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SEPTEMBER 2019

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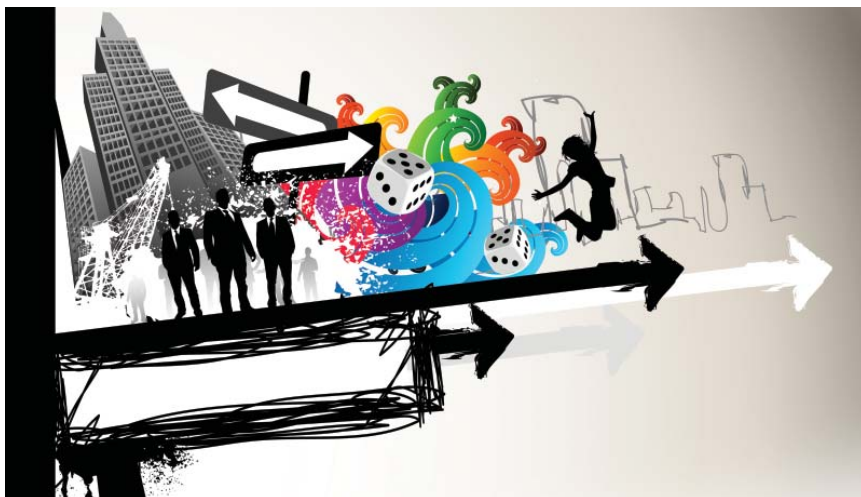
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Ashita Nilkanth

Published at
4378/4B, Pooja Apartment
1st Floor, Ansari Road, Daryaganj
New Delhi-110002
Phone : 0562-2527775

Printed at
Upkar Prakashan
care@upkar.in
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This issue of **HUMAN CAPITAL** contains 76 pages including cover

From The Publisher's Desk



In the September edition, Human Capital delves into the crucial aspect of Employee Experience (EX), and why EX is not a mere "terminology" but a reality that organisations need to truly look into. It necessitates the need to add value to the employees' workplace experience. The story is aimed at redefining Employee Engagement through the prism of EX, and the varied spectrum that EX presents organisations with. The narrative is intended to indicate the marked difference that EX brings forth to organisations and the HR community. Several illustrative touchpoints that put the spotlight on the best employers in the world point to the fact that good EX implies a great organisation.

In an exclusive conversation with Human Capital, Adil Malia, a renowned thought leader, shares the length and breadth of his corporate career spanning more than four decades, highlighting his learnings and the key insights. He also speaks on a wide array of topics that includes leadership, the future of work, talent success, culture, and strategy and so on.

The Case Study section discusses why it is instrumental for the employees as well as the employers to display mutual respect and highlight the prominence that each bear on one another. In the Expert Talk section, Jeena Banerjee indicates that the organisation is like a refrigerator, and needs to preserve the talent ambience. Santhosh Babu writes that even though we are advised to follow our heart, there have been more instances of us landing into trouble for doing so.

In the Persona Section, Rajesh Sahay, Senior Vice President and HR Head, Wipro Consumer Care and Lighting, indicates how he has always been able to steer the human resource wheel, either in the development of HR processes or in their successful execution.

Carpe Diem!

Neha Jain
Managing Partner

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Paternity Leave: To Support Working Mothers!

BY GAUTAM BRAHMA

Taking a break from work for childcare is apparently a disqualification for both men and women, but doubly so for men as they are seen as breaking a gender stereotype.

When Boris Johnson took over as the new Prime Minister of the UK, Jacob Rees-Mogg, the prominent Tory leader, was briefly in the running for the coveted position of the Chancellor of the Exchequer. This is a position equivalent to that of the Minister of Finance in India. Since this is a pivotal portfolio, it would make Rees-Mogg a very important person. He eventually did not get the job, but that he was considered is proof to his political success. What comes as more interesting, as has been shared by Rees-Mogg himself on a public platform, is that this father of five has never changed a baby's diaper in his life. The fact that such a high-profile person in a developed and a multicultural country can make such a claim with pride speaks volumes about the world of work.

Implicitly, organisations appreciate men and women who are not encumbered with familial responsibilities. Working long hours and putting work before everything else, especially family, is seen as proof of commitment to the organisation. Women find this hard to live up to as they bear both the biological burden of childbirth and the cultural burden of caring for the family. They end up opting for lower overall earnings in their work career. The forced career pauses lead to missed growth opportunities and to low paying jobs that are more tolerant of disruptions. As a result, senior management positions in the industry have low female representation.

Individual companies, the industry, and the country thus end up as losers.

The Indian law provides for maternity leave at work. While some companies provide more than the prescribed minimum, there are several who grudge even to administer the minimum. They fight shy of hiring women and sometimes go absurd lengths to avoid giving maternity benefits. A senior management consultant, a lady herself, shared details in a private conversation about a well-known manufacturing company that found ways of firing women employees soon after they got married. Maternity leave is just one among the many benefits widely recognised as essential today to encourage female participation at work. Some of the others are quality affordable childcare, flexible work schedules, and paternity leave. Paternity leave is the least available option for working parents in India.

While the UNICEF has recommended sixteen weeks of paid paternity leave in all countries, India is still a part of the group of ninety countries that has not made any legal provisions for it. Still, many large MNCs operating in the country have been offering such leaves to their employees as part of the global deployment of their standard policies. Of late, Indian companies have also announced paternity leave provisions. Interestingly, they recognise this as essential for a smoother career progression of women employees. When Zomato announced paternity leave recently, their spokesperson said

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.

that the move was triggered partly because there were only two women amongst the top ten positions in that company. This is a welcome move, but it is also true that while maternity leave has the floor set by law, paternity leave varies widely. One large MNC offers just six days. This can be seen only as token PR. Mercer has been tracking benefits across a set of large companies and has reported a rise in the percentage of companies offering paternity leave from 60% in 2014 to 75% in 2016. This is a pleasant surprise, as anecdotal evidence does not suggest that many working fathers take paternity leave. Perhaps, there is more than meets the eye here.

In her article in TOI, Ipsita Bhattacharya quotes a Promundo study, covering several developing countries including India, that found 80% of men strongly believing that managing children and home was a job only for women. The study also found that even when the employers provided paternity leave, less than half the men would avail it. As a cynical comment, this should encourage more Indian companies to provide paternity leave; work will not be disrupted as no one would apply for such leave anyway. This is a cultural issue, and one of the ways of pushing change here is to make a mandatory legal provision, promote usage, and monitor compliance. Luckily, the government is cognisant of this matter, and there is talk about a Paternity Benefit Bill being tabled in Parliament sometime this year. That will be great news for working mothers. And for their children too, since the role of the father in assuring development in early years is well-established.

Strangely enough, paternity leave has always been available in India for central government employees covered by the Central Civil Services (Leave) Rules. This is limited to 15 days, and only men with fewer than two children are eligible, but something is better than nothing. Moreover, there should be no issues in lengthening the period and extending this progressive benefit to the organised sector at large. An additional reason, however small, for early legal provisioning is the need for welfare policies friendly to gay and transgender employees. Supporting

parenthood amongst that community would require extending the definition of parenthood and making benefits gender agnostic. It is encouraging that Indian courts have taken a favourable view on the issue of paternity leave. In 2009, a private school teacher in Delhi appealed against a salary deduction made by the school for being absent while attending to his parental responsibilities. The High Court upheld his plea and the school had to refund the amount. Paternity was found to be a valid ground for paid leave (*Chander Mohan Jain vs N.K. Bagrodia Public School*).

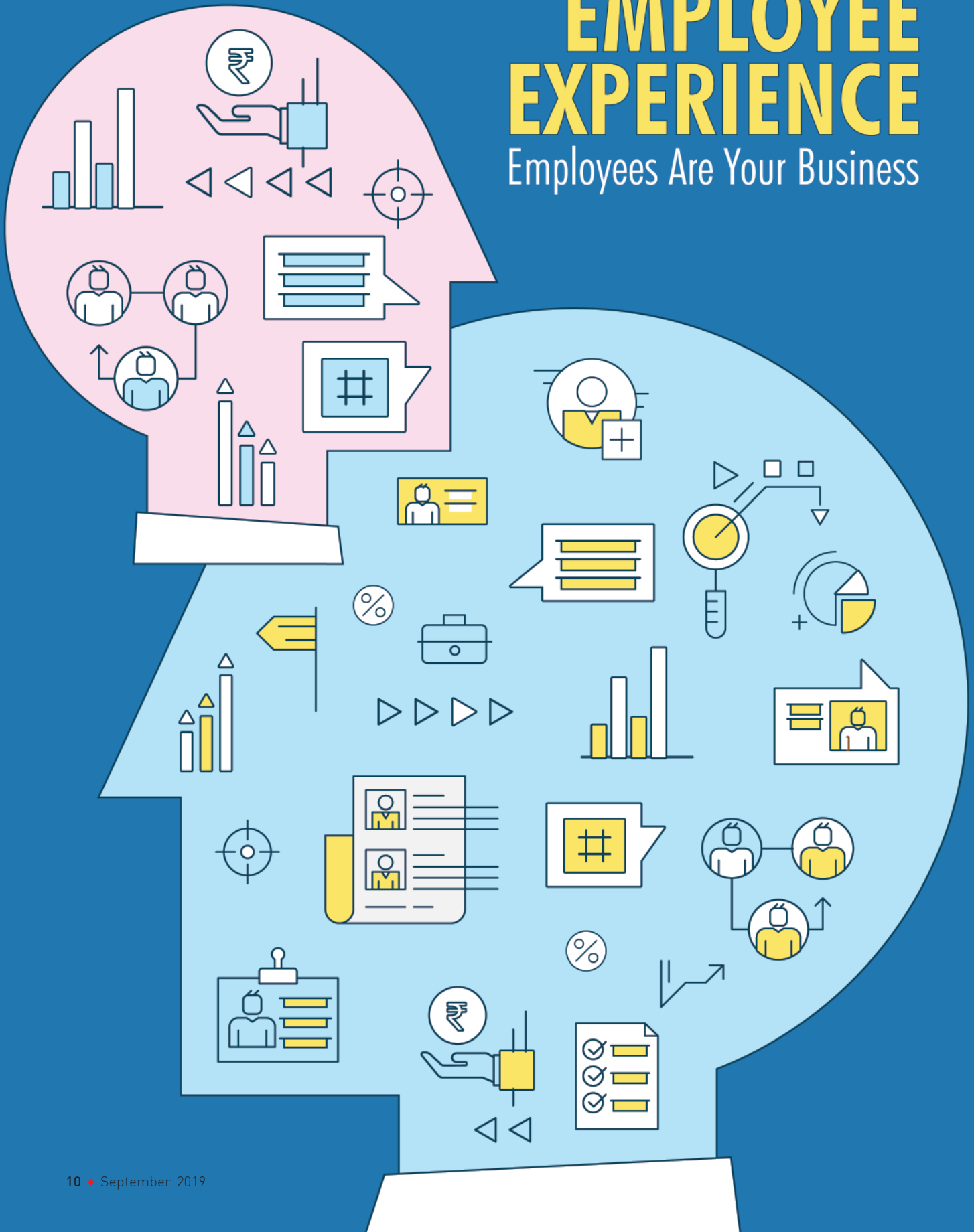
Progressive organisations cannot stop with merely providing paternity leave. They will have to use training and recognition to encourage utilisation without attendant shame. A recent study by K. Weisshaar of UNC, Chapel Hill, found that men who have taken a break to take care of their children find it even harder to be considered for re-employment than women who have taken similar breaks. Taking a break from work for childcare is apparently a disqualification for both men and women, but doubly so for men as they are seen as breaking a gender stereotype. This is most unfortunate and calls for ideation and action from enlightened HR managers everywhere. 

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Employees Are Your Business

Employees Are Your Business



The secret to success is to make Employee Experience a never-ending process by treating the organisation like a laboratory instead of a process driven factory.

BY JYOTI SINGH VISVANATH

Is Employee Experience (EX) just another buzz word or a true indicator of the evolution of employer-employee relationship? The corporate world is notorious for throwing around new terms and concepts for how an organisation should relate to its employees, but there is usually a gap in how the idea gets translated into reality.

There is a heavily subjective and contextual subtext to EX, demonstrated by numerous definitions that are available, and how different organisations are working towards raising the bar on employee engagement. Stories from organisations like Google, Cisco, Whirlpool, and Adobe that render mythical proportions to EX are not necessarily replicable in every organisation.

At best, most current approaches to EX are piecemeal, because there is a very poor understanding of the holistic nature of the concept. This tends to contradict the employee's view that everything that happens at work is an integrated experience that impacts daily life in and out of the workplace, including overall physical, emotional, professional, and financial well-being.

In the overview and at present, EX can be likened to an archer shooting arrows in the dark, hoping that he or she will hit an unknown and unmarked target at some point.

What in heaven's name is EX?

There is no single definition of EX, which leaves a lot of scope for confusion, and there are as many ways to implement it as there

are organisations. This can work in two ways. When viewed from a negative perspective, it could result in moving into a new way of handling the employer-employee relationship without including all the necessary elements - a sort of go-with-the-flow approach, which can end up being expensive without even providing the required impact. From a positive standpoint, this provides an opportunity to establish the practice in a way that is a win-win for both the organisation and the employee. Come to think of it, what can possibly go wrong if an organisation actually treats its employees exceptionally?

Currently, the most popular way to delimit EX is to say what it is not. So, it is not new and improved Human Resources or perks and parties, or even employer or employment branding, or treating employees as customers. It is definitely not employee engagement, although one may see engagement as the goal and EX as the means to achieve it.

In more technical terms, EX is not the Employee Life Cycle, the chronological and sequential, the beginning to end of the employee's relationship with the organisation, which falls under the purview of the HR department. It is also not the Employee Value Proposition, which, although a part of EX, focuses narrowly on the 'brand' of the organisation with respect to future or current



employees. Talent management and employee satisfaction also contribute, but they are a smaller part of the larger landscape of EX.

EX has evolved from

- **Utility:** What employees need to work
- **Productivity:** What employees need to work better and faster
- **Engagement:** How can we make employees happy so they perform better? Experience: How can we create a company where people want to, not need to, show up?

So, in broad terms, EX can be defined as a holistic view of an employee's life at work, which requires constant feedback, action, and monitoring.

Matt Wride, from Decisionwise, says, "The EX is the sum of the various perceptions employees have about their interactions with the organisation in which they work." When we talk about perceptions, we



Ritu Kochhar

Head-Human Resources, Perfetti Van Melle India

"An organisation's success is strongly linked to the overall employee experience. When employees are engaged at work, they feel invested in the company and work hard towards achieving higher standards. Hence, it's imperative that companies develop meaningful employer-employee relationships that not only serve business objectives but also address employees' need to learn and grow."

are talking about the totality of an employee's experience, including difficult performance reviews, how a manager handled an employee's personal crisis, or even whether the company addressed the concerns expressed in the last employee engagement survey. This definition puts perceptions at the heart, which can be positive or negative and can destroy an organisation or make it great. Basically, it says that every business outcome is rooted in an individual or a group of people. In other words, success begins and ends with human beings. The company's responsibility, then, is to pay attention to the moments that truly matter in an employee's day, year, and career.

Elizabeth Dukes writes in Inc., "EX is the sum of all interactions an employee has with their employer. It is the structure and culture of the organisation and how the employee perceives the company overall and their role in the company. It is influenced by three things - the

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physical environment in which the employee works, the tools and technologies the employer provides, and how an employer demonstrates its commitment to the health and success of its employees."

"The three basic elements of EX are - an overall set of employee perceptions across time and touchpoints, a collection of environmental factors-cultural, physical, and technological-and a broadening of traditional HR functions that recognise the correlation between employee engagement and customer experience," explains Robert Grover of Staffbase.

The obsession over EX

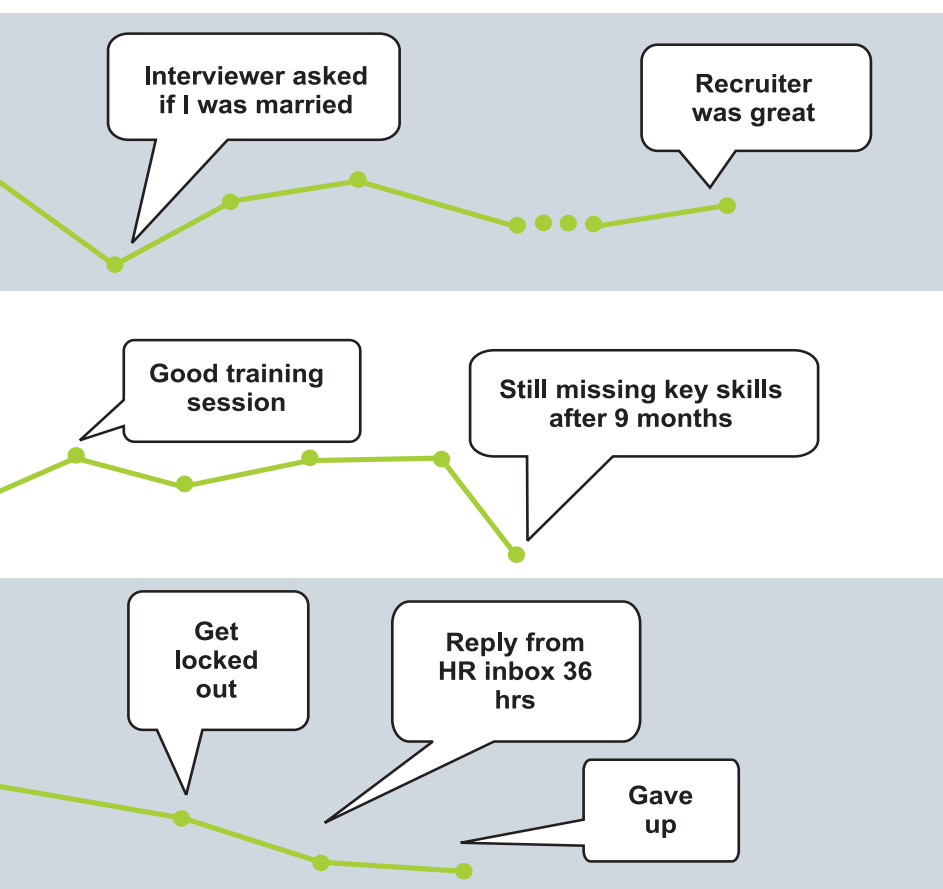
Noted motivational speaker Simon Sinek says, "Customers will never love a company until the employees love it first." Research shows that organisations listed as the best or great places to work consistently outperform those which are not.

These organisations demonstrate what in psychological terms is called system two type of thinking, where experiences are high in effort, purposeful, dynamic, and designed, instead of system one, where they are low in effort, automatic, rapid, and default processes.

Human experiences follow a linear path - our feelings during an experience lead to memories, which in turn shape our decisions about whom to have a relationship with. This is the fundamental logic behind the employer-employee relationship.

According to Jacob Morgan, author of The Employee Experience Advantage, "As we shift to the future of work, where organisations are focusing on the reasons why employees want to work versus need to work, it is important to understand EX." He adds an organisation that takes care of three environments can provide amazing EX. These are:

Culture: Do employees feel a sense



Source: myhrfuture.com



Vishal Nagda

Head - Human Resource
Ozone Group

"The Five Bs of EX are

BELIEVE - Even before an employee joins, they have to believe in the Company's vision, mission, and values. They have to be aware of the culture and be comfortable with the work environment.

BEGIN - When the employee starts they need to be assimilated into the company in a manner where they feel welcome and understand how things work. Ensure that all aspects of employee wellness are addressed so that they can focus on their jobs.

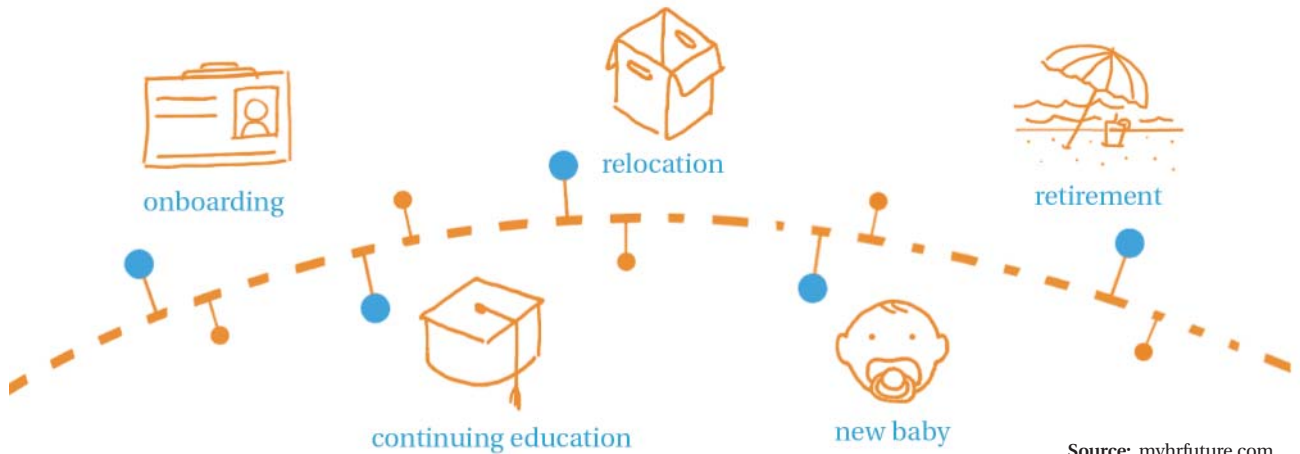
BESTOW - Once an employee is on-board, you need to bestow your trust and responsibility along with the required level of authority to perform the job. Give regular feedback and support wherever required.

BELONG - Each employee should feel that they belong to the company. They should be aware of their job purpose and how it helps the company achieve its goals. Provide opportunities for growth in line with their own career aspirations so that they see their future as one with the company.

BEHAVE - How we behave with our people is an integral part of the employee experience. Treat each person with respect, communicate transparently and have a meritocratic performance culture."

Employee Experience Touchpoints

Opportunities to improve HR-employee interactions



Source: myhrfuture.com

of purpose? Do they feel that they are valued and treated fairly? Culture essentially relates to how an employee can weave work and life together by treating the workplace as an experience, which provides physical, virtual, aspirational, emotional, and intellectual fulfilment.

Technology: Do the tools being used reflect the world we live in? Is the technology consumer grade? Would an employee use it in his personal life? Is it available to everyone in the organisation? Generation Z and Millennials lead the pack on technology usage as a lifestyle. Digital natives experience an organisation mostly through its technology, be it social media, wearables, robotics, virtual and augmented reality, or untethered learning and development programmes.

Physical Space: Does the employee have multiple modes of working? Does the physical environment reflect the values of the organisation? Physical space is the one that we can see, touch, taste, and smell. It is the art on the walls, the office floor plan, demographics of the people we work with, and physical perks like break rooms and facilities, or catered meals in a beautiful cafeteria.

Empowered organisations combine technology and culture, engaged organisations focus on culture and



Rajni Yadav

HR Manager, Crowne Plaza Today
New Delhi

“Employees are the real ambassadors for any brand, hence it is very essential to keep them engaged and motivated to achieve the goals. When employees will feel engaged, they will feel invested in the company and would want to go that extra mile to finish their tasks. It is very important to make time for your employees, understand their career goals and aspirations, and map a course of action to achieve them. In a nutshell, it is about developing people for the role and developing roles for the people. Additionally, it is also important to create platforms for them so that they can break the monotony of their work life and unleash their creative side.”

physical space, and enabled organisations give importance to technology and physical space. The experiential organisation that combines all three environments will dominate the future of work. The secret to success is to make EX a never-ending process by treating the organisation like a laboratory instead of a process-driven factory. As Adobe is learning through its combined Customer and Employee Experience Initiative, people want the same fundamental things - to be treated with respect for their needs and time, to find the information they need quickly, and feel invested in a long-term relationship, be it the employer or the brand.

The real methodologies of EX

According to the 2017 report on Global Human Capital Trends, Deloitte Insights on Employee Experience - Culture, Engagement, and Beyond, in order to provide better EX, the areas that need attention are -

- Helping employees balance professional and personal work and life demands
- Alignment between the employee's personal goals and the company's purpose offering programmes for

a multi-generational workforce

- Understanding and using design thinking
- Considering diverse employee preferences when designing work, and integrating social, community, and corporate programmes

The report further delineates what makes EX a challenge. Most companies have not made EX a priority for HR leaders, often delegating it to an annual employee engagement survey. Although some companies have assigned a C-suite role for EX, most have not given the responsibility to design and deliver EX to a senior executive or team. Siloed HR departments find it difficult to obtain resources needed to address an integrated set of priorities, which range from management practices to workplace to benefits and the work culture itself. Companies need to update their tools to engage employees on an ongoing basis and to understand what employees expect and value. Many companies are still focused on 'point in time' engagement and have not pulled together other disciplines of performance management, goal setting, diversity and inclusion, wellness, workplace design, and leadership into an integrated framework.

The leap of faith

Here are some immediate steps most organisations can take in the design and delivery of EX to make the transition from ordinary to phenomenal employee engagement.

- At the outset, elevate EX and make it a priority. Designate a senior leader or team to own it.
- Right now, the default approach is to invest in technology to enrich EX. This is a double-bind because it actually makes work more complex with overlapping and time-consuming processes. Technology can provide a multitude of pulse feedback tools, wellness and fitness apps, and employee self-service technologies that enable cross-organisation collaboration and communication. The caveat - it should simplify work and HR programmes so that they happen in the flow of work. Expect every element of the technological interface to be accessible and easy to use on mobile devices.
- Use design thinking - find out what makes work difficult directly from the employees - empathise, follow them around, survey, interview and run workshops. No one knows how to upgrade the EX better than the employees themselves. Include employees in the decision-making process. Do not

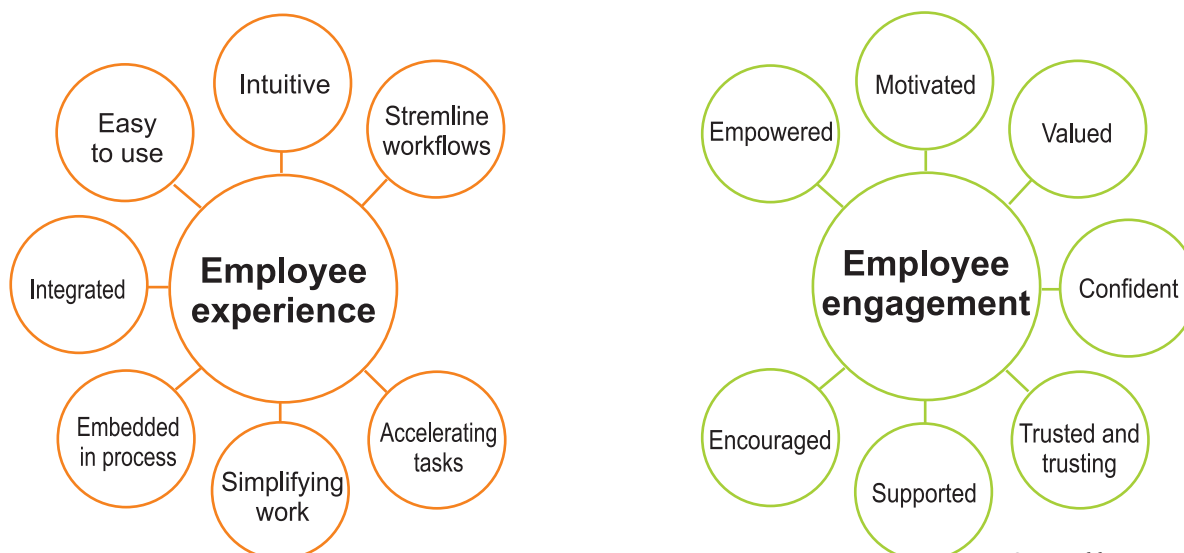


Mohan Monteiro

Chief Human Resource Officer, House of Hiranandani

“Designing and delivering a meaningful experience for current and prospective employees has become a key distinguishing factor in today's crowded talent marketplace. Employee experience needs to be a critical consideration for every process an employee is touched by. Employers who provide a positive, enriching journey for their employees - from hiring to onboarding, from professional development to staying connected as company alumnus - are able to drive engagement, productivity, morale, culture, and retention in ways that create a distinct edge. After all, a positive employee experience gets transmitted to customers in those moments of truth that decide customer satisfaction and loyalty.”

The Two Sides of Employee-Centricity



Source: blog.enterprise-digital.net



Mona Cheriyan

President & Group Head, Human Resources, Thomas Cook (India) Ltd.

“In the fast-paced VUCA environment, ensuring a positive employee experience is an important factor in boosting productivity and employee engagement. Understanding your employee's pain points and addressing their concerns plays a vital role in establishing their affinity towards the Company and fostering loyalty. “If you feel good, you work good” is our mantra - a good work environment and an all-round positive atmosphere in the workplace deliver optimum results. Developing a sense of ownership towards the values of the organisation allows them to be aligned with the company culture and therefore ensures that the Company strategy is implemented. As employers, it is important to let your employees know that they are valued and trusted. By doing so, this will not only result in enhanced company goodwill but will also help to attract and retain talent.”

neglect any employee feedback.

- Leverage the expertise of marketing, product development, and sales executives working along similar lines to design an integrated customer experience.
- Start with the basics to find the common 'moments that matter.' Create employee personas to map all HR transactions against these personas, and to develop journey maps.
- Several apps are available for productivity and collaboration, performance management, employee service platforms, engagement, and feedback and well being, but each of these is marketed separately. The focus on end-to-end EX is quite recent. In the long term, such apps would need to be integrated through a common interface.
- Consider experiences for the entire workforce including candidates, full time and part-time workers, freelancers, gig workers, and alumni. Co-create the EX with the C-suite, business community, and leaders. HR also needs to partner with IT and Finance to develop the EX strategy and programme.
- Measure EX by moving beyond annual engagement surveys to pulse checks and open feedback surveys. Build a real-time understanding of

“Empowered organisations combine technology and culture, engaged organisations focus on culture and physical space, and enabled organisations give importance to technology and physical space.”

the issues that employees face. Benchmark the organisation's EX against peer companies.

Reality Check

The latest Centre for Monitoring the Indian Economy (CMIE) report in January 2019 puts the present rate of unemployment in India at 7.2 percent, the highest ever. Eleven million people lost their jobs in 2018 as a possible consequence of demonetisation and the implementation of GST. The looming threat of unrest, withdrawal of foreign investment, and a skittish business environment does not bode well for both the short and long-term future.



Source: bravosurveys.com

According to World Bank, based on employment data from 2005 to 2015, India needs to create 8.1 million jobs a year to maintain its employment rate. Half of India's 1.3 billion people are under the age of 25, and two-thirds are under 35 years. Most of them are desperately looking for jobs. The problem is - one, a large number are unemployable, and two, there are simply not enough jobs to go around.

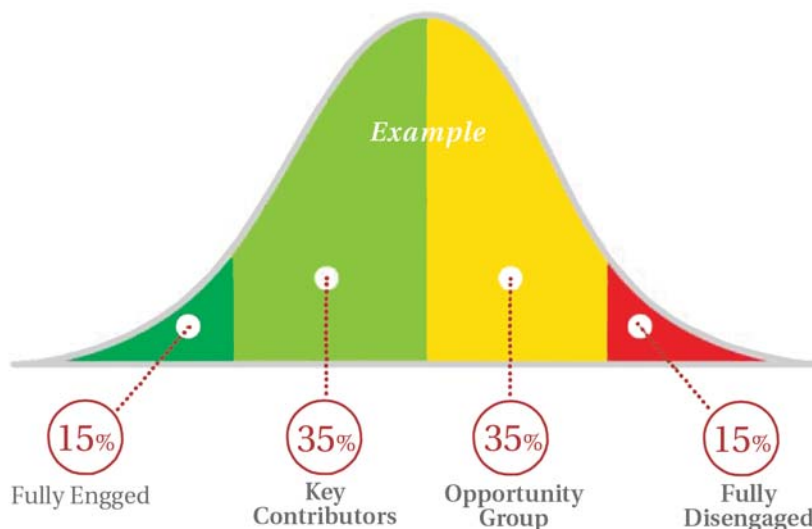
In this context, discussions of EX



Shefali Garg

Senior Director, People Strategy,
Publicis Sapient, India.

“In today's changing landscape, organisations need to set themselves up for multi-generational workforce needs, changing client and customer behaviour, diversity and inclusion, globalisation, and the gig economy, along with continuing to focus on value and quality. There is an undeniable link between a happy workforce and delighted clients. However, employee experience is not the easiest to solve. What it means is focusing on multiple experiences that an employee experiences over time in an organisation. It is no more influenced by compensation or a people manager - the shift needs be towards cultural, physical, and technological environment factors. The focus should be on digitizing the employee experience, creating a social, mobile, and consumer-style experience for the employees. Personalization is the key - today's customers are asking “WTFM” (What is in it for me) and that holds true for employees as well.”



*Decision Wise's actual employee engagement data reports:
32% as Fully Engaged, 46% as Key Contributors, 18% as Opportunity Group, 4% as Fully Disengaged*

Source: decision-wise.com

in India are happening in a rarefied environment without an understanding of the ground realities. India has many versions of the employer-employee relationship, some purely transactional, others exploitative, and a very small percentage where the employee is treated as a precious resource. More importantly, given the quality of resources available, a war for talent is imminent. This makes the need to focus on EX an urgent business imperative.

Employees first

According to Josh Bersin from Deloitte, the irresistible organisation with outstanding EX provides meaningful work, hands-on management, a productive environment, growth opportunities, establishes trust in leadership, and focuses on the health and well-being of its employees.

The employer brand and its reputation are the stories employees tell about their organisation. EX is a critical competitive differentiator. An EX focus is necessary for organisations to function in a volatile global economy, and to succeed in attracting and retaining skilled employees. A holistic approach to EX should consider all

contributors to employee satisfaction, engagement, wellness, and alignment, and provide a workplace that is flexible, collaborative, and humanistic.

Richard Branson, the serial entrepreneur and author, summarises EX, "My philosophy has always been: if you can put your staff first, customers second, and shareholders third, effectively, in the end, the shareholders do well, the customers do better, and your staff remains happy."

The bottom line is - happy employees are good for business.

About the Author

Jyoti Singh Visvanath is the former Managing Editor of SHRM India. As a communication specialist, she has worked in the corporate and development sectors for over 25 years.

The C-Suite Plentitude

We dwell in an era where new, inventive CxO titles are proliferating at a rapid rate as businesses go gung-ho on the trend. In the past few months, Airbnb appointed its first Chief Trust Officer; CBS employed a Chief Business Ethics and Compliance Officer; Levi's brought in a Chief Artificial Intelligence Officer onboard; Facebook nominated a Chief Privacy Officer, and the list goes on.

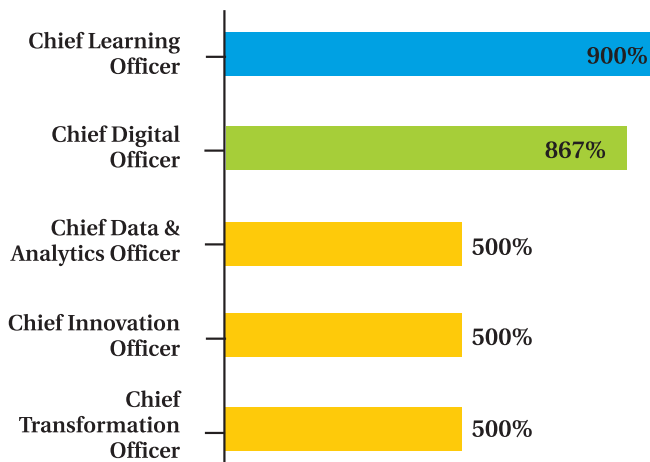
AVADO, a global EdTech company, carried out research on executive team compositions among the 2019 Fortune 100 companies over the last six years. Apart from a 90% increase in the C-Suite since 2013, the position of Chief Learning Officer (CLO) has soared by 900%.

The learning function, once seen as the starting point of budget cuts, is now viewed as a strategic partner capable of making businesses sprout wings onto uncharted territories. However, common sense requires that we invest in workplace

learning. Today, the L&D department is more about building an army of learning professionals, who are better placed to align themselves with fast-changing business priorities. As an individual obliged to run a modern learning organisation, the CLO, is not a recent addition to senior corporate positions. Amid titanic shifts, CLOs are tasked with addressing the ballooning skills gap and creating a culture where employees continually acquire new skills. Progressive enterprises are leveraging all learning opportunities - formal and informal, on-the-job and off-the-job, planned and unplanned - adroitly delivering both just-in-time and just in case L&D products.

If one were to ask, "What's in a name?" the answer might be - a lot. One could ask if, in a world characterised by an ever-accelerating pace of change, will the senior management address these diverse issues - such as data, digital, privacy, sustainability, innovation, and transformation? Modern CxO titles reflect changing priorities and send a message to people 'inside and outside' the company about the importance of these strategic must-haves to the business. As a way of getting a competitive advantage in the war of talent, such titles can resonate with prospective employees, and bring them on board to establish a vision and lead the way. Also, rather than calling executives by conventional monikers, many companies are handing out new, creative C-titles to make the up-and-coming talent feel more valued. As the rise of new-fangled CxOs becomes more mainstream, companies need to be aware of the potential downsides. Without clarity of purpose, accountability, and well-understood coordinating processes, there is a danger that teams get spread in many directions, and make little progress in any. 

Percentage Change (+) in Number of executives by Title (2013-2019)



CORRIGENDUM

The profile of R. Anand has been wrongly mentioned in the Bookmark Section (Aug 2019). He is the author of Happiness at Work published by SAGE publications and Principal Consultant and Advisor-Human Resources, HCL Technologies Ltd. The error is regretted.



Drill Deep Or Steer Wide?

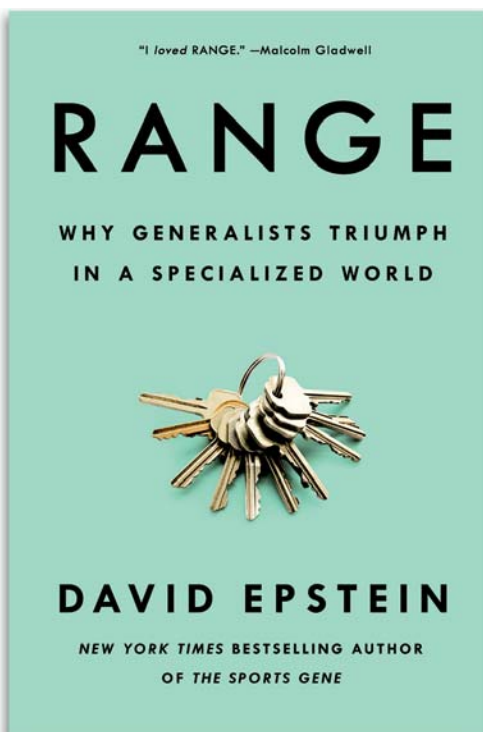
BY ANKITA SHARMA

David Epstein, in his new book, 'Range: Why Generalists Triumph in a Specialized World', has used Arnold Toynbee's famous quote, "No tool is omnicompetent. There is no such thing as a master-key that will unlock all doors," as an epigraph. Contemporary culture is obsessed with precocity. From a very young age, it is instilled in us that if we fail to get a head start, we will be left behind. Epstein turns the advice on its head by rebutting the much-discussed '10000 hours of practice' and 'pick and stick' models as the only success paths. Abandoning the cult of specialisation, Epstein dives into the science of developing a range. He argues that people who taste a wide variety of experiences are better poised to succeed.

Filled with reams of research, insights, and stories, the book opens with the saga of the contrasting career trajectories of Tiger Woods and Roger Federer. It chronicles the history-making early career of Woods, who started playing golf at an early age. Federer's narrative presents a radically different perspective - a multi-sport athlete who switched over to tennis several years after most of his peers. The very title of the book gives the readers with an inkling to opt between the 'Tiger path' and the 'Roger path.'

One of the appealing aspects of the book is the delineation of 'kind' versus 'wicked' learning environments. In the kind domain, patterns get repeated, and feedback is extremely accurate and rapid. Such territories, however, are incredibly rare. Our work normally falls under the wicked realm, where rules are often unclear, patterns harder to discern, and feedback delayed. In an unkind world of high-complexity and fast-paced technological change, diversifying your pipelines can become a life hack. Epstein asserts that the ability to integrate broadly is the greatest human skill. In narrow worlds, Artificial Intelligence (AI) is far more likely to perform better than us.

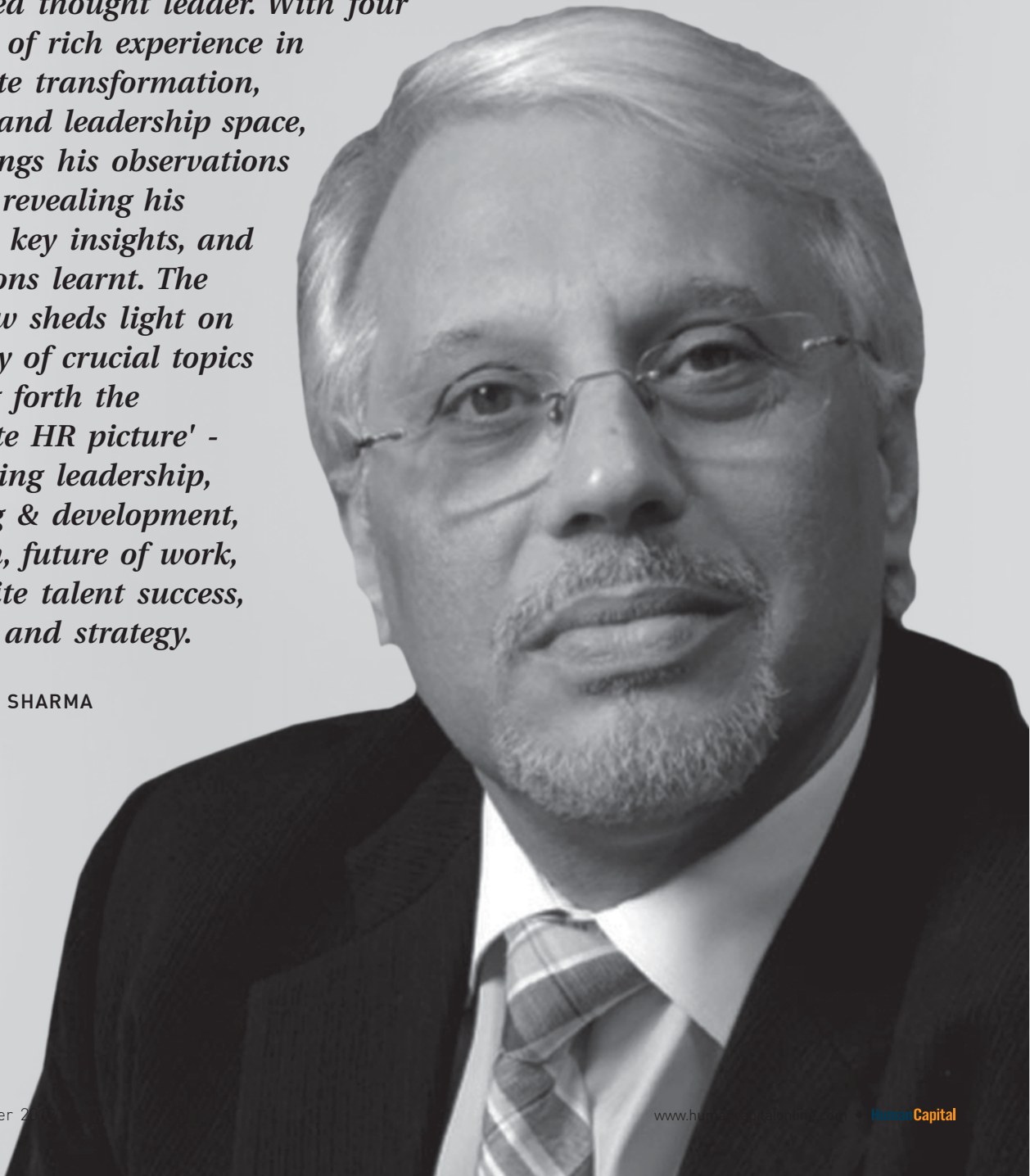
Ramping up to the business world, Epstein cites Abbie Griffin's research on 'serial innovators' and her advice to HR managers. Narrowly defined job roles tend to weed out candidates who have the potential to bring repeated breakthrough innovations. These individuals have usually zigzagged through many professions, have multiple interests, and at a first glance, look like "round pegs to square holes." And HR should be wary of such a hiring practice. Also, Epstein advocates the concept of 'match quality' - used to describe the degree of fit between the work you do and who you are. Instead of imposing an up-or-out corporate ladder, sampling different career tracks to facilitate people on the hunt for good match quality leads to better retention. To the conventional mind, the book's theme seems deeply counterintuitive, but is sufficient to trigger new insights. Readers will learn that behaviours that cause the best short-term performance can often undermine long-term development. 



Staying Atop The Waves Of Change

Human Capital interacted with Adil Malia, CEO, 'The FiRM' - a business management consultancy & advisory, and a renowned thought leader. With four decades of rich experience in corporate transformation, people, and leadership space, Adil brings his observations to life - revealing his journey, key insights, and the lessons learnt. The interview sheds light on a variety of crucial topics to bring forth the 'complete HR picture' - comprising leadership, learning & development, HR Tech, future of work, composite talent success, culture, and strategy.

BY ANKITA SHARMA



We have oft heard the advice, "What you feed, grows. What you starve, dies." In a world where trends are fluidly changing and an ocean of information is swirling around us, we must find ways through which we can stay ahead of the curve. And successful professionals are doing whatever is essential to hone their skills, gain newer perspectives, and bring the right tools and strategies to their organisation.

Q You have worked across diverse industries ranging from Indian conglomerates such as Godrej and Essar to global MNCs like Coca Cola, AI Futtaim, and GE. Do tell us about your journey. And what have been your key learnings?

A The circuit of my professional journey began at a rather early age of 19. And today, I have nearly four decades of work experience in India and overseas. I have been a legal assistant, have worked in IR, and in HR & OD. Even though I had shifted to Marketing for a few years, I managed to find my way back into HR. This, in a nutshell, has been my journey.

The top 5 lessons that I would like to share are -

1. Never approach your work casually. Whatever work you do should be done with utmost passion, total dedication, and commitment.
2. Unless you understand business and finance, the vast knowledge that you possess in your functional domain of specialisation will not be valued as much by your company.
3. Take up rotational experiences if you come across such an opportunity since they provide you with enormous learnings. And if it is not coming your way, you should go and ask for it.
4. Learn to laugh. Enjoy fun-milestones and moments with your team. It does not take away seriousness. Rather, it makes the work environment light while retaining the focus.

5. Authentic care and development of people are very important. Not only does it help with engagement and retention, it also creates a 'positive workplace citizenship.'

Q There is a famous saying, "culture eats strategy for breakfast", apparently quoted by Peter Drucker. Having worked across sectors, functions, and regions, have you found this to be true?

A The culture of an enterprise is a collective reference to the formal and informal:

- a. The belief system that it subscribes to;
- b. The values that it ascribes to;
- c. The way it takes business decisions;
- d. The behaviours it recognises and punishes as a part of its group norms; and
- e. The decision-making process it adopts.

Culture should be flexible and adaptive since it tends to get rigid over time. The business model and strategies adopted by an organisation to create value should be aligned in sync with its culture. If not, then the culture outright rejects the strategy, and it fails. New leaders who join from the outside or businesses that import strategies from other sectors and organisations generally tend to fail, since they are alien to the culture. During my career, I have witnessed this in Coca-Cola and several other global companies.

In the jungle, every animal has an inimitable style of hunting which suits it best. If the tiger hunts like a fox or the fox hunts like a tiger, both may end up hungry and die! Understanding organisational culture and blending with it proves to be of utmost help for success.

Q You say, "the quintessence of your journey is based on the learning ... one first needs to be a good person. Everything else follows!" Could you elaborate on that?

A I believe that 'being good' and 'being happy' are two critical values

for people. If you are good at the core, all the affiliated roles you perform would be influenced by that goodness. If you are a good person, you will become a good son, a good brother, a good father, and a good husband. Extending this naturally to the workplace, you will thus be a good leader, a good manager, a good peer, and a good team member. However, what is critical is being authentic. You cannot be a fake, pretending outwardly to be good. Such superficial goodness will be detected sooner than later and will vanish like wax during adversity.

Q Smart machines developed on the principles of Artificial Intelligence (AI) and Machine Learning are now intersecting with every facet of human endeavour. Where do you see the AI revolution five years down the line?

A AI has indeed made great strides. We have succeeded in creating smart systems that work on the back-end through algorithms. The machines have been taught to perform repetitively mundane tasks, do intelligent analytical work, and

“'Being good' and 'being happy' are two critical values for people. If you are good at the core, all the affiliated roles you perform would be influenced by that goodness.”

react like human beings. Yes, we are going in the right direction, and therefore, the new world work-order and the new age work-ways will have to be sufficiently reordered. Five years down the line, the situation will become more acute given the quick pace and strides that AI has taken.

Rather than ignoring or shying away from this reality, professionals need to deep dive, absorb, and learn

new ways to master it. AI will perform the low end of repetitive jobs and the high end of acute analysis and predictive evaluations, etc. Organisations will have to master the art of using these hyper-logical aids effectively to help people succeed and make meaningful contributions at the workplace.

Q As technology makes more decisions for us, will the nature of leadership change? What will be the key 'drivers' and 'derailers' of leadership success?

A Given any situation, climate, technology, or context, the role of leadership is to create value for the enterprise and flourish its people with happiness. To that end, a leader has to define destinations, provide directions for creating value, resource the enterprise, facilitate the eco-system to connect and engage people with its purpose, and thus, create a happy workplace! This will remain as a part of the HR role in digital times as well.

The shift, however, will now be

in determining how we, as leaders, use the new technological advantages of AI and other digital tools to fulfil our roles. This onslaught of change will pose two drivers:

- (1) The ability to design emotional, engaging, and meaningful people interventions that match the speed, accuracy, and depth of employee insights, and
- (2) The ability to ask the right questions. While the answers are available - the one with the capability to ask the right questions is the winner.

The two derailers would be

- (1) Inability to appreciate big data analysis to make meaningful interpretations, and
- (2) Failure to design bespoke interventions for engagement of talent resources

Q How has the HR function transformed over the last decade? Do you see HR playing a strategic role in the future?

A Unfortunately, in the past, HR had been mainly engaging itself with building the facilitative eco-system, managing key people management processes & compensation programmes, providing expert people advisories, ensuring trusteeship for its 'performance bell-curves', custodianship of employee data, policing of employee records and files, etc.

Whilst all these roles are critical, they had not been at the front end of roles that contributed direct value to the business. By realising the high value of RACE (Right, Aligned, Connected and Engaged) talent to the business, HR has now been critically at the centre, performing several roles in a different and meaningful manner, thereby contributing direct value to the company as its critical partner.

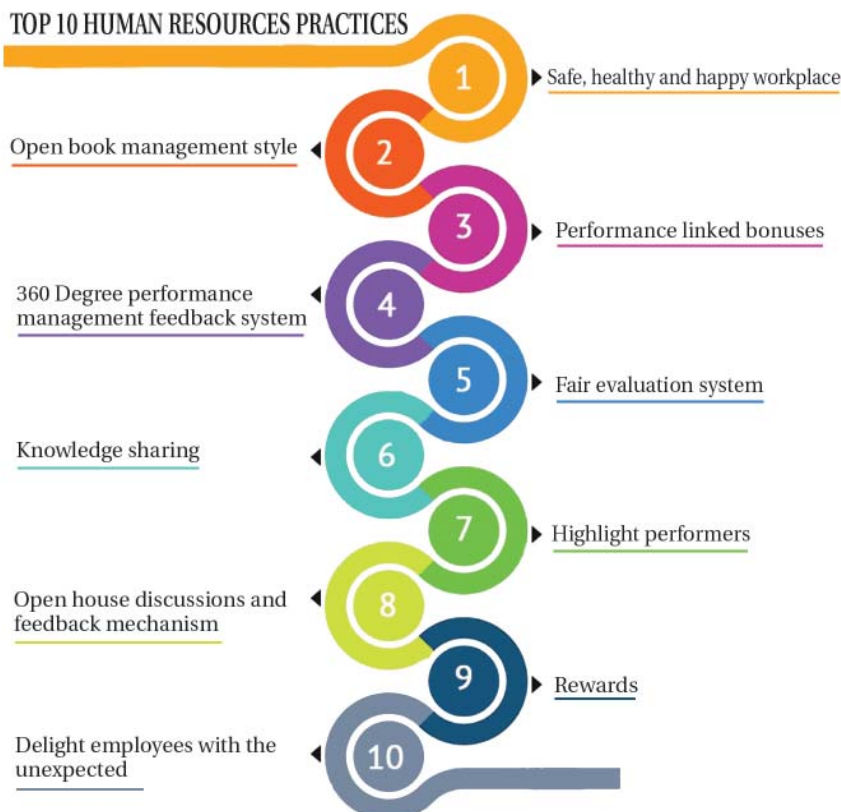
Q In an era of unceasing disruptions, the world of corporate learning has been revolutionised. What are your tips for creating a culture of 'continuous learning'?

A Learning is not a happy option, but a critical survival need. Do not let 'good' halt your performance from becoming 'great.' A few suggestions to keep the organisation in an 'ever-learning' default mode:

1. Structure a formal Learning & Knowledge Management System in the enterprise;
2. Do not mix organisational capability building with individual competency development;
3. Do not mix learning as an outcome of performance management;
4. Institutionalise zero-based evaluation and 'design thinking' in the company;
5. Encourage people exposure to new happenings in markets, technologies, etc.;
6. Identify mentoring and reverse mentoring processes;
7. Encourage intrapreneurial mindset and do not punish genuine mistakes; and
8. Pay a premium for creativity and innovative ideas.

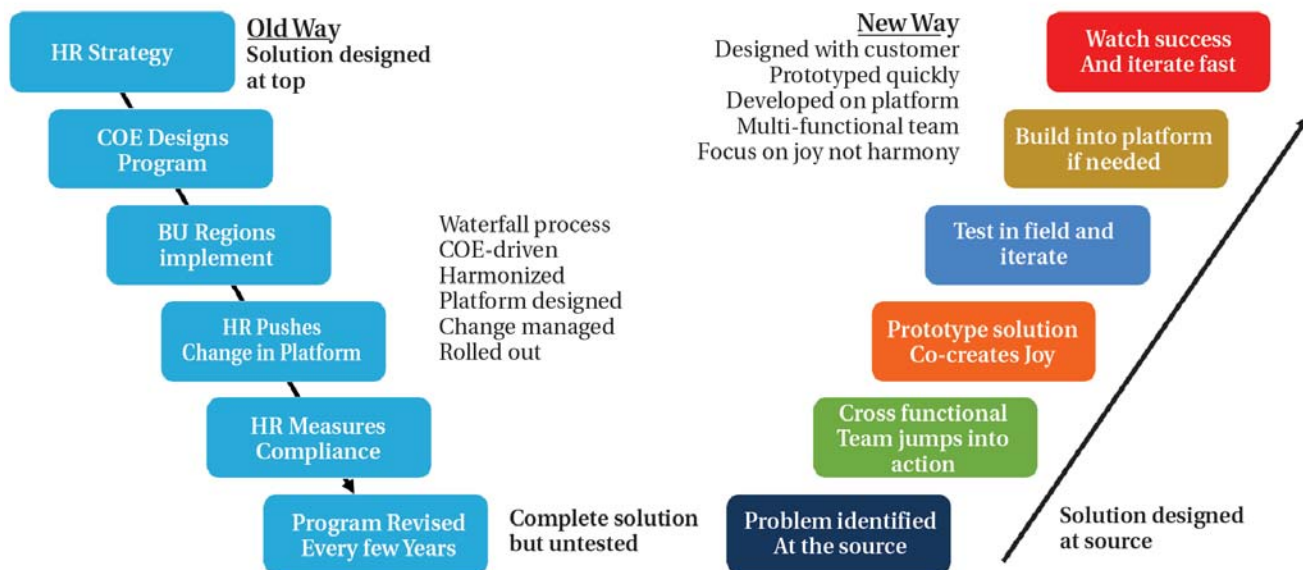
Q As companies continue to focus on talent acquisition and retention

TOP 10 HUMAN RESOURCES PRACTICES



Source: empxtrack.co

Agile Approach: Co-Create R Solutions



Source: joshbersin.com.

strategies to compete in today's talent market, what are the biggest challenges that plague us today?

A We are living in an age of 'Composite Talent Success.' Every element of talent is critical, besides talent acquisition. As you are aware, I have been writing and speaking about our 7G Talent Management model for enterprises. All the seven dimensions of this model - Get, Give, Grow, Guard, Guide, Govern, and Germinate need to be contextually aligned with the culture to

- (1) Create enterprise value, and
- (2) Contribute towards 'net happiness' in the system.

At different points of time, depending on internal challenges and external factors, various dimensions of talent may come under pressure and become critical. But if a company has been managing its composite talent process with alignment, it will be able to face momentary pressures within its stride.

Employee experience is finally getting the airtime it deserves. What steps could take employee experience to the next level?

Generic exposures and experiences

that are commonly available to people do not motivate them any longer, least of all millennials. Such experiences also cannot be ad-hoc or accidental. Talent now expects bespoke experiences tailored to their specific requirements, depending on their uniquely expressed needs.

Q Recent research by Harvard Business Review has revealed that "the average age of a successful startup founder is 45" and "older entrepreneurs are more likely to succeed." Why is it so?

A Startups are a whole new animal. They need exposure to new consumer insights, latest technology & platforms, different go-to-market strategies, and uniquely special funding models. Old hats and hags may not understand these new realities as well.

However, the need for market knowledge, commercial wisdom, mature judgment, confidence, and prudence are certain factors that are essential for the success of the startups. This comes with time, age, maturity, and exposure, which new-age entrepreneurs do not have. Thus, the situation where one needs the under-35s to offer young

insights, ideas, etc., whereas one requires the 40-plus to provide maturity, wisdom, and experience prevails.

Q In today's rapidly-evolving business landscape, what are the habits that HR professionals need to cultivate to remain updated and become all-stars?

A The habits that new wave HR Managers need to cultivate are:

- Read, understand, and learn the business. Develop an all-round reading habit. Use your books to do 'self' development, not 'shelf' development.
- Understand finance. It is not merely the job of the accountant. You need to know the relevant numbers to make your efforts contribute appropriately.
- Familiarise yourself with new digital technologies and platforms. We have to create value in this age of technology.
- Systematically seek rotational assignments. Be brave.
- Learn to create a unique environment where diversity is included in a happy corporate journey to generate value. **HC**

What To Choose And How To Decide



“Follow your heart” is what we hear from people. When you look back at your life, you will realise that by merely following your heart, more often than not, you have only invited trouble.

BY SANTHOSH BABU

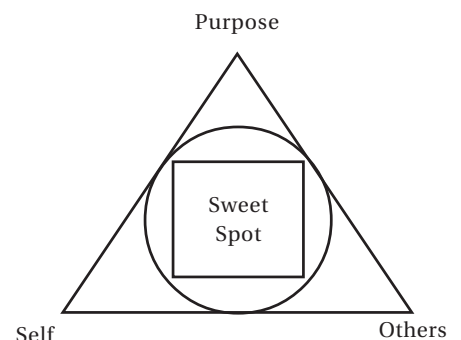
“Purpose applies to both the personal as well as the collective purpose. It might be your purpose to create a safe and secure future for your children or protecting an endangered species.”

A friend called up recently seeking guidance on an important career choice. A senior leader in a reputed and large Indian corporation, he was now being offered a good role in a German start-up. Its CEO had worked with him in the past; and the pay on offer was almost double.

We all face moments where we need to take important decisions, like my friend. Decisions that could have an impact on your career and life in general. What could help us in taking decisions when stakes are high? Many of the important decisions that you take impact others. This could be your family, your team, your organisations etc. Individually and collectively we will have (most of the times) a purpose or a goal.

Keeping all this in mind, how do we take important decisions and what should influence us when we take important decisions?

The usual answer we hear from people is "Follow your heart". But what does this mean? When you look back at your life, you will realise that just following your heart probably got you into trouble more times than not. So here I present a simple model that you could use when you need to take important decisions.



The first step is look at yourself, your needs and wants in any situation. When you have to make an important decision and choice, think about what you need and how you need something. After all you should love yourself. Too much self-focus without focusing on others and purpose become Narcissism. Or people around you will call you selfish and self-centred. Rather if you only focus on self without focusing people involved and collective purpose, you may feel a vacuum deep inside.

Now let's look at Others who are in the situation with you. In my friends case, his family, his elderly parents, his current manager etc will become others. How would him moving to Germany affect them? How could my friend include their views, needs and concerns also in his decision-making process? If you only focus on their needs and take a decision, you feel that you are a door mat. You may have a high need for affiliation and wanting to make others happy. But if you are only focused on others you might regret later and feel you are not able to honour yourself and your needs. You also will not experience joy and fulfilment when you know that you have not taken significant others needs into consideration.

Once you understand your needs and other's needs around specific situation, you need to look at your purpose. The word purpose is used here both at a personal level, personal purpose and at a collective level, collective purpose. Your purpose might be to create a safe and secure future for your children, or protecting an endangered species. How would this decision or choice will affect the purpose? Sometimes you are part of a collective purpose, like the purpose of your organisation or your team. So you need to be aware of how your decisions are aligned with the group purpose. The danger of only focusing on the purpose is that you do not care about self and others. Then we become like a terrorist who is willing to kill himself and others for a purpose. A lot of leaders who only focus on purpose forget to take care of self and people who are close to them.

So the model looks at Self, Others



and the Purpose in any given context and the need to be mindful of all the three in taking important decisions and making choices. This helps us to avoid the trap of being a narcissist, a pushover or doormat and an extremist standing only for a purpose.

You could also notice that these three are not really separate phenomena. For example, taking care of self is not just about relaxing in a beach. It is also about learning new things, knowing what your purpose is and how you want to contribute to the happiness of people around you. So, when you expand the self to include others and purpose you are actually taking care of all the three important aspects and then could feel a deep level of satisfaction and fulfillment. **HC**

“When you expand self to include others and your purpose, you are actually taking care of all the three important aspects - and then can feel a deep level of satisfaction and fulfilment.”

About the Author

Santhosh Babu is the Chairman of OD Alternatives(www.odalternatives.com), a boutique OD consulting firm and founder of OrgLens(www.orglens.com), social network analysis firm. Santhosh coaches some of the senior leaders and celebrities and has authored India's first book on Coaching published by Wiley.

Training Your Customers - A Moral Obligation

It is important to train your employees and equally critical to train your customers. And the training is not to condition your prospects to choose your products/services, but to develop professional etiquettes.

BY KESHAV SRIDHAR

My mentor, Colonel (Retd.) KS Jaggi says, "People learn either out of fear or out of self-respect." And this applies to everyone, be it the business owners, employees, or customers. Interactions with people working in B2C organisations provide great insights into different types of customers and their behaviour. And during my recent interaction with a seasoned businessman, I was made aware of an interesting observation that generally people fall into two categories - the well-mannered and the ill-mannered. He further added that around 70% of the customers with whom his staff interact on a daily basis are ill-mannered. He added that it is truly impossible to treat every customer like a 'King' in India, at least in the near future. He also wondered as to what etiquettes people are learning in their schools and colleges! He said, "You give the slightest of hints to such uncultured customers that you value their business and intend to be nice to them, and they would start taking you for a ride!"

Training the customer

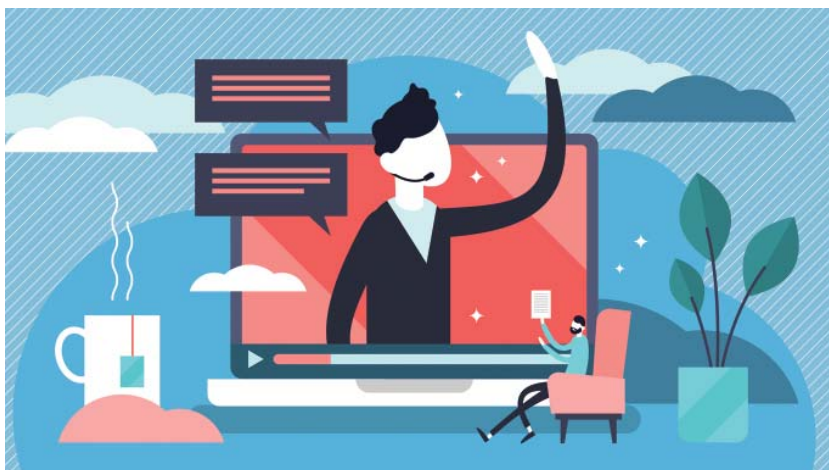
Simply put, as much as it is important to train your employees, it is equally critical to train your customers. And

by training, I mean not merely conditioning your prospects to choose your products/services, but to also train them to develop certain professional etiquettes.

I have an interesting story to share. One of my North Indian friends has been staying in Bengaluru for the last five years. He had initially never shown any interest in learning Kannada, the local language. However, he was forced to learn the language when the situation so demanded, and he managed to do so pretty quickly! Now, he is glad that he is able to speak in another language, and feels a lot more at home as compared to the past. He also confessed that he is now able to understand the mindset of the people, and says that he is genuinely interested to know the local culture and customs.

The reason behind his learning Kannada is typical of today's reality in any of the metros. During the initial years in Bengaluru, he would commute to work in his car. However, thanks to Bengaluru's ever-chaotic traffic, he soon understood that he was better off using the city's public transport. So, he started using the city bus, metro, and auto-rickshaws. And interestingly, he was forced to learn the local language by the drivers/conductors, as they would take him for a 'ride' when they learnt that he is not a local.

He also asked a bus conductor as to why they speak in Kannada with the non-locals too, and the conductor replied, "Bengaluru had always been welcoming anyone and everyone, and one can live here without any problems, even if one didn't know the local language. However, over the years, as this is the largest city in India with regard to IT jobs, there has been a great influx of people from all across the country. Around a decade ago, whenever we met people from other states, we would try speaking in their language, in spite of the fact that it



“Training your customers is critical if an organisation is sensitive regarding its impact on society. And there are several instances wherein the customers are not well behaved or have unrealistic expectations.”

was not our language. By the way, you would be amazed to know that the number of screens in Bengaluru which showcase Telugu, Tamil and Hindi films are far greater than those that host Kannada films. Hence, most of the Bengaleans know at least three more languages apart from their mother tongue. However, our openness and welcoming gesture was mocked, and we have had numerous bad experiences wherein these customers would make fun of us for not being able to speak their language properly. Over a period of time, all of us conductors had encountered similar experiences, and hence, we have decided to make them speak our language instead. Our language is the state's official language anyway. Why should we be mocked for being nice to them? Instead, we have decided to teach them a lesson or two. Most importantly, to respect our language and culture! And let me tell you, if people in Bengaluru are today at least trying to learn Kannada, it is largely because of the cab, auto rickshaw drivers and the bus conductors!"

Impacting society

Training your customers is critical, especially if an organisation is sensitive regarding its impact on the society at large. There are several instances wherein the customers are not well behaved or have unrealistic expectations- how would you deal with them? One cannot expect the employees to be punching bags with the attitude: "I'm paying you to take whatever is thrown at you". This does not work in the long run.

While all of us are in business with a genuine intent to serve our customers, we do not want to be taken for a ride by them. It is likely that your employees are far more educated and civilised when compared to your customers. Therefore, facilitate the education of customers through your employees. It is definitely a positive contribution towards nation-building.

Let me share another interesting anecdote. During a Customer Service training programme for a renowned Hotel in India, I asked the participants to share their experience of dealing with tough customers. One of them shared an incident wherein a guest would keep his door wide open and

run the TV in loud volume, and also speak in a loud voice in the corridors.

He was obviously a nuisance for everyone. Apparently, the Hotel Manager requested that he mind his ways multiple times, but in vain. Neither did the manager want to lose the business, nor did he wish to be rude to the customer, since he feared getting bad reviews online. He also made one of his employees act as an ill-mannered customer who was asked to vacate the room for creating a ruckus. But, this too did not work. So, as a last resort, he had to politely yet assertively warn the errant customer that he would have to call the Police. While the customer was well behaved after this, he gave one star in his online review about the Hotel.

Stakeholders' behaviour is instrumental

The stakeholders' behaviour is instrumental in deciding how well you are able to utilise your time. You cannot expect everyone who walks into your store to know everything about your products/services. However, the least that can be expected from them is to behave as professionals. There have been innumerable occasions where we have witnessed people talking loudly in theatres in spite of a polite request made right at the start of the movie. The indifferent and uncivilised attitude of such people seems to say, "I'm paying you, so you are supposed to bear with my crap and tantrum, and I couldn't care less about the people around me." Hence, it is extremely critical for businesses to put such people in their place - if not for society, at least for their own business. After all, you do not want the good ones to leave you because of such people, do you? 

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.



Defining Change Through Competencies

When it is well implemented, a competency-based approach could truly enhance the effective utilisation and deployment of talent, spurring career growth.

BY KALPANA BANSAL

Of late, leaders in organisations are concerned about the existing competency models and are being vocal - or coming about with outright dissatisfaction - with these models. Typically, most competency-based assessments attempt to measure an individual's competence against the prescribed standards of performance. E.g. if a job role has established a set of entry level standards or requirements of competency, then it is incumbent that all new entrants match those expectations. A competency-based assessment is a process of determining whether a candidate or incumbent meets the predetermined standards of performance, i.e., whether they demonstrate competence.

Need for detailing and outlining

Competency-based assessment is generally complicated and requires a certain amount of detailing and effort into outlining the right competency dictionary for assessment. This has created room for some amount of disgruntlement from all quarters - be it participants or the HR departments. The primary objections that generally surface with regard to this are that such an assessment:

- (a) Assesses only that which is trivial or superficial
- (b) Is inherently unreliable since it involves inference by a human being
- (c) Is inherently invalid as a lot depends

“While generically packaged competencies make leeway for comparison across sectors and check the broad patterns, they often create misalignment with the values that constitute the core DNA of the organisation.”

- on the articulation of the descriptors
- (d) Represents a departure from the traditionally proven methods of assessment
 - (e) Neglects the importance of knowledge and experience
 - (f) Focuses on outcomes to the neglect of processes
 - (g) Relies on the professional judgement of one or more people, and is hence too subjective
 - (h) Tries to assess attitudes or predispositions

Demarcating the competencies

While each of the aforesaid objections about competency-based assessment is justified, a well-designed competency-based assessment system can overcome such objections. It has been seen that competency models are built and implemented using 15, 20, 30, or more competencies, with varying degrees of complexity and levels. There is a growing urge to demarcate the competencies at various levels (E.g. the enterprise level,

functional level, leadership level, etc.). When each level has five to ten competencies, it is easy to see how the size of the total models can attain twenty or even forty competencies. Adding multiple levels of proficiencies (e.g., "needs improvement", "meets expectations") for each competency renders it as quite a labyrinth to navigate. For instance, one of my clients had a laundry list of twelve competencies including "Entrepreneurial Mindset", "Risk-Taking", and "Profitability Focus" in an organisation that rewarded strict adherence to norms and provided little room for innovation.

Client feedback across multiple sectors sheds light on some prevailing reasons. The most commonly cited reason is that line leaders and employees strongly dislike working with large and dense competency models. Training line managers and HR departments to work with competencies and ensuring uniformity in understanding the model sought by them is easily comprehensible and adaptable when it comes to selection and development.

Competency/ Rating	At Development Opportunity			At Standard			At strength		
	1	1.5	2	2.5	3	3.5	4	4.5	5
Building Relationships			☒						
Business Acumen					☒				
Communication					☒				
Execution Excellence					☒				
Managing People & Performance					☒				
Personal Effectiveness			☒						

Relative Strengths

- a) Business Acumen
- b) Communication
- c) Execution Excellence
- d) Managing People & Performance

Development Opportunities

- a) Building Relationships
- b) Personal Effectiveness

Objectives of the Program

- Assess on Competencies and outline development needs for success at the next level
- Explore areas of strength and development, in preparation for future challenges and experiences
- * Prepare you to face complexities with greater confidence while operating at the next level

Competencies Assessed

The specific Competencies that were looked at in the Development Centre were:

- Building Relationships
- Business Acumen
- Communication
- Execution Excellence
- Managing People & Performance
- Personal Effectiveness

Tools used

A mix of Individual and Group Exercises were used to observe your behaviors in the Development Centre :

- Case Study and Group Discussion.
- In Tray Exercise (written exercise).
- Group Exercise (Town Planning)
- Role Play (Individual)
- Fact Finding Presentation

“Benchmarks appear interesting but do not add real value back to the business. Other data is actually far more relevant to help them achieve talent management goals.”

Non-resonating models

In my experience, the models created by external consultants often use vocabulary that does not resonate with the employees. They also tend to be generic, and at times use high-ended language, which is difficult to interpret in day-to-day parlance. Typically, competencies such as "Interpersonal Skills" tend to be used with a common descriptor without modifications. While generically packaged competencies make leeway for comparison across sectors and check the broad patterns, they often create misalignment with the values that constitute the core DNA of the organisation. As a consequence, line leaders and employees transfer ownership of the competency framework to HR.

When employees fail to buy into a competency model, both the model and the business quickly feel the negative consequences. The lack of buy-in turns into a kiss of death for the model. This is often simply ignored, unutilised by the line leaders since it was designed for talent management processes. This does not play out well for the talent functions since the base of their work is

grounded in their competency model. They are seen struggling to deliver their services across the enterprise to select and develop the best employees.

Inherently, a competency model is an academic construct that transplants itself into the workplace. Given such a research mindset, competency models are built to be extremely comprehensive in order to explain maximum variance or predict employee performance on the job - in theory. While there is great value indeed in creating a model that can maximise prediction, there are diminishing returns wherein the addition of competencies to models does little to enhance their ability to predict the future. Incorporating large numbers of competencies into a model does not improve it, even from the standpoint of research.

Differentiating chalk and cheese

The reality is somewhat different. While every client is unique in their strategy, culture, environment, and values, there is absolutely no reason to assume that a good performance by one company shall apply to other companies. Likewise, the generic competencies that

work for one organisation often do not work in another.

On the basis of my experience with clients, the following guidelines prove to be beneficial while making a competency-based assessment framework more effective within an organisation:

- **Business Outcome Focused:** Competencies need to define what works for the business in the context of the client's reality, and articulate what quality talent does to help the company in achieving the mission and aspirations. E.g., "Store Operations" is a great competency to articulate in the retail sector, but outside of this context, it does not have much meaning.
- **Setting the Standards:** Behaviours are articulated to set standard benchmarks and expectations in a manner that seems partly achievable to employees, and is easy to see as well as envision in action.
- **Tactile:** Competency descriptors need to be developed through live-action or hands-on experience of the client's operations as against borrowing them from a competency library. The language must be simple and unambiguous. "Problem Solving Approach" implies one thing for one client, and something different for another.
- **Culture-Specific:** Competencies need to capture the DNA of the organisation. A hospital talking about "Customer Service Orientation" carries a different perspective than a manufacturing business that talks about the same competency. Likewise, "Financial Acumen" is something that means different things for different businesses.
- **Simple and Practical:** Balances length and comprehensiveness to cover the essentials of the role and what is most important to the strategy.

In my experience, benchmarks and cross-company comparisons do not make clients to shape their talent management priorities. In reality, benchmarks appear interesting but do not add real value back to the business. Other data is actually far more relevant to help them achieve talent management goals. Companies need to focus on differentiation.

The true rigour in a competency-based assessment approach is in its implementation. This is the ability to carry through the framework and get everyone from the leaders down to the lowest employee levels to talk about the competencies, understand it, and reinforce it in daily actions. When it is well implemented, a competency-based approach could truly enhance the effective utilisation and deployment of talent, spurring career growth. That, in effect, would drive everlasting change in the organisation. 

About the Author

Kalpna 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. Kalpna has an MBA and has completed her Executive Masters in Consulting & Coaching for Change from Said Business School, Oxford University.

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Women In Engineering Jobs

Embracing gender diversity no longer remains as a feminist notion, but is an essential itinerary for corporates, as it helps drive efficiency and effectiveness within teams, functions, and organisations.

BY NIKETH SUNDAR



The Indian workforce is undergoing a paradigm shift with women entering the centre stage in many professions. Embracing gender diversity no longer remains as a feminist notion, but is an essential itinerary for corporates as it helps drive efficiencies and effectiveness within teams, functions, and organisations.

Consider these statistics: -

- The number of women engineering graduates in the US has increased by 54% between 2011 and 2016.
- Only 13% of engineers and 26% of computer scientists in the US are women.
- Only 30% of women who are engineering graduates in the US

are still holding a job after 20 years!

- Only 10% of professional engineers in the UK are women, the lowest in Europe.
- Latvia, Cyprus, and Bulgaria have about 30% of women in the engineering workforce, and Sweden and Italy stand at 26% and 20% respectively.

In India, engineering is a long-cherished career aspiration for both sexes, where we have more women engineers. At 32%, the country has a much higher percentage of women engineering graduates. And yet, statistics indicate that almost 45% of women move out of core engineering roles after eight years and take up soft skill positions. While

a post mortem is likely to open a Pandora's Box, the way forward is more important. How can things change and what role can enterprises have in this transformation?

A drastic change

Firstly, the nature of engineering jobs has undergone a drastic change after the advent of software and electronics engineering. Traditionally, engineering jobs were associated mostly with civil and shop floor jobs. Hence, fewer women opted for the other engineering disciplines, or if even they studied those disciplines, they did not pursue jobs in such disciplines for long.

With computers and laptops becoming the tools of the trade, particularly in the services industries, engineering was rendered a soft sector, and this created room for women to be a part of the workforce in this sector. A typical technology company now has a mechanical digital combination of technology and engineering deliveries. The services industries - like IT and IT-enabled Engineering services, have become even more conducive for working women engineers.

QuEST Global, for instance, went about on this route steadily since the software component of the work performed has increased over the years, and more so after the recent acquisitions of software brands that have made the company largely digital focused. Today, the proportion of women in technology jobs is much higher, especially in the digital opportunities sector - closer to 40% of the total workforce. Moreover, women are usually well qualified for digital-focused jobs, and this drives the entire diversity approach in a very positive way.

Flexi-timings and geographical flexibility

Another big change over the last few years is the offer of flexi-timings or geographical flexibility by companies going digital. Moving with the spouse no longer implies the end of the career for qualified women. It could just mean a mild adjustment in team

reporting, and possibly, the ability to work from practically anywhere in the world. In fact, today, we are witness to a reversal, when women are required to relocate due to job requirements, and it is the husbands who are availing flexibility from their companies. Flexi-timings or specific work-from-home options that most technology companies now offer ensures the balance between taking care of family and a demanding job. With physical presence no longer

“The male leadership must be sensitised and made aware of what needs to be done to support longer-term careers for deserving and aspiring women engineers.”

necessary at work at all times, new or expectant mothers can also continue to work, leaving aside worries about having to choose between motherhood and career.

While the regulations and laws always offer ample maternity leave, some companies offer additional time off from work (with no pay but certain job retention), to help new mothers cope with the demands of a new baby. They need not feel insecure about their jobs at this crucial juncture, and companies do flex the policies so that deserving women team members get this support.

But this comes with a catch. With the long absence from office, it may later become difficult to catch up with the fast-changing work-contexts and technology. Companies need to be sensitive to this aspect and ensure that this absence is not used as an excuse to label the person as less competent. Brush-up programmes, training, and extra certifications for a returning employee could help fight this bias.

One big step in enabling women engineers who are aspiring to build long term careers is to get the support from internal or external

mentors who can counsel and advise women on what to do - and how - to better manage their career and life. It could be successful women in the industry or the same organisation, or they could also be experienced and empathetic men.

The need for understanding

At the end of the day, in any company, a large percentage of leadership is men. And it is required that they understand such issues. The male leadership must be sensitised and made aware of what needs to be done to support longer-term careers for deserving and aspiring women engineers. This is happening in the industry, and most companies are now open to such policies and initiatives where men are active participants in discussions and forums for women enablement.

It is an established fact that companies with higher percentages of women in leadership positions show better business performance and business results like revenue, profitability, and market share. In fact, in the digital world, the future of leadership is steadily tilting towards the softer aspects of leadership - like empathy and caring for teams and people. Performance is about numbers, but leadership is more about empathy, caring for

“Performance is about numbers, but leadership is more about empathy, caring for people and nurturing them, and EQ. These are the traits of leadership that come naturally to women.”

people and nurturing them, and EQ. These are the traits of leadership that come naturally to women. So, in the world of the future, women will have a much higher opportunity for leadership.

But we have to continue to



resolve the ground challenges - dealing with the social demands of family, spouse, and motherhood.

A few situational insights, relevant to the socio-cultural aspect of women in the workforce, are also noteworthy. In India, while the percentage of girls taking admission in engineering courses is rising, the employability figures are not keeping up. The leak is a very unique Indian phenomenon - girls are acquiring engineering degrees for better marriage prospects. This is happening in the middle-class strata which still values marriage over career for a girl child, an aspect that needs to change. In fact, according to an article in the Economist, if the educated Indian women could contribute to the economy, "the world's biggest democracy would be 27% richer." Unfortunately, social systems and even politically motivated patriarchies do not create the right environment for the growth of women in engineering careers, or for that matter, any career at all. 

About the Author

Niketh Sundar is Global Head-People Function, QuEST Global. His experience spans the geographies of USA, Europe, and Asia. He has previously worked with UST Global for over a decade. An ex-naval fighter pilot, Niketh holds a Master's degree in Defence and Strategic Studies and a Post-Graduate Diploma in Business Management.

Measuring The Employee Net Promoter Score

Understanding how loyal your employees are and the reasons why they are loyal or not can have major impacts on your business. Many companies, however, struggle to move the needle.

BY KENNETH W WHEELER

Would it matter to you if you were in possession of a silver bullet that transformed your employees into proud ambassadors of your organisation? That makes your employees strongly advocate their employment in your firm? That makes you confident of the fact that your employees are indeed your true promoters to the inside and outside world alike?

I am safely assuming that your response would be a dominant 'yes' - Yes, it would matter a great deal to really understand the ingredient that goes behind the making of that silver bullet. It matters significantly for your organisation's brand, customer

experience, and employee loyalty to drive the business metric with sincere passion, commitment, and enthusiasm. Understanding exactly how loyal your employees are, and the reasons why they are loyal or not can have major impacts on your business. Many companies, however, struggle to move the needle when it comes to knowing and understanding what works and what does not for their employees.

Research by Gallup states:

- 70% variance in the virtue of employees being your ambassadors or not is accounted for by the direct reporting managers and leadership team
- 51% employees worldwide are looking to quit their jobs and 13% feel completely disengaged and demotivated
- 64% employees are unsatisfied with their work culture

This unfortunate output comes from the fact that companies and their Leadership team mostly struggle with:

- How to define employee engagement & motivation?
- What to identify as a component of employee ambassadors?
- What to measure, how, and in what frequency?
- Improvement execution strategy that is not robust and full proof (where eNPS awareness exists)

As an answer, most progressive thinking companies are relying today on Employee Net Promoter Score as a strategic tool that feeds them with the critical ingredient required to make



their own silver bullet, and transforming the perspective of creating employee ambassadors as their strongest company asset.

What is Employee Net Promoter Score (eNPS)?

Employee Net Promoter Score - in sync with the concept of Net Promoter Score coined by Bain & Company and Fred Reichheld - is a concept that has two key questions that seeks responses from all employees in an anonymous survey.

- How likely are you to promote or recommend your employer as a great place to work?
- What is/are the reason(s) for your score?

How do we Measure eNPS?

eNPS, on the bases of the employee score provided for the first question measured on a scale of 0 to 10, is classified as:

- Promoters: 9 & 10 [The core ambassadors]
- Passives: 7 & 8 [Neutral employees]
- Detractors: 6 or less [Negative promoters]

Your eNPS is then arrived at by the formula:

$$\text{eNPS} = \% \text{ Promoters} - \% \text{ Detractors}$$

Research shows that companies with higher eNPS rating clearly have a direct equation with few core business metrics, making it an absolute must-have strategy.

- Sales growth
- Customer satisfaction
- Employee turnover
- Shareholder value
- Profitability

Through a successful framework of eNPS, one can derive at insights to seek many advantages. I would, however, put the spotlight on the top 3 key components in my book, and elaborate on each factor. It

- Uplifts your employer branding and customer experience
- Cultivates a spirit of intrapreneurship culture
- Generates the power of retention and referrals



Uplifts your employer branding and customer experience

Undoubtedly, employees are the face of your organisation. The best of brands credit what they are today - and the employer branding proclamation they have in the market - to their culture and employees. The best way to propagate your company's progress and work culture is always through your employees. eNPS and the learning you draw from it is that it is a powerful tool that can have a complete brand makeover impact. Your promoter employees and your brand ambassadors can potentially help you crack one of the key industry challenges - attracting top talent. eNPS, and how effectively you build it, has the potential to uplift your employer branding significantly.

Cultivates a spirit of intrapreneurship culture

Act like an entrepreneur and think like a CEO - that could be the mantra that can come right out of your eNPS book. Employees, and more specifically, today's younger workforce, take a lot of pride in ownership. Their mindset is inclined to work more like partners than employees. A Marketing Head, for example, must think and act as the CEO of his/her department, and his/her team ought to think like intrapreneurs when they pick certain projects. Imagine, if such were your organisation's DNA, you would be able to build a team where employees are constantly going above and beyond their normal KRA/KPI. Your promoter

“Organisations must prioritise eNPS as one of its key goals with an intent to ensure that they have as many promoters in the company as possible.”

“Employees, more specifically, today's younger workforce, take a lot of pride in ownership. Their mindset is inclined to work more like partners than employees.”

employees attached to the organisation will always proactively look for ways to contribute to the company's growth and scale.

Generates the power of retention and referrals

Retention: As per research conducted by SHRM, the average cost per hire (which includes advertisements, job posting, interviewing, etc.) accounts for \$ 4,129. Retention becomes a very meaningful metric when you consider -

- (i) The cost of training new employees
- (ii) The impact of learning curve (generally 90 days for a new employee)
- (iii) Negative influence on execution speed, and
- (iv) The cost of a mistake made by the new employee

eNPS will be the fodder that will efficiently fuel your organisation's ability towards positive retention. When you manage to build a work environment conducive to having more promoters, you witness an emphatic increase in the loyalty factor.

Referrals: A universally proven approach to execute a quality hire in the most cost effective and fast-tracked manner. Not only do you get more like-minded and skilled talent, but employees hired as referrals naturally join you with the intention of a long-term partnership. Promoter employees proactively refer their friends as they beam with the confidence of your organisation being a great place to work - it is so worth the salt!

The good score and the survey frequency

eNPS can generate a score in the range of -100 to + 100. Hence, in my opinion, any score on or above + 10 can be considered as good. If you hit a high of + 40 or above - it is an absolute game-changer. Since the survey consists of 2 key questions, it can be done in a shorter cycle of a quarter or half-yearly duration. Your organisation's capacity to Act on the inputs received is most important. It can all work against you if you fail to Act on your findings - consider that as a primary deciding factor.

To bring it all together

The power of eNPS is only evident when you initiate it and taste the blood in terms of the immense value-add it can bring to your organisation. One must, however, keep a perspective that the eNPS must be considered as a marathon, and not a 100-meter dash. It takes due diligence and commitment to implement the survey findings and showcase the changes to your employees (transparency is very critical). It does take time, as

- a) Everyone must be involved and
- b) You are literally transforming the organisational culture and DNA.

Another important aspect is the natural need to benchmark and compare yourself with other companies and competitors. It may not necessarily be the best approach - the most useful benchmark a company must use is its own progress journey over time.

At LogiNext, eNPS is passionately imbibed by our CEO Dhruvil Sanghvi, and through him, the torch is passed to the Core Leadership team and all employees. With an average eNPS score of 54, we as an organisation have been successful in building an eNPS architecture that works magnificently well - as determined by the successful impact we have had on all the 3 key pillars of success - the business, the customer, and the employees. Thus, it is a win-win situation on all frontiers!

It is not the only tool to propel the desired results, but certainly one of the most important. In my opinion, organisations must prioritise eNPS as one of its key goals with an intent to ensure that they have as many promoters in the company as possible. Take a step to welcome Employee Net Promoter Score, identify the ingredient to your silver bullet, build more promoters, and let the magic begin! 

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).



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Implementing The Best Practices

The demands of employees and employers continue to change since the very world we live is volatile and subject to change. It is important for employers to brand themselves and ensure that the key talent considers it as their workplace. Likewise, it is equally important for the potential candidates to stay industry-ready and relevant so that they are considered by the top employers.

BY DR. SHAMEEM S

Talent crunch has impacted the new growth areas among the Indian IT companies. There is a dearth of talent in emerging technologies such as Artificial Intelligence, Machine learning, Data Science, etc. Apart from talent attraction, companies today are also faced with the challenge of talent retention. And top talent stays in the organisation only if we provide them with the right environment to engage.

A conversation between two heads of the company discussing their company policies and talent management practices went about as below.

The location: The Office of ZY Associates, an IT firm, whose core business is data science.

Day and Time: Thursday, 10 AM

Patel walked into Ahuja's room. She was immersed in an article that had featured in the day's *Times of India*. She asked him whether he had read the article. He asked, "The one about that ABC company?"

"Yes, the attrition scenario that has been explained in the article is really threatening," said Ahuja, and started reading the news out aloud, "The CEO of ABC company is questioned by the public and media, as many of their employees are quitting their job as they could not handle the pressure of the job, and the demands of the organisation." She said, "Do you think we need to worry about our people?"

"The competition to hire the best will increase in the years ahead. Companies that give extra flexibility to their employees will have the edge in this area." –Bill Gates



Patel exclaimed, "We don't get enough skilled people in the area of data science. I'd rather look at this now than wait for it to become a problem and then address it!"

Ahuja, answering her own question, said, "I don't think we need to be worried about our employees. I am sure that no one in the industry can provide a better environment to work than what we provide to our employees. We have always treated them as our core asset and have given them lots of benefits. Our employees make us the market leader, we take care of

them, and they provide high-quality customer service. And yes, our company does frame policies to continue to attract the best talent as well as retain the talent we have."

"Yes. Ahuja, what you say is absolutely right. While we were looking at talent acquisition, an important criterion for them to be selected onboard was their intellectual thinking and data analytics ability. And we continue to give them challenging tasks on the job, to keep them intellectually stimulated, don't you agree with me on this?"



"Yes. We try our best. Apart from the regular work, in the bi-weekly open house, we have small presentations on different topics from different business scenarios. Even the freshers are encouraged to make presentations. I believe that our employees see this as a great opportunity to learn, build confidence, and grow with the organisation!"

"If employees feel dissatisfied, then I hope they are encouraged to discuss it. I would hope for it to come out in the weekly senior management meeting or the bi-weekly open house. We encourage these forums to be utilised for voicing opinions, suggestions, and ideas. Moreover, given our open-door policy, anybody can walk into any senior management's cabin for discussions," continued Ahuja.

Patel said, "We also have career growth programmes for them and it is all meritbased. We have continuous feedback mechanisms for performance reviews rather than annual appraisals. Our aim is to motivate them to improve their performance. I believe employees really appreciate our appraisal system. We have set good examples of career development programmes. Two of our employees, who showed outstanding performance were given sponsored higher education in a reputed business school. They are going to start their programme, and the advantage of this programme is that it focuses on blended learning. And, again, it is all meritbased! In fact, we recently gave good bonuses to all our employees. All seemed happy by this move."

Ahuja contemplated further, "We have annual retreats and I still remember the excitement among our employees. Talking in terms of happiness and fun, we have the best practice of giving it to our employees. We make sure they all have fun; in addition, it is an opportunity to have a great time to bond with each other. I am already being asked where we will be going this year!"

Patel questioned, "Do you think we're paying them enough?" Without waiting for a reply, he continued, "I do strongly believe that we are amongst the best paymasters in the industry, and we give them a substantial bonus and other benefits like work from home, flexible time, paid vacations, and many other allowances. And like you said, it is all merit-based. In fact, we allow them to choose their benefits package using our cafeteria approach. But still, we see some of our key performers leave us. That's what makes me rethink on whether we are doing the right things."

"Yes, what you are saying is right, but again, we try our best to give them the best among the competitors. We also try not to overwork our employees. They get a good balance between their work and life. We don't overburden them; in fact, we don't experience a shortage of manpower in any of the projects. We have sufficient employees to work without doing overtime or extending work during weekends. This is because we feel family life is the most important. We have also been able to provide a stress-free environment to work in."

Both of them felt much better than they had felt at the beginning of their conversation. Just then, Ahuja's phone rang, and it was one of their top performers who had left the company recently. Putting the call on speaker, Ahuja replied, "Good morning Ajay. How are you?" "Fine thanks. Do you have a few minutes?"

"Sure."

"Well, it's a little difficult, but I'll be straightforward. Would you be open to bringing me back on board?"

Patel and Ahuja silently agreed. "We could talk about it, but I would like to understand the reasons for your decision."

"Well, the foremost reason is that I miss the environment of our company. And ... could we meet to discuss?"

"Hmmm... I am travelling this week, so, would you like to come to the office sometime next week and we can chat about it? Say, sometime next Tuesday?" replied Ahuja.

"Sure Ma'am. Is 11:00 am convenient?"

Referring to her dairy, she replied, "Yes, it is. All right, I'll see you on Tuesday, 30th July at 11:00 am then."

"Thank you, ma'am. See you then", said Ajay, concluding the conversation.

Ahuja and Patel looked at each other and smiled. Preparing to leave, Patel thought out loud, "We seem to be fine for today, but what about tomorrow... especially with all the talk about the entry of new industries in the market?"

We live in a dynamic world. Implementing good people management practices is not a one-time measure. The demands of employees and employers continue to change since the very world we live is volatile and subject to change. It is important for employers to brand themselves and ensure that the key talent considers it as their workplace. Likewise, it is equally important for the potential candidates to stay industry-ready and relevant so that they are considered by the top employers.



About the Author

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Analysis by Ravi Mishra

While concluding his conversation with Ahuja, Patel has put his thoughts across brilliantly, "We seem to be fine for today, but what about tomorrow... especially with all the talk about the entry of new industries in the market?"

Even though ZY Associates has adopted good practices to engage its employees and their development and an excellent ecosystem to provide all kinds of stimulus and comforts, the company had indeed lost some of its key performers. This is very natural, and there is no way in which this can be stopped. Seen from a positive light, this creates an opportunity for the growth of the talent that is in the pipeline, and the entry of new talents (lateral) in the organisation with a fresh outlook that brings new and creative ideas.

Both Patel and Ahuja rightly agree that the organisation is taking complete care of its employees when they compare/benchmark with other companies in the IT sector. And their confidence is further bolstered when they receive a call from an ex-employee seeking to re-join the company since he is missing out on the exuberant workplace experience of ZY Associates. However, the best of employers should not be complacent or overconfident about the changing strides, and such an apprehension has been rightly expressed by Patel. There is always a likelihood of a sudden impact that can starve the organisation unless it has prepared itself with a plan B to overcome such challenges successfully. As a leading company in the IT sector, ZY Associates is ticking all the right boxes by organising townhall meetings, keeping an open-door policy, value-based performance appraisal, employee wellness schemes, a stress-free work environment, a proper reward and recognition system, and so on. However, the

company needs to brainstorm along with its employees and create certain unique practices and benefits as a shield, and also renew this process from time to time - before it is replicated in other companies - to remain ahead of the curve.

Secondly, it is important to fulfil the aspirations of the employees towards their career growth without losing the top line, since this is a double-edged sword. If an organisation is unable to provide growth, the employees have no option but to cross the wall and jump onto the competitor's bandwagon. Hence, the company needs to expand the horizon by creating new opportunities and robust succession plans to accommodate those who are ready to move to the next role, before someone moves the cheese.

Thirdly, the model of the mechanism of potential assessment of existing talents and their development plans must be looked into. Such a model works well when employees get the opportunities once they are ready for the next role, which at times, is challenging. The HR function should work hard to minimise the time gap between employee readiness and employee positioning. The HR team and the respective managers need to properly plan and remain connected to assure the employees that they are working hard in this direction.

Things are changing rapidly, and so are skill sets and technology. This is the age of Artificial Intelligence and Machine Learning, which is more robust and error-proof when compared to humans. Organisations need to build upon the innovation and creative power of people which will always remain competitive. There was a time when organisations were working on Individual Development Plans (IDPs) for potential employees, which was normally spread over two years to



build capabilities. Earlier, finance professionals were working hard to explain the "Time Value of money/ Net Present Value" to the line function to speed-up the execution part of the project. HR professionals should learn and focus on the speed of capability building to ensure that the development of a new skill does not become extinct by the time an employee learns. Business models are changing rapidly, and it is high time that organisations learn to deal with a changed scenario to decide the right mix that suits them, in terms of the ratio between lateral hires and home-grown talents.

Bill Gates transformed the Technology landscape by developing an application and a system to an extent that even an unskilled person started using computers. His quote on hiring the best talents and its value proposition is one of the most celebrated competitive advantages that an organisation should strive to attain if they wish to remain a leader - as has been proven by Microsoft. 

About the Author

Ravi Mishra is the Sr Vice President / Regional HR Head - Birla Carbon, South Asia and Middle East. He has worked in diversified organisations such as UltraTech Cement, Aditya Birla Chemicals, Nova Petrochemicals, Mardia Group of Industries, and Nicholas Piramal. Ravi has good exposure of working in a cross cultural environment, with capabilities of building teams and understanding business perspectives, linkages and strategic orientation with regard to people management.



Turn Down The Heat!

Employment' and 'climate change' are the two defining issues of our time. We often see global warming making headlines in newspapers. Extreme weather has crossed all known benchmarks across the globe in 2019. Also, hardly a day goes by where we do not hear about collapsing businesses and employees being laid off. While both these concerns are unique, they cannot be viewed in isolation. A recent study brings together the two mega challenges to answer a core question - how does climate change impact jobs? The answer is floating in the atmosphere.

In a report titled "Working on a warmer planet: The impact of heat stress on labour productivity and decent work," the International Labour Organisation (ILO) projected that by 2030, 2.2 percent of total working hours worldwide would be lost to the ever increasing heat stress - equivalent to 80 million full-time jobs. This represents global economic losses of \$2400 billion annually. Heat stress is defined as heat in excess of what the body can tolerate without suffering physiological impairment. It generally occurs at temperatures above 35°C in high humidity.

In the spirit of thinking globally and acting locally, the research looks squarely at India - which is seen to be the most affected by heat stress. India lost 4.3%

of working hours in 1995, and is projected to lose 5.8% in 2030. Moreover, global warming is expected to slash an equivalent of 34 million full-time jobs in India by the end of the next decade. And the sectors of agriculture and construction would be impacted the most. The report also red-flagged the brickmaking industry, which employs millions. On the other hand, China is predicted to lose 5.47 million jobs and 0.78% in productivity, while the US will lose only 3.89 lakh jobs and 0.21% in productivity. The European region is projected to experience a 0.1% loss in working hours, one of the lowest decreases in productivity due to heat stress.

The report gives a strong and concerted push to prioritising environmental challenges, not just for the sake of the Polar Bear, but also because it is central to business success. It is now evident that a hotter planet has an ever-increasing economic impact. The 'heat stress' adds a great deal of urgency to the corporate world already reeling to manage 'workplace stress.' Indeed, we might be guilty of Mark Twain's remark, "Everybody talks about the weather, but nobody does anything about it." Nobody can avoid all risks, but the earlier we act on the warning signs, the better. The wake-up calls are loud and clear. 

Resilience And Leadership

Resilient leaders find their way to rise from the ashes. Resilience as a concept has its roots in psychology and is defined as one's ability to absorb and recover from adversity.

BY DR. K N VISWANATHAM

“It is evident that resilience comes from within, and as a part of training, learning and development, and executive mentoring and coaching, profound inner work should be carried out by psychologists.”

VG Siddhartha (1959-2019), the late coffee baron, whipped himself for failing to create "the right profitable business model despite my best efforts." Following the death of Siddhartha, the founder of Café Coffee Day (CCD), the Group publicly stated, "Our total assets are valued at over Rs. 10,500 Crores in addition to the CCD brand, which runs over 1700 cafes, 5400 vending machines, and over 500 express format stores, and is valued at about Rs 7000 crore. Most of our outlets, after restructuring and segmenting into regular cafés, Lounge, The Square, and express counters, are making profits. To say that Siddhartha could not build a profitable brand is not fair." Reports say that over 500,000 customers walk into CCD every day, and it still remains as a rendezvous for friends and executives, for casual and crucial conversations. The sudden demise of V G Siddhartha has therefore opened a conundrum of issues.

CCD became an iconic brand, won several accolades, and was ranked the '2nd Most Exciting Brand' under the category of 'Food Services' in India by Brand Equity (Economic Times) in 2012 and 2014. It was also awarded 'The NCPEDP - Shell Helen Keller Award 2013' by the National Centre for Promotion of Employment for Disabled People, for being the organisational role model in generating employment opportunities for persons with disabilities. V G Siddhartha was

awarded the 'ET Retail Hall of Fame' for his contribution towards the growth of the retail sector. While several accomplishments were in place, the question that baffles us is, "What went wrong? Why did V G Siddhartha have to take this final step?" This points us to reflect on what matters the most for leaders. Undoubtedly, resilience and a high adversity quotient matter in a big way. This author has taken a conscious view of not getting into the analysis of various reports, except to underscore the importance of resilience.

Resilience in a VUCA world

In the 1990s, the military described the external environment as VUCA: -

- **Volatile:** The nature, speed, volume, magnitude, and dynamics of change
- **Uncertain:** The lack of predictability of issues and events
- **Complex:** The confounding issues and chaos that surround any organisation
- **Ambiguous:** The haziness of reality and the multiple meaning of conditions

To provide a psychological perspective to V G Siddhartha's death, he failed to cope with the volatility of his inner psychological world, the uncertainty of his future, the complexity of a plethora of business concerns, and the ambiguous nature of issues and events. To handle such a kind of internal volatile, uncertain, complex,

and ambiguous world, the prescription is resilience and enhancing adversity quotient.

For every human being on the face of the earth, adversity is a fact of life, and V G Siddhartha was no exception - he was deeply devastated by his adversity. Resilience allows individuals to come back at least as strong as before when knocked down by life. Resilient leaders find their way to rise from the ashes. Resilience as a concept has its roots in psychology and is defined as one's ability to absorb and recover from adversity.



The elements of Resilience

According to Psychologists, positive attitude, optimism, the ability to regulate emotions, and the ability to see failure as a part of life are certain dimensions of resilience. Individuals are not born with a magic wand of resilience, and there is enough empirical evidence to demonstrate that resilience can be enhanced.

Two British consultants confirm through their survey research the importance of resilience to business success. Cardinal elements of resilience are:-

1. The ability to recover from setbacks
2. Adapting well to change

3. Persevering in the face of adversity

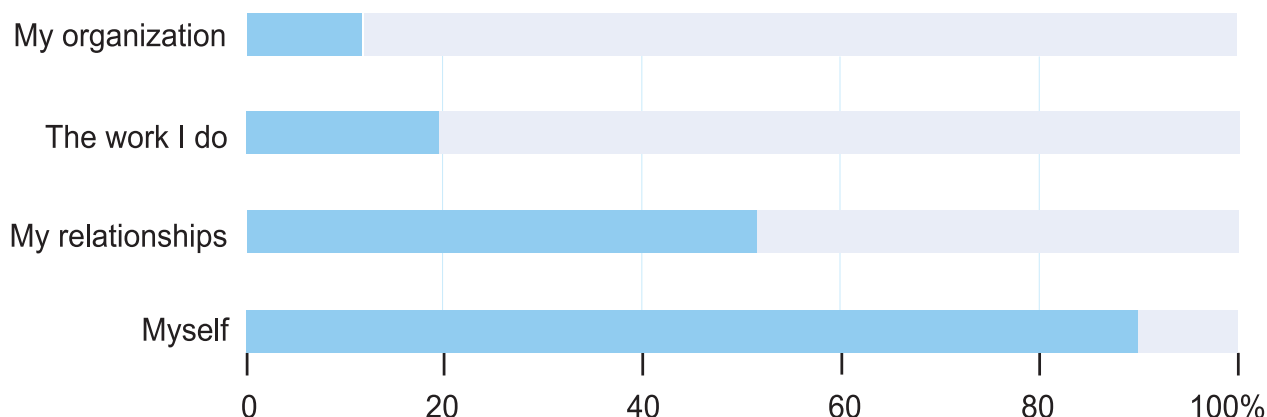
"Where you get resilience from" is a matter of concern, and the same has been demonstrated in the diagram. Hence, it is evident that resilience comes from within, and as a part of training, learning and development, and executive mentoring and coaching, profound inner work should be carried out by psychologists.

Added impetus in training and development

Not only does resilience have a connotation on individuals, it reflects on organisations as well. Organisational resilience is the ability to recover after

WHERE DO YOU GET YOUR RESILIENCE FROM?

Survey responses from 835 British employees.



Source: Thehindu.com

“V G Siddhartha's leadership saga provides us with pivotal lessons that resilience matter for leaders. Hence, there is a case to master the art and science of becoming a resilient leader.”

destruction, rather than the resistance to an unexpected event. An organisation with high resilience can adjust well in time, and shape a new capacity confronted with a variety of dramatic changes. V G Siddhartha's death is confounded with a surfeit of painful and inconclusive aspects. However, this is not the moment for CCD's workforce to lose hope, and an organisation's image is always bigger than that of an individual leader. Organisations invest massively in terms of focus as well as budgets on leadership development, managerial skills development, strategy and execution, and so on. Now, sporadic occurrences like the one described present a compelling need for an exclusive budget in the training and development space in organisations.

Keeping aside the realities and stories floating around tax, taxman, and other related issues, there are several lessons to learn from the late CCD founder's business and personal failure. A psychological analysis makes us believe that there is more than what meets the eye. The fact that it was mentioned in Siddhartha's letter that there was no intention to cheat or mislead shows that he was aware he was sailing in a direction that was dangerous and improper. His reportedly final words, "someday you will understand, forgive and pardon me" pains the humankind. When times are tough, individuals must tighten their belts. This applies to organisations too.

Therefore, V G Siddhartha's leadership saga provides us with the pivotal lesson that resilience matter for leaders. Hence, there is a case to learn and master the art and science of becoming a resilient leader. All the leaders in key positions in organisations must keep the following pointers in their mind:

1. Positive mental health and well-being is important for leaders
2. When the external and internal environment is VUCA, leaders are expected to demonstrate resilience
3. Learning and development must be proactive in enhancing the quotient of adversity and the level of resilience in leaders and employees in organisations

4. Executive mentors and coaches must watch out for the leader's resilience
5. Sincere attempts must be made to enhance the spiritual quotient of leaders. The leader's resilience must be made as a way of living so that employees can learn and incorporate into their lifestyle
6. Hiring or seeking help from a trained psychologist will certainly help organisations
7. Investing in the mental health of leaders and employees will take the organisation a long way
8. As Courtney White has aptly written in Grass, Soil, Hope (2014), "Life is about more than survival and bouncing back." 

About the Author

Dr. K N Viswanatham is the Senior Faculty Member, State Bank Institute of Leadership, Kolkata. He comes with an experience of more than two decades in teaching, training, consulting, and research. Dr. Vishwanatham has a Master's degree in Psychology from Andhra University, and an M. Phil & PhD in Clinical Psychology from NIMHANS. He can be reached on kn.viswanatham@sbi.co.in.

Rewards To Reduce Workplace Negativity

A workplace should be a place of creativity, teamwork, communication, and motivation. While there is no escape to negativity, employers must guide employees in filtering the negativity and focus on the positive aspects of work.

BY MANOJ AGARWAL

Negativity at the workplace can take many shapes and forms including - lying, slander, deceit, indulging in blame games, selfishness, and pessimism. When negativity persists in a workplace, it is bound to impact the company's culture, morale, and overall functioning. As HR heads and business leaders, it is our responsibility to identify the causes for workplace negativity, and take necessary steps to combat it. One way in which this can be done is by introducing an intrinsic reward system. If you are wondering what intrinsic rewards are - they are psychological motivators in the form of praise, respect, recognition, etc. Such rewards result in job satisfaction, personal growth, belongingness, and perfect alignment of the self and the company. Here is how it can be done.

1. Job Perks & Freedom: Cultivate the feeling of freedom within employees by providing flexible time, job rotation, comp-offs, giving them exciting projects, and more. A flexible work environment helps employees to learn, create, and grow in the most unusual ways possible.

2. Praise / Recognition: Employees who receive words of appreciation from management or employers are happier and motivated. This can either be formal, such as an official workplace meeting, wall of fame, or informal such as 'thank you' note, shoutout, badges, etc.

3. Trust/Responsibility: Everyone craves for respect, and employees are no different. Making employees accountable for their work makes them

work harder and take pride in what they do.

4. Making words matter: Employees need to feel that whatever they do or communicate serves a significant role in the functioning of the company. So, take their survey and feedback forms very seriously.

A workplace should be a place of creativity, teamwork, communication and motivation. While there is no escape to negativity, employers must guide employees in filtering the negativity and focus on the positive aspects of work. 

About the Author

Manoj Agarwal is Co-Founder, Xoxoday. He brings over 12 years of experience in technology, product, marketing, and business excellence. He has worked with companies like Yahoo, Manipal Education, and Flipkart in various roles. Manoj is an MBA from IIM Kozhikode.



The Payment of Wages Act and the Payment of Bonus Act prescribe a salary threshold of INR 24,000 and INR 21,000 respectively for their applicability. Does the Wage Code apply to employees depending on their salary threshold?

The provisions pertaining to payment of minimum wages, timely payment of wages, deduction from wages, fixation of wage period applies to all employees irrespective of the wages they earn. With respect to bonus, as per the Wage Code, an employee who has put in at least 30 days work in an accounting year and who earns less than the salary threshold to be separately notified by the appropriate government are eligible for bonus. However, Section 26(2) of the Wage Code provides that where the wages of the employee exceeds the notified salary threshold, the bonus payable to such employee shall be calculated as if his wage were such amount, so determined by the appropriate government or the minimum wage fixed by the appropriate government, whichever is higher.

Do the state governments have a role under the Code on Wages?

The Wage Code confers power on the state governments to make rules for carrying out the provisions of the Code. This includes without limitation providing for the manner of calculation of wages, manner of excess deductions, procedure for making deductions from wages, forms of registers, records to be maintained, and inspection scheme. The Wage Code also confers upon the state government the power to fix minimum wage rates at a rate not less than the floor wages fixed by the

central government and the minimum wages fixed by it earlier.

Are any establishments specifically exempt from the applicability of the Wage Code in its entirety?

The Wage Code defines establishments as any place where any industry, trade, business, manufacture, or occupation is carried out and includes government establishments. The said definition of establishments is broad enough to cover most establishments. Therefore, any persons employed in such establishments and falling within the definition of 'employee', which includes persons employed in, inter alia, technical, skilled, managerial, administrative, supervisory capacity, will be governed by the applicable provisions of the Wage Code. Presently, there is no blanket exemption given to any specific establishment from the applicability of the Wage Code in its entirety. However, the Wage Code exempts certain establishments from the applicability of specific provisions thereunder. For instance, government establishments, establishments in public sector, universities and other educational institutions, non-profit institutions etc. are exempt from the chapter on payment of bonus under the Wage Code. 

Primer On Code On Wages

BY RASHMI PRADEEP AND ANNA THOMAS



The Ministry of Labour and Employment is in the process of codification of around 44 central labour legislations into four codes to govern wages, industrial relations, social security and welfare, and occupational safety, health and working conditions. Out of the four proposed labour codes, the Code on Wages, 2019 ("Wage Code"), consolidating the laws relating to wages and bonus, has been passed by both the houses of the Parliament, and has also received the President's assent on August 08, 2019. The Wage Code will come into force on such date as the central government may, by notification in the official gazette appoint, and different dates may be appointed for different provisions of the Wage Code. The Wage Code which has been formulated after wide consultations with trade unions, employers, and state governments, subsumes four legislations primarily dealing with remuneration of employees namely, the Payment of Wages Act, 1936 ("Payment of Wages Act"), the Minimum Wages Act 1948 ("Minimum Wages Act"), the Payment of Bonus Act, 1965 ("Payment of Bonus Act") and the Equal Remuneration Act, 1976 ("Equal Remuneration Act"). The Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, and the Equal Remuneration Act will stand repealed on such date as the central government may appoint.

The complexity and rigidity of Indian labour legislations are often cited as a major impediment to investments and growth of businesses in India. Under the Constitution of India, certain matters related to labour and labour welfare are falling

within the concurrent list, thereby meaning that both the central and state government can legislate on it. As a result, there are more than 50 central labour legislations and over 200 state labour legislations governing various aspects of labour and employment matters in India, many of which are outdated for having not kept pace with the evolving labour engagement structures. In addition to the sheer volume of labour legislations the employers have to deal with, there is also uncertainty on the applicability of labour legislations which depends on various factors such as workforce threshold, wage ceiling, type of establishment, and varying definitions of employees, wages etc. in each statute. This often leads to difficulties in the implementation of statutes resulting in protracted litigation, and also employers having to grapple with numerous procedural requirements, while also ensuring substantive compliance. Given this background, the consolidation of labour legislations is seen as a key step towards promoting inclusive growth, investments and business in India.

Salient features of the Wage Code

Definition of employee, worker:

The Wage Code defines the terms 'employees' and 'workers.' The term 'employee' has been given an expansive meaning by including even persons employed in managerial, administrative, and supervisory capacity. The term 'worker' excludes managerial and supervisory employees and includes sales promotion

employees and working journalists. The provisions on payment of minimum wages, payment of wages, payment of bonus, prohibition of discrimination in matters of remuneration, recruitment and conditions of service are applicable to 'employees.'

Payment of minimum wages and timely payment of wages: The Wage Code aims to ensure "right to sustenance" for every employee by universalising the provisions of minimum wages and timely payment of wages. The provisions of the Payment of Wages Act and the Minimum Wages Act apply to workers earning below a particular wage ceiling or if they are working in scheduled employment. However, the Wage Code does not make any such differentiation. As a result, the directives in the Wage Code on payment of minimum wages, timeline for payment of wages, salary pay out upon cessation and manner of deduction from employee's salary will now be extended to employees as defined under the Wage Code including those in high paying jobs. Industrial or other establishments, if so notified by the appropriate government, will be required to pay wages to its employees by cheque or by direct credit to their bank account.

No discrimination on grounds of gender and sex: The Wage Code prohibits discrimination of employees on grounds of gender in matters relating to wages, and prohibits discrimination on the ground of sex in matters of recruitment and conditions of employment, for the same work or

work of similar nature. While the Equal Remuneration Act extends protective provisions in favour of women, the Wage Code has taken a gender-neutral approach by prohibiting discrimination on the ground of gender in matters relating to wages.

Payment of Bonus: The Payment of Bonus Act is applicable only to employees earning less than INR 21,000. While Section 26(1) of the Wage Code stipulates that employees earning below the salary threshold to be notified by the state government, will be eligible for payment of bonus, Section 26(2) of the Wage Code provides that where the wages of the employee exceeds the notified salary threshold, the bonus payable to such employee shall be calculated as if his wage were such amount, so determined by the appropriate government or the minimum wage fixed by the appropriate government, whichever is higher. It may be noted that the state governments may, by way of a notification, exempt employees of any establishment from the application of the chapter relating to payment of bonus, having regard to the overall benefits under any other profit-sharing scheme available in such establishments.

Fixation of minimum wages and floor wages: For the purpose of fixation of minimum wages, the appropriate government shall primarily take into account the skill of workers and the arduousness of work. By foregoing 'type of employment' as one of the factors for fixation of minimum wages, over 2000 minimum wages rates existing as of today are expected to reduce to 300. Further, the Wage Code introduces the concept of floor wages, whereby, the central government will fix floor wages, taking into account minimum living standards of a worker for different geographical areas. The minimum rates of wages fixed by the state governments will have to be not less than the floor wages fixed by the central government.

Inspection: The Wage Code provides for randomised web-based inspections and information relating to the inspection may be called for electronically. It is expected that this will reduce the potential for

corruption and harassment that a physical inspection entails.

Streamlining of procedural compliances: With the consolidation of the Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act and the Equal Remuneration Act into the Wage Code, the multiplicity of filings, maintaining multiples records and registers under each of the 4 legislations is reduced to a large extent.

Penalties: Non-payment of amounts due to an employee under the Wage Code is punishable with a monetary fine which may range up to INR 50,000. Other contraventions are punishable with monetary fine which may range up to INR 20,000 depending on the type of contravention. The Wage Code criminalises only repeat offences, that is, when a similar offence is committed within 5 years from the date of commission of the first or subsequent offence, after conviction, in which case imprisonment and a higher penalty may be imposed. Before initiation of prosecution for the offences under the Wage Code, the employers are to be given an opportunity, by way of a written direction to be issued by the Inspector-cum-Facilitator, to comply with the provisions of the Wage Code within a specified time period (provided it is not a repeat offence), and if the employer complies with such direction, no prosecution proceedings shall be initiated against the employer. This would come as a relief to employers as they are given an opportunity to cure any inadvertent non compliances before initiation of prosecution. The Wage Code also provides for compounding of offences for which imprisonment is not prescribed as a penalty.

Claims: The existing labour legislations prescribe 6 months to 1 year as period of limitation for filing claims, and some are silent on the period of limitation. Under the Wage Code, employees may file claims at any time within a period of 3 years from the date on which the claim arises. The Wage Code also expressly provides for filing of a single application on behalf or in respect

of any number of employees employed in an establishment, subject to any prescribed rules. The authorities to be appointed under the Wage Code for determination of claims are empowered to order payment of compensation in addition to the claim determined, which may be up to ten times of the claim determined.

The Wage Code is being hailed as a historical step towards labour reforms and ease of doing business in India without diluting any basic rights of employees. The Wage Code aims for enforcement of labour laws with transparency and accountability, and it is expected to significantly reduce the cost of compliance for employers. However, the Wage Code is still more of an amalgam of existing statutes, and does not address new age forms of employment and engagement such as flexi-time, work from home, dual hatting, aggregator models, multiple employers/freelancing etc. The efforts of the central government could also be undone with the state governments promulgating multiple state amendments and varying state rules which would again result in employers having to comply with multiple statutory requirements across states. 

About the Authors

Rashmi Pradeep is a Partner at the Bengaluru office of Cyril Amarchand Mangaldas. She is a part of the General Corporate Team and advises both domestic and international clients on legal aspects of their business strategy in India, including various commercial arrangements, entry strategy, private equity, mergers, acquisitions, restructuring, foreign investment and employment matters. Rashmi has graduated from the National Law School of India University.

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People Implications In A VUCA World

People Analytics is fast emerging as an effective way to understand employee behaviour and gauge the extent to which it is aligned to the organisation's culture, using psychometric data.

BY VINAY DESHPANDE

People Analytics, also referred to as 'HR Analytics', has become dramatically popular over the recent years. Organisations are using data-driven analytics to improve the way they identify, attract, develop, and retain talent. These tools are increasingly being used by managers and senior talent leaders to identify behavioural patterns, reduce bias, and improve performance. People Analytics is fast emerging as an effective way to understand employee behaviour and gauge the extent to which it is aligned to the organisation's culture, using psychometric data.

Prediction of employee behaviour is essential for talent acquisition, and for creating specialised teams. These decisions, in turn, are linked to the organisation's strategies like hiring, compensation, etc. For example, market surveys to benchmark compensation help to understand the latest trends, and devise compensation policies accordingly. Employer brand positioning is also being shaped by information provided by new data mining techniques. Another vital aspect is that of designing Learning Pedagogy. Training and learning strategies for an organisation are again being designed depending on how a majority of employees respond to a particular learning tool or medium. This data is used to design learning courses by making use of employee experience and reflective thinking to create concrete learning and training strategies and processes. For instance, if a majority understands a particular

topic better through experience, experiential on the job training would be the way to go.

Social Analytics

Apart from these predictive aspects of analytics, another key area that is gaining salience is the use of 'Social Analytics' for HR and organisational decisions. In its most primitive form, water coolers/canteens and other channels of informal conversations provided insights about an employees' mindset with respect to the organisation, their grievances, major reasons for attrition, and so on. Now, such conversations happen on social media platforms.

Organisations at large are predicting personality by way of social footprints. The type of posts, and the frequency of posts and interactions with friends are major data points on the social environment. Many organisations look at insights from an employee's/prospective employee's activity status on LinkedIn, the type of companies followed, and the size and nature of their network. However, the question that remains is whether one can actually devise a behavioural framework based on social media. This would at best be a single-dimensional approach to People Analytics. Juxtaposing the data on individuals and enriching it with data about the interplay among individuals, is equally or more important. And even more crucial is the usage of these data points to enhance behavioural assessment tests and



tools, not only to make the right hiring decisions but also to evaluate job success rate.

For Human Resource professionals, operating in this VUCA world of disruption, it is important to make the best of both - the human as well as the artificial side of Analytics. Effective analysis of data for decision-making provides them with an opportunity to position themselves as fact-based partners of the Strategic Board, using state-of-the-art techniques to recruit and retain great managers as well as innovators who are crucial for driving superior value in companies. **HC**

About the Author

Vinay Deshpande is Executive Vice President & Chief People Officer at Mahindra Finance. He has over 34 years of rich and versatile leadership experience in several Indian and global companies. He has lead roles in both Corporate and Business HR and has contributed significantly to OD, Learning, Talent Management, and ER & HR Strategy. Vinay has completed his MBA in HR from SIBM, Pune.

An Augmentative Executive

Rajesh Sahay, Senior Vice President and HR Head, Wipro Consumer Care and Lighting, is a vast reservoir of experience, stretching three decades in the corporate world. He has always steered the human resource wheel, either in the development of HR processes or in their successful execution. He firmly believes that a sound understanding of the business is a must for success in an organisation, and the HR function is no different.

BY S. AJAY KUMAR

IN BRIEF

Name	: Rajesh Sahay
Age	: 53 years
Title	: Sr. Vice President and HR Head
Organisation	: Wipro Consumer Care and Lighting
Experience	: 29 Years
Years in HR	: 29 Years
Education	: Alumnus of Xavier Institute of Social Sciences.



How do you look back at the professional journey that you have traversed thus far?

The journey over the last 29 years has been very exciting. I have been offered tasks in which I have had no track record. Such situations compelled me to work harder to come up to speed. Having spent three decades in multiple industries, in public and private sectors, I have a robust experience in industrial relations and human resources. And my job became increasingly difficult as I moved up the ladder. You are expected

to hit the ground running as soon as you join, and fortunately, I believe that I have done a decent job.

Having covered a variety of industries and worked closely with industry captains, I experience a sense of pride for having contributed towards the growth of many companies and people. I swell in gratification on learning that I played a small role in the lives of many talented people. Many joined and stayed with my company for years and contributed to its growth year-after-year.

Up, Close and Personal

What inspired you to steer your career towards HR?

I worked with some very successful HR professionals during the initial years of my career. Witnessing the critical role being assayed by them in their organisations from close quarters inspired me to take up HR as a passion for creating an everlasting impression with my organisation and its people.

How do you like to spend your free time?

I love reading. They provide an alternate view of things that are otherwise seen from a unidimensional perspective from our side. Reading allows me to learn from the experiences of others and visualise their life journeys. And I make use of a lot of inputs that I manage to pick from my reading for the developmental programmes that I conduct for the managers.

Please share some of your experiences of travelling to different places. What have you gained from these experiences?

I am an avid traveller. Whenever I get the opportunity to visit a place-old or new in India or abroad-picking up cultural nuances has remained as a very fascinating part. Every place has a micro-culture with its own identity of humour, traditions, and flavour. For instance, the same south Indian food is so different across different regions. Their flavours are so diverse, and even common dishes such as dosa, rice, curries have their vernacular identity like Malabar, Chettinad, Mangalorean, etc. Also, I have collected

over 100 brands of matchboxes from different locations.

What were your learnings from the B-School?

College was the most exciting time of my life. While in B-school, you come across frameworks and templates that can be used in the corporate world. Further, it helps in raising one's curiosity quotient, and as a student, you are keen to experience it ASAP. It also provides you with an enduring professional network for life, which is priceless. For me, B-school is special as I found my spouse as well!

Has someone from your family deeply inspired your values and growth as a human being?

Yes, my grandfather has played a vital role in shaping my life. He never imposed himself, but always encouraged me to adopt a very scientific, logical, and long-term view of things. He taught me to balance rationale and emotions without allowing either to be overbearing in my actions.

Who would you credit in your life as a great influence in shaping the man that you are today?

As the saying goes, behind every successful man, there's a woman. In my life, my pillar of support is my companion for life - my wife, Revti. She has been with me through thick and thin. Whenever I am dealing with a complex or a delicate situation, she gives me a patient hearing and helps me find a solution.

Rapid Fire

Favourite Quote: "Keep it simple; drive it hard."

Leadership style: Lead by example.

Current Professional Goal: Find a successor who is better than me.

Favourite Book: "We the people" by Nani Palkhivala

Favourite Movie: Sholay

Favourite Music Artist: Carpenters and Boney M

Life is...? Not easy

Family is... Strength and weakness

I strongly believe in.... The fact that hard work pays

The most important thing I do on Sunday.... Read and take an afternoon siesta

I deal with setbacks by... Learning from them

The One thing I never leave home without... Hope that I will achieve what I have planned for the day!

Please share some of the enriching experiences that you have come across.

Way back in 1992, I was provided with the opportunity to be a part of the core group leading the acquisition of a state government-owned power plant by a central government entity. And yet another opportunity followed in 1995. The revelation that acquisitions are not about financial engineering alone, and the success or failure of a deal is more about how you have handled the people aspect dawned upon me. During mergers and acquisitions, managing the expectations, aspirations, and fears of people is an important aspect. Integrating two cultures in one homogenous structure is a big responsibility. Over the years, I have had the opportunity to handle 10 M&A deals, and the interesting part has been that I have seen scenarios ranging from complete integration to no change as the best forms of integration.

How has working across industries made your professional journey more interesting?

I feel blessed that I have had the opportunity to work across five distinct industries. And every engagement has tested me in terms of my ability to shed the past and adapt to a new world. Every time I changed an

Buzzer Round

A mysterious benefactor wrote you a cheque for Rs. 1,00,00,000 and said, "Help me solve a problem! What would you say?"

Let me cash the cheque first!

What's the one thing you're deeply proud of but would never put on your resume?

I drive in India without honking

What's the one dream that you've tucked away for the moment?

Travel on Palace on Wheels!

Is there something that people consistently ask for your advice on? What is it?

How to clear a selection interview

When was the last time you astonished yourself?

Completed my 10th 10k run on May 19

What do you value most: free time, recognition, or money?

Free time

Are you living your life purpose or still searching?

Yes, I am still searching

industry, I had to deal with new business rhythms, people, processes, and most importantly, cultures. There were ups and downs, but they made my journey worthwhile.

How different have the two experiences been for you - setting up HR from the ground up in an organisation to managing well-established HR frameworks?

This is akin to the creation of a beautiful and melodious song. Sometimes, you have the music, sometimes the lyrics. In a well-established organisation, it is difficult to introduce change overnight. Their processes are deeply rooted because a lot of thought has gone into it. The key here is stakeholder management with effective communication. When one is starting from scratch, it allows you to do the best in class work and put all your learnings into use. On a relative scale, the sense of accomplishment is higher when you can transform a well-established organisation.

Having been long associated in the FMCG sector, what is your understanding of the business, and

HR Perspectives

Some gaps that HR organisations need to bridge

- Rate of obsolescence is high, and organisations need to gear up to adopt newer and untested business models - simply put, the risk appetite has to go up.
- Organisations should be driven by purpose - what is the enduring impact they have on the planet? Follow the 3P model Planet - People - Profit
- Follow the Chinese way of doing business since there is a lot to pick from there

Common errors companies commit while designing employee engagement practices

- Limiting resources: Sometimes, just because someone controls access to a resource, they may try to create unnecessary hindrance to derive a sense of importance.
- Micromanagement: This is the most poisonous element in the corporate world. Managers need to give direction and not handhold their team members.
- Credit Hoarding: One should be lavish while giving credit to the team. Claiming all the credit and passing on blame will never create an awesome team that rises to the challenge as a single unit.

Learning Points

- **Stay humble; keep learning:** There is a saying that if you want to cover a short distance take a speed boat. But if you want to travel great distances, take a ship. This adage has taught me to focus on long-term results rather than short term hurdles. Humility is necessary to know what you do not know and admit it.
- **Age no bar:** I do not judge a person's point of view based on his/her age or qualifications. The ability to evaluate the merit of an idea can be one of the greatest strengths of a professional.
- **Value family and friends:** In the race towards the top of the corporate ladder, one must not take family or friends for granted. They will provide unconditional support in difficult times. Their belief will make you achieve seemingly impossible things.
- **Health is wealth:** If you are not fit, a lot of work will go beyond your limits. Being healthy helps you remain agile, alert, and creative. I train for endurance sports like a long-distance run that help me remain sharp and in shape. I am happy to have run a 10K along with people much younger than me. No corporate designation can match this achievement.

how big a role does HR play in this sector? Were there any sector-specific challenges and opportunities experienced by you?

Irrespective of the function, a sound understanding of the business is a must in order to be successful in an organisation, and the HR function is no different. I have hugely emphasised on this aspect, and have constantly pushed myself and my team to gain a deeper understanding of the business. In my current job, I spend a considerable amount of time in meeting customers and doing extensive market work.

For instance, in the textile industry, the plant machinery would be under constant upgrade in order to enhance productivity and reduce cost. As an employee relations person, one has to negotiate with unions on new workmen deployment norms, gain

sharing, and redeployment and redundancies. It was an ongoing process which can be one machine or one plant having similar machines.

Who have been your figures of inspiration during the professional journey? What are some of the values and ideologies with regards to which you think leaders should definitely "walk the talk" to win stakeholder confidence?

There are quite a few people who have inspired me, and I have learnt a lot from them.

The values and ideologies that have worked for me are

- Doing what you say and saying what you do
- Working hard
- Raising your hand - whether asking for more responsibility or accepting a mistake

"Best HR practices are built on a futuristic vision." What are your views on the same, and how have you practised this during your stint with various organisations?

I agree that any decision taken should have the element of future (impact) in it. If one is living in the past or is trying to maintain a status quo, then one is doing a great disservice to the organisation.

As a part of the Wipro Consumer Care family, what will be your focus for 2019? What organisational goals have been set by you?

In a rapidly changing world, building scale with agility is the key for any organisation. In my current role, the challenge is to change the wheels while the car is moving. Thankfully, this is happening. 

**PROBE
INTELLIGENCE
SERVICES**

EMPLOYMENT BACKGROUND INVESTIGATIONS

1 // CRIMINAL RECORD CHECKS

2 // CREDIT RECORD CHECKS

3 // UNION AFFILIATION CHECKS

4 // VERIFICATION OF EMPLOYMENT

5 // EDUCATIONAL RECORD CHECKS

6 // NEIGHBOURHOOD REFERENCE INTERVIEW

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Serving A Bigger Cause



Changing demographics, fluctuating economic and political situations, easier adoption of technology, have all affected talent and employment in the BFSI Industry.

BY SUBHASH MENON

One are the days when a shiny office, freshly brewed coffee, and a decent paycheck with enough vacation days was good enough to gain a competitive edge in the market for hiring and retaining talent. Changing demographics, fluctuating economic and political situations, easier adoption of technology, have all affected talent and employment in the BFSI Industry.

The increasing comfort in the financial services space between the pace of innovation and incorporation of traits and practices has paved way for reassessing prevailing organisational structures. EY in a report has stated, "There is going to be digitisation of the workforce in a way we have never seen before. In 5-7 years, probably less, we will have substantially fewer employees, and the ones we do have will be significantly different from what we have now."

Top 3 inspiring HR trends for 2019

Unlike 2018, financial services companies in 2019 have now shifted their focus to customer acquisition.

Fuelling this growth is an ever increasing emphasis on digital channels. Significant prioritisation of digital channel engagement is essential for the ability to acquire and retain an increasingly digital consumer base will be more difficult.

The customers reach the business through an ever-expanding landscape of channels and touchpoints, but the financial servicing companies are adapting by deploying advanced analytics that can assess first, second, and third-party data. Financial institutions that leverage the power of big data and analytics will show productivity gains and profitability, significantly higher than those of their peers.

Personalised interaction has gone online, and giving your customer hyper-relevant information is no longer optional. The consumers will turn towards brands who listen and learn from their behaviours, and create genuine relationships with them. There is an increasing emphasis on meeting the needs of the consumer on their terms. The great news is that the tools, data, and intelligence have to come together to meet and exceed these expectations.

Enormous shift in employee experience

The HR community at large is marvelling at the enormous shift in rapidly unfolding employee attitude. A tectonic shift has been seen in the last 2-3 years, and akin to the law of survival, such employers or companies who have adapted to this change have grown.

Intelligent automation: Intelligent automation has been one of the most profound impact on the workforce. And in most simplistic terms, it refers to the combination of Artificial Intelligence and automation that is helping transform conventional platforms and achieve highest levels of quality and efficiency. Rather than skill shortage, a mindset shift from a traditional approach to one that is nimble and responsive to the changing employee expectations is the need of the hour.

With the advent of intelligent automation and new work culture preferences, hiring practices have also undergone a gigantic shift - right from offering the correct value proposition to the salaries offered. In order to attract the highly skilled

workforce that can seamlessly adapt to technology, the entire hiring experience has been revolutionised! Organisations are actively accepting digital to embrace the shift in talent by moving away from legacy systems to improve operating efficiency and customer experience. Intelligent automation eventually finds application beyond the HR offices and has been paving way to transcend performance towards consumers, as well. Amidst such a massive shift, HR will need to embrace the newly evolved tenets of this culture. A mandatory crossover from employee engagement to employee experience will play a crucial role to uplift and support the industry's talent.

People Analytics: People Analytics has transformed into a systematic process deeply integrated in statistics, technology, and large sets of talent-led data. It is helping organisations become smarter, more strategic, and well informed about their talent since analytics helps understand every part of business operations and tools that are deeply embedded in day-to-day decision making.

“The new-age employee finds resonance in a leader that understands his purpose and is willing to offer him the freedom to acknowledge that purpose and provide growth opportunities.”

Digitisation is taking place against a backdrop of high demand for talent. With the emergence of the "gig economy" which creates more competition for talent, where traditional workers' career paths are phased out and are now replaced with temporary jobs focused on skill, it is incumbent on organisations to warrant for more flexibility. That said, the 'war for talent' in the financial services space has evolved to encompass new frontiers and uncharted battle grounds. While it poses daunting challenges, it also

offers organisations a platform for gaining a competitive edge.

Innovation and new age talent

An innovative and tech savvy workforce is seeking agile and adaptive working environments. They are focusing on up scaling their skills and are already beginning to have positive impacts on different vertical functions. Thus, securing and retaining talent has become essential to compete and innovate in such an environment, as the fight for skilled people is not only with the traditional rivals, but also against technology giants and startups. A faster pace of innovation with the incorporation of new technological solutions, has led companies to invest more and more in talent who can drive this strategic transformation.

Organisations need to balance on both strategies that includes attracting and retaining new age talent with an improvised EVP (Employee Value Proposition), and invest in existing talent to bridge the gap. The new-age employee wants to work flexibly and still be on track for promotion. Internal mobility-redeploying staff from one department to another and the potential for "reskilling," or training employees to do different jobs has also become important, rather than sticking to one kind of role for life.

A leader with a purpose

In the BFSI industry, the past few months have been rampant with stories about changes in the leadership teams, entire teams being uplifted by companies, clients changing brands due to loyalty towards people and not the brand in particular. But at the core of this is the need to change and adapt. What most organisations fail to understand is that the new-age employee finds resonance in a leader that understands his purpose and is willing to offer him the freedom to acknowledge that purpose and provide growth opportunities. Hiring people who want to work in the FinTech space versus hiring talent that can



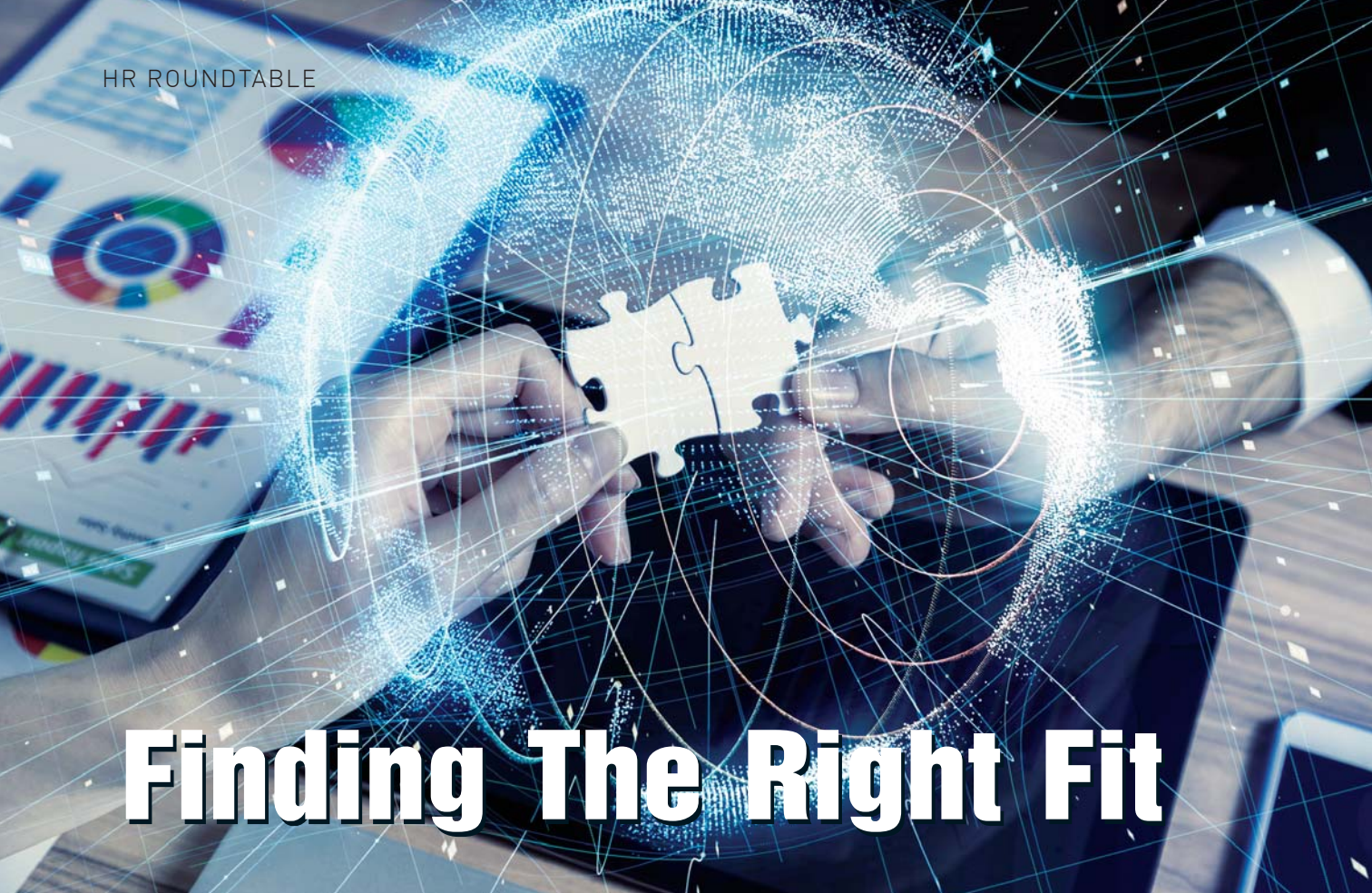
transform businesses at a rapid space are two extremely different skill sets and mandate diverse experiences. In the coming years, those with the ability to work across different functions and business lines will be increasingly valuable, and firms will need to adjust how they view their employees as a result.

We need to be future ready for the change that is coming our way and every employee must be given the tools they need to remain relevant in our ever-changing BFSI landscape. By coupling upskilling with the right mix of hiring, the organisation can future-proof today in order to be ready for the business landscape of tomorrow. As a part of the shift in how institutions value employee skill sets, firms are also placing a greater emphasis on organisational agility and adaptability.



About the Author

Subhash Menon is Chief - Human Resources & Learning, Angel Broking Ltd. He carries an experience of over 19 years and has worked with organisations in Pharma & BFSI sectors. He has been a core driver for successful change in times of disruption and digital transformation. Key initiatives introduced by him are digitalising Rewards & Recognition, Mobile Learning, employee connect programmes, various employee friendly policies, Variable Pay Plan, Assessment centres for promotion. Subhash has also successfully launched the Employee Stock Ownership Programme.



Finding The Right Fit

An increased demand for specialised skillsets, and the use of sophisticated Artificial Intelligence (AI) tools has enhanced the cost of talent hunt. The demand has also led to the creation of multiple opportunities for talent with niche skillsets who are undecided over their next move. Human Capital interacted with professionals in the HR space to get an understanding of the Talent Acquisition process in today's digital age.

BY S. AJAY KUMAR

(Continued from the last issue...)

Candidate regret is hazardous for the organisation since it results in reduced engagement and productivity, and is also one of the prime reasons for employee turnover. How do you think HR can best redesign the hiring process?

VIVIAN ALFRED: The offer-acceptance rate is an important metric for any successful organisation. The candidate's experience during the interview largely contributes to either the acceptance or rejection by quality hires. As a recruiter, it is vital for HR to act as the scriptwriter as well as the

guardian-keeper of the hiring process - from manpower planning to onboarding. While designing the recruitment process, it is instrumental in creating the right specifications in terms of the functional and behavioural competencies and values. Compensation and perks may lure a candidate to grab the offer by way of displaying the right set of technical or functional aptitude and skills. On the other hand, the mismatch of the core traits and character strengths of the person with the organisation, and the role can be a deterrent to the candidate's successful

Our Expert Panel



Vivian Alfred S is the Vice President- Human Resources, Endress+Hauser India Pvt. Ltd. Vivian is a seasoned HR professional who has been building sustainable organizational capabilities to deliver business results for around 13 years in different industries and cultures. He is also a Neuro Linguistic Programme Master Practitioner, Success Behaviour Coach and a researcher in Positive Psychology.

Arif Khan is the Director of Human Resources India, Hyatt Hotels and Resorts. A seasoned HR professional with over a decade of experience, he joined the Hyatt family in 2017. He was previously associated with Berggruen Holdings, and The Taj Group of Hotels, India and has led the HR function in various hotels in India and abroad. Arif holds a Master in Business Administration from the University of Rajasthan, India.

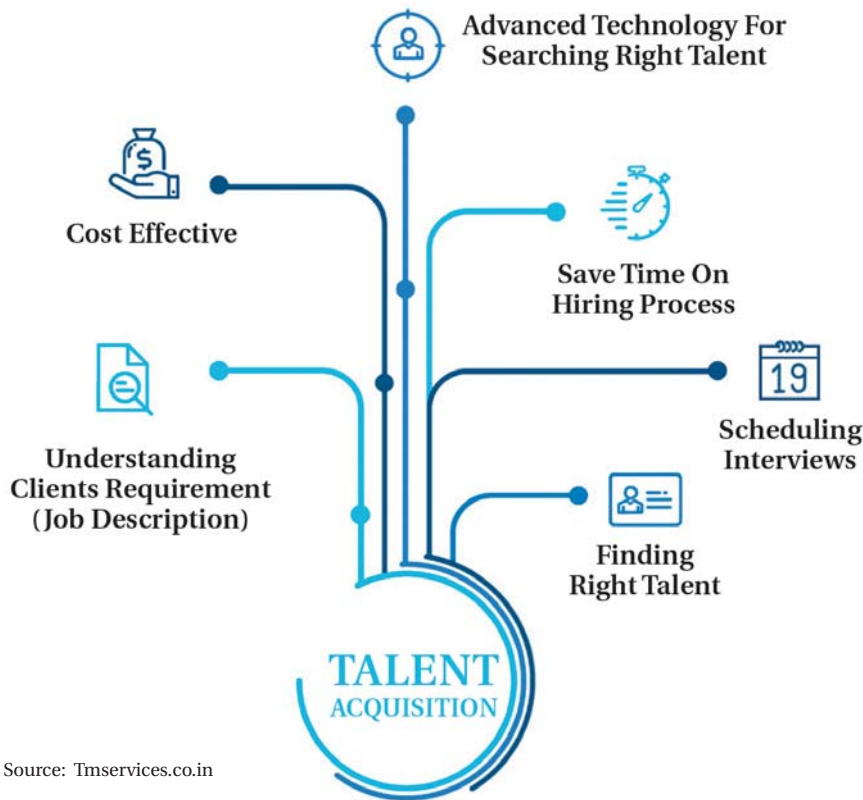


Mohan Sitharam is the Chief Human Resources Officer, Subex. He has nearly two decades of global HR experience in leading human resources and organisational development initiatives aligned to strategic business results. He has worked in Mindtree, HCL, Mphasis, and ANZ. Mohan holds Senior Professional in HR (SPHR) and Global Professional in HR (GPHR) certifications from the HR Certification Institute, Virginia, US.

Devika Thorat is the Manager- Human Resources, IDEaS Revenue Solutions. She is responsible for heading the Talent Acquisition for the company and also leads initiatives for college connect programmes and placements. She has previously worked in the TMI Network, CIGNA Healthcare, IKON Office Solutions and Unison Software Consultancy. Devika has a Bachelor's degree in Commerce and a Master's in Computer Management from Bharati Vidyapeeth.



Abha Nair is Vice President - People, Spykar Lifestyles Pvt. Ltd. She is an accomplished HR professional with an experience of more than 18 years. She has worked in organisations such as IndusInd Bank, TNT India Ltd. and Essar. Abha is the Essar Global Award Winner for " Make it happen" in 2015.



Source: Tmservices.co.in

tenure in the organisation. The candidate connects his strengths and values to the needs of the organisation. Therefore, as HR professionals, the TA experts must look at hiring people for their strengths (functional, behavioural, or even character strengths). Psychometric tools like DISC and VIA are universally validated and accepted, and they can be adopted for scientific and unbiased assessments. This will enable the connection of the actual talent to the needs of the organisation, rather than be obscured by undeserving candidates who may turn turtle after accepting the offer by the employer.

ARIF KHAN: The hiring process must emerge as a win-win situation. The search for talent should be guided by the belief that hiring individuals with a tremendous passion for caring about others will produce better results, than merely focusing on their prior experience. Moreover, leaders and managers with the ability to teach the required skills play a pivotal role in ensuring that recruitment efforts focus on a

candidate's natural ability and willingness to learn. The selection process should ideally begin with attracting and engaging candidates who share the company's core values. Once selected, it is important for managers to identify positions which are suitable to their prospective colleagues' passion and skill set. Millennials and Gen Z demand to be heard and expect a faster career trajectory. It is important for organisations to focus on empowering their colleagues to chart their own careers. Personality and aptitude assessments and 360 feedback help colleagues in discovering their talents and identifying areas of strength and improvement. This change will not only keep the talent engaged, but will also keep them motivated to deliver their best. For instance, at Hyatt, we evaluate talent with the belief that individuals who care for others produce better results than those who are simply focused on the job at hand, excluding those they work or interact with. Our selection process begins with attracting and engaging candidates who share Hyatt's core values of

caring for people so that they can give their best. It is our endeavour to find the right fit when it comes to talent, passion, and skill set.

MOHAN SITHARAM: Businesses going forward shall be fuelled by highly skilled talent, and candidate regret has a significant impact on the business plans. Organisations therefore, need to look at reskilling/upskilling people to complement the talent they are trying to attract externally. This ensures the development of a healthy mix of home grown and external talent. And this further helps in building a well-rounded talent pool with a varied perspective.

DEVIKA THORAT: Last-minute rejection is a major problem that talent acquisition has been facing in recent years. The delay in having the right person in the right place at the right time impacts productivity. Today, talent acquisition teams need to be more agile. Based on data analytics, they must forecast the drop out ratio and identify positions where the probability of dropouts is higher, and they need to line up alternative candidates for immediate replacement. It would minimise the delay of closure and reduce the negative impact on business. The talent acquisition team needs to have a detailed discussion with the candidate on receiving the application to check for fitment, interest, and seriousness. The team must ensure that during the interview process, candidate experience is well taken care of, and the post-offer engagement programme keeps the candidate connected to the organisation till the date of joining. A pre-joining buddy assigned to the candidate should be a part of the post-offer engagement programme. When there is good camaraderie between the candidate and employees prior to joining the organisation, his/her chances of dropping out would be significantly reduced.

ABHA NAIR: With options galore, the reality for the employer is that a lot of "candidates are no longer searching for jobs, they are surfing for jobs." Also, compensation and benefits no longer function as magnets. It is the work-life balance,

the freedom & independence, the culture, and the pride of working for a specific brand which is prime. Dropouts are inevitable - and that is the peril of moving fast. As an HR, you know you get that little window of candidate's attention, and you have to do your best to get them excited about the company and the role. This is to ensure that it is not a cost for the company or employee or your own time for that matter. Setting up clear cultural and role expectations is the most direct/resourceful activity that can be put in a redesigned hiring process to keep up with this ever-changing time. Also, it is important to develop an intellectual data capital where 2-3 candidates are shortlisted as options for a portfolio as a practice to reduce the risk on hiring time and cost.

Job titles - particularly those from career portals - are seen as highly misleading, which results in organisations hiring the wrong person for a given job role. How

can the HR department ensure the dissemination of the right job descriptions to connect with the right talent?

VIVIAN ALFRED: To strengthen the role definitions and to make them more attractive for any talented employee, one needs to move beyond traditional job descriptions to the futuristic state of introducing job-crafting to design the jobs. While job description/specification entails on specific tasks, activities, and skills required to perform a job role, the concept of job crafting dwells on capturing an employee's strengths, talents, and values to the roles. In clear terms, "job-crafting" is about taking proactive steps and actions to redesign what we do at work, essentially changing tasks, relationships, and perceptions of our jobs. Job crafting actually captures what employees do to redesign their work, tasks and relationships in an organisational orbit such that they can foster job satisfaction, engagement, and resilience, and

therefore thrive at work. Job crafting helps to find greater meaning and passion in their work, creating a greater positive self-image, an ability to cope with adversities using their signature strengths, meaningful interactions to help her fulfil the inherent passion related to the role.

Furthermore, to strengthen the selection of the candidates apropos the strengths and talents as demanded by the role, it is crucial for employers to remove unconscious biases which interfere with our decision-making and awareness on determining the fitment of a candidate. The similarity attraction effect, confirmation bias, and halo effect need to be curbed by the intervention of scientifically validated and legally accepted psychometric tools, leadership, and competency assessment centres which can provide an objective vision to employers for ensuring the right talent hires so that the organisation can move from good to great!

ARIF KHAN: The process of hiring

RECRUITMENT STRATEGY

Recruitment & Selection Process



Source: Themarketingrecruiter.com

talent is a necessary component to infuse energy in an organisation, leading to greater stability and output of its business results. While fancy jargon and required competencies are often listed out in a job description, many-a-times the information about the company's culture and values goes missing.

with a job description, there is bound to be some element of miscommunication. Organisations therefore need to focus on the role than the designation, and introduce an effective process to ensure that the same song is sung by all the recruitment stakeholders. For instance, through a Job Description

have video job descriptions that include a summary of the position, qualification, workspace, details of current employees, and company culture. Video job descriptions have a higher engagement over text postings. The video job description would not only give the right information, but also showcase successful employees, leadership, and company culture.

Persona-based recruitment is also a good option. Here, the employer creates personas of ideal candidates for a role. By matching prospective candidates against the persona, employers can identify the right fit in terms of technical skillsets and cultural fitment. For instance, at IDEaS we have created two personas - Sid and Kiara - who represent ideal IDEaS employees who were deployed during campus recruitments. Also, apart from the interview, we also hosted a puzzle on social media, wherein candidates solving the problems within the stipulated time were directly selected for the final round of recruitment. However, the personas need to be reviewed from time to time, so that they resonate with the current job openings and enable the recruitment team to move in the right direction.

ABHA NAIR: In an effort to enhance and uplift employer branding, we tend to jargonise simpler and more direct communication, which can be misleading at times. A better value proposition would be to be more direct and upfront in your communication with the candidates, which gives clarity and a soul to the role you are scouting for. A lot of companies are coming up with new job titles with an intention to fit the role better. It is no longer about following old hierarchies, but about adopting and keeping up with the times. Certain companies allow their employees to define their job titles so that they can better relate to the role.

Chatbots or humanoids that can process natural language encourage candidates to seek any given information and hence enable the organisation to overcome the initial hurdle in candidate engagement. Going



Source: blog.recruitee.com

Highlighting how one can contribute to the purpose is both inspirational and motivational as it gives a sense of direction, and also makes the candidate feel how significant the role is for the company. The lack of communication around the company's culture often leads to the hiring of misfits, which becomes challenging both for employees and the employer. On the basis of the organisation's strategic plan, it might be a good idea to give some perspective on the future transformations which are part of the plan, both from an individual and an organisation perspective. This would help in assimilating the aspirations of the talent and help them gather insights on their future with the organisation.

MOHAN SITHARAM: It goes back to the age-old issue of 'lost in translation.' When there are multiple entities involved in the process of reaching out to a potential candidate

Deconstruction process, the recruiter is able to demystify the job request along with the hiring manager, who would have made the request using the standard format and language. Once the job request is made by the hiring manager, the hiring manager and the recruiter have a conversation to clearly define the role, which includes skills, responsibility, and key experiences. This is documented and shared with all concerned. And from the very first day of the recruitment process, the kind of profile that is needed is apparent—an alignment from sourcing to onboarding.

DEVIKA THORAT: Job descriptions play a crucial role in the recruitment process. They should clearly define the role, key responsibilities, requirements, and qualifications. If the job title or description is not correctly specified, it may attract the wrong candidate for the role. A good solution to this could be to

forward, will humanoids, chatbots, etc., completely take over the process of candidate engagement and eliminate the buddy system? How can HR ensure a balance while utilising technology?

VIVIAN ALFRED: The advent of technology has been a boon to almost every business process. However, it does not eliminate the significant role of the human interface that defines the success of technological interventions. Similarly, the introduction of Internet of Things (IoT), Digi 4.0, or Artificial Intelligence (AI) shall only fortify business processes and spruce up the function of humans to deliver a thriving work and business environment. Chatbots and Humanoids definitely provide a technological value-add to the recruitment process by easing the long-drawn issues of screening resumes and recruiting biases with video-interviewing platforms mapped to decipher behaviour and candidate emotions. However, AI is necessarily not a cure for all the issues surrounding recruiting. For instance, imagine the damage control after an algorithm decides to reject candidates based on hobbies or gender. Hence, the data points that feed into an AI need human intervention. E.g., it is very difficult to make Alexa or Siri provide the weather of the day or play a random track. HR processes like recruitment that require the mapping of different traits, emotions, and behaviours are far trickier for a robot without the human element. Therefore, be it chatbots or humanoids, AI cannot completely bypass the role of recruiters or HR professionals. They will streamline the workforce by seeking an agile and intelligent human interface to deliver business efficiency and performance.

ARIF KHAN: Today, the essence of HR is often a portal rather than an individual. Almost all companies now provide universal access to HR services through technology and web based applications, thus altering the practice of human resource management dramatically. The hospitality sector is now accustomed to social media platforms which

host job listings to attract maximum applicants. Companies have also introduced digital measures such as online/video interviews, Big Data EMS systems, and data mining technology, which help HR departments undertake real-time analytics while hiring the right talent. Such measures improve the industry's access to a wider pool of applicants, who may otherwise get skipped owing to location or other

have delved into the advances by hiring the talented candidates and making ready for better incorporation of digital and human work. They comprehend the advantages of mechanisation of high volume and dreary tasks, as it liberates employee time, who would then be able to concentrate on errands otherwise lucrative for the business. The executives can shift their concentration from everyday



Transform recruiting from an as-needed function to a proactive hiring function



Create candidate pipelines for future staffing needs



Recruit diverse employees by sourcing candidates from various backgrounds



Hire people who have the agility to grow beyond their role

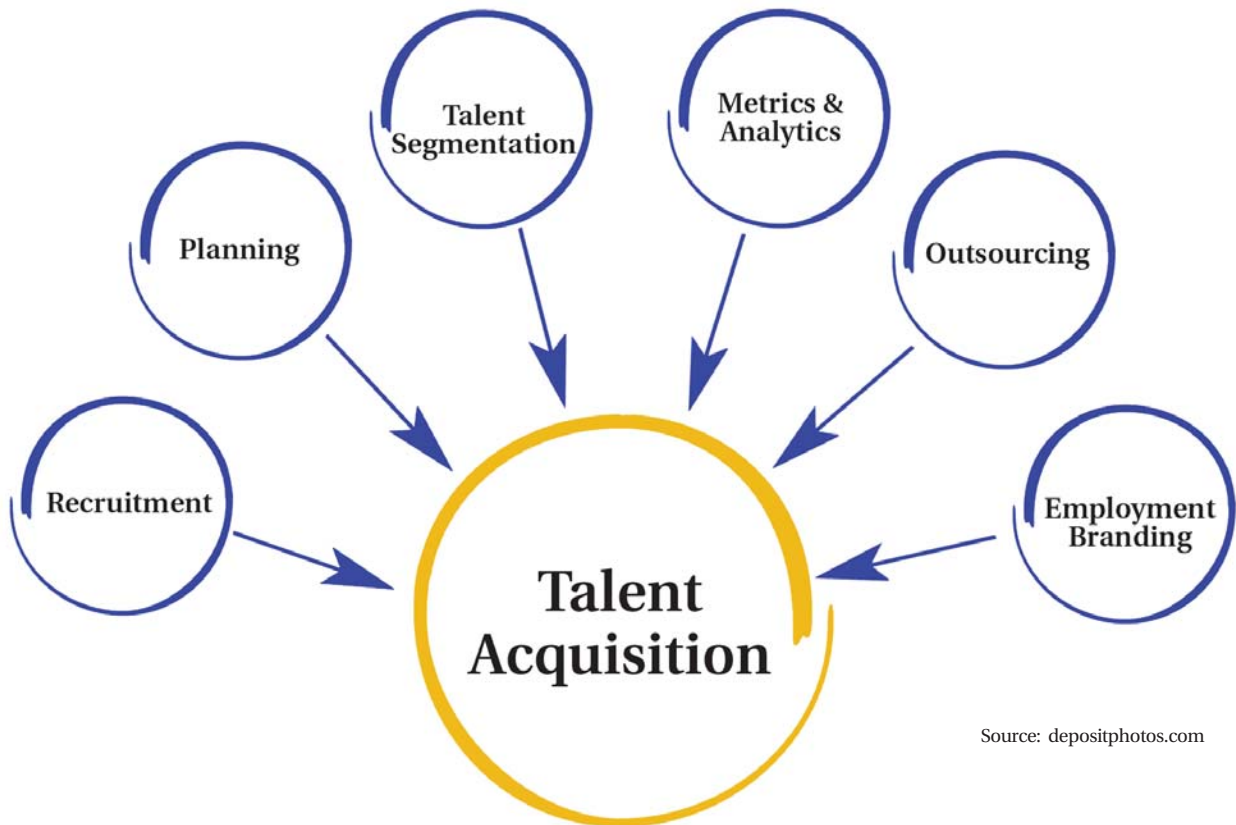
Source: edsolutions.com

limitations. However, since most of the online recruiting process may involve emails and possibly telephonic interviews, it can more or less be viewed as impersonal. Without an open door for the business to hold different in-person talks, it gets hard to decide whether the applicant will be a perfect match for the organisation and its work culture. HRs today share their inputs on high-level business guidance and leadership on defining the very future of work.

Helping organisations in making a shift from traditional, rigid systems to new agile organisational structures, CHROs can help steer the much-needed engine of change. Such strategies help companies in effectively addressing the ever-expanding need to crack talent needs and adjust to a variety of employment arrangements to achieve business goals. Those driving HR associations are the ones who

exercises and focus on approaches for greater business proficiency and improved performance. HR leaders are in a position to drive the fate of work, quit working in the background, and make ready for another universe of work.

MOHAN SITHARAM: In this era of rapid technological advancements such as AI and IoT, wherein bots are replacing humans, one may be relevant today, but they will be replaceable in the foreseeable future. That technology cannot be resisted remains as the hard truth, and therefore, it needs to be embraced. However, the fact that human empathy, emotions, and intuition are exclusive to humans comes as good news. Technology and humans have their own limitations, but they also have great opportunities for collaboration. It should function as a successful relationship where one complements the other. While digitisation can provide tremendous



support to the recruitment process in terms of efficiency and agility, it cannot replace human interaction completely. At the end of the day, we are people, and people still like talking to each other. People still want to be understood by other people, and liked, appreciated, and accepted by them.

DEVIKA THORAT: I do not believe that chatbots and humanoids will completely takeover candidate engagement. Candidates are human, and it would take another human to understand the feelings and emotions behind switching their jobs, role expectations, and the organisation. Chatbots lack empathy, and hence, in situations that involve sensitive issues, they cannot be expected to engage with the candidate appropriately. Therefore, a certain number of human touchpoints would be required in the process of candidate engagement. Chatbots and humanoids can only complement humans, not replace them completely. They can gather the information that enables the recruiters to improve candidate engagement. They can

help take away the repetitive and mundane work from recruiters by responding to candidates at the initial level of application, screen CVs for the suitability, connect with passive candidates, etc. Chatbots are not humans and can be programmed to minimise hiring biases. Chatbots and humanoids can be used to reduce the workload on recruiters. Hence, HR must make the right technology investments to help the team to be productive. Providing a great experience to the candidate is of utmost importance, especially when the competition is fierce, and finding and engaging the right candidate is critical.

ABHA NAIR: It is all about "employee experience" which will help an employee to 'Say, Stay, and Strive.' Chatbots and humanoids may surely

help in reducing cost/time/effort / man-hours and help standardise the process. They can surely be used for a more routine process hiring and induction, but human intervention and human connect will always provide you with that silver lining. For routine job profiles, the use of technology can be higher, and the human connect may be much lesser, but for thinking jobs, it is the other way around. It also depends on the industry you operate in. While technology can play a huge role and add a lot of value for manufacturing sectors, in a creative industry which pushes you to think out of the box, technological intervention is much lesser and human intervention a lot higher. Hence, it is a mix of what each one uses as per the need/ definition of the role you are hiring.



CORRIGENDUM

The word 'Giants' has been misspelt in the Title in the Talent Management Section (Aug 2019). The error is regretted.

Reshaping The Workforce Experience

The Employee 2.0 is the professional of the 21st Century, is increasingly mobile and tech-savvy, seeks flexibility, growth, development, and most importantly, desires a great workplace experience.

BY MADHUPARNA PANIGRAHI

Organisations are transitioning towards a new era of work practices. Disruptive technologies, innovative work environments such as shared spaces, augmented workforce, the rapid evolution of the gig economy, etc., are changing the workplace. This, in turn, is bringing about changes in work processes and employee expectations.

As studies show, at least nine out of ten employees are disengaged today, causing higher attrition, absenteeism, accidents, and human error, costing companies in due course. One might argue as to how changes in work processes and evolved workplaces are unable to address employee disengagement. The answer is in the way employees are being read and assessed. The Employee 2.0 is the professional of the 21st Century, is increasingly mobile and tech-savvy, seeks flexibility, growth, development, and most importantly, desires a great workplace experience.

What drives experience?

Experience, by definition, spans a broad spectrum. As far as workplaces are concerned, the experience that an employee expects is simple yet significant enough to drive their decision, behaviour, and output. As has been discovered by the Virgin Group, culture, wellbeing, and engagement lead to exceptional employee experience.

A well-defined organisation culture encompasses robust philosophies about its people and an evolved

“There's no magic formula for great company culture. Treat your staff the way you would like to be treated.”

—Sir Richard Branson

sense of leadership. It rests on diversity and inclusion at all levels, which is not limited to social background or experience, but also extends to thoughts and beliefs, valuing thinking time, and the transparency with which an organisation functions. A strong organisation culture also gets reflected in the way they handle employee wellbeing. Focusing on wellbeing lets your employees know that they are cared for, both inside and outside the office. This can go a long way in fostering a holistic environment where employees want to thrive.

From engagement to experience

Leading global organisations are tracing the missing links in employee expectations and organisational vision, paving the path for unparalleled company culture. Google has revolutionised the workspace by way of nap pods, in-house laundry services, flexible hours, and contractual roles. CISCO, on the other hand, leverages data from workplace analytics, facilitates employees with digital tools for a collaborative environment, and harnesses the power of mixed reality at workplaces

to enhance their employee experience.

From training and development, compensation, perks and benefits, and engagement activities, global organisations are implementing new workplace initiatives. It is important to understand that all these are not being done for sounding rational from an HR standpoint, but because somewhere they heard or identified what employees have been seeking.

All about listening

The one thing common among successful organisations is their ability to listen. For years, companies have focused on the satisfaction of their clients and customers. The time has arrived to look from inside out rather than outside in. Are they seeking new HR policies or peer support? Do they want to focus on management and leadership training or invest in technology?

Unlike their predecessors, millennials have evolved beyond perks and monetary benefits. They seek a stronger relationship with the organisation through support, empowerment, an opportunity to grow, and finding an emotional connection to the work they do. When those who drive organisational changes themselves change, it is most likely to affect the work environment. These changes might not be strikingly visible to the management, but they need to be identified through listening - that is what will enable them to be able to successfully manage the wants, needs, and desires of the employees, and build significant experiences. 

Driving Organisational Success

Engaged employees are happier, both in their lives and at work. When one is engaged, it infuses everything one does with purpose, energy, and enthusiasm.

BY DR. AJIT KUMAR KAR

“Achieving an engaged workforce is 20% inspiration, 30% collaboration & 50% perspiration” –David Tong

While companies are keen to retain their key talent, after a period of time, the talent find their work and work environment uninspiring, and, resort to job hunting since neither the job nor the work milieu appeal to them. Engagement is all about capturing employees' head and heart. Hence, the need of the hour is to keep them motivated and engaged.

The 3 C's of Employee Engagement

An organisation or its leaders need to primarily focus on the 3Cs of employee engagement to keep employees motivated and inspired.

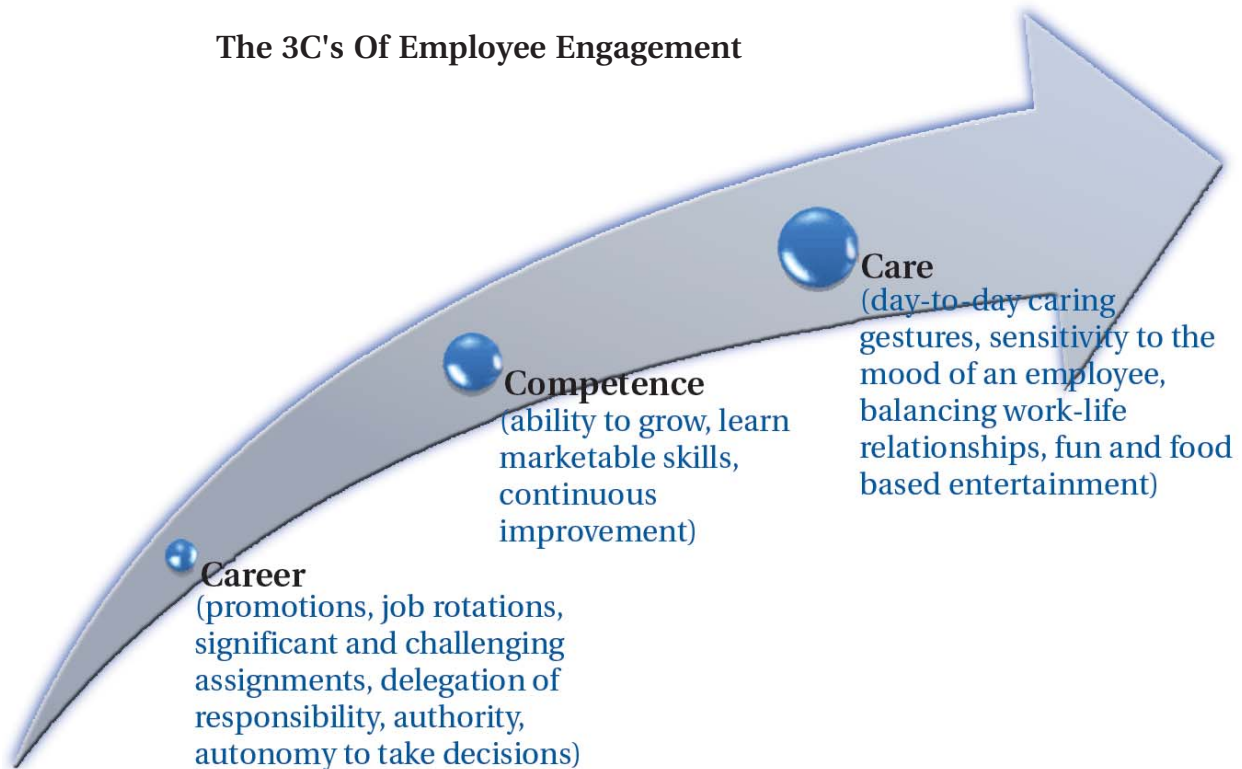
Career: When an individual joins an organisation, he/she expects to build a career. If the immediate managers and top management commit themselves to carve out their employees' careers, there is a feeling of belongingness within the organisation. The guidance and support from the management in developing their careers is bound to make them feel engaged.

Competence: Competence is the aptitude to do something efficiently. Thus, consistent training sessions and workshops must be conducted in order to support employees acquire higher competencies and skills. Most employees look for opportunities to boost their competencies with the organisation after a few months in order to move to the next career level, and thereby experience growth.

Care: Care is seen as the best art of the managers by which they can make employees feel that they are a crucial part of the organisation. The managers need to be sensitive and empathetic towards people and should comprehend their personal problems. Thus, showing small day-to-day caring gestures concerning the employees makes them feel that the organisation belongs to them and vice versa.

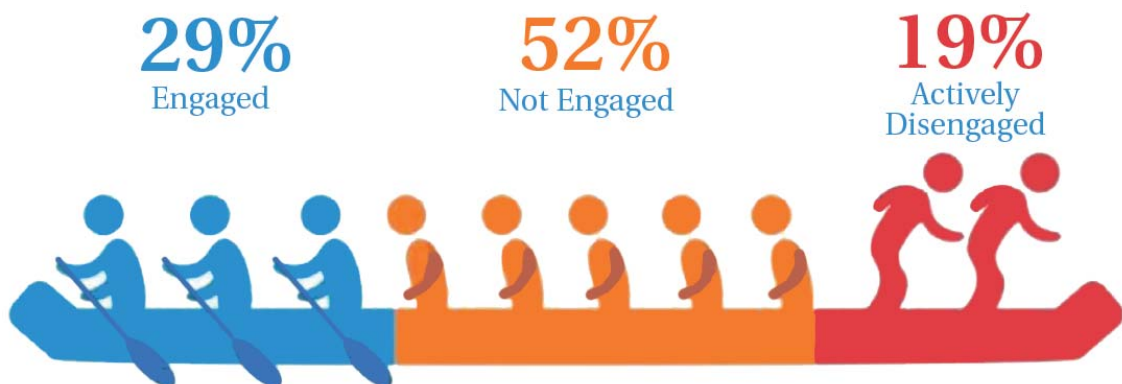


The 3C's Of Employee Engagement



Employee Engagement activities

It is important to note that culture is not all about being cool or about having happy employees. It is all about strengthening the key elements that stimulate the growth of the enterprise, and consequently being able to adopt the culture into both the internal and external dynamics. Employee engagement is the strongest motivating factor for every working individual that ultimately leads to a culture of growth, happiness, and success. The figure alongside indicates how employees in the same organisation are likely to behave on the basis of their level of engagements.



**Same boat, different engagement.
some drive it, some jump off it.**

“Leaders need to understand and find ways and means to help employees communicate, engage, and collaborate with a focus on making people deliver great results.”

Happier employees make better brand ambassadors, and they will put in their best efforts for doing their job. Here are some thoughts and employee engagement ideas and practices for motivating and keeping people inspired at the workplace.

- **Having team images:** Having team photographs clicked during special events including festivals and framing it in a select area in the office.
- **Start a learning club:** Start a learning club where employees select books or videos related to your work for everyone to enjoy. Pick a day where everyone piles into a conference room to discuss the item and its implications for your work.
- **Health and wellness programme:** These programmes are good at helping people adopt and maintain healthy behaviours in their personal as well as professional lives.
- **Celebrate employee's personal achievements:** Find a purpose to rejoice an employee's personal achievements such as promotions, birthdays, anniversaries, etc.
- **Rewarding employees:** Rewarding employees may not just be promotions or monetary gains. E.g., public appreciation, a word of encouragement, or giving them a gift voucher.
- **Flexible work timings:** With the system and culture permitting, employees should be given the choice of flexible work timings or working from home.
- **Banning emails for a day:** Work-related emails can be banned once in a while. And if someone has a query, they must talk to their seniors, co-workers, or juniors in person. Such face-to-face interactions, albeit for a few minutes, can make invaluable employee engagement moments.
- **Employee of the month Award:** Conducting a small award ceremony every month where the best employee is appreciated and facilitated for all the hard work can give the necessary boost at work.
- **Office Breakfast/Lunch:** Organising breakfast or lunch sessions once in six months could be an excellent employee engagement idea. It can give them a sense of rejoicing and belongingness.
- **Helping employees in career:** Supporting employees to move forward in their career ladder and materialising their goals in terms of helping them with education/professional workshops, coaching and mentoring them, making them aware of different certifications, etc., can create an atmosphere of engagement.
- **Identify & Encourage innovation:** It is imperative to inspire innovation in an organisation as it keeps employees motivated and engaged.
- **A "Vent" box:** Employees must be encouraged to provide legitimate suggestions and complaints while ensuring secrecy at the same time. Employees' deepest frustrations might also be brilliant opportunities for learning and growth.
- **Office & Offsite picnics:** Planning half-yearly or quarterly outdoor activities, office picnics, and off-sites to revitalise employees can help break the daily office routine boredom.
- **Introduce EVP programmes:** Employees volunteering programmes can be a source of great engagement. Employees can be encouraged to participate in community services such as visiting orphanages or old age homes, donations, etc.
- **Game room:** Game rooms allow employees to take small breaks and play games to keep them physically and mentally relaxed, and this can boost their enthusiasm for work.
- **Organising Talent hunts:** Organising talent shows or hunts such as dancing, singing, cooking, painting, poetry, playing some kind of musical instruments, and hobby classes will help employees get motivated.
- **Sports Competitions:** Present sports competitions to the employees such as inter-department hockey, badminton, football games, and cricket matches.
- **Welcome observance for new recruits:** Giving new recruits a welcome party will increase their belief in the organisation and keep them engaged in the future.
- **Celebrating employees work anniversary:** Celebration of employees' work anniversary by giving them a small gift after the completion of a year within the organisation is sure to enhance their keenness to work.

- **Bring in an Inspirational personality:** Try to bring in a motivational personality/speaker to inspire and motivate the staff.
- **Organising yearly parties:** Making it a point to organise at least one annual party in the organisation can help motivate employees. Including the employees' families can give them a feeling that the organisation is equally sensitive to the employees' families too.
- **Creating an internal newsletter:** Circulating a monthly or quarterly internal newsletter among the employees is also helpful. The newsletter must be innovative and include the names of the employees talking about their success stories.
- **Set goals for the employees:** Every organisation must set clear goals for all the employees so that they have comprehensive lucidity on what is expected from them and they can work accordingly.
- **Feedback from the employees:** Accepting feedback from a current or past employee is vital for organisational change and growth.
- **Internal social media:** An internal social networking site for the employees helps bridge a gap between the top management and the employees at junior positions.
- **Conducting surveys:** Quarterly surveys can be conducted on job satisfaction.
- **Encouraging employees to take vacations:** It is a known fact that vacations help employees to feel revitalised and increases productivity.
- **Have team meetings by different employees:** Giving an opportunity to different employees to conduct team meetings, sharing responsibilities, and discussing the issues inspires employee empowerment, can help increase their engagement and confidence.
- **Buddy training:** A Buddy programme is very significant for employee engagement activities with the top performers training new recruits.
- **Having casual Fridays or Saturdays:** This is an outstanding idea to keep the workforce engaged, as the employees can work best when they are most comfortable and free to wear at work

the clothing of their choice.

It has been found from Research that employees who do not feel recognised for doing a good job are twice as likely to be seeking opportunities outside, and 34% are likely to quit within a year. And it is easy to comprehend why even when one is relishing the job, the feeling that no one values his/her work can be discouraging, to say the least. Thus, leaders need to understand and find ways and means to help employees communicate, engage, and collaborate with a focus on making people deliver great results. At the same time, the management must emphasise on the intent over content, remain transparent, shape a culture of respect, acknowledge everyone individually, drive company values, ensure collaboration, and engage employees at every stage of the business life cycle. The fact that engaged employees are a company's major asset is undeniable. When employees feel motivated, energised, and inspired to give their best, the organisational outcomes become positive.

Down the line, appropriate employee engagement policies and approaches have proven to reduce staff turnover, improve productivity and efficiency, and enable more profits. Most significantly, engaged employees are happier, both in their lives and at work. When one is engaged, it infuses everything one does with purpose, energy, and enthusiasm. 

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About the Author

Dr. Ajit Kumar Kar is Manager & In-Charge, Learning & Development, Indian Metals and Ferro Alloys Ltd., Odisha and Founder of CHRD (Consortium for Human Resource Development). He carries a decade's experience in industry and academics. Dr. Ajit is an MBA in HR, PTHE, and CTE, and has completed NLP Foundation Diploma course under NLPPh, USA and is also a Certified NLP Practitioner from NLP Goa.

PAST EVENTS

Millennials And The Evolving Work Environment

DATE : 12th August, 2019

VENUE: Le Méridien, Gurgaon

ORGANISERS: Great Lakes Institute of Management

A HR Conclave organised by Great Lakes Institute of Management, under the theme "Millennials and the Evolving Work Environment" witnessed numerous industry stalwarts. Niti Khosla, Global Lead-People Analytics and Business Impact, Novartis International, delivered the keynote address for the first panel. She talked about how motivation has another meaning for millennials. And replacing archaic appraisal processes with frequent feedback, recognition, and flexibility will keep Gen Y satisfied. Also, continuous learning is vital in Industry 4.0.

The panel discussion on 'Managing Millennial Motivations' comprised of Piyush Mehta, CHRO, Genpact; Nishit Jain, EVP & Head, Premium Banking and NRI Business, IndusInd Bank; Ravi Parmeshwar, CHRO, ReNew Power; Udayan Dutt, Global HR Director, Corporate Functions & Category, Health & CHQ, Reckitt Benckiser. The panellists were of the opinion that technology, speed, and purpose significantly impact millennial behaviour. Small successes of short targets, rigorous feedback, and involvement in decision-making are essential motivators. Also, organisations should leverage Gen Y's risk-taking ability.

Manoj Varghese, Former Director (HR), Asia Pacific, Google delivered the keynote address for the second panel. He examined the physiological and psychological factors affecting the 'Technology-Intertwined' millennial generation. Although FOMO, low attention span, etc., are making millennials impatient, they have enhanced visuospatial attention and cognitive flexibility.

The panel discussion on "Navigating the Technology-Impacted Workplace" comprised of Anuranjita Kumar, MD, HR, RBS Bank; Rahul Ghatak, Co-founder & Director, Acumatic Global Solutions; Madhavi Lall, MD & Head HR, Deutsche Bank, India; Nanjappa BS, VP HR, Infosys. The panellists shared the view that millennials prefer agile workspaces, and want to grow faster as per Maslow's need hierarchy. They also urged institutions to provide students with real-time exposure and experiential learning.



YUKTI' 19

DATE : 10th August, 2019

VENUE : Radisson Blu, Amritsar

ORGANISERS : Indian Institute of Management, Amritsar

The fourth edition of IIM Amritsar's annual HR Conclave witnessed well-known HR experts from various industries. The event saw two panels discussing the themes of 'Challenges and Opportunities in Employing Gig Workforce in India' and 'Accommodating Gen Z in the Modern Workplace'.

Key takeaways from the first panel discussion

- The gig economy raises the concern of self-actualisation. The challenge also lies in the differing mindsets of the employees and the employers.
- Delhi and Mumbai have a large base for gig workforce, and the trend will continue to gain momentum in large cities. The 'uberisation of work' allows for spare talent to be utilised in a cost-optimal way.
- Gigsters are 'engaged', not hired.
- Advantages of the gig economy include control over timing, flexibility, and freedom.
- The disadvantages are lack of predictability of income and lack of a safety net.

Key takeaways from the second panel discussion:

- The arrival of Gen Z spells new paradigm shifts for the corporate world
- One of the hallmarks of Gen Z is diversity and inclusion
- Gen Z wants their promises delivered within timelines
- Gen Z would have a consumer-like behaviour when they enter the industry

3rd Edition Of CII HR Crystal Ball 2019

DATE : 21 August, 2019

VENUE : India Habitat Centre, New Delhi

ORGANISERS : Confederation of Indian Industry (CII)

The 3rd Edition Of CII HR Crystal Ball 2019 was conducted by CII with 'Diversity & Inclusion at Workplace' as the theme. Leena Nandan, Additional Secretary, Ministry of Road Transport and Highways delivered the keynote address. Ranjan Kumar Mohapatra, Director - HR, Indian Oil Corporation Ltd stressed on the need to move away from 'Compliance Requirement' nature of D & I to a business need. S Y Siddiqui, Chairman, CII Northern Region Committee on HR & IR and Executive Advisor, Maruti Suzuki India Ltd, stated that accepting and valuing all types of diversities and preferences should be a part of the organisational DNA. P



Dwarakanath, Chairman, GSK Consumer Healthcare Ltd, said that the top management should be held accountable on D&I and set an example for the workforce. S K Bose, Co-Chairman, CII Northern Region Committee on HR & IR and Executive Director - HR, Indian Oil Corporation Ltd shared the story of an inspiring initiative wherein IOCL partnered with Jail authorities in Hyderabad

and got female inmates to come together and man some of the IOCL petrol pumps. A CII-KPMG report on 'Diversity & Inclusion at Workplace' was also released as part of the conclave. Vishalli Dongrie, Partner and Head - People & Change Practice, KPMG India, briefed about the study. Human Capital was the media partner of the event.

UPCOMING EVENTS

HR Tech Conference & Awards

DATE : 17-18 September, 2019

VENUE : Vivanta by Taj -Yeshwantpur, Bangalore

ORGANISERS : World HRD Congress

Besides being a chance to learn from - and collaborate with - eminent thought leaders as well as a community of industry peers, the conference is geared up to tackle a wide range of HR and technology topics. The event will also include an HR Tech Awards ceremony, which recognizes HR Tech start-ups for delivering innovation and excellence across the spectrum of the HR domain

Several sub-themes to be discussed at the conference include:

- Transform employee engagement
- Improve HR Services through technology
- The technology partnership that drove recruiting success
- Social recruiting strategy to source and hire top talent
- Moving from data collection to data insights
- HR analytics in a changing World
- The workforce of the future requires an agile approach to learning
- Building and leading a world-class technical team
- Is technology redefining the HR functions?
- Mobile applications emerge as a new HR technology platform
- Technology in HR works as a fuel
- Use technology to enhance talent development

HR Conclave 2019

DATE : 21 September, 2019

VENUE : Hotel Royal Orchid Regenta, Bangalore

ORGANISERS : Institute of HRD

An HR Conclave is being organised by the Institute of HRD to deliberate on the theme 'Reimagining the Role of HR'. The event will witness engaging sessions and deliberations by eminent HR thought leaders and professionals.

Highlights:

- HR Expo 2019
- Panel Discussion
- HR Tech Showcase
- Keynote Addresses
- Networking

Sub-themes:

- Reimagining the role of HR
- Impact of technological disruptions on HR
- Innovation and transformation of HR
- Attracting, Developing and retaining top talent
- Managing employee expectations & aspirations in the new age



UPCOMING EVENTS

SHRM India Annual Conference & Exposition 2019

DATE : 10-11 October, 2019

VENUE: Hotel Taj Palace, New Delhi

ORGANISERS: SHRM India

Human capital is an organisation's most valuable resource, and every manager, irrespective of the functions he leads, needs to have the knowledge and skills to ensure that this important asset performs at the highest level of efficiency. SHRMIA19 will be the perfect platform where HR experts will discuss the most relevant topics, and share up-to-date knowledge to equip participating delegates with the practical tools and innovative ideas to help elevate their game at the workplace. Professionals from all walks of life are welcome to participate, and learn how to raise the bar on managing their teams to build better workplaces and a better world.

The theme of this year's conference is ELEVATE. Over 1800 national and international delegates are expected to attend this most awaited premier HR conference of Asia. The conference will also witness 150+ speakers, 50+ knowledge sessions, 100+ partners, 550+ CXOs, and 800+ organisations. Some of the esteemed speakers for the conference this year are, David Windley, SHRM Chair member & CEO of IQTalent partners; Emily M Dickens, Corporate Secretary and Chief of Staff, SHRM; Shiv Khera, Author, Educator, Business Consultant, and Global Thought Leader; Alok Nanda, CEO, GE India Technology Centre; Suresh Narayanan, Chairman & MD, Nestle India; Rohit Thakur, HR MD, Accenture India; Aadesh Goyal, Executive VP & CHRO, Tata Communications Ltd. to name a few.

Some of the interesting topics to be discussed at the conference are Mastering the Art of Creating Better Workplaces; The Network Leader: Building Collaborative Enterprises; Channelizing Talent Rightly - The Next BIG thing; Rewarding

Performance in a Globalized Gig Economy; Applying Neuroscience in HR - Decoding through Scientific Approach for effectiveness; Machine-Learning/ Robotics and the New Workforce; A strong Business case for treating Employees better. Like every year, SHRM India will recognise and felicitate best practices, path breaking innovations, game changing strategies in HR through the "SHRM HR Excellence Awards 2019".

To know more about this year's conference, check <https://www.shrmia19.org/>



Appointments



Shemaroo Entertainment Appoints Deepti Dwivedi As The New HR Head

Shemaroo Entertainment Limited, India's leading content house, recently appointed Deepti Dwivedi as its Head - Human Capital. Having worked across entertainment and lifestyle sectors, Deepti brings over 16 years of distinguished HR experience to the position. She joins Shemaroo after her last stint at Sony Entertainment Television as HR Business Lead for Revenue Functions.

PayU India Appoints Ashish Chatteraj As Chief Human Resource Officer

Ashish Chatteraj has been brought on-board as CHRO of PayU India, a Naspers-owned digital payments company. He was formerly the Country HR Director for NXP Semiconductors, a global secure connectivity solutions provider. Ashish has over 17 years of experience in Hi-Tech/IT services and manufacturing sectors.



Daiichi Sankyo Inc. Appoints Simon King As Chief People Officer

Daiichi Sankyo, Inc. has roped in Simon King as its Chief People Officer. This newly created role combines previously existing leadership positions within the company's Human Resources function and unifies all HR professionals under a single function head. Simon has more than 25 years of experience and joins Daiichi Sankyo from Bristol-Myers Squibb, where he was serving as Global Head of Talent and Workforce Innovation.

Reckitt Benckiser Elevates Udayan Dutt As Global HR Director

Reckitt Benckiser (RB), a consumer goods giant, has promoted Udayan Dutt as Global HR Director, Corporate Functions and Category, Health and CHQ. Udayan was previously the Regional HR Director, Africa, Middle East & South Asia. Udayan joined RB in 2016 as a Regional HR Director from Unilever where he was working as HR Director, Marketing South Asia. The XLRI alumna has worked across different geographies, sectors, and roles in the consumer goods industry.



NOW HIRING



Recruitment Associate Manager Accenture

Looking for Recruitment Associate Manager with Strong understanding of recruiting processes and procedures. Strong understanding of recruiting or sourcing

processes and organization and tools, very strong understanding of recruiting profiles, understanding of selling messages for each organisation, strong interviewing skills, understanding of recruiting resource and marketing plan, and good understanding of pipeline management and yield analysis.

Location:

Chennai

Job ID:

310719004439



Manager, Performance & Rewards KONE Elevators India Private Ltd

Hiring for Manager, Performance & Rewards to Work with business team and provide insights to business based on analytics of

data performance. Partner with Finance and business team on getting business data for process of bonus, conduct calls and workshops with employees to understand concerns and also help with the understanding on the bonus.

Experience:

10-18 Years

Location:

Chennai

Job ID:

20819901198



HR Manager Bharat Institutions- Division of Chinta Reddy

Looking for HR Manager who should be able to prepare HR policies, procedures in consultation with the management and lead

HR department to perform all HR activities. Command over all statutory compliance like ESI, PF etc. Design and implement Employee welfare policies and measures. Salary management which includes payroll system, attendance and leave management.

Experience:

8-10 Years

Location:

Hyderabad / Secunderabad

Job ID:

30619005271



HR Generalist / HR Executive Macon's Equipments Pvt. Ltd.

Hiring HR Generalist / HR Executive responsible HR activities like Recruitment Payroll HR Operations, Statutory Compliance (PF, ESIC, PT), IR/Legal

Compliance, Staff Training, Employee Engagement, HR, MIS.

Experience:

6-10 Years

Location:

Ahmedabad

Job ID:

270918005800



Leadership Trainer

Directi Internet Solutions Private Limited

Zeta is looking to hire a Leadership Trainer. This role will involve the Leadership Development Specialist liasoning as a key contributor to each programme deployed. S/

He will coordinate our programmes and initiatives through an organised and agile approach to project and task management. S/He will become a programme owner for a specific course or courses, and will see the programmes through from inception to execution, measurement, and sustainability.

Experience:

8-13 Years

Location:

Bengaluru/Bangalore

Job ID:

160719011144



HR Business Excellence Partner Novartis Healthcare Pvt. Ltd.

Hiring for HR Business Excellence Partner who can ensure in-country Hire to Retire activities across NBS domains and functions. Provides high quality HR support to NBS

people managers and associates, being able to anticipate and respond to local management needs and advises them on their people responsibilities. Cross-domain experts driving in-country standardised Hire-to-Retire activities and coordination of local HR processes.

Experience:

8-12 Years

Location:

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Job ID:

20819001024



HR Business Partner

Wipro GSH (A Division of Wipro Limited)

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processes like performance appraisal, progression, SKIP, NMA, salary Increments, EPS etc. Review employee concerns and proactively address issues before they impact business.

Experience:

10-15 Years

Location:

Bengaluru/Bangalore

Job ID:

50719005469



Talent Acquisition Partner IBM India Pvt. Limited

This role Is responsible For All recruiting and staffing programs and activities related to the attraction, selection, Hiring and on-boarding of talent into IBM as well as

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Magnetising Talent

An organisation functions more or less like a refrigerator conditioning system, and unlike the refrigerator's single parameter of temperature control, the organisation has to continually enhance/sustain a certain ecological balance in the internal corporate environment.

BY JEENA BANERJEE

In today's corporate environment, retaining talent has become a great challenge as opposed to acquiring it. And losing such valuable talent in uncertain or unpredictable business cycles brings sudden slowdown/losses in the near future, which may or may not be quantifiable. In turn, this may impact the product, process, and the service performance of the organisation. For HR professionals, such a problem has been around for decades, but the organisational approaches/interventions that one makes in the system makes all the difference. We are hearing about organisations moving in leapfrogs to get 'Great Place to Work' certifications to create a brand identity for the organisation. They are also incorporating best business strategies on Rewards & Compensation, Welfare policies, Employee centric policies, and Performance Management systems to magnify the engagement, motivation, and performance level of employees. This makes for a good visualisation as long as there are sufficient funds to invest in implementing those interventions, and to continually strive in all the business cycles of VUCA.

Theory of Refrigeration

Refrigeration Retention conditioning theory, a home-science based concept, can be applied to retaining valuable talent in an organisation. A home refrigerator maintains an optimum temperature inside its cavity to preserve groceries and perishable items as per the given atmospheric conditions. We have the liberty to modify the temperature

inside the refrigerator for the longevity of the nutrient quotient of the food items. In order to keep the air inside the refrigerator fresh and hygienic, it is advised to remove stale items, avoid affecting the other fresh items inside, and maintain a conducive freshness and a hygienic aura.

Likewise, an organisation functions more or less like a refrigerator conditioning system, and unlike the single parameter of temperature control, the organisation has to continually enhance/sustain a certain ecological balance in the internal corporate environment. This must be done in a combination of three sequential parameters to preserve the longevity of the valuable talent in a VUCA world -

- 1) **Add Values to the Organisational Culture:** Honesty, Integrity, Trust, Respect & Fairness
- 2) **Add Values to People Development:** Competencies Development, Training & Development
- 3) **Add Values to Business:** Business Scorecards, Profitability, Expansions, and Joint ventures etc.

To ensure enhanced levels of the above parameters, we may have higher range of refrigerators with more space, volume, and automated technology. But if we fail to identify and remove stale, rotten, and expired items from the fridge, it may not only affect the other items, but also spoil the freshness of the conditioned air inside the refrigerator, irrespective of the additional investments we make for the purchase of the branded Refrigerator.

Hence, the most beneficial strategy is to identify those employees



in the sequence/combination of the above parameters, who simply do not adhere or comply with the policy framework of the company, and remove them from the system to safeguard the engagement, motivation, and performance levels of the organisation. And this must be the first step towards building a great work place where non valuable/negative resources are to be removed from the system to embrace positivity and talent to get magnetised within the system. Thus, they can spread an aura of freshness, trust, appreciation, development, and fairness amongst employees, strengthening the foundation pillars for the "Great Place to Work" journey. 

About the Author

Jeena Banerjee comes with varied professional experience of eight years in the Healthcare and Education sectors. Jeena possesses an MBA (Hospital Management), and a B.Tech (Bio-Technology) from renowned universities in India.

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