt departures due to expectation mismatches and ego clashes, and departures might not be always bad. In my view, Swapnil's departure could probably be the perfect instance to set the tone for driving a performance-driven culture. Roshni's departure is another matter, and could probably have ended differently. But are we in danger of attributing too much to Roshni? What are her stakes in a business where she is an employee?

Entrepreneurs such as Nandini, who miss out on some opportunities, and are pursuing something with passion, often go through a lot of inner turmoil that may not be visible on the surface. As human beings, we come with our frailties and encompass a spectrum of behaviour - some more appropriate, some less appropriate. External stressors cause people to react, and inherent insecurities may surface like the situation of Nandini's behaviour with Roshni. One can be empathetic and fascinated about the play between two women. And experience shows that greater insecurities emerge in situations between like genders, especially amongst women.

We tend to be forgiving of employees, but unforgiving of leaders. Situations like these call for human evaluation of individuals and

expectations, and a re-alignment through communication of organisation expectations regarding performance, re positioning of roles, addressing human vulnerabilities, and providing room for authenticity. Social impact businesses deal with the conundrum of driving performance, while they are seen as 'being humane', and somehow, the right way of aligning performance with 'being humane' remains unknown. **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.

Want to Future-Proof Your Business? Help Your Colleagues With Their Commute!

BY HARSH LAMBAH

Professionals don't want to commute anymore, and it's hardly a surprise. Commuting has been a sore topic for decades, but many accepted it as the only way to land the best jobs with the best companies.

This, however, no longer holds true. Workers are now voting with their feet - more than eight in ten people won't take a job that doesn't offer flexible working, according to IWG's Global Workplace Survey.

The survey represents the views of 15,000 businesses and professionals from 80 different countries. It aims to understand current attitudes to commuting; the impact it has on people's lives and how individuals and in some cases, their employers are dealing with it.

The results revealed an unhappy bunch of people, with almost half (40%) saying that commuting is the worst part of their day. One in five (22%) say they are 'regularly late' for work due to travel disruptions. This experience is also impacting on their broader life decisions. For example, a quarter (25%) of those surveyed said they would prefer to live in another area, but don't move because it would increase their commute time.

Fortunately, commute-free and commute-light flexible working options are becoming

far more commonplace with three-quarters (75%) of people saying that businesses in their sector are offering flexible working options to reduce commute times. In fact, 40% of people questioned believe that by 2030, the daily commute will be a thing of the past.

For companies that can't do away with the commute completely, it's important to listen to their employees and look for ways to ease the burden that commuting puts on them.

Almost half (48%) of workers spend their commute working, and as a result, nearly half (42%) think that official working hours should include time spent on their journey, as this does not constitute free time in their day. They are asking for commuting hours to be incorporated into their work contracts.

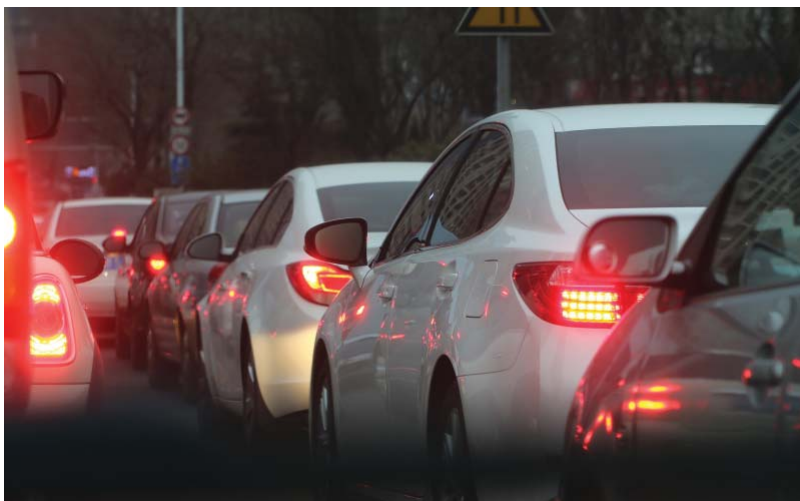
Not only is commuting a drain on time and energy, but it's an expensive business. While some companies offer season ticket loans as part of their benefits package, over half of respondents (51%) want businesses to subsidise the cost of commuting.

A flexible workplace policy can be difficult to implement if there are strong cultural barriers against it. However, if employers want to attract and retain the best talent, they need to look for ways around this. IWG's research showed that over half of respondents prioritise the choice of work location to working for a prestigious company.

Given that people are a company's greatest asset, failing to address employees' needs won't only impact recruitment and retention, but could, in turn, hit the bottom line. There's no question that the most talented individuals will make their way to companies more willing to offer their staff flexibility, so it's time to ensure yours is among them. 

About the Author

Harsh Lambah is Country Manager-India, IWG Plc.





Art of HR Consulting: 10 Skills That Matter

BY DR SANDEEP K KRISHNAN

Globally, the HR consulting market is estimated to be more than USD 30 billion. It is spread over various segments of consulting like HR Strategy, compensation & benefits, organizational development and change, talent management, HR analytics, HR technology, learning & leadership development, etc. Such a vast market is served by established consulting firms, boutique firms that focus on specific areas, management institutions /B-schools, and individual consultants who have one or two areas of expertise to offer.

I have worked with two major HR consulting firms - EY and People Business. The top 10 skills for HR consulting are based on my experience working as a consultant with more than 70 organizations and best practices in consulting.\

#1: Problem Solving

Clients articulate their problems in many ways, such as:

- a) Our employees are not happy with the performance management system.

- b) Management would like to have a better performance culture in the firm.
- c) Employee attrition is very high. We need to sort this out.
- d) We are not able to attract the right talent.
- e) We need to make our salary structure more tax-friendly.
- f) We need to have a succession plan in place.
- g) We need to digitize our HR practices.

Here, the consultant's skill is to have a solution approach that aligns with the problem at hand. For example, if it is an issue of attracting the right talent, an employer branding solution might help. The consultant must also have to explain his approach's rationale. This brings us to the next skill.

#2: Knowledge Application

While having rich functional knowledge is imperative, the skills lie in its application to the solution. For example, while the consultant would have read or understood about employer branding, the ability

to enumerate the various steps with case studies will be an important step to convince the client about the solution offered. Often, the client will also ask if a similar solution worked with any other clients.

#3: Adept Educator

While it's important to put up the right solution, it's also essential to understand that clients have their own perceptions, biases, and even their own opinion about a solution. A consultant's skill is to educate the client about the optimum solution, which may involve multiple steps, and might also require a particular specific timeframe for completion. A good consultant should be able to blend the clients' interests and an optimum solution. Growing in consulting ability to educate the client and making them think beyond their biases is a great strength.

#4: Facilitation

Many times, a consultant works with a group of stakeholders at the client site. This requires the

facilitation of group discussions, workshops, training the client groups, etc. Definite ability to communicate, understand group dynamics, and facilitate learning, along with the confidence to deliver are skills that hugely benefit HR consultants.

5: Leading Teams

Consulting is hectic, and your team is your biggest support. As their coach and competent leader, you must engage them and keep them on a path of excellence and learning. It is important to understand and leverage each team member's strength. While one team member may be an excellent conceptualizer, another may be good at delivery, and yet another may possess good facilitation skills. Some members may have

institute networks that matter. It is crucial to note that any relationship should be founded on a win-win proposition. Effectively spending time on professional networking forums or events also helps. The key to success is developing relationships that are for the long term - any business is just incidental.

7: Learning Agility

Industries and firms are growing at a rapid pace, so is the HR profession. New methods and practices are getting introduced, and clients expect their consultants to be aware of these. A good consultant is always seeking opportunities to learn and apply various emerging aspects that are happening in the field. You need to not only be research-oriented but



show business results. Simply put, a well-implemented pragmatic solution is far better than an ideal solution on the shelf.

#9: Managing Oneself

As a consultant, you're expected to travel quite a bit, work simultaneously with multiple clients, research, guide the team, and make high-stakes presentations. Good consultants should be able to manage their time and also prioritize and organize themselves well.

#10: Sales Skills

All said and done, you are selling your ideas, knowledge, and solutions. Therefore, it is important that you establish your credibility as somebody who can add value. The ability to strike a conversation with the client as an equal is critical in selling solutions. In my experience, consulting sales is about knowledge-sharing and a lot of patience. 



commendable project management skills, while others might excel in solution sales. You will see that oftentimes, not more than two to three skills are found in a single consultant.

#6: Networking and Influencing

Building a network is an essential aspect of success as you grow in the consulting profession. Establishing a credible proposition to the network is indispensable. A consultant needs to prove himself/herself as a thought leader who can

also learn constantly about different industries, businesses, organizational contexts, and new solutions. There are no readymade solutions in many cases.

#8: Pragmatic Solutions

Irrespective of the many concepts and tools that are trending, a consultant should provide a solution that actually meets the client's needs. One needs skills to customize solutions and also only deliver what makes sense to the client. Create solutions that will solve the customer's issues and

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Rising to the Corporate Learning Challenge



BY ANKITA SHARMA

“In a time of drastic change, it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists” – Eric Hoffer

According to the World Economic Forum, the half-life of a job skill has decreased from thirty years to an average of just six years - and this downward trend will continue. NASSCOM suggests that nearly 40 per cent of India's total workforce has to be reskilled over the next five years to cope with emerging technologies. In times of rapid technological changes, 'learning' is not a phase but a way of life at work.

While disruptions have become the norm, L&D innovations are about preparing future-ready professionals who can adapt to constantly changing business priorities and industry sentiments. Learning solutions must be aimed at developing an agile work mindset. Hence, there is a need to depart from the 'one-size-fits-all' attitude and move towards a learning approach that is seamless, holistic, context-driven and customized.

A new-age learning startup, Enparadigm, seeks to leverage tech innovations, combined with the 'human element' to deliver learning solutions that are context-specific, customized for organizations, and personalized for individual employees.

“It is important to go beyond creating a solution for mere accessibility of information for learners, and focus on the goal of the organization as well as the individual needs of learners,”

says John Cherian, Co-founder and Executive Director of Enparadigm.

Enparadigm came into existence on the IIM Ahmedabad campus in 2010 to help organizations step away from the traditional tick-in-

the-box training and embrace learning that is engaging, relevant, and effective. It sought to achieve this by bringing together ground insights, doing thorough background consultations, and leveraging technology-driven solutions, including simulations and mobile platforms.

Today, Enparadigm is recognized amongst fastest-growing tech companies as part of Deloitte's Technology Fast 500 APAC program and has been selected by CIO Review India as one of the 20 most promising eLearning & gamification solution providers.

A hybrid approach to learning

One of the most important factors that affect the implementation of any learning initiative is the degree to which learning partners understand learners' motivations. Without employee buy-in on the importance and relevance of the learning

program, even the best-laid plan is doomed. The questions of "why learn this?" and "what purpose does it serve?" are worth repeating until the answers become crystal-clear.

Enparadigm tackles this problem by using the 'REI™' (Relevance, Engagement, Impact) approach to maximize 'ROI'. They've created a hybrid model that first uses the human element to understand business challenges and learner motivations. Subsequently, advanced technologies are leveraged to design customized learning programs, be it immersive simulations or the bite-sized content delivered through mobile platforms, that create the 'aha!' experiences.

Bottom line: Technology alone is not a panacea to all the L&D challenges. The human aspect of the human-machine partnership is crucial.

Learning in real-time for real-world solutions

The 70-20-10 model for L&D holds that 70 percent of learning at work is experience-based, 20 percent derives from interactions with fellow employees and merely 10 percent is the result of formal training. Since experiential learning is the way to go, simulations that emulate real-time business environments are best suited for corporate learning. Moreover, simulations can engage 'passive-learners' and convert them to 'active-participants' by making them the decision-makers in a safe virtual environment. Perhaps the greatest advantage of simulations is that participants get to understand the impact of their decisions in a risk-free environment, and in a time-bound manner.

Enparadigm facilitates active learning by creating simulation-based learning interventions that can make an impact in the 'here and now'. Through a combination of context-specific business and behavioural simulations, Enparadigm has worked across industry sectors to help drive growth and leadership across functions and roles; and implement learning solutions for varied

corporate competencies like strategy alignment, cross-functional decision making, business acumen, etc.

Wading through the noise with bite-sized content

According to LinkedIn's Workplace Learning report 2019, finding time to learn at work is the biggest barrier to talent development. Today, people are overwhelmed with content. Given the digital information bombardment in work environments, employees feel jaded by the information overload (an enormous amount of accessible information) and noise (relevant information getting crowded out by irrelevant information).

Technology now allows for creating bite-sized immersive content that can spark high levels of engagement, understanding, and retention. Organizations that are ahead of the game are looking for

paradigm-changing ways to drive scalable learning interventions - through games and role-plays.

Enparadigm offers a suite of highly specialized mobile products to help businesses bolster their L&D programs - 'Smart Skill' for mobile-first micro-learning, 'Smart Sustain' for post-program learning retention (typically deployed after any learning engagement like a webinar, workshop, etc.), and 'Smart Launch' - an exciting induction platform.

Learning as a journey

In the increasingly VUCA world, building a learning culture is not just a nice-to-have adjunct but a must-have necessity. A holistic learning strategy today is as much about roping in the available tech arsenal as it is about leveraging the necessary human touch to ensure sustained intervention.

“Enparadigm approaches the design and delivery process in three phases:

EMBED primary learning: Use technology and AI-driven platforms to internalize concepts better.

SUSTAIN and nurture learning with valid exemplifiers over time: Use a mobile-first approach to enable post-program learning sustenance, such as spaced repetition and addictive game-based modules that improve recall, probability of implementation, and therefore, business impact.

MEASURE the business and behavioural impact of the programs: Make an ROI case for L&D by evaluating the traction on predefined metrics and providing a clear view of the program's effectiveness.”

Most organizations never know how much of the training has been absorbed and if the efforts have moved the needle on talent development. An integrated learning approach can help businesses pursue learning beyond a one-off event.

Enparadigm's focus today is on delivering integrated programs that align with the organization's

objectives over a 6-18 months period to provide an all-encompassing view and measurable business impact. They believe that going into the future, the organizations that will make the most meaningful changes to L&D approach will be the ones that envision learning as a journey. 

<https://www.enparadigm.com>.



How to Fight Unconscious Bias at Workplace

BY DEEPTI SHETH

“When I look at a person, I see a person - not a rank, not a class, not a title.” – Criss Jami, Killosophy

From preconceived notions that women cannot work at full capacity after having a child to prejudices that engineers and all tech-related job roles need to be occupied by men, and to believing that typically nurturing roles must be occupied by women, workplace bias is an unnecessary reality that has existed in organisations from times immemorial. While most

employees would not claim to have these types of thoughts, many unconscious biases are ingrained in us all. Biases are an integral part of human nature. When it comes to the workplace, there are two types of biases - conscious and unconscious.

Conscious biases are prejudices we are aware of, and can actively work towards overcoming. In contrast, unconscious biases are the

social stereotypes one forms about certain groups of people based on previous interactions with them, or from hearing other peoples' random talk about them. Influences that impact these unconscious biases include one's background, upbringing, experiences, and environmental conditions.

A few types of biases that one finds in the workplace include:

Affinity Bias

One shows a preference for people displaying the same characteristics as them.

Attribution Bias

One refuses to understand the factors that people might experience, especially when they haven't experienced the same.

Beauty Bias

One forms their opinion based on looks.

Confirmation Bias

One refuses to acknowledge factors that do not match the initial impressions of that person.

Conformity Bias

One takes cues from others to voice their opinion, rather than exercise their own judgment.

Gender Bias

One makes decisions based on the gender of the other person due to preconceived notions.

Halo and Horns Bias

One thinks very highly of another person and thus refuses to think negatively of them. Horns bias is the exact opposite of Halo Bias.

At the workplace, these biases can become toxic, leading to a negative impact on acquiring new talent and performance at work. These could create a hostile work environment and lower productivity and employee morale. Some of the ways these biases can and must be weeded out from the workplace are:

Write Gender-Neutral Job Ads and Policies

The process of eliminating workplace biases needs to begin right from the start of the hiring process. One may not realise it (due to decades of unknown conditioning), but often when job

roles are described, they hint at gender biases. One example of this is someone putting out a hiring notice for a sales "man". It is important to double-check and make sure no bias leaks through into the hiring advertisements or even in the company policies, SOPs, etc.

Focus on Blind Recruitment Processes

One should remove elements from candidates' profiles that may influence the hiring decision - such as name, age, location, name of alma matter, etc. The recruitment process must depend solely on the skillset required for the position. Removal of such information from applications helps interviewers make objective decisions based on the assessment of relevant skills and experiences.

Widen the Work Circle

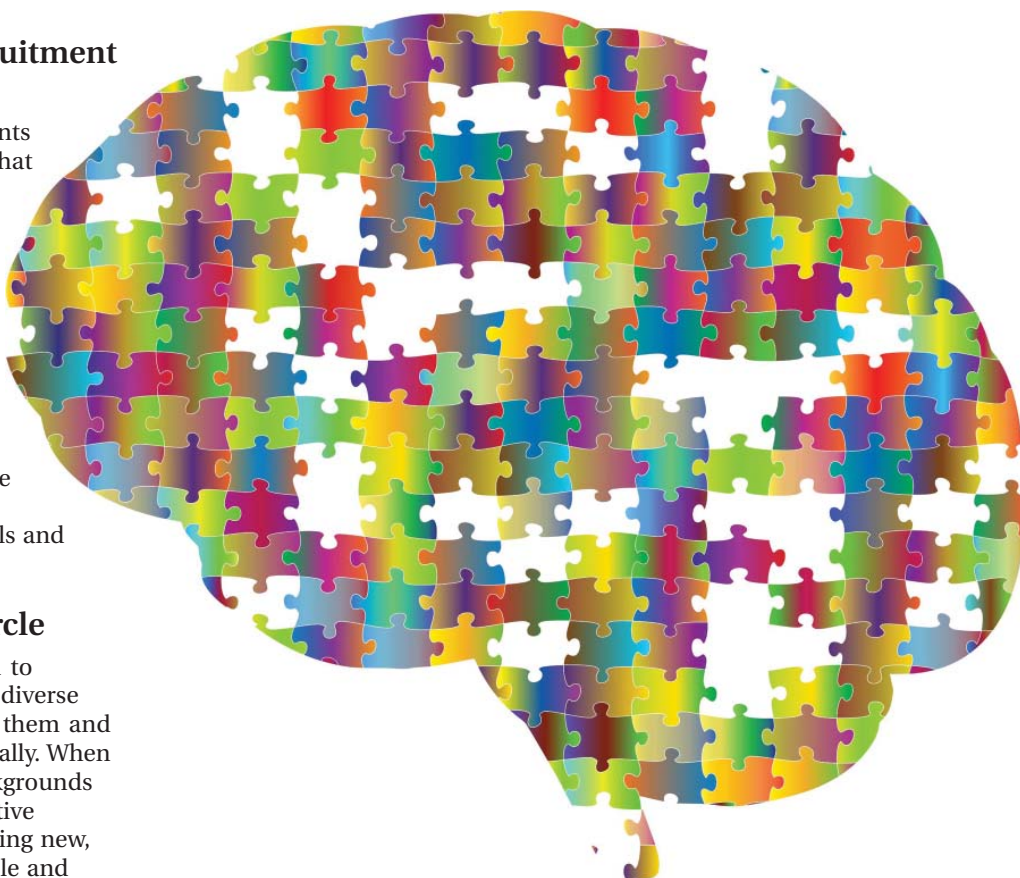
The best way for a person to understand the value of a diverse workforce is to work with them and get to know them individually. When people from different backgrounds work together, their collective diverse experiences can bring new, innovative ideas to the table and produce better results. Experiencing this first-hand will help adoption of inclusion and diversity without bias in the workplace.

Invest in Elective Training

Regular training can help organisations combat unconscious bias systematically and effectively. While investing in diversity training is important, it becomes truly effective when they are conducted on a voluntary basis. Voluntary participation works because the training participants think themselves to be pro-diversity and actively champion the cause within the organisation to influence others and reduce the effects of unconscious bias.

Increase Exposure to Biases

With trainings and seminars, many organisations believe that they are doing enough to curb this unpleasant reality, but often, subtle biases slip under the radar. The management needs to send out clear messages at frequent intervals about the organisation's intentions



regarding the value of a diverse workforce. This can be done by flipping the conversation to include positive words and images about the people one might have stereotypical thoughts about and using non-biased language in all internal documents, job descriptions, and other management practices. Reiterating these practices will bring clarity about the organisation's stance on workplace biases and reduce confusions that can create openings for biases to emerge.

Encourage Others to Speak Up

The most crucial point of all, workplace bias would never have been realised and brought to attention if not for those who spoke up against it. It is vital to maintain an open environment where people can bring up and address issues related to the bias they have noticed or experienced. This can help build a community of supporters that will strengthen relations between leaders of all genders and help create teams that are committed to speaking up,

collaborating and effecting lasting change.

“Diversity is about headcount. Inclusion is about making those heads count.” – Britta Wilson, Pixar

Get comfortable with getting uncomfortable and address unconscious biases head-on. 

About the Author

Deepti Sheth has varied experience of over 14 years in the HR domain. She is currently the Vice President & Head- HR at SOTC Travel Limited. Prior to Thomas Cook Group, Deepti was associated with companies like Edelweiss Financial Services, and ASK Investment Holdings Pvt Ltd. Before her stint in financial services, she was with Avenues India Pvt Ltd. Her areas of interest are Employee Engagement, Policies & Processes, People Development, and Diversity & Inclusion. An avid reader, Deepti loves to travel and meet people. Her hobbies include painting as well.

Code On Wages, 2019 - Boon Or Bane?



BY K V SINGH AND NACHIKETA GOYAL

The multiplicity of labour legislations in India has made way for complexities in terms of compliance for employers. Often, this results in lapses, depriving employees their due benefits under these legislations. Keeping this in view, lawmakers felt that there was a pressing need to resolve issues such as wages, bonus, timely payment of wages and minimum wages. The Code on Wages, 2019 ("Code") is a legislation that intends to resolve issues faced by the employer as well as the employee.

The Code was introduced in the Lok Sabha on July 23, 2019, by the Ministry of Labour and Employment. It was thereafter passed by both Houses of Parliament, and the Presidential assent was granted on August 8, 2019. However, the enforcement of the Code is yet to be notified. The Code intends to consolidate, amend, and replace four central labour legislations viz.

(a) The Payment of Bonus Act, 1965 ("PBA")

(b) The Payment of Wages Act, 1936 ("PWA")

(c) The Minimum Wages Act, 1948 ("MWA")

(d) The Equal Remuneration Act, 1976 ("ERA")

The ambit of the Code

A significant number of employees were not covered under the previous labour legislations since they were required to fulfil certain eligibility criteria for making the legislations applicable. E.g. PWA was applicable to factories and other limited industrial establishments, while MWA was applicable only to employees mentioned in the schedule to the Act. Under MWA, minimum wages were determined on the basis of numerous factors varying from the level of skill set to the type of employment. Under Section 6(6) of the Code, the appropriate government will primarily take into account the skill set and/or geographical area to determine the applicability of

minimum wages. The criteria of eligibility on the basis of the type of employment has been done away with, thereby taking into ambit all employees including people performing skilled, semi skilled, unskilled, manual, operational, supervisory, managerial, administrative, technical, or clerical work. Further, the appropriate government can determine minimum wage on the basis of the arduousness or the hazard involved in the occupation.

Wages

The definition of 'wage' is a crucial aspect for the purpose of compliance with respect to the provisions of labour welfare such as provident fund, gratuity, and bonus. However, there was a difference in the definition of wage in PWA, MWA and PBA, which made compliances and calculation of wage a complex task. In contrast to the aforesaid legislations, the Code provides a uniform definition of wage, thereby

simplifying compliances and removing any ambiguity that may have arisen under the said legislations.

Furthermore, the previous legislations did not take into account various allowances and components under the definition of wage. Therefore, in order to maintain flexibility and evade obligations on their part, they were at times mis-utilised by employers by providing a part of remuneration under the garb of incentives/allowances. The aforesaid situation is tackled by Section 2(y) of the Code by way of making a provision that payments made to employees under certain heads (allowances, incentives except bonus) exceeding 50% of the amount payable as wages will be considered as an employee's remuneration. In such a scenario, the bonus will be calculated on the basis of the aforementioned remuneration. Therefore, the Code aims to remove any scope of malpractices viz. compliance of labour welfare legislations.

The time limit for payment of wages under the previous legislations was 10 days from the date of expiry of wage period. As per section 17 of the Code, the aforesaid time limit has been revised from 10 days to 2 days from the date of expiry of wage period, thereby ensuring timely payments to employees. Further, the provisions for timely payment have been made applicable to employees who voluntarily resign. There was a similar provision under the PWA mentioning timely payments for retrenched employees. However, the same did not take into account employees who tendered their resignation voluntarily. Therefore, the Code aims to provide timely remuneration to employees rendering voluntary resignation and saves them possible harassment by former employers.

With respect to bonus, the Code provides for the employer to distribute a part of the gross profits amongst the employees. This will be distributed in proportion to the annual wages of the employee. With respect to the payment of overtime, Section 14 of the Code consolidates the applicable overtime specifying

that the same shall not be less than double the normal rate of wages.

Floor Wages

The Code introduces a new concept of floor wages. Floor wages will be determined by the Central Government, taking into consideration the minimum living standards of the employee. As per the aforesaid concept, the minimum rates of wages fixed by the State Government cannot be less than the floor wages fixed by the Central Government.

Compliances

The previous labour legislations provided for numerous compliances including maintenance of multiple registers under PBA, PWA, and MWA. The Code aims to consolidate the same by providing a single register. This will further help in simplifying compliances for employers and reduce the complexities faced by them.

Sections 54 and 56 of the Code provide for significantly enhanced costs (as compared to previous labour legislations) for non-compliance and provides for conviction in cases of repeated violations. There is also a provision for compounding offences under the Code any time before or after the initiation of prosecution, which was rarely present in the earlier labour legislations to ensure employers striving for compliance are not penalised.

Considering the fact that there are around 45 Central and 100 State laws focusing on various aspects of labour and employment, one can find it difficult to comply with the same. Attributable to multiplicity and complexity of the labour legislations, employers at times are not fully compliant with the provisions of the labour legislations. Thus, the Code not only emphasises on protecting the rights of the employees, but also provides for ease of doing business for the employers. The consolidation of labour laws is a welcome step, as the Code might impact around 500 million workers across India. 



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I am an HR manager with a Delhi-based multinational company. Our Company provides various allowances regularly to our employees. Are these allowances required to be included for the purpose of calculating provident fund of the employees?

Please note that as per paragraph 29 (3) of the Employees' Provident Fund Scheme, 1952, ("Scheme"), provident fund is required to be calculated on the basis of basic wages, dearness allowance, and retaining allowance (if any). The Hon'ble Supreme Court in the matter of Regional Provident Fund Commissioner (II), West Bengal and Ors. vs. Vivekananda Vidyamandir and Ors. [AIR 2019 SC 1240] has held as under:

"9. Basic wage, under the Act, has been defined as all emoluments paid in cash to an employee in accordance with the terms of his contract of employment. But it carves out certain exceptions which would not fall within the definition of basic wage and which includes dearness allowance apart from other allowances mentioned therein. But this exclusion of dearness allowance finds inclusion in Section 6. The test adopted to determine if any payment was to be excluded from basic wage is that the payment under the scheme must have a direct access and linkage to the payment of such special allowance as not being common to all. The crucial test is one of universality. The employer, under the Act, has a statutory obligation to deduct the specified percentage of the contribution from the employee's salary and make matching contribution."

In view of the above, if the allowances provided by the employer are provided for the work done beyond the normal course of employment, and are provided as an

incentive acknowledging the meritorious work of the employee, the same will not form a part of basic wages, and need not be considered for the purpose of calculating the PF of the employee. However, if the allowance is provided uniformly across the board to all the employees for the work done in the routine scope of employment, the same is liable to be included in the definition of basic wages. Therefore, as mentioned above, depending on the type of allowance provided by the employer, the same may be included or excluded for the purpose of calculating the PF of the employees.

I am working with an IT company in Mumbai. A new client has requested us to work on a specific project. This project was previously handled by another IT company. In order to have expertise with respect to the project, we plan to hire some employees from this IT company which was overlooking the project for the client. However, there is a non-solicitation and non-compete agreement between our client and the said IT company. Is it advisable for us to hire employees from the company in light of a non solicitation and non-compete agreement being present between our client and the said IT company?

It is a settled position of law that the terms of contract between two parties cannot be enforced against a third party. The doctrine of privity of contract law provides that a contract cannot confer rights or impose obligations arising under it on any person except the parties themselves. We are of the opinion that the terms of contract between the IT Company and your client which contain a non-solicitation and non compete clause cannot be enforced against your company

since you are not a party to the said contract. Therefore, we are of the view that you can proceed with the hiring of the employees of the IT company despite there being a non-compete and non solicitation agreement between your client and the IT company.

I am working with a company in Mumbai as an HR Manager. Our Company deducts provident fund of the employees on actual basis and not at the capped rate of Rs. 15,000 as per the Employees' Provident Fund Scheme, 1952. However, we wish to employ a new set of employees for a separate vertical, but we want to calculate provident fund at the rate of 12% of their basic salary capped at Rs.15,000/-. Can this be done since we are calculating the provident fund on an actual basis for other employees?

The calculation of provident fund is 12% of the basic wages, dearness allowance and retaining allowance (if any), which is capped at Rs. 15,000/- per month even if the actual salary is more. Therefore, for employees having basic wages, dearness allowance and retaining allowance (if any) more than Rs. 15,000/- per month, then the same will be deemed to be restricted to Rs. 15,000/- per month for the purpose of calculation of PF. However, as per paragraph 29(2) of the EPF Scheme, if the employee desires, he can request the employer to consider a higher amount than Rs. 15,000/- for the purpose of calculation of provident fund, and not restrict it at the capped value of Rs. 15,000/-. Therefore, in view of the aforesaid provisions, you can deduct the provident fund taking the monthly salary capped at Rs. 15,000/- for the new set of employees. However, if the new set of employees express their desire to take an amount higher than Rs. 15,000/- for the purpose of calculation of provident fund, the contribution may be deducted from his salary, and in such an event, the employer will not be under obligation to pay the contribution over and above the capped amount. 

Counteracting High Absenteeism

Understanding and defining one's version of absenteeism plays a pivotal role in designing strategic measures to minimise the adverse effect on organisational performance.

BY PRASHANT SATBHAI



Absenteeism is viewed as a mystical curse for organisations, and more so when productivity is functionally dependant on enormous contractual manpower. The higher index of this phrase acts as a firing bullet during Management review meetings for HR professionals. It is seen as an KPI for the HR function for monitoring and taking preventive actions to counteract this resident virus.

Onus has gone beyond HR

HR is no longer held responsible for high attrition rates and absenteeism. It is being seen as the prime collaborative responsibility of the functional department heads to strategise and enhance the motivation and the engagement level of functional employees, apart from blending a healthy working environment. Today, creating inventive ideas from work-based challenges through the lens of a solution focused vision is the most happening skill set to achieve a competitive edge for success in the VUCA world.

Understanding and defining one's version of absenteeism plays a pivotal role in designing strategic measures to minimise the adverse effect on organisational performance.

"Absence from workplace" makes sense to focus primarily on issues pertaining to cases of unauthorised absenteeism, which is generally visible among workers on permanent and contractual rolls. The reasons of absenteeism vary even if we delve

deep into the contractual worker space with respect to permanent workers. To counteract this menace, HR organisations have introduced various monetary and non-monetary attendance incentives and rewards at defined intervals as motivators to ensure regular active attendance at the workplace.

Factors for white collar absenteeism are found to be of different dimensions than blue collar employees, and yet, after enhanced implementation of employee-centric welfare facilities, we remain perplexed by the unknown factors of staff absenteeism and attrition rates, in spite of competitive compensational packages and welfare facilities.

HR professionals are leaving no stone unturned to arrest the after-effects of unauthorised absenteeism in workers, and have been successful in introducing various employee engagement and motivational initiatives to enhance synergic bonding among the employees. This creates a stress-free working environment by infusing collaborative team assignments and diffusing individual work stress levels.

The pertinent question is to counteract this menace of absenteeism for organisations who have limited budget for employee welfare activities and incentives, with average compensation packages at all levels. Introducing the below cited touchpoints into every Team Leader's performance management portfolio, who has at least one employee reporting to him, shall act as a catalyst to counteract the root

causes of higher absenteeism and attrition in any developing organisation:

- 1) Aligning with the Business level Vision, Mission & Objectives
- 2) Creating a defined career path with a training plan with timelines for competency enhancement for higher positions
- 3) Empowering the team member during decision making & critical task achievement to think out of box ideas for implementation
- 4) Timely appreciation & reward platform
- 5) Ensuring Healthy lifestyle regime
- 6) Informal short vacations/outings along with family members in defined time frames to magnify the EQ quotient
- 7) Rejuvenating the team member by getting associated with corporate scientific meditation institutions

The above interventions, if implemented in a structured phase will minimise absenteeism, and induce work synergy for the disengaged manpower, who shall emerge as a key asset for the organisation. 

About the Author

Prashant Satbhai is the Plant HR of Plasser India (Karjan Plant- Gujarat). He has an enriching experience of more than 20 years in Human Resources and has worked in reputed companies such as TATA Auto Comp Systems Limited, Kusters Calico, and Invac Cast Limited, having extensive exposure to Plant IR & Legal functionality. Prashant is an MBA in HR.

Creating a Recipe for Greater Employee Engagement

BY VIJAI PANDEY

A simple Google search with the keyword 'employee engagement' results in 'about 279,000,000 results'. This indicates how much is already written about this concept. Employee engagement is the holy grail of human resource functions. Rightly so, because several decades of research has repeatedly shown that it is related to not only the 'soft' aspects of business, like organization citizenship behaviour, better mental health, lower level of absenteeism, etc., but also to the hardcore business elements, like profitability, greater productivity, and enhanced customer satisfaction. Gallup research conducted on 82,248 work units involving 1.9 million employees has confirmed that there is a strong connection between employee engagement and at least nine key performance outcomes viz. customer ratings, profitability, productivity, turnover, safety incidents, espionage, shrinkage, absenteeism, and quality.

This article aims at presenting a recipe for facilitating greater employee engagement by taking insights from the latest researches in behavioural science and management. We will first look at the need to create the recipe, then discuss the ingredients, and finally, present a series of steps to create the desired taste, i.e., greater employee engagement.

The Need

According to an Aon 2018 report on trends in global employee engagement, only 27% of employees were highly engaged, while 14% were actively disengaged, and another 21% were passive. As per Gallup daily tracking,

employee engagement of US employees for the last six months has been in the range of 30% to 35%. According to a recent global survey by ADP Research Institute, only 22% of Indian employees are "fully engaged", and more than 70% of Indians are merely "coming to work". Many other surveys show similar trends.

The Employee Side

We're currently witnessing an interesting, never-before-seen mix of a workforce characterized by paradoxes. In a country like India, the situation is much more complex. The working population is ageing internationally, but in India it's getting younger. Globally, particularly in Europe and the Middle East, there is still a lot of homogeneity in

terms of the education level, language, and socio-economic status among employees in a given job role/function. In India, however, the workforce is becoming increasingly heterogeneous. These changing demographics on the employee side pose unique challenges to employee engagement initiatives.

From a broader classification perspective, there are four prominent generations of the working population: Baby Boomers (born 1946-64), Gen X (1965-80), Gen Y (1981-2000), and Gen Z (born after 2000). Each of these generations is characterized by different expectations and drive. Another level of complexity, especially in the Indian workforce, comes from the fact that at least two generations are coexisting in the same job/role.



While designing the employee engagement strategy and initiatives, one must bear in mind the nature of the workforce and their different needs, as well as drives.

The Employer Side

The structure and design of organizations are also changing rapidly. Earlier, each organization used to primarily have one kind of design. Today, most organizations are a mix of vertical, horizontal, network, virtual, boundary-less, and lean designs and structures. Employers are waking up to the realization that there is no universally best organizational design solution to meet the VUCA world challenges. Consequently, most organizational designs are a mix of layering, multidimensionality, horizontal integration/lateral coordination, and open boundaries. Each of these changes necessitates new organizational forms and change processes entailing specific people management challenges.

Broader Socio-Cultural Context

The forms and content of contract, meanings of the work relationship, and expectations are changing. Some major trends of this changing relationship include:

- Short-term orientation is on the rise. While it was a matter for pride for employees and employers to have sustained long-term employment with a single organization, it is no longer viewed as desired on either side.
- Psychological contracts are far more important than the formal contract.
- Employees are increasingly identifying themselves with their job/profession rather than their organization, and they use the employer brand largely to enhance their attractiveness for new prospects rather than using it as a symbol of their affiliation with the organization.

Research-Backed Suggestions for Increasing Engagement

Understand the exact nature of your workforce, including their needs and drives:

Engaging those who were born before 1981 is an entirely different ball game than engaging those born after 2000. Study your employees - their psychological attributes, needs, aspirations, and values. Bring your strategy and tactics in sync with what you have rather than comparing them with global best practices.

Focus on the local level:

Engagement takes place and develops in small one-to-one interactions and in small teams. Many employers get enticed by global benchmarks and start comparing their numbers with the global average. Since the designs of various organizations in the same industry are radically different from each other, it is highly unlikely for a copy-paste strategy or global best practice to work when it comes to employee engagement. Investing in developing the teams and creating a positive environment of trust, transparency, and collaboration is likely to yield better results than adopting international best practices.

Use measurement metrics relevant to your workforce:

Businesses often make this mistake of using the so-called 'standard' and 'worldwide known' survey questionnaires to measure the employee engagement level. It generally produces an assessment that is simply irrelevant to their organization's design and workforce. Have a critical look at your instrument and measure what matters in your context.

Invest in selecting/developing the right managers:

Gallup research has shown that immediate managers account for 70% of the variance in employee engagement scores. If organizations focus on enabling leaders to be coach-managers and their teams to be self-directed cohorts, engagement scores could significantly increase.

Focus on creating small day to day positive experiences:



Rather than merely focusing on having a love affair with the organizational brand, use nudges to gently stimulate employee thinking and improve their relationships with colleagues, virtual team members, team leaders, and customers. Help your employees define and pursue their relationship objectives in a manner that gives meaning and builds team commitment. Engaged teams create engaged employees. 

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About the Author

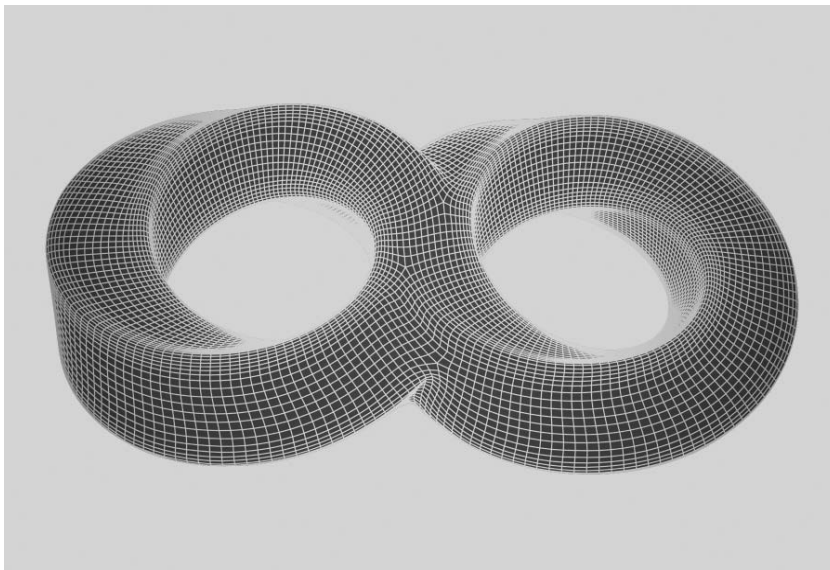
Vijai Pandey is a business psychologist with over decade and a half experience in applying psychology at work. He has worked with corporates and government organizations as a consultant in India, Europe, and in the Middle East. He works in the area of Psychometric Testing and Organizational Development. Besides his consulting assignments, he teaches courses on Psychometrics, OB, and OD in educational institutions like IIM, TISS and O P Jindal Global University. He can be contacted at vijai@ThePsychometricWorld.com



Trust Dilemma - A Mobius Ring?

A Google study emphatically declares the importance of relationship in a workplace. It states that managers who 'express concern for team members' personal well-being' outperform others in the quality and quantity of their work.

BY AMIT GUPTA



It was a casual evening chit-chat over a weekend. There were four of us - me, my wife, my friend Viru, and his wife, Jaya. Suddenly, Jaya pointed at my fingers and asked the reason behind me having so many rings on my fingers. I replied that I owed those to the most important people in my life, and the mutual trust that we shared. I explained that one of the rings belonged to my father and upon his demise it had been transferred to me as legacy, another was the first ring that I was asked to wear by my mother several years ago, and yet another was my wedding ring.

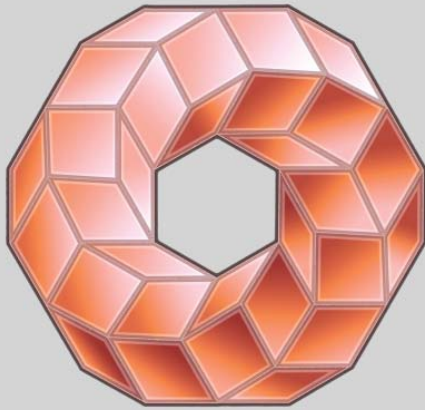
"Oh! I see. But there must be religious reasons behind these. For instance, this topaz is for ..." I interrupted her before she could

complete her sentence. "I do not validate the reasons of belief. Once trust has been established between individuals, I do not go beyond that and probe. This gives me immense peace of mind, even though I may not be fully informed."

She smiled, though with a slice of surprise; and added that Viru, her husband and my friend, also wore rings with some auspicious stones, occasionally, to seek Shanti (peace). "These stones are adorned depending on the position of Griha (planets). Whosoever suggests such stones to him, he wears them only after learning the specific reason or significance attached to a particular stone. He prefers complete information before trusting someone."

I was shuttling my gaze between my rings, Viru's fingers, and his wife's eyes. My friend would prefer to know the logic first, and then wear the rings! Transparency was a prelude to his trust. In my case, relationship was a prelude to trust. I mused as my thoughts migrated from personal space to professional space. Does that which stands as true in personal life apply to work as well?

Many studies support my friend, and tell us that more the details you share with someone, the more that person will trust you, and the more they will conduct themselves to be trustworthy. In fact, a Forbes poll has revealed that 50% of employees think that their organisations were held back by a lack of transparency. This affects the trust quotient in an organisation.



“A Forbes poll has revealed that 50% of employees think that their organisations were held back by a lack of transparency.”

In an HBR article, 'Neuroscience of Trust', Paul J Zak writes that building a culture of trust makes a meaningful difference. In a global survey conducted by PwC in 2016, it was reported that 55% of CEOs thought that lack of trust was a threat to their organisation's growth. But most did not know where to start in order to increase trust.

Is transparency the only way to increase trust? Or are there other keystones to trust? It was time for me to revisit my philosophy! I fondly looked towards my wife, assuming that she would have understood my thoughts. Aah! She and Viru were busy exploring the menu, and were ordering

“In a global survey conducted by PwC in 2016, it was reported that 55% of CEOs thought that lack of trust was a threat to their organisation's growth.”

some exquisite stuff on the recommendations of the server!

Returning to the solitude of my mind-zone, I realised that my mantra had been that strong relationships could fuel mutual trust; and high trust levels could enhance outputs! However, I was uncertain whether this belief in relationship stood on a flimsy ground or was it firm enough for me to adopt this at workplace as well? In fact, a

Google study emphatically declares the importance of relationship in workplace. It states that managers who "express concern for team members' personal well-being" outperform others in the quality and quantity of their work. By relying solely on task orientation, do we ignore researches that say that social ties at work lead to better performance?

Amidst this confusion, I was keen to hear something from Viru who is the CEO of a mid-sized business organisation. However, he and my wife preferred not to utter anything during this apparently unexpected conversation. An attractive platter arrived on the table, and we moved our hands on the table. I looked at my rings and then at the uncaged (read, unringed) hands of my friend. I could not resist the temptation to poke him, "Your wife was saying that you also wear the rings sometimes, but you do so as per Griha dasha- astrological recommendations on heavenly bodies." "When people at home tell me, I do wear them for Griha Shanti," he said with a wink. Viru loves to juggle with words. I was lost in metaphor - whether Griha would mean home or would it mean planet? Each interpretation would lead to a different reason; and consequently, different driver for trust. His wink added to the riddle or perhaps, answered it!

I smiled and shifted my focus to take a bite out of the novel dish, trusting the choice of my wife and my friend, and ruminating what was actually fuelling trust? It was a chicken and egg puzzle that I was trying to solve. My mental muddle had, and still remains, transformed into an infinite Mobius ring with both possibilities of Griha Shanti! **HC**

About the Author

Amit Gupta is a senior HR Executive with Indian Oil Corporation Limited and has vast experience in Sales and Human Resource Development. He is a passionate writer, storyteller, and public speaker. He pens real-life stories regularly under the title **Myriad Musings** for The Times of India - <https://timesofindia.indiatimes.com/blogs/myriad-musings>. He also contributes to leading HR magazines. Amit can be contacted on amitonearth@gmail.com.

Leading with Intent

Sumit Sabharwal, Head HR at Fujitsu Consulting India, does not just talk about what he intends to do; he ensures his forward-looking intentions translate into actions. By pouring his heart and mind into his work, he is making sure his deliberate and impactful efforts win the hearts and minds of employees and customers. Having made tremendous strides in creating a more empowered, motivated, and inspired workforce, he is helping Fujitsu Consulting India become its best, happiest, and healthiest.

BY ANKITA SHARMA

How do you look back at your professional journey traversed this far? What are your key learnings?

I feel that my professional journey has been very interesting, and it has given me opportunities to take many leaps and bounds. Over the years, my key learnings have been to be adaptable, and to encourage and respect others' views. In working with leading American, Chinese and Japanese companies in different roles, both these learnings have played an important role in shaping my career. Being the Head of Learning and Development and dealing with eight other countries, I think it is essential to listen, understand and then respond to things - in spite of having tight timelines on hand. It is also imperative to make sure that all team members are given an equal opportunity to express their ideas and viewpoints. This is another factor that has contributed to my professional growth.

The famous quote attributed to Peter Drucker that "Culture eats Strategy for breakfast" rings true now more than ever. What according to you makes a good workplace culture? Also, could you give us an inside scoop on Fujitsu's work culture?

My view around what makes a good work culture is



the ability to listen to employees' needs and concerns, and translate insights into something meaningful that we can go back and communicate to them. For example, the average age at Fujitsu is in the early 30s, and hence, a lot of our focus is to understand the various concerns faced by people in the age bracket of 30 to 40. It could be parenting, health, work-life balance, matters related to child, parents, etc. We at Fujitsu aim at designing policies in congruence with employees' needs instead of focusing on the policies practised within the industry. In framing company policies, we are committed to having an 'inward-looking' approach rather than outward-looking, and this is one of the reasons for long-term employability at Fujitsu, which ranges between 3-4 years.

An inside scoop of Fujitsu's work culture is that we have got some great Employee Resource Groups (ERGs), where employees gather socially to share and discuss interesting subjects whose focus goes beyond the points that I've mentioned above. Also, along with having a Japanese culture, we have quite a bit of cultural inheritance in terms of respect, patience and being accommodative. We let people be what they want to be by providing them with opportunities to work on different kinds of projects and move into different roles. We have a very robust internal job promotion and rotation policy, and intend to focus a lot more on self-development.

Rapid Fire

Favourite quote: "Instead of worrying about what you cannot control, shift your energy to what you can create."

Favourite movie: Joker

Leadership style: Directing

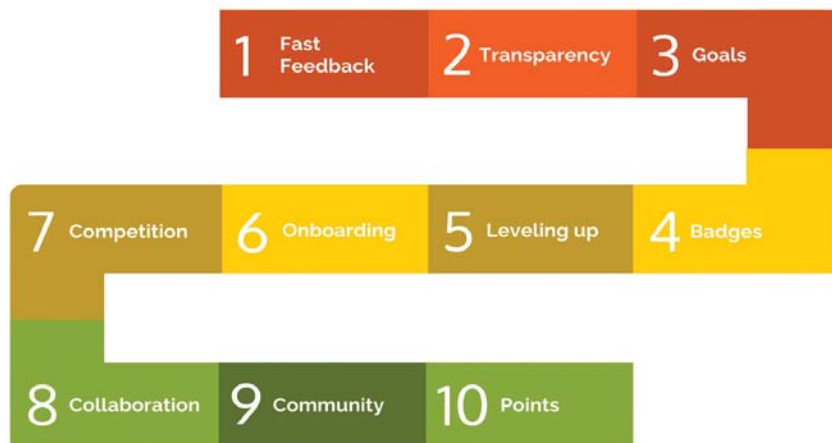
Life is... ? a rollercoaster, and I love being in it

I strongly believe in... Karma

The most important thing I do on Sunday... is taking a long nap

I deal with setbacks by... letting it go

Ten Key Mechanics of Gamification



Source: Paharia, Rajat. *Loyalty 3.0 How to Revolutionize Customer and Employee Engagement with Big Data and Gamification*. McGraw-Hill Professional, 2013.

Fujitsu Consulting India has rolled out a 'Japanese Learning Programme'. What are its key features, and why is it important?

Building language capability has become an essential qualification, which is beyond just being a niche skill. Knowing the customer and the business well constitutes half the journey towards a successful business. Moreover, acquiring multi-lingual ability provides an added dimension of effectiveness that transcends business transactions into meaningful pursuits.

At Fujitsu, we lay utmost importance on cross-cultural initiatives, training programs, and engaging events with colleagues from our Japan office and from across the globe. We ensure that the employees of Fujitsu Consulting India understand the business dynamics and aesthetic significance of the diverse Japanese culture. In regards to this, we have a Japanese Learning Programme that is aimed not only at promoting the language but also at providing a glimpse of the Japanese culture to our employees. The program grooms participants to confidently begin working with Japanese customers and counterparts by applying their basic understanding of the language and culture, thus helping them effectively transition into Fujitsu.

Some key features of the program are:

- Classroom-based modules
- Standardized course content with local delivery
- Customized modules for different requirements and proficiency levels
- JLPT Certification Assistance for associates
- Online Japanese module in the test phase

Fujitsu India is a unique blend of Japanese and Indian cultures. How do you use the best of both styles to create workplace synergies? Could you share a few examples?

Fujitsu India is a global company, and that's the mindset that we operate with. While we do work with Japan, we also have our presence in other parts of the world like Oceania and America. We make sure that cultures are amalgamated into one style, i.e. responding to customers in the shortest possible time and creating value for them. Fujitsu is a customer-centric organization with a focus on innovation and technology. This, I think, is a common aspect between the Japanese and Indian cultures, where customers come first, and we make sure that we are innovative, and keep inventing and reinventing.

Some of the examples would be our 'Tech Talent Program' through which we provide numerous opportunities for employees to grow

Up Close and Personal

Who inspires you and why?

Warren Buffet is one such person who inspires me a lot. I feel that success is an amalgamation of discipline, planning and risk. Warren Buffet, the third-richest person in the world, has been a classic example of exemplifying this combination.

What is the best career advice you ever got?

I think the best career advice that I ever got is "be yourself, work in an organization which lets you be yourself" and I believe Fujitsu is a great workplace. When was the last time you astonished yourself?

How do you like spending your free time?

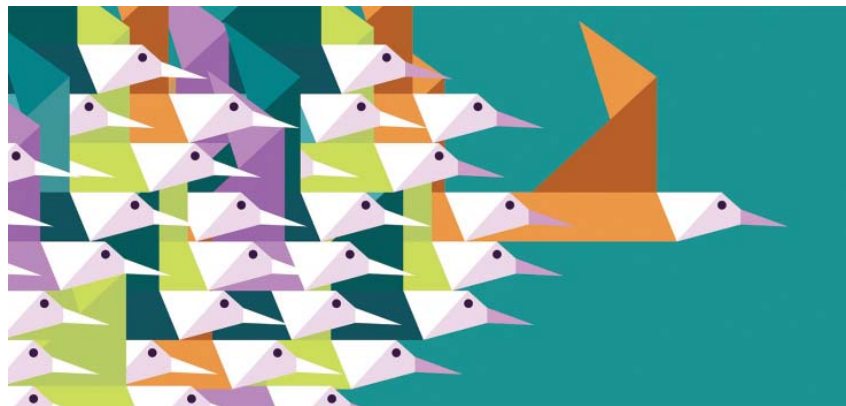
I spend a lot of time on fitness. Working out in the gym and swimming is what I enjoy as it gives me focused time to think.

What would we be surprised to learn about you?

I am quite a bit influential. I can influence people at the first bit. I can crack through a cold conversation.

What are your focus areas for the next 12 months in your role?

To make Fujitsu India a company that every individual would like to work for.



in their career and nurture their talent as an individual. We have developed a 'Boot-Camp Program' around women in technology. We also run a 'GRIP program' with a specific focus on corporate social responsibility.

Today, a mountain of evidence suggests that gender balance makes good business sense. At Fujitsu, what actions are being taken to drive the 'gender inclusivity' agenda?

We, as an organization, are very sensitive about this and constantly create opportunities for employees to become aware of diversity, inclusion, belongingness, and responsiveness because they will drive the future of the workplace, as more workforce from diverse

backgrounds comes through. At Fujitsu, we also put a significant amount of effort around the gender pay gap, by doing quite a bit of research, and taking measures to address it. Besides this, we have programs like Care Nine - which is an initiative to handhold female employees going on maternity as well as mothers returning to work post maternity break. We also conduct programs around recruitment strategy and unconscious biases, for leaders and hiring managers.

Gamification has earned 'mega-trend' status in the business world. How do you leverage the phenomenal power of games to drive deeper engagement at Fujitsu?

Gamification has gained tremendous popularity in the online world to engage customers and build loyalty. Fujitsu India has used this approach to simplify HR experiences by providing employees with an interactive platform that encourages the team to make informed decisions, voice their opinions and provides flexible work schedules. This has helped us to achieve better employee engagement and brought about a positive impact on the work environment, which has yielded better results from our employees. Also, there has been a significant drop in the attrition rate by following the ten mechanics of gamification.

What would you say is the key to a successful employee wellness strategy? Could you take us through some new and exciting initiatives at Fujitsu, such as the CareNine program?

Over the past few years, wellness has gained monumental importance in the corporate space. Considering that the industry is growing at the speed of VUCA and the competition is intensifying, it's vital for employees to maintain their mental well being. We at Fujitsu believe in having a fit body and mind. We have a gym on our campus that employees can use during the work hours or after they are done working. We are committed to fostering an organizational culture that supports employees' well being. Also, we value the fine contributions of women associates in our organization's growth. Maternity leave and support has always been a core policy at all of Fujitsu's global centers. Along with statutory benefits, we also offer an additional platform called "CareNine - a structured pregnancy program".

CareNine is a unique program that provides counselling sessions, customized diet planning, and fitness advice to provide a supportive & positive experience for expectant mothers. It covers all the phases of maternity and is designed in a way that eases the process of walking through all the anticipation. The program further provides access to expert support at the convenience of the member along with customized care for each woman, with the right advice at the right trimester. 

Are You an Hour Worthy Leader?

Hourly worth is a paradigm that can change the way one looks at entrepreneurship, leadership and personal growth.

BY BRIGADIER SUSHIL BHASIN



I first came across the principle of Hourly Worth (HW) in a workshop in 2013 led by global time management guru Brian Tracy, whom I count an important teacher, mentor, and friend in my journey as a trainer and coach. HW is arrived at by dividing your yearly income by the total number of hours you work in a year (Tracy approximates it at 2,000 hours). So, you write down the time you spend at work in a given year minus the holidays and arrive at the total hours. If it is x dollars per hour and you decide to arrive at a better HW, say y dollars per hour, you can do it in two ways.

You either find ways of being better paid for the same hours or reduce the number of hours of work or do both. When I thought about this wonderful tool, I realized it was the beginning of a conversation that had immense value to offer every leader as much as it did to each person the leader was responsible for.

The scope of HW in any conversation on people at work is immense. Let's consider just one here; the daily commute impact on HW. For instance, any honest evaluation of an employee's HW from an HR or L&D leader's perspective must include the hours lost in the daily commute, and the inconvenience caused by it. It must also consider the suffering (which is qualitative but can be measured on a scale of 1 to 10, 10 being the highest level of inconvenience) that three to four hours of commuting in a normal working day have on

the personal, familial, social and professional life of the employee. The sufferings of daily commuters to a business district are exacerbated by the fact that traffic flows overwhelmingly in one direction during the rush hours.

“Any initiative by an organization that improves the HW from the employee's perspective is bound to positively impact work efficiency, job satisfaction, attrition and the overall culture of the organization.”

Now, an employee may not consciously process his HW with such clarity, but the hours lost in overcrowded public transport are nobody's gain. Seen in perspective, this wastes over ten working days per month in cities like Mumbai. The suburban local rail network in India carries 7.5 million passengers every day, which is 2.6 times its capacity. A train built to carry 2,000 passengers carries around 4,500, which is characterized as a super-dense crush load of 14 to 16 standing passengers per square metre of floor space.

What this speaks of is the gap between HW seen from the employee's perspective and the

same person's HW perceived by an organization's leaders who could be disinclined to take the HW discussion beyond the eight hours they are legally/ professionally responsible for. However, any initiative by an organization that improves the HW from the employee's perspective is bound to positively impact work efficiency, job satisfaction, attrition and the overall culture of the organization. Examples of how this can be done include the provision of transportation by the company, changing work hours so that employees travel before/ after rush hour, group housing solutions closer to work, instituting longer hours at work in exchange for fewer workdays and shifting to a work-from-home model, etc.

HW is a useful tool that helps us gain clarity on the give and take in the work-money binary. I believe that we should consciously pursue this clarity to provide value to all stakeholders in the work ecosystem. The people business is, after all, the compassion business. 

About the Author

Brigadier Sushil Bhasin is a time investment strategist, global speaker and author of two books, *Design Your Life* and *Million Dollar \$econd* published by CNBC TV18. As a TEDx speaker and corporate trainer, his stated mission is to help create a world conscious of time as a vital resource.



Influencing A Start-up Ecosystem

HR can measure employee pulse by way of Employer Net Promoter Score (eNPS), and thus, be the true custodian of maintaining, nurturing, and flourishing the culture that best represents its people, business, and customer interests.

BY KENNETH W WHEELER

“Having influence is not about elevating self, but about lifting others” – Sheri Dew

Influence is perhaps the pinnacle among all human skills. By virtue of influence, men pledge to surrender everything for a cause that might not even be their own. Influence drives us to achieve feats far greater than ourselves. Influence and the ability to lift others is what makes HR a vital component for the success of any start up journey. The HR magic of Influence in a start-up ecosystem is accounted by the following measures.

A trusted advisory to the Founders

HR, with its realistic and neutral approach, is that trusted advisor every founder must care to boast about. HR is that component which can flag an alert when they notice any pattern that has hitherto been missed out in the system by the other stakeholders and the founders. If the hiring pattern is considering people from a similar background, HR can step in and fuel diversity.

If the pattern to work within the team and department becomes the norm, HR can promote events that are cross-functional and support team collaboration. When in the fast-paced environment, focus remains zeroed on aggressive productivity, HR can burst open recognition and engagement activities to ensure that a 'sense of achievement' and 'fun' remains as



an integral part of the company's success journey.

An Employee Advocate & Counsellor

HR sees pride in catering to the others' needs. In an environment where employees' professional and personal lives are intertwined due to the impact of social media, HR serves the purpose of understanding the need to be observant to learn about an individual's world as it exists on the outside (home/personal space) to balance things that are on the inside (work/professional space). For instance, when

- An employee wants to register for

a learning course: HR must advocate support to bring about flexibility in workhour shifts

- Women employees are coming back from maternity break: The manner in which HR facilitates her return and welcomes her makes a significant impact on their success
- When employees need financial support: Loans from the company offered in easy return instalments at zero interest rate fosters an emotional bond with the employer

A Custodian of Culture

Culture is defined by the people, and HR stands the best chance to be a rich source of influence in

ensuring that people choose the right culture, which compliments the company's vision and mission statement. HR works as a catalyst between the employer and the employee, and successfully maintains a balance to keep intact the right values and work ethics. HR can quickly identify elements of any nature that could be contrary to a company's principle, and act in a timely manner to deal with them efficiently. HR can measure employee pulse by way of Employer Net Promoter Score (eNPS), and thus, be the true custodian of maintaining, nurturing, and flourishing the culture that best represents its people, business, and customer interests.

Creator of psychological safety

HR has a huge bearing in creating psychological safety, where employees do not feel restricted in any way to bring their best version to work every day. This gains importance right from the on-boarding journey of an employee. How HR sets up the process and framework will decide how safe a new employee feels in an environment which is different and uncertain at the beginning. A constant endeavour to remove any risk and fear for taking initiatives, presenting new ideas, opposing the status quo becomes critical for thoughts to flourish without worrying about negative consequence management. This increases innovation and creativity to produce the best ideas and results for both employee and organisational growth.

A Torch Bearer of Change

Change management is the most common and frequent event in a start-up. With the endeavour to keep experimenting with processes till we strike gold, the changes are simply too fast, and it becomes overwhelming at times, and employees can be easily lost both in terms of their own work expectations as well as their overall connect with the organisation. By the impact of constant re-iteration

and apt communication, HR keeps the spotlight fixed firmly at the larger vision, and makes employees stay in the right path of purpose to transition any change as successful.

A Balance Keeper with Empathy

HR and its ability to emphasise is unmatched and far superior to any other stakeholder in the firm. Using their 'human' perspective, HR manages a 360-degree evaluation of any situation, and particularly so under tough circumstances. It is empathy that coverts the mindset of HR professionals to look at any situation as an opportunity that others view as a challenge or worse a burden. It is empathy that drives HR to deal with any difficult situation in a manner that ensures irrespective of the task at hand, it is dealt with keeping an empathetic attitude which brings out the best even in a closed situation.

Promoter of Growth Mindset & Agile Learning

Talent retention in a start-up ecosystem is one of the most prized momentum that can either build a robust foundation of any company's success, and unfortunately, can be the single reason for slow growth or complete demise too. What stands out in a start up environment to be the most compelling retention purpose is a platform that provides an on-going endeavour to learn and grow. HR fulfils this role with great success and builds a robust learning and growth architecture by means

“HR and its ability to emphasise is unmatched and far superior to any other stakeholder in the firm. Using their 'human' perspective, HR manages a 360-degree evaluation of any situation, and particularly so under tough circumstances.”

“HR with its progressive and balanced mindset is certainly the secret weapon of every start-up that thrives as they achieve their business, client, and investors milestones.”

of establishing agile learning interventions where employees see themselves growing in experience, knowledge and attitude. And this glues them to continue their partnership with the organisation on a positive footing as HR provides an answer to the all-important employees' question, 'what's in it for me?'

To bring it all together

“Your influence on others is your net worth, treat it as such” – Peprah Boasiako

HR with its progressive and balanced mindset is certainly the secret weapon of every start-up that thrives as they achieve their business, client, and investors milestones. It is little wonder then as to why the role of HR has transitioned to that of a business driver and rightfully so. In fact, the role of the CHRO is now considered as a pre requisite to becoming a CEO. To ignore HR influence or restrict it to limited contribution would be a folly one must not risk! 

About the Author

Kenneth W Wheeler is VP Human Resources (L&D), LogiNext. He comes with 16 plus years of rich learning experience spread across industries. Awarded as 101 Top HR Minds (India) 2019 and a certified NLP coach, Kenneth is a well-rounded expert in Envisioning, Strategizing and Leading a robust gamut of HR and L&D framework, contributing to both MNC (Wipro) and the Start-up ecosystem (Ola, LogiNext).

Why Inclusion & Diversity Work is Getting Stuck in India

A highly inclusive culture with a diverse workforce leads to better decision-making, teamwork, collaboration, financial return, customer/market perspectives, innovation, creativity, and talent engagement.

BY MONIKA NAVANDAR



The business case for diversity has never been more prominent than it is now. Basic economic theory suggests that consumers will correct for a company's lack of diversity by simply not spending money there, ensuring that slow-to-change organisations go extinct. Similarly, employees are constantly balancing the costs of working somewhere against the personal benefits they derive, including a match in values.

For innovation, creativity, market share, and new opportunities, your workforce needs to reflect your consumers. The demographics of the global population are changing at a rapid pace, and technology has connected us like never before. Your consumers are more diverse than they have ever been in the past. It is high time that you let go of the traditional ways of doing things in terms of recruitment, selection, pay,

development, promotion, and retention of talent.

As a consultant, I have met many HR & Business Heads of Indian MNCs, and witnessed an immense lack of awareness - even amongst the C-suite. The majority of the motivation for starting any Inclusion & Diversity (I&D) work is to keep up with peer companies or to comply with a world headquarter mandate or a moral imperative - "the right thing to do". This has further led to a CSR angle instead of I&D being a business imperative. Many decision-makers think recruitment or mentoring programs will fix diversity and unconscious bias awareness, and other sensitisation programs will make their workplace inclusive.

Understanding the Gap

There is a gap between many I&D initiatives and the actual achievement of desired goals. For example,

considerable energy and resources are dedicated towards women's mentoring to a point where women are over-mentored around the world. Yet, the number of women at senior executive levels is not even close to the number of women who have been through these programs, nor does it reflect the percentage of women in the organisation's workforce.

A business head of an MNC shared with me that they conducted a couple of PWD (People with Disabilities) sensitisation sessions, with no plans of hiring any PWD at all. He just wanted to use his CSR funds and 'feel good' about giving back to the community. During subsequent discussions with the HR leaders and team members, I realised that all of them struggled with even the basic conceptual understanding of I&D, and they were planning to conduct an I&D offsite where the facilitator would be a Leadership Coach. None of them had any background in I&D, and they were supposed to plan the annual charter for it. These are the companies that later complain about their I&D dollars being wasted. Organisations would not tolerate leaders who did not understand finance or marketing and would train them in those skills, so why is a lack of knowledge of diversity and inclusion tolerated? Considering that we are all reasonably intelligent, I&D is not that difficult to understand.

Another problem is that most organisations consider I&D to be gender diversity alone. The conversation is slowly moving towards the inclusion of PWD and

“The majority of the motivation for starting any Inclusion & Diversity (I&D) work is to keep up with peer companies or to comply with a world headquarter mandate or a moral imperative - the right thing to do.”

LGBTQ+. Literally, a handful of organisations hire from the pool of part-time workers, retired consultants, and other minority segments.

Here is another fact: Unless you are amongst the known consulting firms, organisations consider hiring I&D consultants for recruitment and sensitisation programs only. Most consultants offering I&D solutions in India are either into recruitment or training. Hence, it becomes even more difficult for decision-makers to understand that I&D is way beyond these two functions. A classic approach to filling I&D vacancies is to have an in-house HR or L&D incumbent put into this role with no astuteness.

Incorporating Inclusion

'Inclusion' means removing all excluding barriers as well as promoting mindsets, behaviour, processes and practices that embrace differences. Inclusion is about making employees feel that they belong, are valued and can contribute to their fullest. It is about ensuring that everyone has a voice, can speak up, and that diversity of knowledge, perspectives, and information is sought and applied while making decisions or solving tasks. Diversity is a fact and is multi-dimensional - who we are (gender, ethnicity, culture, age, or sexuality), what we do (education, industry, function, or department) and how we do it (thinking or interaction styles).

A highly inclusive culture with a diverse workforce leads to better decision-making, teamwork, collaboration, financial return,

customer/market perspectives, innovation, creativity, and talent engagement.

For any diversity initiative to survive and thrive, it needs to be nurtured in an inclusive environment. For example, when you hire talent from different states in India and if a few team members continue using a regional language instead of the common language, then it will make others feel like outsiders. When you hire a woman in an all-male group, you need to make sure that she is not left out of gender-based team activities or is not subject to sexist comments.

It is essential to stay away from short-term results and focus on core organisational development that addresses systemic issues healthily and sustainably. Consider establishing a collaborative organisational vision with regular interventions that address culture and leadership building. It is important to understand that sensitisation training does not equip us to control our unconscious mind. Overcoming unconscious biases requires deliberately designing the system in a manner that eliminates such bias.

Making I&D a Part of Your Organisation's DNA

Governance and Accountability

It is true that what gets measured gets done, and unless you measure it, you can't improve it. Measuring I&D initiatives helps track impact, which provides leaders with clarity, so there is more focus on achieving outcomes.

Organisation Culture

- While writing new policies, ensure that they are applicable to every last worker in your organisation.
- Have an I&D checklist ready while reviewing the existing policies or writing new ones.
- Build an inclusive visual environment by using pictures of diverse groups, having gender-neutral conference room names, etc.
- Communicate the code of conduct of zero tolerance for discrimination, harassment, etc.



Recruitment

- Use software tools to draft bias-free job descriptions, and broaden your base of candidates.
- Look for culture-add and not culture-fit candidates.
- Consider hiring from these groups: PWD, LGBTQ+, women on break, the long-term unemployed, retirees, and former employees. Also, consider the options of part-time work, job sharing, work from home, and make sure that your career page features I&D initiatives.

I&D Expertise

Invest and work with consultants who go beyond awareness programs and provide practical interventions for changing behaviour, culture, and systems to create inclusive organisations.



About the Author

Monika Navandar has 15 plus years of diverse HR experience in multiple industries in both the emerging and developed markets. She has been in various leadership roles in India, USA, Singapore, Dubai, and South Africa, supporting global C-suite leaders. Monika is the Founder of NeoSeven Solutions and has a dynamic partner team of senior leaders across the globe. She is a part of the Harvard Business Review Advisory Council for the past 3+ years. Formerly, she has worked with Johnson & Johnson, Volkswagen, Merck Pharma, HSBC, and IBM. A Thought Leader in Diversity & Inclusion, Cultural Agility & Talent Management, she also speaks at worldwide platforms. <https://www.neoseven.in/>

PAST EVENTS

Erudition'19: Delhi School of Economics

DATE : October 4-5, 2019

VENUE: NDMC, Convention Centre

ORGANISERS: Delhi School Of Economics

The Department of Commerce, Delhi School of Economics hosted the 24th Annual Business Convention "Erudition'19" from October 4-5 at the NDMC Convention Centre in New Delhi.

The two-day event saw speaker participation from top leaders across the country and industry verticals sharing their views on prevalent trends in the economy and the ever dynamic mannerisms of conducting business.

The theme for this year's edition was 'Convergence: Sustainability-Driven Innovation' that shed the spotlight upon those innovators who changed their business models because of sustainability and have also been able to generate profits from sustainability related activities and decisions.

The major takeaways from the commencement session were to have a vision for the future, to know the role of technology and education, to give importance to compliance, need to create humanity and social value, to maintain an ecological balance, and the organisational dilemma of when to trigger change.

The two day event witnessed six panel discussions, each day dedicated to Human Resources and International Business respectively.



8th SHRM India Annual Conference & Exposition

DATE : October 10-11, 2019

VENUE : India International Centre, New Delhi

ORGANISERS : Society for Human Resource Management (SHRM)

Society for Human Resource Management (SHRM) conducted the 8th edition of 'SHRM India Annual Conference & Exposition' on October 10-11 at the Taj Palace in New Delhi.

The key agenda of the conference drew on the theme "Elevate", offering a platform that empowers

and enables HR personnel across all industry verticals to elevate their performance in line with continuously evolving HR industry.

Some of the eminent speakers at the event were, David Windley, SHRM Board Chair & CEO of IQTalent Partners; Emily M Dickens, Corporate Secretary and Chief of Staff, SHRM; Shiv Khera, Author, Chairman & MD, Nestle India; Rohit Thakur, HR MD, Accenture India and Apurva Purohit.

The conference also witnessed in-depth sessions and discussions on critical aspects of businesses in general and the practice of HR in particular with topics such as, 'Elevating women in leadership roles - What works?' 'Who's skilling the skill master: is HR elevating itself?' and 'Leveraging technology for employer branding and recruitment marketing' amongst others.

There was a grand award ceremony where SHRM presented the annual HR Excellence Awards to acknowledge organisations that work passionately towards raising the bar for the profession and their workforce through constant innovation.

The event concluded with a closing keynote session 'A story of Survival and Triumph', wherein, Lisa Ray, Actress, Model, Philanthropist talked about what it takes to be true to oneself and triumph over odds.



HR Summit 2019 by Global Business Operations: Shri Ram College of Commerce

DATE : October 19, 2019

VENUE : India Habitat Centre, New Delhi

ORGANISERS : Global Business Operations, Shri Ram College of Commerce

Global Business Operations, Shri Ram College of Commerce conducted the HR Summit 2019 themed "Reimagining the Future of HR." The event was held on October 19, 2019 at the India Habitat Centre in New Delhi.

SRCC firmly believes in bridging the gap between the industry practices and the academic world. For the summit prominent leaders were invited from across the industries to share their rich and invaluable experience with students.

Some of the panel speakers were, Saswati Sinha, VP and Head-HR, Cheil Worldwide; Vandana Sharma, Founder of StartupPeople Consulting; Srinivas Reddy P, Director-HR, MetLife Global; Sahil Nayar, Senior Associate Director, KPMG; Gunjan Chhibber, Lead-Professional Skills & Partner Relationships, NASSCOM; Harini Sreenivasan, Chief Mentor-HR at Intelliswift Inc and others.

The event witnessed participation of students and professionals from various prominent institutions and organisations across India.



UPCOMING EVENTS



7th NHRDN HRM Summit

DATE : November 15- 16, 2019

VENUE : Leela Ambience, Gurugram

ORGANISERS : NHRDN

The National HRD Network (NHRDN) is all set to host the 7th edition of HRM Summit from November 15- 16, 2019 at the Leela Ambience in Gurugram.

The event themed "Organizational Excellence: Talent, Technology, Happiness & Well Being" will focus on the real-life challenges of professionals and organisations and how leveraging talent, technology, happiness and well-being of workforce are the new coins for winning the corporate Olympiad.

The summit aims at bringing together HR thought leaders across industry verticals to discuss deliberate and disseminate information about contemporary HR practices, trends and processes.

Few of the confirmed speakers for the event are Partner, KPMG India, Anurag Aman; Head HR (India), Moody's Corporation, Avadhesh Dixit; Director (HR), Indian Oil Corp, Ranjan Kumar Mohapatra; Director (HR & Legal), IFFCO, RP Singh; MD Human Capital Strategy, Accenture, Sunit Sinha and others.

2nd Edition of Future HR Summit and Awards 2019

DATE : November 21, 2019

VENUE : Taj Lands' End (Bandra), Mumbai

ORGANISERS : UBS Forums

The 2nd Edition of Future HR Summit and Awards 2019 will take place on November 21 at the Taj Lands' End (Bandra) in Mumbai.

It is a unique platform to capitalize the best opportunity to interact and engage with top HR Professionals from Industry and learn how to equip yourself with the tools & strategies and technology to make the organizations future ready in digitalized world.

The event aims at highlighting the latest trends, best practices and strategies in Human Resources. It is a unique platform to learn how to apply the latest tech advancements to your organizations.

The summit would feature real time case study presentations, question and answer sessions, highly interactive panel discussions. It will also provide attendees with an opportunity to gain exclusive insights, actively participate and exchange ideas, and hear innovative ideas.



Exito 'HR World SUMMIT 2019'

DATE : November 21, 2019

VENUE : Mumbai

ORGANISERS : Exito

The HR World Summit themed "Empowering the people who drive business" will be held on November 21, 2019 in Mumbai.

The Summit is focused on rapidly evolving roles in Human Resource Management space bringing together 120 plus top HR leaders from across industry verticals. The platform hosts top HR thought leaders as speakers and panelists who will share their knowledge and insights with the attendees. The topics being discussed at the event include Organisational Design and Culture, Employee Recruitment, Engagement & Performance, HR Strategy & Management, HR Technology / HRIS, Workplace wellness and more.

Some of the esteemed speakers for the conference this year are, Raju Mistry (CHRO - Cipla), Harjeet Khanduja (Vice President Human Resources - Reliance

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Jio), Sachin (Sadashiv) Narke (Chief Learning Officer - Forbes Marshall), Amit Sharma (CHRO - Volvo Group India), and more. The summit will help very pertinent discussions on business strategies and digital transformation tools to enable the latest finance functions and operations over the day.

To facilitate a discourse to decision-making trajectory for the senior HR professionals, the conference will also showcase some niche and revolutionary solutions specifically evolved to cater to the HR Function.

NCCN 'Career Hackathon 2019'

DATE : December 14, 2019

VENUE : India International Centre, New Delhi

ORGANISERS : National Career Counsellors Network

National Career Counsellors Network (NCCN) will host the first edition of Career Hackathon'19 on December 14, 2019, at the India International Centre in New Delhi.

Theme of the conference is 'Radical shift from STEM to STEAM'. The main objective of the event is to provide an exciting opportunity for students and fresh graduates to meet multiple employers, practitioners and peers under one roof and show them the right direction for their career and aspirations.

The conclave conceptualised by Concept would have top thought leaders across industry verticals share their views on a range of contemporary topics.

The day-long event will witness a power packed panel discussion session on career path planning and hiring, where panellists will share their experiences with the



NCCN
NATIONAL CAREER COUNSELLORS NETWORK

P R E S E N T S

CAREER HACKATHON'19

Date 14 Dec'19 Saturday **Time** 10 AM to 4:30 PM
Venue: India International Center, New Delhi

Dialogue Career Talk Skills Council
Industry Big Debate Mentoring Awards

Entry fee ₹999
To register email: hello@concept.in

Who should attend

- Students class XII to Graduates
- The parent who is concerned about their kids' Career
- Career Counsellors
- Educationists
- Edupreneurs

Who is participating

- Schools
- B Schools
- Colleges
- Universities
- Policy Makers
- Solution Providers
- Career Counselling Companies

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students and guide them so that they could take an informed choice about their future.

An award ceremony will also take place to acknowledge Class XII students, undergraduates, counsellors, and teachers to recognise various best practices.

Appointments



Capgemini Appoints Pallavi Tyagi As CHRO For Its India Operations

Capgemini has appointed Pallavi Tyagi as Chief Human Resources Officer (CHRO) for its India operations. With over 20 years of experience, she has worked in FMCG, IT and process and discrete manufacturing companies. Prior to this, Tyagi was managing multiple roles at DuPont where she was the Head of Talent Acquisition and Organisational Vibrancy for Asia Pacific.

Paytm Services Appoints Kinjal Chaudhry As SVP-HR & Head Of Operations

Paytm has roped in Kinjal Chaudhry as SVP-HR and Head of Operations of new Paytm services business. Prior to this appointment, he was the SVP and Group CHRO at Eicher Trucks & Buses. Chaudhry has dabbled in HR for more than 20 years, working in different companies such as ITC, Unilever, PepsiCo, ITC Infotech and Amazon. He is an alumnus of XLRI and also holds a Master's Degree in Economics.



Policybazaar.Com Appoints Chetna Gogia As The HR Head

Policybazaar.com has appointed Chetna Gogia as its new Head of HR. She comes with more than 15 years of experience and has in-depth knowledge and exposure of organisational development, culture building, and HR processes. Chetna was previously leading the HR function for PayU Payments Pvt Ltd. She has served HR practices in several organisations with her key expertise in HR & Talent Strategy, Performance and Compensation Management, Talent Acquisition among others.

Fullerton India Appoints Rajat Grover As Business- HR head

Fullerton India has appointed Rajat Grover as General Manager and business HR head. Prior to this, he was President-HR at Yes Bank. Grover has majorly worked in the BSFI sector and was also associated with Reliance Retail, IDBI Bank. He completed his PGDHRM from Symbiosis International University.



Tata Coffee Appoints Sudhansu Misra As CHRO

Tata Coffee has named Sudhansu Misra as its CHRO. With over two decades of experience in HR, he was previously working as Senior GM - Corporate HR (talent management, leadership development, L&D) at Tata Motors. Sudhansu has worked in many industries such as travel and tourism, steel, aircraft manufacturing, computer hardware, automotive, and information technology (IT). He graduated with a B.Sc. degree in mathematics and also holds a Master's degree in HR from Nagpur University.

NOW HIRING



Database Administrator Accenture Solutions Pvt Ltd

Hiring for Database Administrator to administer, develop, test, or demonstrate databases. Perform many related database functions across one or more teams or clients, including designing, implementing and maintaining new databases, backup/recovery and configuration management. Install database management systems (DBMS) and provide input for modification of procedures and documentation used for problem resolution and day-to-day maintenance.

Experience : 5-10 Years
Location : Bengaluru/Bangalore
Job ID : 11019007046



People Director (Human Resources) Taskus India Private Limited

Hiring for People Director (human Resources) where Your role will be strategic in driving growth and development while having the operational know-how to ideate process improvements and build an effective and high-performing Human Resource infrastructure. As the Director for People Operations, your role is expected to be able to engage and collaborate closely with teammates and leaders from cross-functional departments able to deploy creative innovations and ideate continuous improvement processes - that create a positive employee experience - while adequately protecting the organisation.

Experience : 7-12 Years
Location : Indore
Job ID : 190919008185



Assistant Manager / Manager (HR) Aditya Birla Group

Hiring for Assistant Manager / Manager, Ensuring 100% compliances to various labour laws, Ensuring procurement of necessary licenses and permission to operate in different geographies. Ensuring routine compliances to Labour Laws for effective hassle free operations of store , Managing ER related issues to maintain a productive workforce and a conducive working environment.

Experience : 9-12 Years
Location : Mumbai
Job ID : 280919902465



Learning & Development Manager Wipro GSH (A Division of Wipro Limited)

Hiring for Learning & Development Manager: The Learning & Development (L&D) team drives leadership, role based and behavioral development initiatives across the organization workforce. The function key imperatives is to make Wipro a resilient organization and to shape behaviors and build capabilities, across levels, which drive business priorities.

Experience : 6-10 Years
Location : Chennai
Job ID : 120919002411



HR Business Partner Capgemini Technology Services India Limited

Looking for HR Business Partner to develop manage implementing and integrating HR programs and guidelines for the business in support of organizational objectives Drive group level initiatives for the Business Unit Responsible for HR Metrics and analysis Support employee engagement initiatives by partnering with relevant BU SPOCs Responsible for strategic facilitation key initiatives lead the development and implementation of key HR initiative for the Business Unit.

Experience : 9-13 Years
Location : Mumbai
Job ID : 90919010743



Associate Director, HRIS Gartner India Research & Advisory Services Pvt Ltd

Seeking a highly motivated and experienced HRIS Manager / Associate Director, tasked with building and leading a team of India based HRIS Specialists and Analysts who partner with the US-based team to support Workday and other HR technology platforms deployed to our employees spread over 38 countries. This role is critical to elevating the quality and timeliness with which Gartner utilizes technology to scale and enable not only the HR function, but our entire global workforce.

Experience : 5-10 Years
Location : Gurugram/Gurgaon
Job ID : 41019007925



Associate Director, Analytics & Rptg Gartner India Research & Advisory Services Pvt Ltd

Looking for Associate Director with strong analytics and data experience. 7 plus years of working experience. Preferably working in HR analytics, data analytics and visualization, business intelligence, or analytical consulting proven ability to use data, analytics, and business knowledge to solve complex business problems.

Experience : 7-12 Years
Location : Gurugram/Gurgaon
Job ID : 41019007923



Recruitment Country Manager Luxoft India LLP

Looking for Recruitment Country Manager with one of the leading global software and services providers Creative, dynamic, international and friendly working environment attractive package linked to performance. Responsibilities: single point of contact and responsible for all recruitment related matters in India, such as: Recruitment strategy - how to provide high level of recruitment services in IT industry to meet business needs within expected deadlines.

Experience : 8-10
Location : Bengaluru
Job ID : 270919906405



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BY SAFURA BEGUM

Workforce management and employee retention are indeed tedious for HR.

One wrong decision can bring about serious ramifications for the business. Also, insufficient information about the skillset and performance of an employee can impact the organisation's performance.

Analytics has made headway into mainstream HR in the recent days, leading to the adaption of a strategic and disciplined approach. Analytics has revolutionised HR, and has indicated that it will add further value to the business. While the metrics vary between companies and for the same company at different points in time, Analytics can help in tracking revenue per employee, offer acceptance rate, training efficiency, training expense per employee, absenteeism, time to fill, and human capital risk.

HR analytics can

- Shape the business, and add enormous value to the organisation
- Predict the future of the workforce within the organisation
- Transform the HR department from a 'soft image' partner to a strategic partner
- Enable companies to make informed financial decisions for investment in human capital
- Help businesses in talent management, recruitment decisions, compensation, and retention of employees
- Enable HR professionals to develop plans to optimise talent

investments through effective monitoring of workforce data

Effects Of Technology Advancement

With emerging technologies, advanced People Analytics is essential to improve workforce efficiency. Technological advancement enhances data-driven analytical decision-making, impacting strategic business goals. Data abundance makes it possible to dig deeper and generate insights hitherto impossible a decade ago. The analysed data help to identify workforce productivity, enlist employee skillsets, and execute functions for greater insights on human capital.

Automated systems like Workday, Google Analytics and R facilitate core functions like attendance tracking, demographic details of job applicants, employee churn analysis, predictive analysis, and more. Newer technologies further help organisations in integrating cloud-based HR solutions.

Types of HR Analytics

An HR manager is not just responsible for recruitment, he/she is also required to attract the right competencies, manage talent effectively, efficiently utilise employee capacity, and retain employees. In order to achieve the desired goals, HR managers must be well versed with different types of HR analytics which can enable them to make strategic and planned decisions.

1. Capability Analytics: A talent

management process which compares the required skillset with the actual skillset available in the organisation. This will enable the managers to improve the gaps found during the comparison.

2. Capacity Analytics: A process that indicates the efficiency of the operational workforce. This behavioural analysis shows how much an individual can grow in the organisation.

3. Employee Churn Analytics: A process to identify the employee turnover rate. Since huge investments are made in human capital, it is necessary to know and predict the turnover rate or employee churn.

4. Corporate Culture Analytics: An evaluation of the organisational culture and keeping record of any changing behaviour or toxic culture within the organisation.

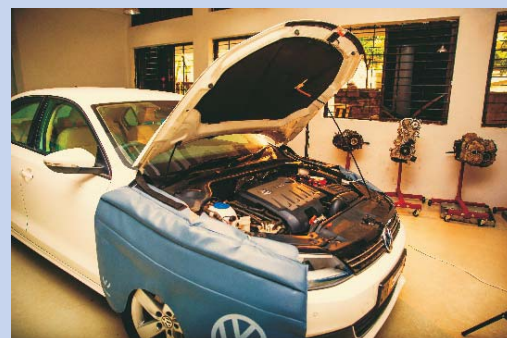
5. Leadership Analytics: A leader with poor management qualities would prove to be more costly for the business since employees would not prefer to work under such a leader. Thus, timely surveys, employee interviews, and focus groups need to be conducted to have better leadership analytics. 

About the Author

Safura Begum is the CEO & Founder of INVENTATEQ, a Software Training Institute. As an entrepreneur, Begum shares a constant passion towards learning new things to keep her institute updated. Safura holds a Bachelor of Science degree and possesses expertise in the technology space.

TRAINING SCHEDULE (Nov - Mar 20)

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



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