

HumanCapital

REALISING BUSINESS STRATEGY THROUGH PEOPLE

Vol. 23 Issue No. 7 DEC. 2019 ₹130



COVER STORY

**Ten Fantabulous Ways
HR Professionals Can Use Social Media**
Benita Bhatia Dua

**Social Media-The Sure-Fire Tool in
One's Arsenal!**
Dr. Moorthy K Uppaluri

INTERVIEW

Taking the Right Lead
Manu Wadhwa
CHRO
Sony Pictures Networks India

PERSONA

A Spirited Leader
Harjeet Khanduja
Vice President - HR
Reliance Jio

EXPERT TALK

Vikas Dua
Anthony Mitchell

www.humancapitalonline.com

BE SOCIAL!

#HRGameChanger

Real Time Compliance Management

Avoid non-compliances taking place than a post mortem after the damage is done.



Organizations have to adhere to many compliances under Labour Law , Factories act & similar laws. By implementing Labourworks you not only send advance Email/SMS notice about a possible non-compliance likely to happen & give an opportunity to the contractor to take corrective actions. But if the corrective action is not taken in time then you can simply block the entry of the worker & avoid non-compliances from taking place in a real time mode.

Some of the compliances that can be implemented in real time mode are

- Working without a weekly off
- Maximum work hours exceeded in a week
- Contractor Labour License expired
- Labour License Capacity exceeded
- Medical Check up not done
- Induction training not completed
- Work Order expired
- Work Order Capacity exceeded
- Female worker entry during night shift
- Debarred worker entry

There are many more compliances which can be handled in an offline mode as well.

Labourworks™ is an Enterprise Contract Labour Management System which helps you streamline various processes using SPC Methodology™ . SPC Methodology™ are industry best practices in Security , Productivity & Compliances. Organizations have observed up to 10%* cost reduction on Contractor billing by implementing SPC Methodology™. There are more than 350 installations of Labourworks™.

Please call on us today for a live demonstration...

SAP® Certified
Integration with SAP Applications

SAP is a registered trademark of SAP AG



☎ 020 25281608 / 9326727467
labourworks@scrum-system.com
www.scrum-system.com

Human Capital

REALISING BUSINESS STRATEGY THROUGH PEOPLE

subscribe today!

Human Capital is India's leading and most respected HR magazine since 1997, with the widest subscriber base of over 65,000 readers.

- Every **print issue** is filled with cutting-edge & futuristic articles, interviews of HR bigwigs, and opinions from HR opinion makers.
- **Online library** gives you access to over 1200 articles from all our archived back issues, a wealth of information that continues to be relevant today.
- Our newly launched **e-magazine** will appeal to the tech-savvy HR professional of today. Read Human Capital e-magazine on your desktop, laptop, I-Pad, or Blackberry.
 - Exclusive experiences & inside success stories shared by industry leaders themselves.
 - Regular content innovations like 'HR Roundtable', 'Debate' and 'CEO Speak'.
 - Broad canvas ranging from HR to Labour Law, including HR case studies.
 - Content focused at workable HR solutions that impact the bottomline.



	1 year (12 issues)	2 year (24 issues) (Save 18%)	5 year (60 issues)
PRINT MAGAZINE	Rs. 1600*	Rs. 2600*	Rs. 6400
E-MAGAZINE (not downloadable)	Rs. 1000	Rs. 1600	Rs. 4000
ONLINE LIBRARY	Rs.2000	Rs. 3250	Rs. 8000
CD ROM		Rs. 999	

SPECIAL VALUE PACK OFFERS	1 Year (12 issues)	2 Year (24 issues)
PRINT MAGAZINE + ONLINE LIBRARY+ CDROM	Offer price Rs. 4200* (Save 8%)	Offer price Rs. 6800 (Save 18%)
PRINT MAGAZINE + ONLINE LIBRARY	Offer price Rs. 3300* (Save 8%)	Offer price Rs. 5200* (Save 18%)
E-MAGAZINE + ONLINE LIBRARY	Offer price Rs. 2750 (Save 8%)	Offer price Rs. 4500 (Save 18%)
PRINT MAGAZINE + E-MAGAZINE	Offer price Rs. 2300 (Save 8%)	Offer price Rs. 4200 (Save 18%)

*Print Prices Inclusive of Shipping via Registered Post.



Get 3-month free access to Human Capital E-Magazine!

Visit humancapitalonline.com --> E-MAGAZINE --> Register

You can also email your Name, Company, Designation, Mobile No. and Email id on info@humancapitalonline.com

"Once registered, the access will be enabled in 24 hours."

**Limited offer on a first-come,
first-served basis.**

For subscription enquiries

Please contact us at: **Phones:** 0562-2527775, 7535077222 or **Email:** subscribe@humancapitalonline.com | www.humancapitalonline.com

Contents

A POINT OF VIEW

- 8** Vetting Before Going Virtual
Gautam Brahma

SETTING STANDARDS

- 10** Change Leadership During Merger Of PSBs
Dr. K N Viswanatham

INTERVIEW

- 20** Taking the Right Lead
Manu Wadhwa

LEARNING AND DEVELOPMENT

- 25** Learning Health: A Competitive Advantage
Nishchae Suri

- 56** Building A Learning Organisation
Suresh Datla

TECHNOLOGY

- 28** Drivers to Enable Flawless HCM Implementation
Dakshdeep Singh



COVER STORY

Ten Fantabulous Ways HR Professionals Can Use Social Media
Benita Bhatia Dua

Social Media-The Sure-Fire Tool in One's Arsenal!
Dr. Moorthy K Uppaluri

12

CASE STUDY

- 38** The Anatomy Of Workplace Policies
Dr. Prageetha G Raju

THE CHANGE CULTURE

- 42** Navigating The Technology Maze
Kalpana Bansal

TALENT MANAGEMENT

- 48** The Fallacy of 'Right Pay'
Navneet Mukund

PERSONA

- 52** A Spirited Leader
Harjeet Khanduja

WORK CULTURE

- 58** Look Within, Own Up!
Dipankar Das

TIME INVESTMENT

- 60** Five Pillars of ROTI
Brigadier Sushil Bhasin



Contents

DIVERSITY AND INCLUSION

- 66 Driving Inclusion & Diversity through ERGs
Monika Navandar

REWARDS AND RECOGNITION

- 74 Total Rewards For Inclusive Growth
Sajit T C



EXPERT TALK

- 24 The Blended Leader
Vijay Saini
- 26 The Need to 'Reinvent' and Not Just 'Remix'
Vikas Dua
- 31 Disruption Beyond Technology
Meena Anand
- 34 The Influence Of Social Media
Kenneth W Wheeler
- 55 Building Careers
Anant Garg
- 62 The Next-Gen HR
Satya Narayan Maharana
- 64 A Telling Impact
Anthony Mitchell

REGULARS

- 6 Editorial
- 7 Research
- 19 The Bookmark
- 44 Law at Work
- 47 Research
- 51 Industry Bytes
- 68 Event Roundup
- 71 Appointments
- 72 Now Hiring

Owned by
Mukesh Jain

Managed by
Neha Jain
Ph : 7060177222
Editorial@humancapitalonline.com

Editorial
Ajay Kumar
ajay@humancapitalonline.com
Ankita Sharma
ankita@humancapitalonline.com

Subscription
Harsh Agarwal
Ph : 7535077222
subscribe@humancapitalonline.com

Customer support & Feedback
Surbhi Garg
Ph : 7534877222
support@humancapitalonline.com

Advertisement
advertise@humancapitalonline.com

Corporate and media connect
info@humancapitalonline.com

Design & Creatives
David Thomas
Ashita Nilkanth

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

Printed at
Upkar Prakashan
care@upkar.in
0562-4053333

All rights reserved. Reproduction in any manner without written permission is prohibited.

For Copyright/reproduction of any specific article, kindly contact at feedback@humancapitalonline.com.



Facebook



Twitter



LinkedIn

 /humancapitalmag  /Humancapitalonline  /human-capital-magazine

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

From The Publisher's Desk



The December issue of Human Capital delves into the growing, dynamic conception of social media in HR. Today, the world of social media does not simply intersect with the world of work; rather, it penetrates every fibre of business. The overwhelming breadth and depth of available social media options seem daunting, and many HR practitioners are falling behind in adjusting to the ever-changing social media landscape. Hence, we attempt to review and reinterpret the state of social media, and also chart out a practical path to tap the power of social media the right way. While social media is not a substitute for work, it is a surefire tool in HR's armoury, the utility of which is only limited to one's imagination. Although

social media platforms provide plenty of opportunities to connect and engage with employees, candidates, customers, and other stakeholders, HR managers must also be mindful of developing policies and procedures governing its appropriate use.

In this month's interview, Manu Wadhwa, the Chief Human Resource Officer at Sony Pictures Networks India, shares how their commitment to the people side of the business features centrally in the company's success. The interview also provides key insights into handling the tsunami of change in HR.

In the Expert Talk section, Vikas Dua highlights how HR practices need to be "reinvented" for building an employee-centric and future-ready organisation, rather than merely being "remixed".

Anthony Mitchell investigates an area that is often overlooked in times of organisational change and transformation: emotional engagement.

In the Persona section, Harjeet Khanduja, Vice President-HR at Reliance Jio, in his unique storytelling style, takes us through his inspirational professional journey, explores the changing workplace and workforce dynamics, and discusses the importance of having hobbies along with a career.

Carpe Diem!

Neha Jain
Managing Partner

AI, Digital Marketing, Design Thinking Are the Top Skills to Boost Future Growth

As the world stands on the cusp of Fourth Industrial Revolution (4IR), technology skills such as Artificial Intelligence/Machine Learning (AI/ML), digital marketing and design thinking have been identified as the top skills that the organisations will need to focus on to drive future growth, according to a new study.

In a survey conducted by ed-tech company Great Learning that involved 307 corporates, ranging from small and mid-size enterprises (SMEs) to large organisations, 25% of surveyed firms opined that AI and ML are the most crucial skills needed to stay relevant in the future. Digital marketing emerged second with 19% finding it most crucial, followed by design thinking, which 10% of companies indicated as most important.

Skills around the Internet of Things (IoT), robotic process automation (RPA), and natural language processing/generation (NLP/NLG) garnered 5% votes each.

In spite of the increased awareness about



tech upskilling, surprisingly, the report found that 47% of the corporates have still not assigned budgets for upskilling their employees.

According to the survey, nearly 30% firms spend over Rs 1 lakh per employee per annum on upskilling, and around 14% spend over Rs 3 lakh per employee per annum for the same. **HC**

Break the Mailbox Clutter!

Are you trying to get in touch with someone via email at the workplace? You may want to look out for some other communication method as a survey has claimed that employees tend to ignore 40% of emails that they receive daily.

An average professional receives nearly 180 emails every day, and the reply rate is just 16%, found



Hiver's first annual 'State of Email' report. The data was collected from almost 1,000 email accounts of employees from various companies.

"The survey on email behaviour at the workplace indicates that a widespread misuse of email has led to unwanted inbox clutter", the company said in a statement.

The primary culprit for email overload is group emails sent to shared inboxes or distribution lists which account 51% of emails that employees receive.

The report also sheds light on "irresponsible" CCing, which has become a standard in virtually every email for several reasons ranging from keeping people updated on projects to account for their work with their managers. Another key contributor to the inbox clutter situation is forwarded emails. **HC**

Vetting Before Going Virtual

Managers should neither be blind champions or Luddite opponents. They must first understand the technology, and thereafter, partner with providers to address key issues.

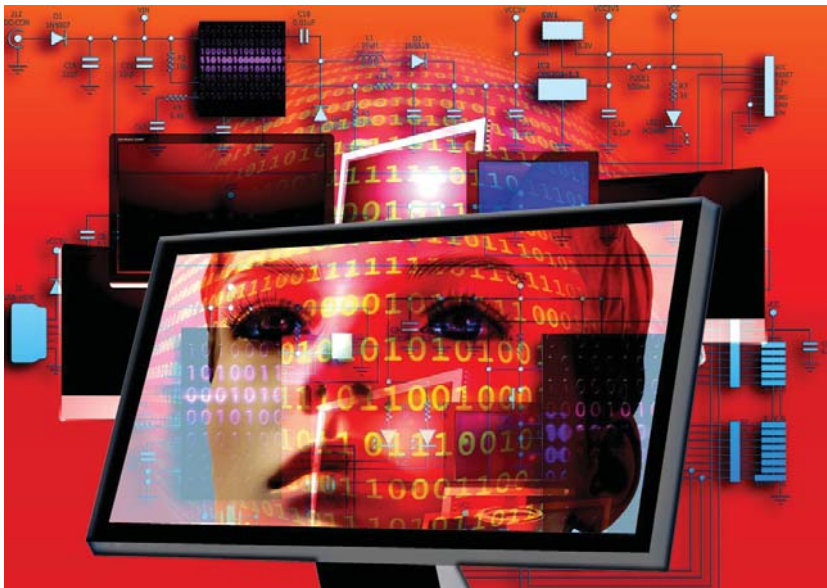
BY GAUTAM BRAHMA

There has been a lot of discussion over the virtues of interviews conducted by virtual interviewers developed via Artificial Intelligence (AI). Such interviews present advantages such as - the interviews can be conducted at the candidate's convenience, more number of potential candidates can be assessed, and answers to the same question by different candidates can be compared to assure fair selection. Also, such systems can better capture minute observation of facial characteristics, delays in response, and other nuances used for qualitative evaluation of the spoken response. However, as these systems evolve, there are certain concerns that must be addressed and fixed before virtual interviewers get wider acceptance.

AI-systems, such as those driving virtual interviews, are often 'trained' by

presenting them with a large number of images and sound files of people tagged with descriptions of their likely emotional states. This way, the machine learns to spot if a person is confused, evasive, confident, enthusiastic, tired, or disinterested as the interview proceeds. If this training material features people of only one ethnicity or gender, the algorithm will gain greater efficiency at analysing people of the same ethnicity or gender, but may give erroneous results when processing people from other backgrounds. Companies developing such systems are increasingly being asked to share the specifications used by them to create the training inputs. In many cases where such a disclosure has been made, it appears that the diversity within that set is limited. If training inputs have featured Caucasians alone, it is likely that an African or an Asian may get her responses flagged incorrectly (E.g. 'confused' when she is may actually be 'attentive'). This suggests an action point for managers evaluating such systems for deployment within their organisations. They must ask the vendor to share details of the training set to judge if the diversity therein is appropriate for the pool of target candidates over which those systems will be used.

There is another point of discomfort in such virtual interaction, which is somewhat harder to address. Nestor is a French company developing AI-powered teaching assistants. Their system monitors the facial expressions of a student as she accesses a video lecture. At the end of the lecture, it presents a quiz to test retention and comprehension, and makes sure it



About the Author

Gautam Brahma is a management consultant who advises start-ups and SMEs on strategy & operations including sales, HR and 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 a monthly columnist on HR issues for nearly two decades. Gautam is based out of Gurgaon and can be reached at gautam.brahma@bizmentor.in.

picks questions from those sections of the lecture where the student appeared disinterested or otherwise inattentive. This forces the student to be attentive at all times. However, students in Paris schools, where it was first tried, have not been happy with such intrusive monitoring. It makes them uncomfortable to be watched so minutely all the time. This is true of the virtual interviewing sessions too. One likes to see the person who is asking the questions. If she looks attentive and empathetic, one becomes more enthusiastic in one's response. If one senses incomprehension on the faces of the interviewers, as a candidate one can repeat or elaborate what they have said. Such an option has not been included in virtual sessions. Also, the candidate likes to know the people watching her and to what end. While this is obvious in a physical setting, it is not the case in a virtual setting. The recorded video may be seen by any number of people for a variety of unspecified reasons. The candidate may be uncomfortable with her performance being played over and over again before people she has not met.

It is important to get these softer features right because just as the hiring company is assessing candidates, the candidates are also assessing the hiring company. In a situation where there are many candidates and limited jobs, hiring companies may feel that they have the upper hand, and may not care much about the candidate experience during the interview process. That would be a mistake. Good people are scarce at all times, and therefore, normally have more than one option. Even if they accept a position out of necessity, first impressions die hard, and they may be open to alternate positions when they become available. In the extreme case, a bad interview experience may lead to a rejection of the job offer in itself. The case of Olivia Bland is instructive.

Olivia Bland is a young professional who applied for a job with Web Applications UK earlier this year. She was upset with the aggressive interviewing where she was ridiculed, and her work severely criticised by the interviewer, who was the CEO of the company. During all this, there were two other people present in the room,

who merely watched her and asked no questions. This added to her confusion and stress. After all this, she was offered the job. She turned it down and took to Twitter to narrate her experience. Her post went viral and was commented upon in many media platforms. One knows many interviewers who take pride in asking irrelevant questions and discounting all responses by the candidate in order to create stress. They believe this helps them assess the candidate's ability to deliver under stress. Olivia may be an exception, but many candidates facing such an unempathetic environment may choose to see the job being offered only as a stop-gap arrangement, till a better one shows up.

A positive interview experience helps in 'selling' the job to a candidate. She may find it that much harder to turn down an offer after a positive first experience. At the very least, she may consider working with the company sometime in the future, and may also generate good word-of-mouth publicity amongst other potential hires. Technology is forcing change in all processes in every organisation. Facial recognition and analysis is one of the many drivers. One would be foolish to resist change merely because it is uncomfortable. All change is. In fact, Marcel Saucet, the man behind Nestor, believes that since facial analysis is going to be all pervasive, it is best that students get used to it early, no matter how uncomfortable they feel. As he puts it, "We cannot go against the natural laws of evolution." That is certainly an interesting, if otherwise tough, view. In practice, Managers should neither be blind champions or Luddite opponents. They must first understand the technology, and thereafter, partner with providers to address key issues so that their organisations can ride the coming wave without getting submerged.



References:

1. "Facing Tomorrow's High - Tech School Surveillance"; Rose Eveleth; Vice - Power & Privilege Issue; OCT 29, 2018
2. "Woman Writes Powerful Letter To CEO Rejecting His Job Offer..."; Catriona Harvey-Jenner; Cosmopolitan; Jan 2019



Change Leadership During Merger Of PSBs

Change in the context of the current merger of banks is a complex process, and leaders need to note that banks are social systems, where employees have identities, relationships, communities, routines, attitudes, and emotions.

BY K N VISWANATHAM, PH.D.

On August 30, 2019, the Government of India announced the mega merger of 10 public sector banks (PSBs) into four, and hence made way for the creation of next-generation PSBs with reportedly stronger balance sheets and bigger risk appetite.

The observations and enthusiasm of market analysts to such an announcement is leading to skepticism. The time taken to reap potential benefits is something that needs to be scientifically examined. However, the immediate turbulence in the banks may take a real toll on the economy.

There are two prevailing views among the top bankers: -

- That the merger move demonstrates the lackadaisical approach of policy planners
- That the consolidation should have been a gradual and calibrated exercise



Further, merging the ten PSBs into four in a single stroke raises several questions. Such merger announcement triggers confusion, anxiety, and insecurity in employees, which might lead to a slowdown in the business. Sudden destruction of decades-old brands will result in widespread dismay. These new amalgamated banks must in fact learn how State Bank of India had

managed change issues, successfully and smoothly, when it merged five of its associate banks.

To make the merger process easy, smooth, and comfortable, following measures may be noteworthy.

- Ensuring that there is no leadership vacuum in anchoring banks. The current heads of anchor banks must have a minimum of 3 years to avoid uncertainties in managing the transformation and to enable the Chief Managing Directors to develop the leadership pipeline.
- The need for recruiting competent professionals from the market in the key areas of technology, HR, L&D, leadership development, and risk management, in which PSBs are grossly under-equipped.
- The fear that this merger wave impacts fresh hiring needs to be alleviated. Proper methodology should be in place for recruitment

Next Gen PSBs	
Anchor bank	Amalgamating bank(s)
Punjab National Bank	⇐ Oriental Bank of Commerce ⇐ United Bank of India
Canara Bank	⇐ Syndicate Bank
Union Bank of India	⇐ Andhra Bank ⇐ Corporation Bank
Indian Bank	⇐ Allahabad Bank
SBI & Bank of Baroda amalgamated earlier	

and training of front-line staff and special cadre officers such as experts.

Change in the context of the current merger of banks is a complex process, and leaders need to note that banks are social systems, where employees have identities, relationships, communities, routines, attitudes, and emotions. Thus, leaders must take into cognisance as to how change will conflict with the existing system, individual routines, and patterns of behaviours in the organisation. There are three aspects and categories that employees typically fall into such as the rank and file, change resisters, and change agents.

The rank and file are likely to exhibit a spectrum of reactions to such a change. How different people respond to change are being understood in terms of change conservers, change pragmatists, and change originators. Conservers are people who prefer change that maintains the current structure.

“Leaders must take into cognisance as to how change will conflict with the existing system, individual routines, and patterns of behaviours in the organisation.”

Pragmatists support change that emphasises workable outcomes. Originators generally accept change that challenges current structure. When banks try to identify internal change agents, anchoring and amalgamating banks need to take these aspects into consideration.

Anchoring and amalgamating banks are required to quickly identify the potential change resisters who undergo pain and loss which is absolutely a natural process. Neutralising their resistance and enrolling them into process of change is key to successful change management. Explaining the urgent need to change, describing how

change will produce benefits for them, and finding new ways in which they can contribute.

Identifying a pool of change agents is the responsibility of anchoring and amalgamating banks. Change agents see the need for change and articulate it effectively to others. They are critical catalysts for change initiative.

There is a compelling case for leaders of banks to learn and master change leadership mantras during mergers of mega banks, and must keep the following pointers in their mind:

1. Leaders of banks need to address issues of change at all levels, till the integration occurs between anchoring and amalgamating banks.
2. Senior leaders of banks need to hone affect and cognitive skills in order to facilitate change.
3. Top management teams of banks must understand that people issues are central to integration of anchoring and amalgamating banks, and people skills such as nurturing, persuading, influencing, enthusing, inspiring are necessary rather than command and control method.
4. No single person can become the driver of change in any bank. Similarly, there cannot be any single strategy for change. There is always a "mix" and hence "discussion" and "debate" are a must in the change effort.
5. Leaders need to get conviction that in every organisation in general, and any bank in particular, there will be a few "initiators". They do not hesitate to take the first step. There will be several "laggards" too. Usually they are lazy and laid-back. They prefer to criticise every now and then, rather than contribute. They are frequent faultfinders. They are good at giving excuses. They manipulate. Sometimes they may even sabotage.
6. Leadership lies in the ability to mobilise the resources of the "change seekers". Similarly, leader has to persuade the "change resisters" to become "change seekers".
7. Leaders of anchoring banks must demonstrate high energy in communicating solidarity to

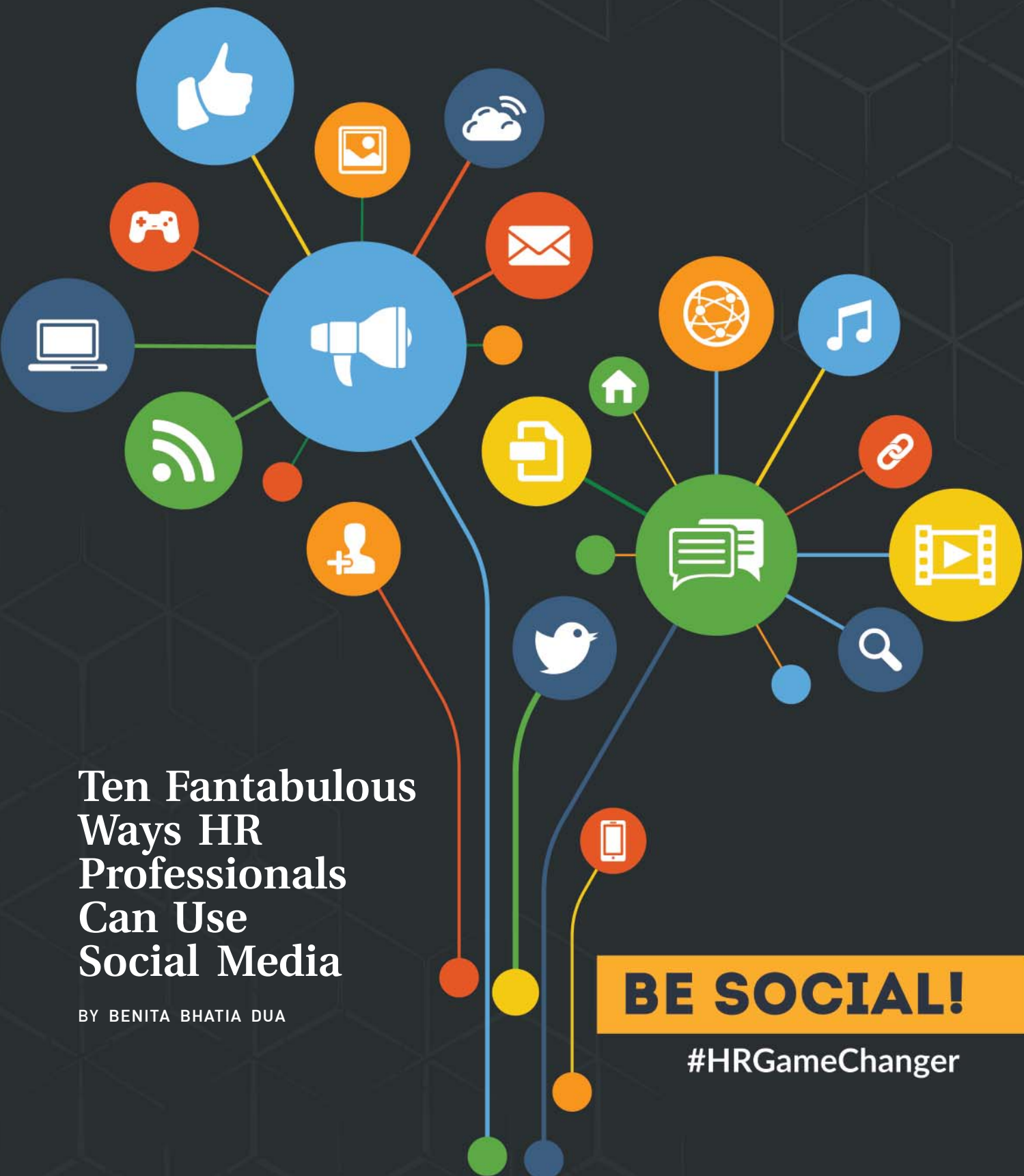
“Anchoring and amalgamating banks are required to quickly identify the potential change resisters who undergo pain and loss which is absolutely a natural process.”

amalgamating banks. Leaders of amalgamating banks must demonstrate sensitivity and reduce their criticality towards anchoring banks.

8. Leaders of anchoring and amalgamating banks must have optimistic view that merger is a positive step towards growth.
9. Creating a new culture and integrating employees into the same is the essential challenge and leaders can address this challenge by creating a pool of internal change agents who are positive, optimistic and articulate. Teams can be formulated with the fair composition of leaders consisting of anchoring and amalgamating banks to understand differences and similarities of anchoring and amalgamating banks.
10. The integration of human resources would score high focus in the amalgamation of banks when compared to integration of technologies, systems, policies. 

About the Author

Dr. K N Viswanatham is 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. Viswanatham 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 consultdrv@gmail.com.



Ten Fantabulous Ways HR Professionals Can Use Social Media

BY BENITA BHATIA DUA

BE SOCIAL!

#HRGameChanger

As a CEO whose company is into both social media as well as learning & development, I am often invited as a speaker at large events. At a recent gathering of HR professionals, I was asked what social media could be used for. My answer: Everything you can think of and more!

Let me elaborate. Everything that falls under your Key Responsibility Area can be accomplished using social media. Whether you are a recruiter, a learning and development professional, or an HR generalist, social media can be a fantastic tool to aid you in your job role. The trick is to know which platform to use for which purpose.

#1 Announcing openings & inviting applications

So you have an opening in your company. That's great! It is a sign that your company is healthy. But the question is, how do you tell the world? Earlier, you would have to place an ad in the newspaper. Now, clearly, you are already posting it on social media. The speed of response, the quality and the cost implications have all changed.

For my company Vanilla Skills' openings, I find that WhatsApp has brought me the highest response to any postings. This could be due to the ease of forwarding the message. That being said, the best quality of candidates I have received has been through LinkedIn. Recently, LinkedIn rolled out a feature that allows you to post a job, just as you post an update. While this is in beta, which means LinkedIn may choose to discontinue it, at my company Vanilla Skills, we're making hay while the sun shines.

#2 Background Checks

Applications are all good, but how do you shortlist candidates? Option one: you could hire a professional background checker. This is a great option, and I would never make the mistake of advocating against professional services. However, we all work within the limited resources we may have been provided with. If your limited budget does not allow for professional services, the least you could do is do-it-yourself.

At Vanilla Skills, we always look up the profiles of shortlisted candidates. In one such instance, we were hiring for the position of training coordinator. Our ideal candidate was a lady who told us that training was her passion and dream job. When we crawled through her social profiles, we found that her passion was actually singing. She aspired to be a professional singer, and the job we were recruiting her for, was simply a stopgap arrangement, 'till she made it big as a singer'. That made us reconsider our decision to hire her. While we totally support passion and are constantly looking for passionate people, we do want them to treat the work as their top priority. Had we hired the lady, she would have

treated her passion as her top priority and focused more on finding singing opportunities rather than on her job.

You never know what someone's social media profiles will tell you. Don't just look at their LinkedIn profile, check out their Facebook, Instagram and Tiktok accounts too.

#3 Onboarding

Businesses always want a new employee to hit the ground running. After all, businesses cannot slow down for new employees. Due to time constraints and schedules, HR often struggles to comfortably induct a new employee into the new role and the company. Social media can ease this dichotomy. HR professionals are getting creative in this respect, using a range of tools from quick manuals to Skype calls to induct employees. In my book, *Profit with Social Media*, the protagonist Merlo Dolphin creates a video for the induction.

I do believe a video will be a great idea. However, do keep in mind that attention spans are shrinking. If you are going to have a video made, ensure it is something that holds the audience's attention. A story, some humor, and a bit of music are some ways to do that. And of course, if you have a video, put it up on YouTube. If you don't want it to be in the public eye, you can always keep it private and send the link to the new employees.



#4 Employee Communications

You email them; then call them to tell them you've emailed them; then you call them to get a reply to your email. While it has become a reality in most places, it is clearly not efficient at all. In fact, it is a poor form of communication, a waste of time and energy. Why not reach out to them on the platforms on which they are active?

This is, of course, easier said than done. After all, where are they active? Hint: Which is the most used app (other than gaming apps)? In Vanilla Skills, we find WhatsApp is highly effective. Some of our clients got special apps made for internal communication and yet came back to us, asking for help to get their employees to use that app. The simple truth is, people will use what is convenient and addictive to them. If you are considering making an app, ensure it is not just easy to use but actually addictive.

#5 Team Building

You hired millennials and are now struggling to find a way to make them function as a team? You're

not alone. Most HR professionals that I talk to are grappling with this. The thing is, the concept of 'teamwork' as you and I refer to is very different than the way the millennials see it. Have you ever seen the current tweens & teenagers play together? Each of them plays on their own gaming device or occasionally exchanges it. When someone is stuck at a level in the game, another 'team member' steps in, helps, and then goes back to his or her own game. The concept of teamwork has evolved. It is time to think about what it means for us.

If we play smart, social media can help us get the team to feel like one. At Vanilla Skills, we have people ranging from 19-year-olds to individuals in their 40s. Yet, we have a very strong team culture. People volunteer to step in for each other and are often seen relying on each other for support. While I might be erring on the side of oversimplification, I do believe that the way we joke around with each other, especially on Whatsapp (we do have occasions of work-from-home for some people), hugely contributes towards this.

#6 Identifying Symptoms of an Unhappy Employee

Let's try empathy here. What would your actions be before you actually considered leaving an organization? Perhaps you'd complain about the boss. Well, more than usual, I mean. After all, we've all heard that people don't leave organizations; they leave their managers.

Traditionally, employees would complain to HR. The new school of thought is that HR doesn't listen. (Hey, don't hate me for telling you what everyone is saying.) So, they go online and complain. However, they can't openly do it. So, they go to sites like glassdoor.com or mouthshut.com and talk about it anonymously. You might not know the employee names, but if you make some discreet enquiries, you might be able to identify how much truth there is to the whole matter. For this, you need to check Glassdoor and Mouthshut regularly, so you know what employees are saying. Keep an eye on Google Reviews too.

An important piece of advice here: Do NOT punish the victims.



They are complaining because they feel victimized. Either do something to stop them from leaving, or prepare yourself for them to leave. Either way, trying to identify who posted the review is not just unfair but will also cause you to lose face and the trust of the very people you serve.

#7 Identify Training Needs

What are your colleagues doing on social media? What is their language like? What's their 'social' behaviour like? Does it match the skills required for the job? Do you see skill gaps? What about the bosses? What are they complaining about? If you keep your eyes open and read between the lines, you will find that your Training Need Analysis process has evolved as well.

Unfortunately, social listening tools available in the market are currently too focused on external communication. Fortunately, as an HR professional, you do have the skill and ability to listen and read between the lines (or you should develop it). The important thing then is to listen to the conversations happening online. Things said in jest could be someone's way to blanket hurt with humour. Probe and then do what's necessary.

#8 E-learning

Yes, I am aware that it is being talked about a lot, and people are still experimenting with it. Here are a few of my favourite ideas:

- **Interactive Videos:** Videos lack a human touch. While machines and technology will never be able to replace humans (or so we hope), interactive videos might add more of a human touch than ordinary ones. If you want to know what I mean, check out www.englishcentral.com.
- **Quizzes:** They watched the video or perhaps sat through a traditional training program. How do you know what they truly absorbed? A quiz will not only give you a measure of their learning, but it is also a great opportunity to fill the gaps by revealing the correct answers.

- **Gamification:** Games are an important part of training. Perhaps it is time to take the games online. From existing online games to special games created with your goals in mind, e-games can help one learn important lessons.

- **Artificial Intelligence:** I know for a fact that a few companies are working towards artificial intelligence, combined with facial recognition, to gauge if the learning is truly happening or if someone has lost interest, etc. This is still in a developmental stage, but I am hopeful that it will be more widespread by the time this article has lived its life.

#9 Extending learning

Quizzes are one of the methods for extending learning. Sharing relevant articles & videos, online activities, and hyperlinks to relevant games are a few other ideas. It is also a good idea to encourage participants to share experiences of what they applied and how it worked for them. This will encourage others and give you insights for your future work.

For one client, we created a LinkedIn group as well as a WhatsApp group for shared learning. While LinkedIn was most used by the internal L&D team to share resources, we found people had more lively discussions on WhatsApp. Eventually, all resources were shared in the WhatsApp group. I must add that this was in collaboration with LinkedIn Learning, and yet, WhatsApp ruled.

#10 Rewards & Recognition

Traditionally, people would showcase their trophies & certificates on a wall. The wall has gone virtual. Have you?

You may have noticed a large number of companies posting photos of their accomplishment on social media. However, few are recognizing their employees' accomplishments.

For one of Vanilla Skills' clients, we run internal campaigns with HR to identify individual accomplishments and talk about it on social media. One such was a gentleman who



took up a 40-day cycle to work challenge and bicycled 15 KMs daily to work. While this was his individual accomplishment, showcasing it helped the company display a more holistic approach towards its employees, not to mention garner huge mileage, traction, and engagement on their company page.

An important thing to remember is that social media is not a substitute for your work. It's a tool to augment your work and a very powerful one at that. Its utility is only limited by your imagination. Wish you a socially profitable life. 

If you would like to connect with me, I'm active on LinkedIn as Benita Bhatia Dua. I can be reached on Twitter, Instagram, and Pinterest @benitadua. I'm always excited to know what you think of my writing and my work.

About the Author

Benita Bhatia Dua is the CEO of Vanilla Skills, a bespoke boutique Social Media Consulting company. Benita has helped many ventures, including Fortune 500 companies & their top management, to use social media profitably. She is also an author of two books, one of which is a bestseller published by CNBC TV18 Networks. Benita is also an eminent public speaker, trainer, and coach. She's had the privilege of being one of the expert panelist speakers at an event by Harvard University, USA.

Social Media-The Sure-Fire Tool in One's Arsenal!

Social media has emerged as a very powerful tool that can be engaged by every business with its workforce, its customers, and other stakeholders as appropriate to connect, empower, evolve, and benefit.

BY DR. MOORTHY K. UPPALURI

While it may not be the panacea, Social Media is certainly a surefire, unmissable tool in the HR's arsenal, particularly in the time-space of technology disruption and workforce transformation. Cloud and smart phone proliferation due to increased affordability, deeper internet penetration, and user-friendly technology in the form of messenger apps and social media have cumulatively been instrumental for the democratisation of media on all fronts - text, picture, audio, and video. Now-a-days, anybody with a smartphone and internet access can consume and also author/publish digital content with ease. Evidently, such empowerment in the hands of every user without proper accountability, control, and governance could lead to chaos.

According to the 'Global State of Digital in 2019 Report' published by 'Hootsuite' and 'We are Social', out of the Indian population of 1.361 billion: -

- 87% are unique mobile users
- 41% are internet users
- 23% active social media users
- 21% are mobile social media users

And only 32% of the internet users use social media for work purposes, leaving a huge potential for further adoption and opportunity for growth at workplace.

Of all the internet users in India: -

- 89% use mobile messengers
- 91% watch videos on mobile
- 75% play games on mobile
- 57% use mobile banking
- 82% use mobile map services

While the Indian population is growing at 1.1% YoY, unique mobile users have been growing at 2.8%, internet users at 21%, social media users at 24%, and mobile social media users at a whopping 26%.

An average Indian daily spends: -

- 7h47m on the internet
- 2h32m on social media
- 2h51m on Television
- 1h29m listening to streaming music

For the Southern Asia region, the internet penetration is 42%, mobile connectivity is 91%, and Social media penetration is at 24%.

From the perspective of highest active user accounts, the top social platforms are Facebook, YouTube, WhatsApp, Facebook messenger, WeChat, Instagram, Tiktok, Twitter, LinkedIn, Skype, Snapchat, Viber, etc. It is important to note that 3 of the top 5 platforms today are messenger/VoIP platforms.

While Facebook messenger is the top social messenger in US and Australia, WhatsApp is the top social messenger in India, Europe, Russia, Africa and the rest of the world

(other than US and Australia). Users in the corporate domain use social media to connect and communicate with their friends, peers, or organizational teams (internal and external). It is also used by them to learn and upskill themselves with the content available in the public domain or by their employer for their enablement and development. The reach and frequency of social media and the pervasive engagement across the workforce, presents an unprecedented and a great opportunity to leverage each member of the workforce and ecosystem of stakeholders as brand builders, trusted influencers, and an incredible source of referrals to manage perceptions, and build the company brand internally as well as externally.

While the messenger/Voice over IP (VoIP) platforms enable private communications between individuals and groups/teams, the other social media platforms make the published content even more public than what was originally intended by the author. Today, information travels in a flash and reaches millions of people in a jiffy. It is both an opportunity and a challenge to manage and ensure such communication is well aligned to the overall business strategy, and is coherent with the other forms of content and communication made available on the said topic. It is important to manage the expectations of the audience in terms of the response time for their queries.

Here are few examples where such simple communications may have some serious unintended consequences. When a travelling salesman or an interviewing candidate blogs on his/her Facebook about his recent experience interacting with a customer, and is venting out his/her frustrations, they seem to disregard the fact that it is also being seen by the other party or someone in their own network, leading to some unpleasant outcomes. Similar is the case with information leaks via blogs on product launches, leadership changes, business announcements, etc. While one may assume that the information has been shared

informally with their friends, it may quickly go out of hand when such a thing is further shared inadvertently across a wider audience, compromising the very objectives of the company.

Drawing the line

Therefore, it becomes critical to create a distinction between the communications sent out by the official team on behalf of the company as against individual opinions expressed by employees or other stakeholders. It behooves every organisation to come forward with a disclaimer to call out such a distinction, and hold employees responsible for their communication.

Again, employees must be provided with appropriate platforms to voice their opinions to avert the possibilities of them hauling their dirty laundry in public. Employees must be sensitised, trained, and encouraged to publish on social media with accountability, and make them refrain from posting irresponsible posts that could hold either the employee, the employer, or both in bad light. The damage caused due to such irresponsible posts could be severe, and at times, irrecoverable. HR can help employees to become mindful with their posts, and not blurt out their emotions on social media on an impulse.

Bad reputation of any company could lead to losing customers, revenue, investors, and employees. The National Labor Relations Board (NLRB) in the United States has stated that workers have the right to discuss work conditions liberally, openly, and with no fear of retaliation, whether the discussion is done at the office or on social media. Labour regulators have acknowledged that many such blanket restrictions by employers are illegal. Many view social media as the new water cooler, in which the federal government provides complete protection to employees to express their right. In other words, this could lead to defamation by publishing something untrue about someone and could harm their reputation and put them in trouble. To avoid surprises, the

business must carefully monitor and track all that is being said and talked about the company on social media to position itself to be viewed neutrally, if not positively, at all times. This might require some proactive evangelical messaging, agile and timely counter messaging to avoid spreading false rumours or misperceptions, and to quickly gain control.

Also, it is essential to clarify about the consequences if/when such a policy is violated. Companies should have a social media policy in place to communicate to employees what should be possibly said, and what could potentially cost them their jobs. Utilisation of social media tools in the organisation while creating a ton of opportunities can also present certain challenges for HR professionals.

“While it may not be the panacea, Social Media is certainly a surefire, unmissable tool in the HR's arsenal, particularly in the time-space of technology disruption and workforce transformation.”

Social media could benefit an organisation in many areas. However, if not utilised effectively, it can create multiple risks on the legal, financial, and also on the personnel fronts. Given the potential risks and benefits of using social media in the workplace, it is crucial for HR managers to develop policies and procedures governing its appropriate use. The onus lies with HR to architect the Internet policy in conjunction with the IT department and create a free yet well monitored, safe, and secure environment for its employees to engage and participate. Also, it is prudent to create and enforce a PR/Communications policy to guide the employees on the Do's and Don'ts of online



communications so that the employees are sensitised on what could potentially hurt the image, brand, and valuation of the company even when it is done inadvertently.

HR professionals may face the challenge of discrimination if they fail to use the information obtained from social media in good spirit and health. For instance, obtaining personal information about ethnicity and then rejecting the applicant in the hiring phase could land a company in trouble. Given that the information published on social media will be accessed by different people from different geographies instantly, one has to ensure that the information so published is region agnostic and in sync with whatever is being published separately on local channels. For instance, information which is region sensitive, such as holidays, benefits, local regulation, pricing, or promotions will have to be segregated and published based on targeted IPs.

Leveraging social media

HR has been able to find effective ways to leverage social media in talent acquisition to post open jobs both internally and externally, collect background information, and carry out reference checks of prospective hires. Since few people manipulate their profile information to manage the personal image amongst their friends and targeted audience, it is advisable to collect such personal data prior to the interviews so that it can be verified

and validated through the interviewing process. When engaging social media, it is important to ensure a good mix of diverse platforms that target relevant audience so that the business does not miss out on tapping into certain talent pools due to the coverage of social media platforms or lack thereof.

Since the current demographic spends a good amount of their active day (almost 8 hours) online and about one-third of that on social media, it is prudent for HR to leverage that channel to engage with the workforce with relevant, high quality, and bite-size content to gain high recall value and mindshare of its employees, as opposed to worrying about possible loss of productivity due to such distraction at workplace. L&D teams

have been leveraging social media platforms to deploy short clips of video or podcasts to enable and develop their employees. Such content is not only quickly consumable on the run by the users, but is available anywhere and at any time as per their convenience.

Social media platforms are often engaged to collect employee opinions and feedback on strategic priorities and key initiatives. Once the business generates a wealth of such data that constitutes the voice of their employees, it can conduct predictive analytics to avoid unpleasant surprises for future reforms. This has also proven to be helpful in building the employee morale, which in turn boosts employee retention and productivity gains. Undoubtedly, Social media has emerged as a very powerful

tool that can be engaged by every business with its workforce, its customers and other stakeholders as appropriate to connect, empower, evolve, and benefit. **HC**

About the Author

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



SJ RAJ

Senior Vice President, HR Operations, Newgen Software

“Social media usage by HR in organisations has evolved. Employees' social media activity gives HR a fair idea of what drives them and other potential employees. Social media is already being used to source profiles, but this platform can also be leveraged for evaluating the cultural fit between an organisation and the potential candidates. However, social media isn't without its challenges. It may be unethical to use social media profiles for evaluations, but it allows a better employee-organisation relationship. HR professionals shouldn't rely solely on the social media and ensure that personal information is not misused. Seeking permission may be good practice.”



RAJNI YADAV

HR Manager, Crowne Plaza Today

“How HRs use social media ranges from communication, brand reinforcement, event promotion, background checks to weekly HR blogs, research about industry trends, emergency communication and employee recognition apart from recruitment process. Communicating the brand's values and culture through innovative and engaging content is a fabulous way to encourage potential candidates to consider working for our organisation. Interactive posts around team building efforts, festive celebrations, Service Weeks, Passion Weeks, Giving for Good Month, health & wellness initiatives and performance incentives can give job seekers an understanding of what working for the company will be like.”



MAMTA WASAN

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

“In HR, today, social media allows for a huge advantage and outreach to potential employers formally through structured strategies as well as informally. The talent acquisition team generates interest in a company through its open positions, its activities and an insight into their culture, creating a strong employee value proposition. On the other hand, employees can reach out to the public through social media on the basis of a single experience - true or untrue. Thus the image and reputation of a company lies in each existing and past employee's hands. Hence scrolling the internet, being proactive in handling each employee, executing the exit interviews intelligently, and having a social media use policy are some measures companies must take today.”

WHO BLUNDERS AND HOW

BY ROBIN BANERJEE

Many big companies, names, and brands that are loved and revered often succumb in time, mainly due to their own folly. Look at the once-invincible Kodak, the erstwhile high-flying Kingfisher Airlines, or the seemingly infallible Ambassador Cars. In the unforgiving world of modern business, they failed to adapt—and eventually perished. Many businesses fail to address this basic truth.

Every business is tested for endurance and accomplishment, but only a few extract strength and wisdom from their trying experiences. Even the infallible Motorola and Lehman Brothers buckled. Companies like Xerox, Mafatlal, and Khataus, once profiled as excellent ones to emulate, all failed to live up to their reputations. Each committed some mistake or the other.

Bountiful blunders

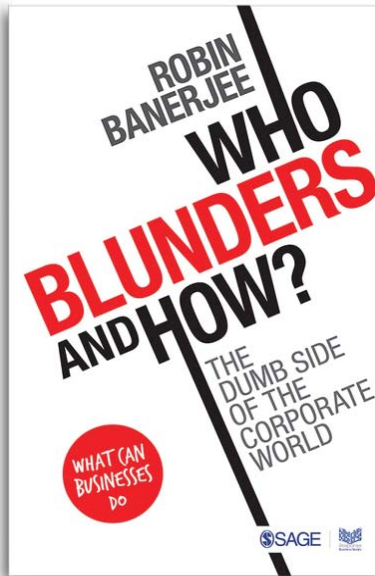
Instances of business bloopers are plentiful.

Compromising quality to save on costs is often a big blunder. Some businesses feel that cost is king, sacrificing excellence to enhance profits. An organisation that has suffered from quality miscarriages is J&J. A string of manufacturing snags has threatened its flaunted brand image.

We are surrounded by family businesses, big or small. Family businesses are often seen as stable yet conservative and outdated. Their behaviour is sometimes irrational and non-transparent. This dichotomy is the problem. Having too many useless family members without a clear chain of command and succession plans, with feuds preceding collective decision-making, without plans for professionalism to substitute for lack of internal talent, are all avoidable servings on the plate of family businesses.

The world of business is rather bizarre. Globally, over \$2 trillion worth of transactions chase the mirage of mergers and acquisitions (M&A). However, believe it or not, three out of four transactions fail. Google's taking over of Motorola, or Daiichi Sankyo's acquisition of Ranbaxy were all botched. Beware, M&A is a mug's game.

Many times, corporates desire to enhance profits, superseding good governance principles. Enterprises have cheated in plenty over the years. Many involved



often make the who's who listing. In the past few years, scandals have hit big names, like BP, Volkswagen, HSBC, Reebok India, and Wells Fargo. There is enough evidence to show that continuous poor governance ultimately takes businesses into oblivion.

'Innovation' is imagining the impending—the power that enables businesses to develop new offerings to meet consumer demand. Innovations could also lead to catastrophes. One of the best examples is Tata Nano, a car at an unbelievable price of three-wheelers but bombed at the marketplace!

'Debt' could be a killer—a double-edged sword. The blunder of over-reliance on debt is what plays havoc. Jaypee, GVK, and

Essar have all suffered untold damages due to unserviceable levels of borrowings. Debts are like electric currents. Wrong connections will give you shocks, but the right ones will light up your business.

Bury the bungle

Be it good mistakes or bad ones, intentional or involuntary, catastrophic or trivial—most are neither deliberated on nor diagnosed. It is not in the human genes to bring our muck out from the closet and use the open air to cleanse. We usually allow the grime to settle on its own or hope it evaporates someday, even at the peril of the stink sully the business air around.

The last words

This book is an attempt to make the readers—hopefully—wiser by analysing some famous, frequent and common mistakes which businesses have committed over time. It provides with abounding real-life instances of 'who' encountered the business quagmires and 'how' did they fall into the occupational snags and snares, more importantly, 'what' are the possible lessons to be learnt to fix the blunder booby traps. HC

About the Author

Robin Banerjee is the Managing Director of Caprihans India Ltd. Recently, he has authored two business non-fiction best-selling books, "Who CHEATS & How?" and "Who BLUNDERS and How?"

Taking the Right Lead

In an exclusive interaction with Human Capital, Manu Wadhwa, the Chief Human Resource Officer at Sony Pictures Networks India (SPN), shared how 'Diversity and Inclusion' is being firmly anchored in the organization's philosophy, how the role of HR has undergone a significant upheaval, and why HR professionals should consider themselves as 'Human Experience Officers'. Glean the secret to SPN's success and also garner tips and tricks for addressing some of the most pressing HR concerns and opportunities.

BY ANKITA SHARMA



Although HR has made significant progress over the years in performing a strategic role and creating business value, "good enough isn't good enough" when it comes to HR transformation. The bar continues to be raised on HR, as it must continually adapt to the ever-changing workforce and workplace dynamics.

Q We must begin on a congratulatory note with well-merited kudos to Sony Pictures Networks India (SPN) for being recognized amongst the 100 Best Companies for Women in India, by Working Mother and AVTAR, for the third time in a row. Could you let us in on the magic and tell us what makes SPN a great place to work for female talent, both within and outside the media industry?

A Thank you for the acknowledgement. We are incredibly proud to be in the list for the third time in a row. Yet again, we continue to be the only Media and Entertainment company on this list. This accolade further lends credence to our initiatives and motivates us to strengthen our diversity and inclusion commitment.

At SPN, we constantly look to build an inclusive culture that delivers rewarding career experiences and growth opportunities. Women comprise 30% of our workforce, and diversity

contributes a critical role in our success. Our people practices are designed to help women employees excel in various roles, at and beyond work.

Well, I will confess that it is a journey that we have been treading for a few years, and we have witnessed recognition for our progress. Our efforts began with gender-inclusive initiatives like flexible working patterns when women need it the most at different life stages, for example, marriage, mobility, and motherhood. It is essential to **provide greater flexibility and take a more empathetic approach** in empowering women to excel at fulfilling their multifaceted roles and responsibilities. At SPN, we aim at creating an environment that is conducive to striking the right balance between personal and professional life for all its employees, with a specific focus on gender diversity.

We revised our **primary caregiver policy** to six months prior to it being mandated by law along with our **secondary caregiver policy** to ensure extended participation in caregiving. We provide an **onsite mothers' room and free daycare support** across all Indian offices. We've also introduced **flexible working arrangement** to help our employees choose their work schedule, which empowers them with increased control over their work-life. This further enables them to determine and allocate time for leisure, studies, and care for children and/or other dependents.

Earlier this year, we launched the first edition of '**Live Your Dream**' Contest to help women employees realize their personal dream projects/passions. The finalists, along with the winner, were facilitated with financial support to fulfil their dream projects.

As of the present day, Diversity & Inclusion with a specific focus on 'Gender' is a core agenda for the organization. Our **D&I Apex Council** is working towards furthering this with internal initiatives, policies and people interventions while formulating it in our agenda, which will resonate in our content.

Q Staying true to its title of being of an 'Employer of Choice', SPN recently pledged to take #PrideInDiversity. What initiatives have been introduced to foster this commitment towards inclusivity and building a conducive environment for all employees?

A At SPN, the motto is to become an Employer of Choice for all. Diversity fuels the development of a creative and innovative workforce. We, at SPN, value our people's diversity, varying perspectives, and experiences. We encourage inclusion to foster a conducive environment for all, primarily because we believe that our people are happiest when they can bring their whole selves to work.

Through our **#PrideInDiversity** Campaign, we penned down our commitment by **making all our policies gender-neutral**—including LGBT+ inclusive policies around medical and parental practices. Alongside this, we also got around to **upgrading our office infrastructure with gender-neutral washrooms**. It was imperative to **create awareness**, leading to acceptance and respect of the community. Therefore, we ensured active communication across platforms to engage the workforce across all walks of life in this endeavour.

We are committed to be an equal opportunity employer and look forward to continuing this journey of inclusion.

Q What, according to you, are the biggest challenges organizations face when educating employees on diversity and inclusion? How can the challenges be surmounted?

A While there are ample data and research to build a case for the benefits of a diverse workforce, the challenges are still multifold.

i. Acceptance and Respect: The challenge begins with the acceptance of each other's differences and respecting others, inspite of diverse cultural/religious/ethnic belief systems that form an individual's world view.

ii. Unconscious Bias: On the face of it, every individual and

organization believes in equal workplace practices. However, there are a few deeply entrenched preconceived notions/beliefs that create an unconscious bias. The result is income disparity and inequality in promotions and roles between men and women. The acceptance of transgenders and the LGBT+ community is a matter of social taboo. At SPN, we have been doing a lot of work to tackle and mitigate unconscious bias through sensitization endeavours in the form of inclusion sessions, leaders actively calling out such biases at work, and the HR department's human capital index, using data & insights which are helping leaders become aware of instances and implement pro-active measures accordingly.

iii. Generational Gaps: With a rising population of GenZs, acceptance of different work-styles in a multi-generational workforce is becoming a tough task, and the need to adapt to changes in work culture is becoming far more urgent. At SPN, we have a concept of reverse mentoring, where a younger group of employees mentors senior leaders on topics like technology, social media, a day in the life, etc.

iv. Disability: Education of the workforce on the need for empathy, not sympathy, is vital. Also important is the required infrastructure support to navigate the workplace. This, however, becomes a challenge as concerted efforts for inclusion need to be made at all levels in the organization.

In my opinion, these are the major challenges which play out in the form of unconscious bias. While policy changes ensure a high impact in instilling inclusion, the solution lies in employee education and sensitization.

Q You have over 2 decades of rich experience across multiple industries and countries in steering workplace & people agenda of globally dynamic organizations like Sony Pictures, Coca-Cola, American Express, and GE. How have you seen the HR function evolve?

A HR's role: Expectations have shifted drastically from personnel management to being a coach and confidant to leaders and a driver of business growth alongside them.

The other areas where I foresee change is in the usage of technology and personalization to improve the human element. The trends that have helped HR evolve over the past decade are:

- i. Companies are getting social:** Today, communication flow in organizations has moved from standard email communication and a top-down approach to the use of an organization's social platforms and interactivity through user (employee) generated content.
- ii. Usage of technology:** Today, bots are responding to basic queries for quicker and easier access to information. Work can be done remotely, meetings are virtual, and the possibilities are endless.
- iii. Personalization of benefits:** Customization is key. While the basics remain, there is flexibility and independence in choosing and customizing one's benefits, e.g. work hours, work location, partner for medical insurance coverage, etc.
- iv. Increasing use of analytics:** Data is being used for predictive analytics in all spheres, from basics like retention and making better hiring decisions to predicting revenue using engagement numbers and promoting wellness by

identifying behaviours that contribute to higher/frequent illness episodes.

v. Evolution of performance management: From once/twice a year, today, it's all about Continuous Performance Development, which is more real-time, solution-oriented, and focused on collaboration.

Q Communication between HR and employees is a crucial aspect of employee engagement and branding in any organization. How can social media platforms turn employee interactions with HR into delightful two-way conversations?

A Social media has a tremendous bearing on how we communicate and maintain dialogue as individuals when it comes to our personal lives. Platforms like Twitter, Instagram, etc. allow people to share their life events, likes, dislikes, and opinions on matters of individual significance. The hallmark of this medium is the two-way instant communication as opposed to impersonal and traditional channels like television and print.

Employees' expectations about internal communication are similar, and that's where internal social platforms become key. They not only help in seamless and robust communication, but also help in knowing the pulse of the employees—what works for them, and what does not. The social platform also serves as a listening

aide, aside from merely being a channel for sharing information and collaboration. All employees can engage, collaborate, and react in an open forum in the organization, which can help management and HR teams tweak and modify policies and practices based on real-time feedback.

Social media also provides HR with an opportunity to build a connect with employees irrespective of geographical boundaries. If exercised effectively, it can help increase the credibility of the HR function, as response and resolution can be faster, and it lends to creating delightful two-way conversations and boost the employer brand.

Q In providing a seamless employee experience from onboarding to offboarding, what common mistakes do you see HR teams making, and how can they be avoided?

A There are a few prevalent omissions by HR teams, which can be avoided if one follows the "Customer First" philosophy; speed and agility in response being the key to providing seamless employee experience.

i. Attraction/Recruitment: Respect for time is a two-way street. The organization needs the talent as much as the talent needs the organization. Always be on time for your interviews.

ii. Interviewing vs. onboarding experience: When it comes to recruiting, it is not as much about sales, as it is about the after-sales service. Ensuring that the onboarding experience is a delight is essential. The first day and the first month of an employee's experience has an enduring impression.

iii. Connect: Listen intently to your employees and take timely and corrective measures. If one fails to address and acknowledge their qualms or feedback, the organization will lose the trust/faith/confidence of its work force.

iv. Exit: Goodbyes/Departures are remembered. Ensuring a seamless exit experience along with a quick turnaround on the exit survey and





final settlement is key to building your employer brand and a loyal alumni base.

Q How will the rising freelance and gig economy affect your role as a CHRO?

A The rapidly increasing 'GIG' workforce represents a huge challenge as well as an opportunity. As a CHRO, agility is the key to tapping into this opportunity to lead the change in culture, programs, processes, and policies originally designed for full-time employees, in a new era where we harness the potential of the talent increasingly represented by the contingent/gig workers. Maximizing the opportunity requires a holistic approach.

i. Anticipate change: Be ready to update the organization's talent portfolio. Actively monitor the market and work with the business to define critical capabilities and the scope of initiatives for in-demand talent.

ii. Align processes and policies to be more inclusive: Strengthen relationships with the current/present/incumbent talent pool. Adopt ways to actively manage and develop this talent pool and ensure a seamless experience and brand pull beyond just an assignment.

iii. Evaluate Results: Build confidence in the management team. Sharing success stories and benefits of employing this talent pool would lead to higher alignment and acceptance with the leadership team.

CHROs today have the opportunity to develop agility within their teams and processes, capitalize on the 'gig' workforce, and secure a win in the new competitive economy.

Q HR is a preferred career choice for many students and people

seeking a professional change. Could you give a few quick tips for people who are newly transitioning into HR?

A We all exist to support and build the business, so first things first:

i. Understand the business:

Understand and communicate in business parlance. This foundation will set anyone apart from a transactional HR person to a strategic partner. You would need to set the course of direction of what needs to be accomplished and why, based on your sector/function/business knowledge depth.

ii. Be the change agent: Understand how organizations work. Act as catalysts to accelerate change in an organization to meet business imperatives.

iii. Employee first: As mentioned by a few senior leaders across industries, improve your employee's lives so that they can improve customer's lives. I have an ask for all HR professionals: consider yourselves as *'Human Experience Officers'*.

iv. Be flexible and solution-oriented: One size does not fit all. Be open and flexible in your approach and provide solutions to business problems and not just responses by the rule book. This, however, does not mean being non-compliant.

v. Data analysis: Use data to make decisions and help others ask the right questions to get the right answers.

vi. Increase your network: Think beyond your immediate network circles and HR. Networking has the power of multiplying ideas and securing a job along with mentorship and sponsorship opportunities.

vii. Keep it confidential: Needless to mention, as HR professionals,

you will have access to a lot of information. Keeping it confidential is an 'absolute must'.

Q We cannot close this discussion without talking about digital transformations in HR. Firstly, how much of it is hype and how much reality? Secondly, there's a heavy discussion in HR circles on striking an optimal balance between technology and human touch. What are your thoughts on this?

A Digital transformation across industries and functions is a reality, and HR is no different. Today, HR is helping lead the digital transformation covering organizations worldwide. These changes are making both the workplace and workforce digital.

The HR function, when it comes to digital, is no longer about ERP implementation, process design, and self-service. The process has shifted to developing mobile apps, productivity and employee experience platforms.

With regard to striving for an optimal balance, in my viewpoint, technology amplifies processes; it does not replace them. It mechanizes tedious tasks with the remaining time available for high-value activities.

The right approach, however, is a blend of powerful technology and personal touch. This will maximize results. For instance, while a lot of queries can be automated by technology, adding a touch of personalization by modifying the responses will reflect the culture vibe and make a significant difference. **HC**



The Blended Leader

A positively blended leader initially identifies the positive vibes, and with the aid of various employee engagement interventions, magnetises the positive aura of organisational culture to minimise the negative influences.

BY VIJAY SAINI

The word Leadership has been in existence for generations, and is a phenomenal ingredient behind the success of any organisation. We have come across several effective leadership models which have predictive business excellence in the long run. Progressive organisations are investing in exhaustive leadership programmes, especially for senior leadership roles to prepare them for managing the business for the uncertainties that may come in the future.

While Leadership trait may be perceived to be a special art of influence for enhancing team cohesion to achieve business goals, in today's corporate world, Leadership has transformed as a specialised skill. It has emerged as a skill too niche to hone by every process owner with a team to lead and deliver results, and no longer remains as the forte of the top leadership alone. For instance, the security supervisor in an organisation needs to display effective leadership behaviour to motivate and develop his team competencies in order to safeguard his company resources.

Leadership programmes present the conceptual understanding of Leadership skills with a blend of business case studies to imbibe a habit among the participants. And this is totally subject to the participant's willpower and determination to implement the learnings and insights to derive results in the long run. Leadership is the art of taking initiatives and

responsibilities with specialised skills to effectively transform the risk and threat factors into opportunities, by strategically building team competencies and aligning the company's vision with the team. True Leaders own the failures of the business and dedicate the success to the team. And such a behaviour enhances the team's motivation level to effectively focus and achieve the desired goals with synergy.

Leadership is not a designation to instill the power of execution for the position holder. It is the positive mindset of the process owner who motivates and builds the team to channelise its strengths, and effectively achieve the predestined goals within the timelines. We often prefer to be called as a Leader than a Boss since 'Boss' as a term appears as dominating and demanding. Therefore, the mindset needs to be broadened to accept the facets of futuristic styles of leadership, which is mostly preferred and honed by the senior executives as "Situational leadership styles", which involves a blend of Boss and Leader, to be exercised as per the need of the situation and expedite tasks on time with a varied team cluster of competencies.

In a practical scenario, situational leaders are recognised and rewarded by the Management to hone the roles of a boss and a leader with the team to expedite the assigned targets. A positively blended leader initially identifies the positive vibes, and with the aid of various employee engagement interventions, magnetises

the positive aura of organisational culture to minimise the negative influences hindering the growth of the organisation. The Management strives to maintain an equilibrium of positive forces within the organisation through the influence of the situational leaders who make his team to visualise the vision, and mentors them to achieve excellence in the organisational performance.

It is true that no one is born to be a Leader, but are gradually transformed through the process of self-learning, taking initiatives, and owning the ability to take risks. The most important element is getting the team to remain united with motivation, trust, and the required competencies to combat organisational uncertainties with strategic actions. Leaders are known by their actions and values, and these make them pivotal change agents for organisational success. 

About the Author

Vijay Saini, a Plant Head in Plasser India, is a highly accomplished professional with nearly 26 years of rich and extensive experience. He has worked in many engineering industries involving in the manufacturing domain for automotive industry, railway & metro industries. He has held leadership roles in Faiveley Transport, Tatra-Vectra Motors, TTSI etc. Vijay is graduate in Mechanical Engineering holds a certificate from IIMB on mentoring & coaching.

Learning Health: A Competitive Advantage

BY NISHCHAE SURI

Organizations today need to learn more than ever before! Each organization must become a learning organization if it has to survive, sustain and grow. A learning organization has a compelling vision of employees skilled at “Creating”, “Acquiring”, “Transferring”, and “Applying” knowledge. Such learning organizations are more agile and have the ability to respond faster to changing environments compared to their competitors. As a result, they continuously deliver higher performance. They are quick to modify their behaviour to respond to those new knowledge and insights based on changing business conditions. Such organizations experiment to develop and test new products and services; gather intelligence to keep track of current and emerging business trends; and have a disciplined approach to analyze, interpret and solve business problems using new knowledge and insights. They are always looking for more efficient and effective ways to improve the capacity and capabilities of their employees.

The concept of a learning organization isn't new. In the 90s, Peter Senge in his book, *The Fifth Discipline*, talked about learning disabilities of an organization and the impact it has. It is interesting that the words “whole” and “health” come from the same root (the Old English *hal*, as in “hale and hearty”). So it should come as no surprise that the unhealthiness of our learning today is in direct proportion to our inability to see it as a ‘whole’.

A holistic approach to learning requires a supportive learning environment that emphasizes psychological safety, appreciation of differences, openness to new ideas and time for reflection. It requires fit-for-purpose, concrete learning

processes and practices, including experimentation, creating, acquiring, interpreting, transferring, retaining and applying knowledge, and a leadership team that actively promotes and reinforces learning.

“The rate at which organizations and individuals learn may well become the only sustainable competitive advantage.” – Ray Stata

In today's workplace, where constant and rapid change is necessary to remain competitive, the best strategy is to create multi-faceted and flexible learning ecosystems, educate the learner on being a smart consumer, set and maintain context, and get out of the learner's way.

Learning fitness or learning health is your collective ‘abilities’ to perform. Organizations outperforming their competitors are seen to have a healthier learning ecosystem and are therefore more likely to:

- improve the capability of the organization to solve problems
- achieve benefits related to growth in the competitive climate
- respond faster to changing business conditions
- achieve overall productivity benefits, including improved talent strategies
- have improved sustainability and profitability including customer satisfaction.

Measuring and managing your organizational learning health is critical. Many organizations are unaware of what's broken and missing.

“We are pleased to announce the launch of EdCast Learning Health Index (LHI) Research—a collaborative research on the learning health of



organizations in India, with an aim to identify areas of excellence and opportunities for improving learning health within organizations. LHI scores would help benchmark the organization vis-a-vis its competitors. It's a first-of-its-kind initiative in India that aims to provide key insights into the overall health of learning and development (L&D) in India. Learning Health is an organization's ‘collective ability’ to learn. Today, organizations are rethinking their overall capability building approach to make their employees future-ready, enhance performance and drive collaborative innovation.”

The LHI is based on a framework built on eight primary dimensions of learning that contribute to an organization's learning health. The framework includes a self-assessment tool built from an HR and L&D practitioner's point of view, covering key aspects that define a healthy learning organization. 

About the Author

Nishchae Suri is President, Asia Pacific, Middle East and Africa at EdCast. Prior to EdCast, Nishchae was a senior Partner with KPMG in India and Head of the KPMG Academy. He has over two decades of rich experience in areas of HR strategy & transformation, leadership & talent management, learning & development, and rewards, working with clients in over 25 countries. Nishchae joined KPMG from Mercer Consulting, where he was the MD and CEO for their India operations. He was also a Global Partner with Hewitt Associates.



The Need to 'Reinvent' and Not Just 'Remix'

The world of art has realised the need to 'reinvent'. But has the world of HR taken cognizance of the same?

BY VIKAS DUA

In October this year, a much-anticipated movie called *War*, starring Bollywood stars Hrithik Roshan and Tiger Shroff, was released. While the movie itself garnered mixed reviews, the public was supremely enthralled by one of the songs from the movie. The song titled '*Ghungroo*', sung by Arijit Singh and Shilpa Rao, became a hot favourite in clubs and amongst the younger crowd, specifically the millennials.

The song was fresh and had a nice beat that was very contemporary. The ones swaying their hips and waving their arms in gusto were oblivious to the fact that the main hook of this song—a line which goes—'*Ghungroo Toot Gaye*'**—was taken from a song released at a time when in all probability, they had just been born. The original song also called, '*Ghungroo*', was released by Pankaj Udhas, the legendary Ghazal singer in 2001. It would have taken a genius to reinvent the Ghazal into a modern, foot-tapping number, and make it relevant for our times and our new audience. There was a clear departure from the 'Remixes' that have dotted Bollywood soundtracks in recent years. Remixes are essentially the same songs burnished with some added beats and shrieks.

So, clearly, the world of Art has realised the need to 'reinvent'. If you scan the world of HR practices, there is disruption and reinvention required across many dimensions. But has the world of HR taken

cognizance of the same? Has HR really understood that providing bean bags in the workplace is not what signifies a contemporary workplace? Or that 'Fun Fridays' is a relic of the past?

I am sharing below some of the areas in HR that need urgent reinvention, as a starting point.

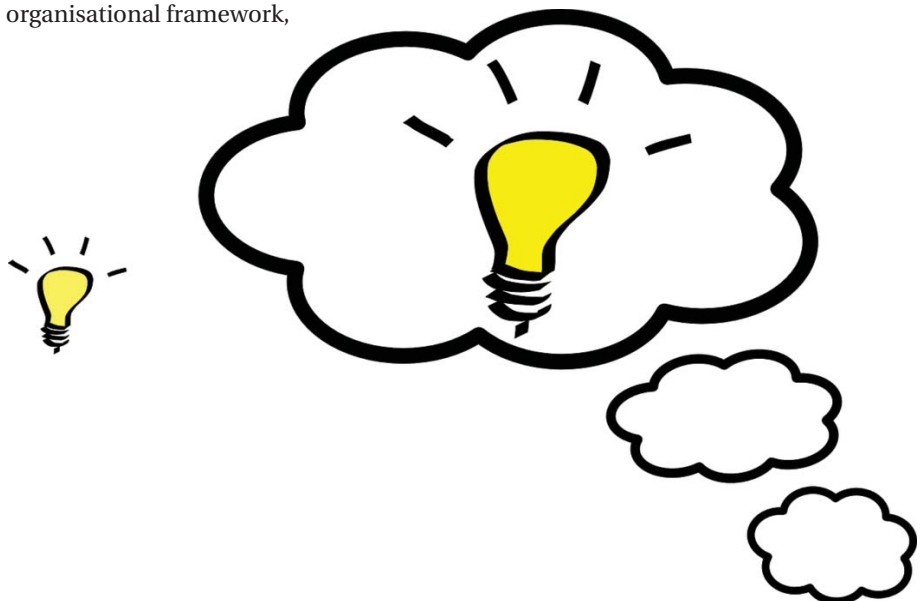
Job Descriptions

As the workplace moves from being a job-based to a talent-based environment and we see large-scale integration of the 'gig workers', it is imperative to move away from the dated Job Descriptions (or JDs) of the past. Apart from clearly defined roles, millennial workers need visibility of their placement in the organisational framework,

reaffirmation of the value that they bring to the organisation's success, and a clear line of sight of their probable future roadmap. For instance, under the guidance of their CHRO, Yuvaraj Srivastava, MakeMyTrip's HR team has completely rehailed the way their JDs (and thereby their talent sourcing) are represented on the careers page of their website.

The Recruitment Process

At a time when an entire season of a web series is consumed in less than 10-12 hrs, undergoing a recruitment process that stretches for weeks, if not months, is criminal. For the generation that literally grew up on 30-minute pizza deliveries,



this is unacceptable. Organisations need to leverage automated, algorithm-based tests, and video interviews to shrink recruitment timelines and make the entire candidate experience more pleasant for candidates. Transitioning from campus to corporate or from one corporate to another is a period of anxiety for most candidates, and an efficient and smooth recruitment process goes a long way in reducing this anxiety.

Leave Policies

This is probably the most contentious in this list of areas requiring reinvention. Leave guidelines are dear not only to the employees to whom they apply but probably more so to the leadership (mostly to the Operations and Finance folks)! A standard leave policy with category-wise leave ceilings ensures that the majority end up stressing over leave balance during the year, not utilising their quota, and carrying them forward (again, limited by a ceiling). If you, as does Yuvaraj Srivastava (CHRO, MakeMyTrip), firmly believe that people take up jobs so that they can actually work, you would remove an upward cap on leaves, as he has successfully done at his organisation (for some specific roles).

Work from Home Guidelines

In my experience, even the most evolved organisations have tended to view Work from Home (or WFH) through a lens of suspicion. It seems as if the same has been implemented in pockets under so-called peer pressure, but sub-clauses in the WFH policy or software applications on the employees'

computers aim at keeping an eye on the beneficiary and tracking time on the system. When rolling out a WFH program, organisations need to deploy a robust productivity measurement framework in tandem. Only in this manner, will WFH be appreciated and result in positive candidate feedback, else it will remain an item to be grumbled over beside the office coffee machine.

Compensation

A classic, 'one-size-fits-all' approach wherein there is a standard compensation structure with a 'flexible benefits package' built-in, is a best-case scenario. In a world where one can walk into a store and customise a T-shirt, or plan a unique travel vacation in Eastern Europe, having no choice with the manner in which one's compensation is paid seems almost straight-jacketing. Organisations of the future that are keen to attract the best talent will need to implement flexible compensation structures where one can actually 'design' their desired compensation structure, to meet their own spending, saving, and investment needs.

Appraisals

Traditional annual appraisal cycles have already been identified as one of those HR practices that have failed for being too costly, too cumbersome, and not delivering the desired results. Forward-thinking companies like Accenture have moved on to a more continuous performance monitoring system where employees receive feedback more regularly from their managers, immediately post assignments, and

whereby employees are evaluated for their own performance and are not compared with others across roles or locations, just to form a bell curve.

There are some green shoots, and progressive organisations such as the ones I've named above have initiated steps to address the needs of the new 'connected' generation. However, a lot of ground still needs to be covered. **HC**

- * a musical anklet tied to the feet of classical Indian dancers
- ** a musical anklet has broken

It would be great to know if you've managed to do a 'Ghungroo Toot Gaye' in your organisation and what other HR practices need to be reinvented for a more employee-centric and future-ready organisation. Do write to me at vykas.dua@gmail.com or tweet @vykasdua.

About the Author

Vikas Dua is an accomplished HR and recruitment professional with over 15 years of experience in the field, having worked with both start-ups and with established, large corporations like Wipro and Concentrix. In his most recent role as Vice President - HR at Startek Aegis, he has led pan-India recruitment of 20,000+ resources across 23 centres in India. Vikas has been recognised on the Top Social Influencer list at Wipro in 2016. He is also an avid blogger, an accomplished speaker, and poet on HR practices!

PROBE INTELLIGENCE SERVICES	EMPLOYMENT BACKGROUND INVESTIGATIONS			
	1 // CRIMINAL RECORD CHECKS	4 // VERIFICATION OF EMPLOYMENT		
	2 // CREDIT RECORD CHECKS	5 // EDUCATIONAL RECORD CHECKS		
	3 // UNION AFFILIATION CHECKS	6 // NEIGHBOURHOOD REFERENCE INTERVIEW		
PH.: 011-25725603, 011-25758007 / AIRTEL: 9871007007 / TATA: 9210007007 / IDEA: 9990007007 / FAX: 011-25758007 GF 15, Padma Towers - II, 22- Rajendra Place, New Delhi - 110008 007@detective007.com www.jasoosi.com				

Drivers to Enable Flawless HCM Implementation

BY DAKSHDEEP SINGH

The implementation of any HCM platform often suffers from failures due to cost overruns, poor project management, resource allocation, and numerous similar issues. An annual survey from project management company Innotas reveals that over 60% of HCM implementation projects are poorly executed, unsuccessful, or cancelled before completion.

It is worth noting that a substantial number of projects fail due to lack of change management, data issues, inadequate testing, poor documentation, and ineffective governance. Requirements differ from one organisation to another, making it imperative for the project managers and functional consultants to be smart while using the implementation methodology. There

are no foolproof measures that one can implement, but some methods certainly have better chances of success than the others. Herein, I have tried to review some of the best practices for implementing any HCM product. In the journey, I will cite the ten key elements which would act as "drivers to enable flawless HCM implementations" and relate them with the structure of Earth. We will witness how each element has its own criticality and how, without any one of them, the entire ecosystem can just perish.

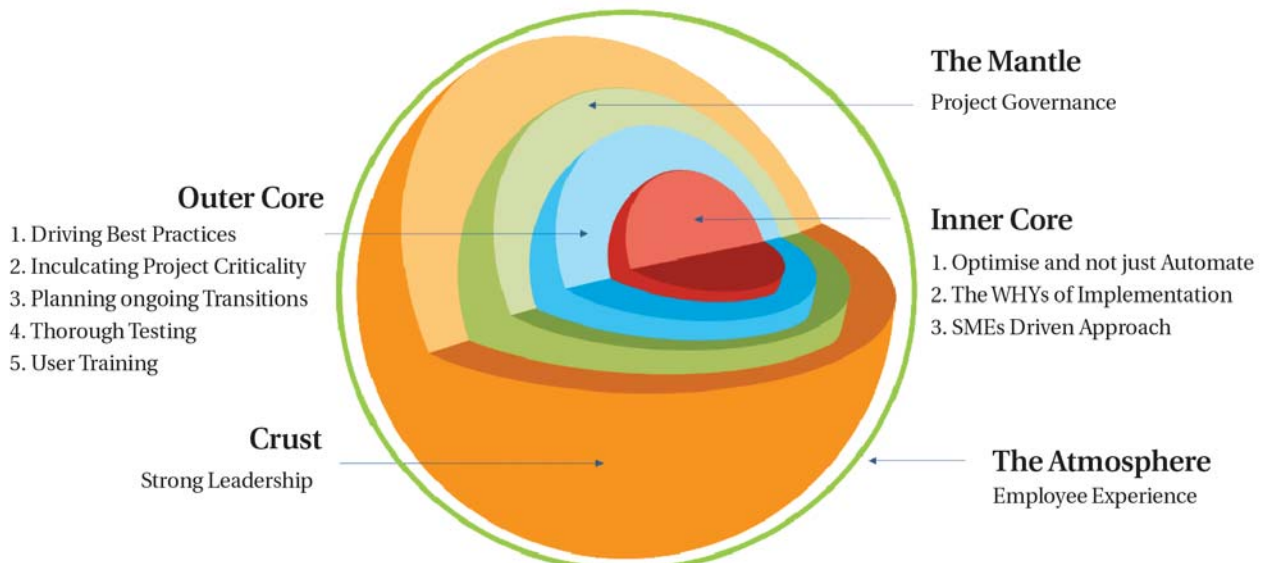
The Inner Core

Earth's solid-metal inner core is a key component of the planet, and aids in stabilising the magnetic field generated by the outer core which may otherwise lead to

geomagnetic reversals^[1]. Similarly, without the core elements of implementation in place, any project is deemed to fall apart. Let us understand each of the parameters in detail.

Optimise and not just automate

With any system implementation, one should take the opportunity to not only automate and digitise their HR processes but also revisit the existing processes and optimise the same with respect to the on-ground ways of working. A clear agenda needs to be set based on the expected outcomes. Possible ways of re-engineering the processes to increase the efficiencies and drive the agreed outcomes also need to be contemplated.



The WHYs of Implementation

In any project implementation, it is critical to articulate what outcomes are expected with respect to the drivers. These outcomes will serve as guidelines for all the decisions throughout the project. It is important to take a baseline measurement so that the ROI can be proven with respect to the investment.

SMEs Driven

Any successful implementation should engage the SMEs from the very beginning. These SMEs act as a pillar of strength in guiding the implementation and ensuring that the business outcomes are met at each stage.

The Outer Core

The outer core helps in creating the Earth's magnetic field. This magnetic field deflects the charged particles of solar winds which would otherwise impact the Ozone layer responsible for protecting the Earth from harmful ultraviolet radiation^[2]. Imagine if such a critical aspect is missing in the project implementation, it could turn into a disaster. Let us understand the elements of the outer core for any project implementation.

Driving Best Practices

While optimising any system, it is vital that the SMEs should focus on driving the industry best practices. A lot of HCM providers have expertise in various industry segments, and the same experience should be utilised to optimise the processes. This would certainly help in driving automation.

Inculcating Project Criticality

The project team must understand that HCM implementation is a critical transformation. At the same time, the leadership team should help prioritise the same and avoid the temptation to save on cost.

Planning Ongoing Transitions

It is critical to focus on the objective of driving continuous improvement. Although the objective of driving any project implementation is to

have a perfect configuration before the launch, it is unrealistic to achieve complete perfection on the day of the launch. One should start with a very strong foundation and aim to evolve as well as optimise continuously.

Thorough Testing

It's very critical to test the HCM product configurations thoroughly before deploying the same to go live. There should be at least 2-3 levels of testing done before making the project go live. The first set of testing should be performed by the configuration expert based on the detailed test cases provided. Based on the sign-off, the same should then be tested by the respective functional consultant. On the closure of the same, the test cases should then be handed over to the customer SMEs to ensure that all scenarios are covered and tested thoroughly before the product launch. This also provides the opportunity to detect problems and address concerns and ensure that there are no issues in the live environment.

User Training

Training is the most important element to drive change management. With many new products getting deployed, it is imperative that 'change champions' are identified. These 'change champions' should be able to clearly understand the system and focus on the targeted project outcomes while ensuring the effectiveness of new systems supporting the workflows.

The Mantle

*The mantle plays a vital role in the evolution of the crust. It provides thermal and mechanical driving forces for plate tectonics^[3]. Comparing this to the implementation model, driving meticulous **project governance** plays a critical role in defining a project's success.*

Poor or no governance can derail the entire project roadmap. While there are other factors which govern the timeliness and the project quality; project governance cannot be ignored. The project teams should ensure that regular



governance is being delivered at all levels, i.e. operative, tactical, and strategic. There should be a weekly review amongst the project managers followed by fortnightly tactical review and a monthly strategic review. Apart from the project being reviewed at every level, there should be periodic updates that are shared with all the stakeholders to ensure that no stone is left unturned during the project to ensure flawless delivery.

The Crust

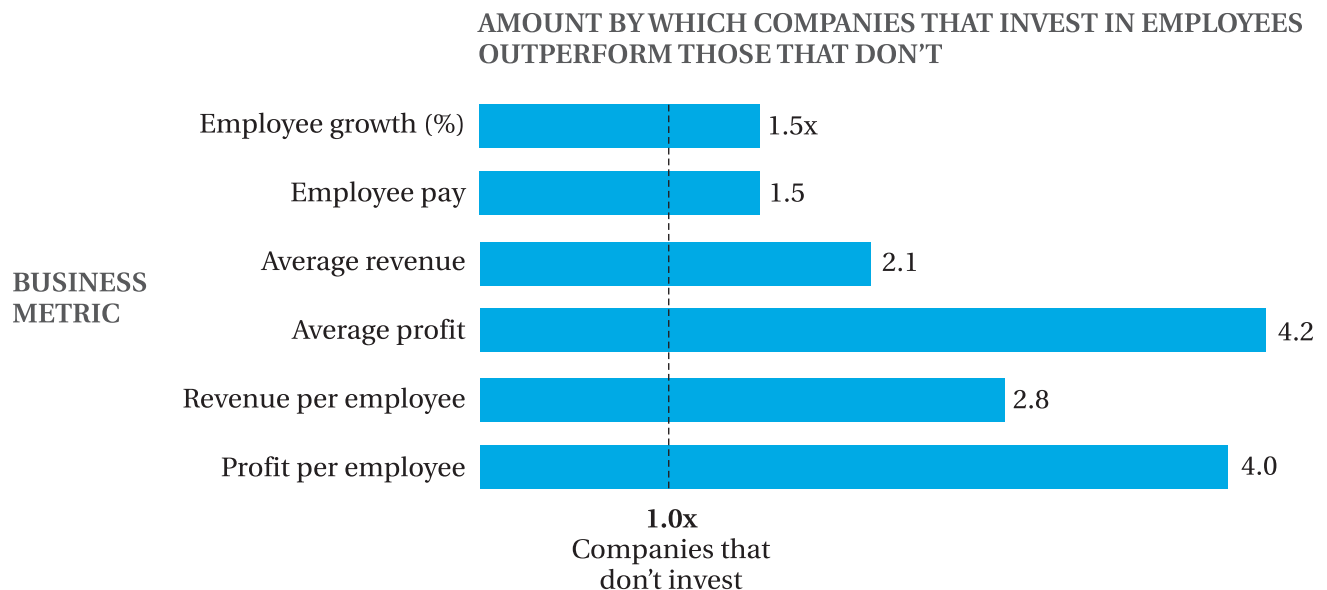
*The crust is an extremely thin layer of rock that makes up the outermost solid shell of our planet but plays a vital role in most of Earth's natural cycles^[4]. The natural cycles balance and regulate Earth as well as its atmosphere. Any change to Earth's cycles can change our planet's climate^[5]. Similarly, **strong leadership** makes the crust for every successful implementation. It is imperative that without the same, no project would be able to survive.*

Multiple management studies have supported the same idea. As per a survey conducted by 'Best Practices in Change Management' in 2018, a significant number of participants identified engagement and support from the middle as well as top management as a top contributor to the success of change management.

Both middle and top management act as the binding pillars for any organisation. They drive change across the organisation and can influence most of the employees. Getting the leadership

Companies That Invest in Employee Experience Outperform Those That Don't

They're four times as profitable, according to an analysis of 250 organizations.



Source : The Employee Experience Advantage by Jacob Morgan (Wiley, 2017)

©HBR.ORG

team to support the project ensures that the teams are aligned to the organisation goals. They can also consistently reinforce the message of driving the project to success and reiterating that failure is not an option.

The Atmosphere

The atmosphere is a crucial component that makes our planet liveable by blocking the dangerous rays from the sun, trapping heat, and ensuring that Earth has a comfortable temperature as well as oxygen levels which are essential for life^[6].

Increasingly, companies are now linking **employee experience** to their success metrics parameters. The Future Workplace and Beyond.com study entitled "The Active Job Seeker Dilemma" found that 83% of HR leaders said employee experience is either 'important' or 'very important' to their organisation's success.

As per research done by Wiley, companies who invest in employee

experience are four times more profitable than those who don't.

Several organisations are now using technology to elevate employee experience. The intent is to make both the process and technology personalised to a user. This brings out a fresh perspective in managing people with the employee and their subjective experience as a starting point.

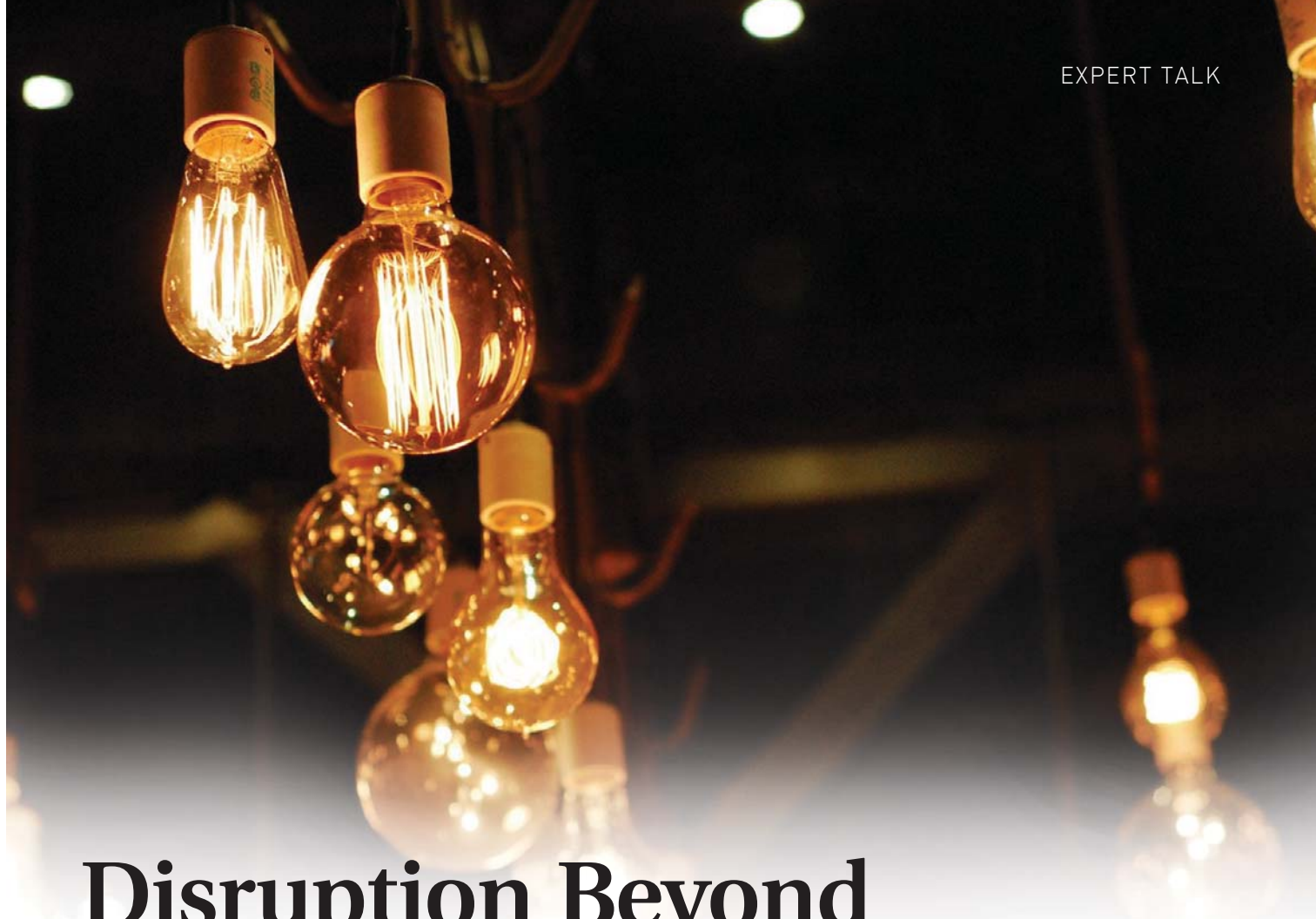
Irrespective of your industry, you will find a lot of employees executing their tasks remotely. Today, employees expect their employers to serve them the way they feel comfortable. This means that every employer needs to think like a marketer to ensure that the user needs are met by focusing on personalisation, recommendation, socialisation, and analytics. Designing your processes on these four principles will help you determine if your organisation delivers a successful digital employee experience. 

References:

- [1] https://en.wikipedia.org/wiki/Geomagnetic_reversal
- [2] <https://www.nationalgeographic.org/encyclopedia/core/>
- [3] <https://www.sciencedirect.com/topics/earth-and-planetary-sciences/earth-mantle>
- [4] <https://www.thoughtco.com/all-about-the-earths-crust-1441114>
- [5] <https://www.eo.ucar.edu/kids/green/cycles1.htm>
- [6] <https://www.windows2universe.org/earth/Atmosphere/overview.html>

About the Author

Dakshdeep Singh is Associate Vice President at PeopleStrong. He has over 11 years of rich experience in helping large enterprises to adapt and adopt digital HR solutions to enhance employee experience. He has led successful changes in times of disruption and digital transformation and has worked on multiple HCM platforms like PeopleStrong Alt, IBM Kenexa and Successfactors. Dakshdeep has also been identified among the Top 100 HR Leaders under 40 by Jombay.



Disruption Beyond Technology

BY MEENA ANAND

“HR disruption involves so much more than the simple implementation of technology. HR practitioners are missing a trick with this singular focus.”

While technology is undoubtedly a robust enabler and a change catalyst, mere introduction of technology without altering any other aspect of a HR process or organisational system is futile.

If you were to do a web search for “HR disruption”, you would be forgiven for assuming that it would always involve technology. While technology is undoubtedly a robust enabler and a change catalyst, mere introduction of technology without altering any other aspect of a HR process or organisational system is futile. In fact, instead of simplifying processes and systems, it only leads to make them even more complex. E.g. The use of Natural Language Processing to sift through a large candidate pool to save time might feel like a straightforward “swap”. But when no clear protocols and

guidelines are in place, it may inadvertently introduce its own selection bias.

However, it is required that HR remains effective and relevant in an increasingly dynamic working environment, where technology should not be always viewed as the only solution. The world of work is going through a dramatic shift, thereby rendering many of the commonly used HR concepts and practices ineffective for the future. Continued refinement of our current practices is no longer an option, and disruption is the key. The question is what and how do we disrupt. Josh Bersin, Principal,

“The world of work is going through a dramatic shift, thereby rendering many of the commonly used HR concepts and practices ineffective for the future.”

Bersin by Deloitte, sets out three micro trends that help shape and influence such thinking.

1. The changing technology landscape:

Whether one likes it or not, we are now living in a world of always-on apps, a deluge of data, real-time communication, and increased use of Artificial Intelligence (AI), cognitive bots, and intelligent predictive software. These technologies are fast introducing newer functionalities to the world of HR.

2. The way we work:

The way we work, what is expected of work, where is the work performed, and by whom is the work performed is all changing! We need to think beyond flexible work practices. Instead, organisations need to become truly location agnostic, tapping into talent pools across the globe. Equally, with the rise of *“Social Enterprise”*, purpose driven work is developing into a requirement for today’s generation. Overall, employees now make choices on the organisations and jobs they perform based on purpose of the work, the skills required, location or lifestyle, rather than the highest paying employer.

3. The way we lead and manage organisations:

In the past, the role of a manager was largely to manage and distribute work across the organisation. Welcome to the era of the *“Servant Leader”*, the *“Player-Manager”*, where the role of a

leader is complex and varied, and often not performed by a single individual.

Taking these into account, one needs to be actively focused on the below mentioned five key, non technology HR disruptions to ensure that the HR function remains relevant.

1. Organisational structures transforming into a “Blueberry Pancake”

The traditional pyramid structure of an organisation—with a single overall leader, small executive team, power vertically distributed across several management layers—while serving us well in the past, feels archaic as agility is being viewed as the order of the day. Instead, many leadership thinkers predict flatter structures with a good balance between fluidity and discipline—a “Blueberry Pancake” (first referenced by professor Homa Bahraimi at Berkeley in 1992). Here, the work is organised in small teams or squads (the “blueberries” in the pancake) getting together for short durations and disbanding thereafter. These blueberries are held together by the organisation’s culture—the “pancake” batter. Several organisations in the Silicon Valley follow such a structure.

2. The notion of the traditional job to “packages” of discrete work

Work within organisations has typically been arranged in a strict hierarchy of job families with skills linearly codified. Individuals in each family complete all the activities required in exchange for a bundle of benefits. Not every activity in each job family was however interesting or fulfilling, but that was actually the “deal”!

Now with tighter labour markets, work is increasingly being unbundled into discrete “packages” undertaken by a broadening definition of an “employee”—encompassing everything from a permanent employee, contract worker, freelancer or gig worker—embracing a more fluid sense of who is inside and who is outside the organisation. For instance, in HR, part of the bundle of work for an HR Business Partner was managing disciplinary cases. Now, this is often performed by an in-house Employee Relations Specialist or even by a third-party agent through a vendor relationship.



“The ability to quickly mobilise both internal and external talent to meet a specific business objective will be pivotal for organisations.”

3. Talent Management practices that truly mobilise talent

The often-used Talent Management practices of succession planning, 9-box classification or elitist Leadership Development only serve to “box” employees designed to control the supply of talent. Instead, the ability to quickly mobilise both internal and external talent to meet a specific business objective will be pivotal for organisations. Interventions through which this could be achieved include the democratisation of talent and creating a true Talent Marketplace for internal moves or assignments.

4. Moving from a classic view of retirement to embracing the “3rd Age”

Traditionally, employees work for 30-40 years, before coming to what seems to be an abrupt stop when they retire. In some cases, even the actual date is independently dictated (in markets where compulsory retirement is required)!

Now people have a longer lifespan, are increasingly financially free, and generally expect more from life! This is leading to the growing trend of embracing “The 3rd Age”—the intervening period between when an employee ceases to work full-time and when they finally stop working and truly retire. Organisations need not be threatened by employees joining the 3rd Age, but they should instead look to facilitate this transition by ensuring a continued connection with the organisation. For instance, a well-known financial institution kept a few offices free, and provided access to administrative support for its ex partners. Other organisations have strong alumni programmes, and many consulting firms encourage an ongoing connection via an “Affiliate network.”

5. Leaders taking an “outside-in” perspective driving strategic, beneficial external partnerships

Over time, leaders of large organisations can often become insular and inwardly-focused. With this ever-connected world, however, organisational leaders have to acknowledge (and embrace) the wider ecosystem within which they now operate—the industry the organisation works in, the dynamics of the location(s) it operates from, and



the community it serves.

Leaders who leverage this ecosystem, by building strategic alliances and partnerships, will not only secure the future of their own organisations, but often that of the overall industry, and see the local communities progress and flourish.

These alliances could be with their competitors, industry trade bodies, NGOs, governmental bodies, charities, or even regulators. In Malaysia, for instance, higher order technology skills (e.g. Cyber) are in short supply. Standard Chartered, like any other organisation had partnered with several government agencies (e.g. a trade body, the Human Resource ministry and local universities) facilitating the development of cyber skills locally, not just for their own practices, but for the benefit of the entire country.

The advent of Industrial Revolution 4.0 will need us to redefine and disrupt HR practices, but I believe the profession has always been one to embrace change, no doubt this will be the case for this revolution too! 

About the Author

Meena Anand is a Global CHRO and is currently the Managing Director and Head of HR for Global Business Services for Standard Chartered Bank. With a strong interest in HR disruption, she is constantly looking for ideas to innovate and actively invest in next-gen HR. Meena has previously held senior HR roles in financial institutions based in Switzerland and London.



The Influence Of Social Media

It is important for HR to understand that the real power lies in converting these platforms as a catalyst to drive significant employee, customer, and investors value.

BY KENNETH W. WHEELER

How long can you stay away from your phone before you feel the urge to check for updates on the different social media platforms? That social media is an ingrained part of our world is an understatement! Millennials, the largest percentage of the workforce, keep checking their phones at every instance, and spend an average 5 hours a day with their phones. A simple walk within one's office premises will indicate the number of people glued to their phones. Taking due cognisance of this fact, HR leaders must devise an effective strategy to utilise the mammoth influence of social media to their advantage. At the same time, HR must be vigilant of the dangers it potentially creates for the

employee as well as the employer and prepare organisations likewise!

If you still think of social media as a double-edged sword, let us then look at a few key factors where social media acts as a strong force and highlights some repercussions of this tool. Although the benefits are numerous, I am picking out a few which pack a punch in our work-life today!

Power of Learning and Development

Let us wrap our mind around these stats to gauge its impact:

- A research by Gartner shows that 40% of employees who do not receive the required job training to become effective exit their positions within the first year
- A Study by CareerBuilder.com highlights that 58 percent of managers have not been provided with any management training
- A Randstad survey said that 59% exit jobs owing to the absence of an effective training programme

The cost to ignore its relevance is too high and HR must use the following social media influence to set up a robust learning infrastructure.

- Disrupt the learning by MOOC's (massive open online courses). Coursera, LinkedIn Learning, Udacity, Edureka, Khan Academy, LinkedIn, Skillshare and many more similar platforms provide opportunity



“HR leaders must device an effective strategy to utilise the mammoth influence of social media. At the same time, they must be vigilant of the dangers it potentially creates...”

- to employees with a learning 'anytime & anywhere' approach
- Encourage employees to participate and compete in open-source community forums like Stack Overflow, GitHub, and Dribbble to stay relevant with their skills
- Invest in developing an in-house app which helps throw open and challenging case studies that uses the concept of gamification where employees can attempt to compete with one another and garner immense learning in the process
- Have LIVE video feeds on social media platforms to better engage and involve remote employees and get them to stay connected to the organisations learning pulse

Retention Impact & its Significance

A study by Leigh Branham has revealed that 89% bosses believe that employees quit owing to monetary issues. To their dismay, we know how true the adage stands 'employees do not quit jobs, but they quit their bosses'! However, Social media plays a significant role in managing employee retention: -

- Global data reflects that 79% employees quit due to 'lack of appreciation.' Bosses must use social media platforms like LinkedIn and Facebook to shout out kudos to their team members and celebrate success on a larger platform
- Research states that recognition and inspiration come before pay, promotion, power, or training - this can be passed as a real-time mechanism using internal Whatsapp groups or a new age HRMS tool like 'Namely' where any employee can post recognition for anyone. It also creates a similar look and feel of that of the LinkedIn home page
- Increase your employer brand connect with employees by posting milestone events videos like work anniversary on social media platforms to build in the pride factor
- Flaunt your company's culture on social media and make the employees feel that they are part of a winning team
- Wipe out issues related to trust and

insecurity. Misinformed or uninformed conversations (office gossips) around financial stability, business growth, client churn, lack of sales, etc. can be made to disappear when social media is used to periodically share nuggets on the organisation's growth and progress - keeping transparency and information on the forefront.

Working for a Purpose

According to another research, 54% employees say that they are motivated by their company's vision and purpose. Social media, by virtue of bringing about visibility for an organisation on the work they are doing, how they are impacting the eco-system, livelihoods, solving a global problem statement, and impacting millions of people for the good - contribute significantly towards creating a work purpose for employees.

The younger workforce demand to know how their work is making a difference, and how it is contributing to a bigger/larger purpose, and how it is impacting the world. Organisations should make this easily accessible through their internal social media wall.

Internal Communication and Connect

This is powerful! The better internal communication and connect one can establish between employees, the better is the output that can be achieved and ensure one to thrive on 'speed of execution.' Social media can help provide foundation where any peer can put up a question, seek feedback, gather inputs from others on their initiative, and so much more.

By adding social media forums into one's internal communication strategy:

- Make updates more instant, interactive, and easy to follow
- Employees feel a 'part' of the organisation's community which improves the sense of connect and 'belonging'

One can consider the following social media options to achieve this objective:

- Create company blogs which are useful for tenured as well as new employees for education and awareness

“By connecting employees to a purpose, one can build a work culture where progress on innovation, inspiration, and impact of quality, and ensure that the organisation truly flourishes.”

- Invite employees to write on various work and culture related topics and post them
- Invest in creating a private Facebook page or a private Twitter account that is only accessible by employees
- Develop a 'social wall' to pool all the social media efforts under one consolidated page
- Have an internal collaborative network where all employees are asked for inputs on a product before it reaches the client. This way one can fix any issue before the actual customer uses the product. More importantly, one can kill working in silos and encourage team collaboration

By carrying out the above listed aspects, and by connecting employees to a purpose, one can build a work culture where progress on innovation, inspiration, and impact of quality, and ensure that the organisation truly flourishes.

Employer Branding and Talent Acquisition

To stay on top of the recruitment strategy, one must be active in the world of social media and carve out a unique employer branding persona. The below statistics provide reason enough for HR to be motivated to do so with sharp focus.

- 75 percent of job seekers consider an employer's brand before even applying for a job
- 62 percent of potential employees scan social media platforms to assess the brand value of the employer
- 89% of recruiters utilise LinkedIn to recruit talent
- 70% professionals are open to new job opportunity, but operate as passive candidates and do not proactively look out as per LinkedIn
- Millennials, the largest workforce, spends an average 4 hours browsing the internet and another 3 hours social networking
- 94% of hiring managers use social media to find the best candidates

What must one do to power one's branding and recruitment via social media?

- Hashtag campaign on the social wall - run contests in addition to job posting to draw more accurate skill mapped candidates
- Post 2-minute video series of 'day in the life @work', awards and recognition, employees and client's testimonials, mini-documentaries to express your culture element on different social media platforms like 'Facebook Watch' as an example or turn to Instagram for visual brand story telling
- One can expand your Talent pool to 10x by just asking employees to share the company postings - use it!
- Have a section in the career page where prospective candidates can post questions and identified employees can answer them directly under 'hosting LIVE Q&A'
- Social media analytics platforms such as Hootsuite, Iconosquare, Snaplytics, Sprout Social can aggregate information and data across different sources/social media handles, analyse it, and present the relevant metrics for decision-making
- Everything and anything that is published must talk boldly about 'why you must work here?'

Repercussions and Challenges of social media for HR

As HR finds itself engulfed in the social media environment, it is highly critical to highlight the potential threats of social media. HR has the ownership to protect company data, social image, and brand influence. It is also critical that the HR fraternity is provided with training over the ways of managing social media PR.

The first step in this direction is to make the HR team familiar with all the social media tools. It is important that they have a Twitter account and understand the type of conversation that takes place. And if the HR is in itself unaware over the latest developments in technology and social media, they would simply be unequipped to protect their organisation from its dangers:

- The need to be aware that tools like Dropbox can allow ex-employees to still have access to company's data

- Be mindful to keep distraction and impact on work quality to its lowest
 - Unhappy employees will resort to Facebook, Twitter and Glassdoor to share their experiences making it difficult for HR as well as the organisation
 - Peep into the personal lives of employees and be prejudicated over using information so gathered against the employees
 - Compromise some of the company's network security features through hacking and data theft
 - Social networks are believed to remove the line between home and work owing to the adverse effect on work-life balance
 - Danger of employees being terminated from their job based on their use of social networks in form of remarks and comments
 - Anxiety and FOMO - social media continues to become part of the fabric of modern life, it has the potential to mentally impact employees
- Therefore, it is important to draw out the 'social media toolkit' or 'social media code of conduct' that clearly calls out the company's best practices as social media do's and don'ts for employees.

Touching on a few examples that can act as guidelines:

- Do understand your privacy settings and know what information is accessible to the public
- Be professional in your updates. Do not complain about your current organisation, boss, or senior colleagues
- Avoid participating in any controversial topics or debates without giving it a thought
- Do not have questionable pictures and posts on any social networking sites
- Do not tweet, blog, or post targeting any individual, community, worth ethics or defame culture

All successful social media campaigns are about listening, connecting, and engaging with internal and external customers. When used effectively, social media for HR is a game changer in more ways than one. It is important for HR to understand that it is not just about using social media tools alone, since the real power lies in converting these platforms as a catalyst to drive significant employee, customer and investors value - creating a great experience for all these stakeholders is where the magic of social media truly prevails! 

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).

Your search for **ONE STOP Training & HRD Service provider** ends here

24 Years • 352000 + Mandays Trg • 692 + Clients

- 1. Behavioural & Soft Skills Training (at your site)** for Workers, Union Leaders, Supervisors, Executives, Managers, Housewives & Children of Employees.
- 2. HR Specific Training & Implementation** like Competency Mapping • Mentoring System • Performance Management System • Balanced Scorecard • Assessment Centre • 360 Degree Feedback System etc.
- 3. HRD for better IR / ER and Long Term Settlement (LTS) with Union**
- 4. 5S & KAIZEN Training & Implementation**
- 5. Cost Reduction Programme (CRP) Training & Implementation**
- 6. Implementing Will & Skill Mapping of Workers**
- 7. Sale of ready to use Hard Copy HR Tools**
- 8. Sale of Psychometric Tests & ITI Technical Trade Tests**
- 9. 3 / 6 / 15 months Distance Learning Programmes for Executives / HR Professionals**
- 10. Designing & Implementing Integrated HR Systems**
- 11. Diagnostic Studies & Employee Satisfaction Survey, Employee Engagement Survey, Executive Salary Survey, Workers Wage Survey, Workers Cost of Living Survey etc.**

Please send your requirements to:

hrdc@hrdc.in • hrdc.delhi@gmail.com

Dr R K Sahu (9818300668)
Ms Pragya Bharti (7827633469)



Human Resource Development Centre

D - 88, 2nd Floor, Lajpat Nagar, PART-1, New Delhi -110024
Phone: + 91-11-29816980 / 81 / 82 • www.hrdc.in

The Anatomy Of Workplace Policies

Gender Discrimination at the Workplace is being seen as a dogged issue that has been plaguing the business establishment for centuries. While patriarchal hierarchy within the society is seen as one of the principle reasons behind such a discrimination, the same is visibly diminishing. However, the issue of gender disparity raises its hood even today when a junior employee, be it male or female, feels that they have been not been meted with a fair treatment at the hands of the manager of the opposite sex.

BY DR. PRAGEETHA G RAJU

Srikant Amanaganti, the CEO of Vista Energies was fidgeting restlessly on his bed in the middle of the night. Millions of thoughts that were racing through his mind made him edgy. He woke up and gulped down a glass of cold water, wiped the sweat on his forehead, and leaned back on a couch. He began to recall a few articles he had read and some speeches he had heard about gender equality, issues related to gender and so on. He opened his eyes and muttered, "is this a gender issue or a biological issue? What is my priority? - gender upliftment and empowerment or business development?" I need to do something about it.... I need to do something about it"

The loud ring of the alarm clock opened his eyes. He began his daily chores to leave for his office, but kept asking himself, "am I handling a gender issue or a biological issue?" His head was swirling and he dialled the number of his Sociologist friend and sought to know the difference between gender and sex from her. She paused for a while and said, "even though the difference is not very simple, in a nutshell, sex is a property of the

biological features or attributes of an organism, while gender is socially constructed and created. From a sociologist's point of view, gender is the distinction between biological sexes. Gender relations are the result of the way social processes act on specific biological categories and form social relations between them. From the biological perspective, biological differences rooted in sex constitute the raw materials, which, through a specific

process of social production, get transformed into social relations we call Gender."

Srikant listened to her patiently and asked her to explain about gender inequality. She said, "inequality refers to the condition of absence of equality. Gender is a major point of social and economic stratification. Regardless of one's socio economic class, there are specific gender differences in material well-being, although the degree or rate of inequality varies across the part of the world and also varies over time. This representation affects women, thus unjustly, they have become the shock absorbers of austerity. They are paying a far higher price than men, finding themselves cemented into a lifetime of low earnings or low status and under utilised qualifications."

Srikant sighed heavily and thanked her. His friend sought to know the problem and Srikant said he is grappling with a very serious issue and began to narrate the incident which pertained to gender, sex, and inequality that had cropped up in his company.

Vista Energies (Vista) incorporated in 2010 is located in Pune, Maharashtra. It designs, manufactures, and engages in maintenance of wind turbines. The organisation has more than 15 manufacturing facilities across India, employing more than 7000 employees, with Engineers forming the majority.



The organisation strongly believed in gender diversity, and thus, encouraged more women to apply as Engineers as well as Non-Engineers. However, the percentage of women employed at Vista is as low as 3.6 %. Furthermore, a large number of women working in this organisation are into support functions such as Finance, HR, Administration and Stores, and women engineers were mainly into design, purchase, and R&D functions.

Madhulika, a Mechanical Engineer from a top-rated Engineering college has been working with Vista since the last five years. She has been deputed in the Purchase department, and is one of the high performers in the department as well as the organisation. Given her consistent meritorious performance, she was promoted as Assistant Manager-Purchase after she had served for three years in the same role. The new role was more challenging as compared to her earlier position. Earlier, she was not responsible for price negotiation with suppliers, but in the new role, she dealt with many top-rated suppliers and has achieved her targets efficiently. She has also negotiated the buying price of one of the key components and subsequently helped Vista save lakhs of rupees in purchase cost. She was awarded as the 'star performer' of the year.

Madhulika got married a couple of years ago and is now a soon-to-be-mother. She is planning to go on maternity leave right after her performance appraisal, which is due in June. She has completed her appraisal discussion with her reporting manager. Her performance has been highly appreciated by her manager as well the Head of the department. As per the appraisal guidelines, Madhulika is eligible for promotion this time. However, during the appraisal discussion, her manager did not mention anything about her new role, neither did he indicate anything about her promotion. Madhulika, on the other hand, was very confident that she will be promoted to the next level in the hierarchy, and was looking forward to the letter of promotion.

Appraisal letters were issued to all the employees including Madhulika, with their respective scores and associated incentives as per the guidelines laid down by the HR department. Madhulika was truly shocked when she saw her appraisal letter. She had received high ratings and a good hike in her salary, but was not promoted. She was very disappointed and decided to speak to the HR department, as she strongly believed that there might be some mistake in her appraisal letter. Sandeep Mittal, the HR Manager, checked the data thoroughly and found the data to be accurate. The HR manager advised her to speak to her reporting manager. To her surprise, the reporting manager, Muralikrishna, began citing various excuses for not recommending her for promotion, which she deemed as totally unconvincing. Madhulika finally decided to approach the Head of the Department (HoD), to get things sorted. The HoD explained to her that she was not recommended for promotion as it was assumed that she would be availing maternity leave for almost 6 months, and she will not be able to cope with the work even after resuming office after her maternity leave. However, she was given a hike in her salary for efficient work. The explanation provided by the HoD distressed her and she began questioning him about the appraisal guidelines and also the policies favouring women employment.

She walked away in a huff and wrote an elaborate letter to Srikant, the CEO, about the treatment being vetted to her, and mocked at the company's policy of being women friendly. She accused the management of being biased and discriminatory since it had under utilised her engineering competencies, and put her in the Purchase department, and also undermined her commitment by making baseless assumptions about probable inefficiency owing to her pregnancy.

She wrote that pregnancy is not just a biological outcome, but a societal responsibility of the female gender to further creation. She accused the management to be



parochial for subscribing to outdated schools of thought that the manufacturing sector is meant for men, and women cannot undertake hard work or harsh work. She asserted this to be the reason for Vista to have such a low women representation in core functional areas, in spite of women friendly recruitment policies. She questioned, "do family responsibilities not exist for men?", "do they not need work life balance?", "do extreme work schedules not affect them adversely too?" If so, why are women deprived from employment in manufacturing citing that they cannot take harsh work?" "When a woman can bear a life for 9 months, and willingly undergo the gruesome pain of breaking 120 bones in her body for delivering a child (giving a new life), is this not an adequate example of biological endurance to hardship and harsh condition?", She finally questioned the CEO whether her sex of her gender is unfit for promotion.

After he had read the letter over the phone, Srikant sought the help of his Sociologist friend. "What should the CEO do?" "What actions should be taken by organisations to limit such type of incidents?" 

About the Author

Dr. Prageetha G Raju is Associate Professor-Business Management, Department of Business Management, Symbiosis Law School, Hyderabad Centre, a constituent of Symbiosis International (Deemed University). She can be reached on dr.prageetha@gmail.com.

Analysis By Ravi Mishra

Work places are changing at a very brisk pace in various ways, and are making way for new norms to evolve. Last year, the Crown Prince of Saudi Arabia permitted issuing of driver's licenses to women. And today, we are able to see Saudi women being employed by Uber and Kareem.

Gender inequality at the work place is wide spread across the geography in various shades and volumes. However, the decreasing trend comes as a sign of encouragement. An ecosystem of an organisation is always based on several factors such as the law of the land, socio-economic factors, political set up, culture, tradition, and historical background. The landscape in India is vastly different from what it was a few decades ago when women employment was limited only to certain sectors and geographies. One may want to recall the struggles that Kiran Bedi had to endure as the first female IPS Officer. Later, she proved to be one of the best police officers in the country.

Madhulika's plans to go on maternity leave for six months is merely coinciding with the annual performance evaluation at Vista Energies. Hence, her frustration over not being granted a promotion is valid, considering the eligibility criteria. Further, the Head of Department's explanations of her limitations as the reason behind the decision is simply insufficient and is highly subjective. In many countries, the period of maternity leave varies from 8 week to 24 weeks, and employees are able to manage their priorities and work-life balance very well, either at home or the workplace. What is more imperative is the practical difficulty in running the organisation without the functional

head - a very critical role - for a period of 6 months. However, there are many organisations that come out with options to deal with such extraordinary situations to facilitate the employee value proposition and to encourage women at the work place.

On the other hand, Madhulika needs to understand that there is something beyond the purview of right or wrong, and in the contextual sense, what we say as right. Here, neither sex nor gender is an obstacle for her promotion in Vista Energies. She should understand the thin line between sex, and the biological construct of female and gender.

Also, the management has appreciated Madhulika's performance and has rewarded her as the Star Performer of the year, with a comparative hike in her salary, besides awarding her with a promotion. As a matter of fact, she must be aware that she is eligible for promotion, but this cannot be deemed as an entitlement. The management must assure Madhulika that they will explore the possibility of awarding her the promotion, depending upon the circumstances at the time of her resuming work after her maternity leave, and Madhulika should have trust in the organisation's intent.

One must appreciate the authenticity of a leader like Srikant for his concern over people related issues, for his introspection upon receiving the letter, and subsequently consulting a sociologist. At the same time, he needs to align the ecosystem of the organisation. In a country like India, deploying women employees at a manufacturing plant is not easy, taking into consideration their safety, security, and sustainability. The Indian manufacturing sector is in a phase of transition as far as providing



more employment opportunities to women. There are many fields / business sectors where gender play an important factor, as a part of competency and suitability match. And one should not democratise such issues under the lens of gender bias. 

About the Author

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

Analysis By Sakshi Sood

Emma Watson, UN Women Goodwill Ambassador, who helped launch the UN Women campaign, He For She (which calls for men to advocate gender equality), has famously said, "it is time that we all see gender as a spectrum instead of two sets of opposing ideals."

Gender diversity is an area of concern that most organisations are grappling with today. While there are many initiatives being undertaken by them in an effort to build a diverse workforce, yet, there is a lot of ground to be covered on the inclusion front.

Just like Vista Energies, many organisations are able to hire female talent, but are unable to retain them. Tackling gender diversity requires a mindset change, and it is not something that can be dealt with by the mere introduction of women friendly policies. It requires men to come forward as advocates of inclusion, and unless there is a conscious effort to support women professionals, gender diversity becomes a far-fetched dream that cannot be realised. Here, the emphasis lies in ensuring that men become the true advocates of furthering gender diversity and inclusion. Data shows that organisations who have broad and holistic approaches to support female talent have more comparable talent flows for women and men than those who do not.

There are many steps which are undertaken by reputed employers to become more women friendly.

- At organisations where leaders are active and engaged in diversity programmes, more women are present throughout the organisation, in top leadership roles, and there is equality in talent flows between men and women.

- Organisations that actively manage pay equity versus making passive commitments ensure that women and men have equal access to profit and loss responsibilities, and proactively support flexible work arrangements driving gender equality at a greater rate than those with traditional diversity programmes.

- Another key driver of gender diversity is that active management of talent creates more favourable results than traditional diversity programmes that are put in place to support women's needs.

- Additionally, formal accountability has little significance on increasing gender diversity when removed from real leadership engagement.

There are other steps which are now coming into prevalence, but were not much into practice in the past. These commonly overlooked measures are now increasingly gaining importance.

Providing teams with unconscious bias training: Unconscious biases exist in all of us, and recognising them is the first step toward overcoming them in the hiring process. To overcome these hiring biases, interviewing teams should learn to recognise them, as well as learn to fairly evaluate candidates on a predetermined set of criteria.

Learning from exit interviews: Exit interviews are useful to understand why people are leaving, so one can improve the ways in which one hires and retains talent. While working towards gender diversity in the workplace, one needs to dig into data to understand the differences as to why men and women are exiting an organisation. This can provide insights that are unique to a company, and allow one to monitor progress over time. If Srikant learns that the women employees at Vista are less satisfied



with compensation than men, then he should take steps to improve the compensation strategy, and see how perceptions change over the course of a year.

While this is by no means an exhaustive list, these are the very things that must be considered by Srikant when working towards gender diversity in the workplace. Also, Srikant must consider how gender diverse his company is - at a team-level, seniority level, and at an organisation-level. If one wants to build a world-class team, you will want to see gender diversity making progress across the board. **HC**

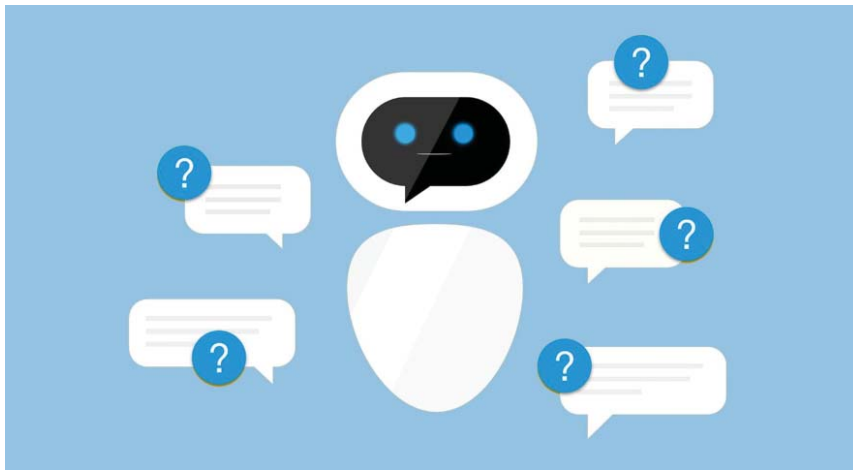
About the Author

An HR professional, **Sakshi Sood** currently works for a pharma major in Mumbai. She has worked with reputed organisations across different sectors in the past. She is an Electronics Engineering graduate from NIT, Surat with MBA in HR from SIBM, Pune. Sakshi is an avid reader, she takes keen interest in the current happenings in HR world.

Navigating The Technology Maze

The future of the human resource function is now pegged to their adaptation to technological development, while creating and redesigning the future of employee experience.

BY KALPANA BANSAL



Human Resources has largely been seen as bureaucratic and an engine creating paperwork relegated to the backend in organisations, and sadly, perceived as not adding direct value to the business. As such, it is usually the first department that comes under the scanner for costs, and the last department on the radar for incentives or business related investments.

The war for talent due to the rapid changes heralded by technology has changed some of these perceptions, and has hence created an apparent hope for the HR function. However, despite the push, HR departments have been slow to adapt to technological imperatives, and a large part of it comes from ignorance or partial knowledge, and the reluctance to invest time and energy in getting a better grasp of technology. The past

decade has brought in various technology dimensions that can enable organisations to work differently. Some of these are being summarised below in terms of their application to the HR function.

Advanced Machine Learning

While this sounds strange and more sci-fi like, Machine learning is a series of algorithmic automations of data analysis, that help create models for analysis. These algorithms are designed to help the machine to iteratively learn from large sources of data by identifying patterns and leading to insights. The machines are not explicitly programmed to find answers, but more to identify patterns in data sets.

Machine learning is mainstream these days - from using classifier algorithms in spam filtering e-mails,

to using recommender systems to predict the basket of goods that one would be interested in basis their purchase patterns on Amazon, to deciding the probable occurrence of a disease in health data. Algorithms in machine learning focus on identifying the variables which can predict the required outcome using statistical techniques and working out patterns basis past data.

This technology can improve the efficiency of the initial analysis that are performed by humans, allowing people to look at higher level results, and as a result, focus on more complex analysis. The most significant application of machine learning in the human resource space is predictive analytics on talent and performance management. It is also used in personalisation and employee engagement analysis.

Talent acquisition processes can be simplified by using such algorithms for sorting out resumes, and eliminate unsuitable prospects by checking past data to see the ones who do not fit in with the organisation culture. Networking and job portals such as LinkedIn make use of such pattern detection techniques for keyword matches and to attract talent. LinkedIn is using one of the most prominent types of simple machine learning - the related jobs feature. Glassdoor also uses such algorithms to draw interaction maps, using data from the users' previous searches, clicks, posts, etc.

Employee turnover detection is carried out by making use of advanced pattern recognition technology, which surveys a list of relevant variables that can determine attrition. In talent management, one could use text analytics to scrap data from the candidate's social media profiles. That data can then be analysed using algorithms to assist in sourcing and screening process. Chatbots are another interesting deployment, in which automated algorithms can be written to create a personalised interaction where data about experience, skills, personality, etc. can be assimilated, and thereafter pass the candidates' responses to a recruiter.

Virtual and Augmented Reality

In simple terms, Augmented Reality (AR) means enhancing a real-life experience through computer generated modalities using multiple sensory dimensions. It combines the real world with the virtual world and includes real-time interaction. Virtual Reality (VR) goes a step further, and is a complete reconstruction of an experience in the virtual world. While AR and VR technologies have been around for a while, they have not been adopted in the mainstream, largely due to the cost of deployment and the complexities of infrastructure involved. However, Virtual and Augmented Reality will continue to evolve and adapt itself to the workplace environment with the scaling down of costs.

There are experiences for leadership simulations and Virtual Reality training experiences available in the market today. The experiences can help to simulate real life without the person being physically present, and bring down costs of training on equipment, onboarding and corporate training.

The Internet of Things (IoT)

For the layman, Internet of Things is a vast network of interrelated computing devices and machines, all having Unique Identifiers that can seamlessly transfer data between them. This enables multiple devices to talk to each other, be it the mobile phone, the laptop, the TV, the security systems in the office, and the RFID user tags. There is a possible threat to privacy and security, which has led to escalating governmental concerns in the area. However, this has not stopped IoT from making rapid strides.

Companies have extensively used cloud computing in HR to efficiently increase workforce productivity. Increased use makes way for access to information, and pushes HR expertise into the hands of middle management, and empowers them to initiate and participate in the development of their own staff. Part of HR's functions will be taken over

by line managers, while the role of HR will shift to business performance and execution. Repetitive and redundant tasks such as tracking employees' time preferences and work patterns are being automated, providing HR with the time to focus on organisation challenges concerning productivity and alignment.

Wearables

Wearables are essentially devices such as watches and headsets, outfitted with sensors, currently focused mainly on applications in health and fitness. It is a matter of time before they gain a foothold in the enterprise market. Tracking workplace wellness through wearables is most likely the simplest and most straightforward use, however, applications can vary. Stress management and monitoring might become critical to retention due to the increasing toll on productivity, however, they have other applications

“HR will have to increasingly shift focus from data collection to data mining and pattern recognition, and use these insights to generate strategic decision-making, guiding, and managing the information flow.”

in other areas of productivity and employee management.

Virtual reality can also impact employee communication and collaboration. Notification sequences can be improved based on someone's focus patterns or scheduled to be sent in idle times, when productivity is not affected. One company, for example, deployed smart watches in the retail sector, in terms of alerting staff on their turn at the counter, customer-facing staff raising notifications when assistance is needed etc.

HR will have to increasingly shift



focus from data collection to data mining and pattern recognition, and use these insights to generate strategic decision-making, guiding, and managing the information flow. Thus, they should ensure that employees have access to the right data at the right time, and do so with minimal disturbance. Privacy of data is under scrutiny, however, the HR role will morph and create business impact. Driven by data, technology, and new interaction models, the function will shift from managing bureaucracy to managing business results.

The future of the human resource function is now pegged to their adaptation to technological development, while creating and redesigning the future of employee experience. Innovation in the HR function will continue to grow, and employee experience in the future will look profoundly different from what it is today. These are indeed exciting times, and there is a lot to look forward to! 

About the Author

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

Challenges In Karnataka Maternity Benefit (Amendment) Rules, 2019

BY RASHMI PRADEEP AND KRITHIKA RADHAKRISHNAN

Effective July 1, 2017, the Maternity Benefit Act, 1961 ("MBA") was amended to introduce various progressive changes to the existing law. These included, inter alia, increasing the maximum period of paid maternity leave to 26 weeks for pregnant mothers, allowing 12 weeks of paid maternity leave to adopting and commissioning mothers, introduction of a work-from-home concept for women returning from their maternity leave, and mandating establishments with 50 or more employees to establish a crèche within a certain distance from their establishment, to be prescribed. However, several states are yet to enact any amendments to their existing state rules under the MBA to regulate the manner in which such crèches are to be established. And this has created ambiguity as to how employers are expected to comply with the new provisions of the MBA.

In 2018, the Ministry of Women and Child Development released the National Minimum Guidelines for setting up and running crèches under

the MBA ("**Guidelines**"), establishing minimum standards and norms based on child development principles. These Guidelines were even categorised into non negotiable norms, preferable norms, and those that could be reviewed and adopted on a need basis. The Guidelines suggest establishing the crèche within 500 meters from the employees' work place, and extending such facility to all children between the ages 6 months to 6 years. The Guidelines also provide for minimum timings of operation of a crèche and operation in shifts (if such are the timings of the parents' establishment). In addition, it also lists several facilities to be provided, equipment/items to be maintained, and infrastructure and space requirements of the crèche. However, these Guidelines remain as mere guidelines, used as a reference and with no binding effect on establishments.

On July 9, 2019, the Government of Haryana published draft rules for amendment of the existing Haryana Maternity Benefit Rules, 1967

("Haryana Draft Amendment") to introduce a new rule for setting up of crèche facilities by employers in Haryana. Though this was not as detailed as the Guidelines, the Haryana Draft Amendment sought to formalise the Guidelines into the legislative regime, while additionally clarifying that the crèche facility should be available to the children of regular, temporary, daily wages, contractual, consultant, and other such employees. The Haryana Draft Amendment has been published, inviting comments from the public, but is yet to be granted with the force of the law.

The Karnataka Government is the first State Government to have codified the crèche facility requirements into law, and has taken a massive leap by notifying and implementing the Karnataka Maternity Benefit (Amendment) Rules, 2019 (the "**Rules**") with effect from August 8, 2019. In line with the Guidelines, the Rules have introduced requirements, including inter alia, that the crèche should be located within 500 meters from the entrance gate of the establishment, and should be available for children below the age of 6 years. In addition, the Rules set out various building and infrastructure requirements for a crèche, minimum size of the crèche, mandating adequate lighting and sufficient ventilation, provision of facilities such as washrooms, kitchens, playground, and even specifies minimum items to be available like beds/cots, sheets, first aid kits, etc. However, there are certain ambiguous provisions of the rules which give way to confusion and concerns when an employer tries to implement the same.

Availability of Crèche facility: It has been clearly indicated in the Rules that the crèche facility shall be available to children of all employees irrespective of the type and nature of employment, including permanent, temporary, regular, daily wage, contract workers, etc. However, in spite of such encouraging intent of the amendment, it has created room for ambiguity as to whether the term 'employees' is limited to 'mothers' or is intended to cover all employees, given the interchangeable use of the



terms - 'mother', 'parent' and 'employees' leading to confusion. The MBA was enacted to provide working women with maternity benefits, and therefore, it is to be seen whether the Rules permit the ambit and scope of the MBA to be expanded to cover all genders.

Number of crèches to be available:

The Rules set out that one crèche should be available for every 30 children below the age of 6 years. This makes way for uncertainty and administrative issues over the ways of establishing multiple crèche facilities within 500 meters from the establishment, particularly for employers with a large workforce. It is also unclear if the intent of this rule is to ensure that a crèche catering to a large number of children should be of sufficient size with adequate infrastructure, facilities, and equipment in proportion to the number of children, thereby, allowing employers to establish one large crèche fulfilling all these criteria.

Moreover, the Rules do not clarify whether establishing one crèche per 30 children refers to the number of children who shall actually avail the crèche facility, or the total number of children of all employees of the establishment. This is of particular disadvantage in situations where all employees of an establishment in aggregate may have over 30 children, but only 10 children are likely to avail the crèche facility. But the obligation on the employer under the Rules is to establish two crèches with each crèche conforming to all the prescribed requirements.

Minimum requirements for crèche:

The Rules lay down extremely comprehensive requirements in respect of

- (i) The minimum size of the crèche
- (ii) Equipment and articles to be available (e.g., beds, cradles/cots, utensils, seating furniture, first aid kits, toys, etc.)
- (iii) Facilities such as bathrooms, separate washrooms for washing linen etc., kitchens, and a suitably fenced playground
- (iv) Periodic medical check-ups of children at the crèche and maintenance of medical records

- (v) Materials to be used for construction of the crèche

While these requirements are detailed from the perspective of safety of the facilities and of the children, the Rules have failed to take into account the burden these may have on employers to actually set up, establish, and maintain such crèche facility or even multiple facilities, as the case may be. In fact, there may also be implications on municipal zoning plans and building codes if employers are required to set aside identified areas of their buildings for crèche facilities. Further, given that medical records constitute sensitive and personal data or information under the Information Technology (Reasonable Security Practices and Procedures and Sensitive Personal Data or Information) Rules, 2011 ("SPDI Rules"), this would increase compliance cost for employers vis-à-vis the SPDI Rules.

Additionally, the Rules do not seem to consider the cost implication on an employer to comply with such onerous building conditions, to acquire further land/buildings to set up the crèche, maintaining the crèche(s), or for conducting periodic medical check-ups of the children. Further, if an employer is providing facilities above the minimum requirements, the Rules do not contemplate a situation where the employer may pass on any costs to employees. Moreover, if the employer is required to provide crèche facilities for children of contract workers as well, the Rules have failed to account for passing on any costs to the relevant contractor(s).

A practical alternative, especially where several establishments are located in a common area such as industrial corporation areas or software technology parks, would be to allow multiple employers to come together to provide shared crèche facilities to their employees. It may also be relevant to explore the feasibility of outsourcing the establishment and maintenance of crèche facilities to third parties, so that multiple employers may use a single large crèche which complies with the minimum requirements for every 30 children.



Rashmi Pradeep is a Partner at the Bengaluru office of Cyril Amarchand Mangaldas. She is 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, mergers, acquisitions and foreign investment. Rashmi has graduated from National Law School of India University.



Krithika Radhakrishnan is an Associate at the Bengaluru office of Cyril Amarchand Mangaldas in the General Corporate and Employment practice, with experience in cross-border transactions and advisory involving complex employment law matters. Krithika is a graduate from Gujarat National Law University 2017 batch.

The notification of such detailed Rules provides clarity around the compliance requirements under Section 11A of the MBA. However, whether such requirements can actually be implemented by employers, and consequently how these Rules will be enforced by the regulator is still to be seen. 



We are an establishment in Karnataka with a mixed workforce comprising 100 permanent employees (of which 40 are women employees) and 30 contract workers (of which 20 are women employees). Do we need to provide crèche facility for all these employees in compliance with the Karnataka Maternity Benefit (Amendment) Rules, 2019 ("Rules")?

Yes, the Maternity Benefit Act, 1961 ("MBA") requires an employer employing 50 or more employees to establish a crèche facility, irrespective of whether all such 50 employees are male or female. Further, as per the Rules, the crèche facility must be made available for all permanent, contract, daily wages, and temporary employees. Additionally, the Rules also require that there should be one crèche, meeting the minimum standards and requirements, for every 30 children. Also, note that the crèche must be kept open day and night, depending upon the shifts of the parents at the establishment.

As an employer, are there any specific requirements that should be kept in mind while choosing a building for setting up the crèche facility in accordance with the Rules?

Yes, the Rules set out extremely detailed criteria in respect of building and facilities requirements for a crèche, including inter alia:

- (i) That the crèche building must be constructed out of specified materials, in compliance with all planning, fire safety, health and safety, and all other regulatory requirements
- (ii) The height of the room must be not less than 9 feet from the floor, there must be at least 5 square feet area for each child at the crèche, and must not be near unsafe places like open drains or pits.

- (iii) The rooms must have sufficient light and ventilation, with decent sanitary conditions
- (iv) One bathroom for every 20 children, with a separate bathroom for the use of mothers and crèche staff as well as separate washrooms for washing and drying of clothes, linen etc.
- (v) A suitably fenced and shady open-air playground
- (vi) Equipment/items including beds, costs, first aid kits, blankets, sitting furniture, medicine kit, etc.

The Rules also require employers to adhere to standards and norms fixed by the Government, such as the National Minimum Guidelines for setting up and running Crèches under the MBA published by the Ministry for Women and Child Development.

Being an employer of an extremely large workforce comprising over 1000 employees (permanent and contract workers), can we pass on some of the costs of establishing and maintaining a crèche facility to the employees availing the facilities, or the relevant contractors?

The existing Rules are silent on whether any costs incurred by the employer can be shared with any other person. The Rules are presently framed in a manner that impose all obligations in respect of crèche facilities upon the employer alone, and it will have to be seen how the authorities (whether jurisdictional inspectors, labour commissioners or courts/tribunals) interpret the provisions of the Rules as to whether the employer is expected to bear the entire cost or can recover any amounts from employees. 

India Lags in Women Board Members

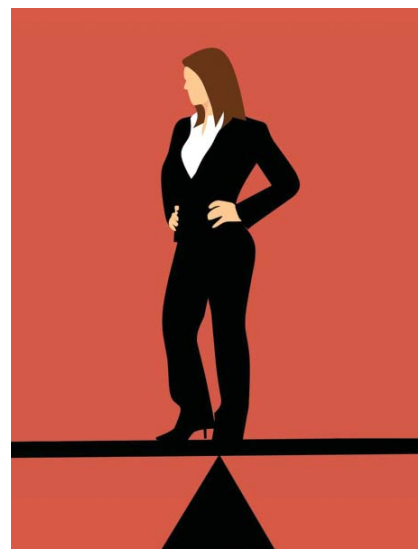
India is near the bottom of the rankings for women representation in the boardroom, only marginally better than Japan and South Korea, according to a report released by the Credit Suisse Research Institute (CSRI).

A report titled *'The CS Gender 3000 in 2019: The changing face of companies'*, indicated that the percentage of women on boards globally stood at 20.6%, and has doubled in the last decade. The report analysed the gender mix of the executive teams of over 3,000 companies across 56 countries, comprising 30,000 executive-level employees.

Asia Pacific (excluding Japan) witnessed a small upward trend in gender diversity in the boardroom, rising to 14.4% in 2019 from 11.6% in 2015.

Ranked 23rd globally, India's women representation in the senior management roles has increased by 4.3 percentage points over the last five years to 15.2% in 2019, which is below the global average of 20.6%. India has the third-lowest position in APAC, with regard to Chief Executive Officer (CEO) representation (2%), as well as the second-lowest rank for Chief Financial Officer (CFO) representation (1%).

Countrywise, France (44.4%), Norway



(40.9%), and Belgium (35.9%) made it to top three, while, South Korea (3.1%), Pakistan (5.5%) and Japan (5.7%) attained last three positions.



Would You Trust a Robot Over Your Manager?

If you answered 'no', be prepared to be surprised! Employees have now started to trust robots more than their human managers, according to a recent study.

As AI continues to proliferate in the

workplace, organisations are faced with unprecedented challenges in their attempt to adapt. An Oracle and Future Workplace report indicated that about 64% of employees trust a robot more than their manager, and half have turned to a robot instead of their manager for advice.

The study of 8,370 employees, managers and HR leaders across 10 countries, found that employees in India (89%) and China (88%) are more trusting of robots over their managers, followed by Singapore (83 %), Brazil (78%), Japan (76%), UAE (74%), Australia/New Zealand (58%), U.S. (57 %), UK (54 %) and France (56%).

AI is becoming more prominent with 50% of employees currently using some form of AI at

workplace compared to only 32% last year. Employees in China (77%) and India (78%) have adopted AI over 2X more than those in France (32%) and Japan (29%).

In addition, 82% of employees also believe robots can do things better than their managers. When asked what managers can do better than robots, the respondents stated the top three tasks were understanding their feelings (45%), coaching them (33%), and creating a work culture (29%).

The role of the 'manager' is changing, and will continue to change, as AI and machine learning become more pervasive. To address the evolving needs and expectations of the workforce, managers must focus on building skills that employees value most. 



The Fallacy of 'Right Pay'

Demystifying job pricing in the Indian context

BY NAVNEET MUKUND



In HR, especially in the functions of Talent Acquisition and Total Rewards, two difficult debates to put to rest are (a) the right pay range for a job and (b) the right placement of a candidate in that range. It is much simpler and easy to understand this in context of traditional public sector employers such as various government departments, railways, or armed forces because those institutions have defined pay scales based on post/seniority/rank/class of the employee. Even the routine pay scale revisions are centrally managed & announced by pay commissions, and components like DA (Dearness Allowance) are revised more frequently by way of gazette announcements. However, understanding the area of right pay in

the private sector is quite a labyrinth to tread.

Is there a 'right pay' for a job?

Yes, and no. Other than the usual factor of management level (Supervisor versus Manager), pay for a job in the Indian context varies across industries (like FMCG versus Iron & Steel), segments within industries (like IT product companies versus IT services), job families (Sales versus Finance), and locations (Mumbai being the priciest). Employers can purchase aggregate market data from various pay benchmarking vendors who provide the pay range data either by the vendor-defined levels and jobs catalogue or by the sponsoring company's job levels/titles.

“Market job pricing information based on benchmarking surveys gives some idea, but it is not enough to make an infallible decision about the right pay for a job.”

Leaps between levels vary across markets

Market job pricing information based on benchmarking surveys gives some idea, but it is not enough to make an infallible decision about the right pay. Such data makes more sense in developed labour markets where the pay difference between least paid employee and function head could be just 10 to 20 times (say in the US, where ~\$50K per annum would be the minimum wages versus a function head's pay that could be ~\$500K per annum in fixed pay and similar in variable pay). However, in the context of India or other large developing economies like China, Indonesia, or the whole of South Asia, the gap could be exponential.

Let me illustrate this by an example of how job level pay progressions can vary significantly between markets.

Most widely regarded jobs' architecture prescribe for a maximum of 6 grades in the professional career band (entry-level comprising fresh graduates with professional degree up to 2-3 years) and 7 grades in the management and executive career band (say, supervisor level progressing to manager, senior manager and ultimately to EVP), with the third level of professional career band equating to first level of management career band.

These 9 distinct job levels, with about 25% pay progression at every level, can explain the difference between the minimum and maximum pay for developed markets like those in the US and UK. Look at a US example below (*see exhibit 1*), where the median fixed pay per annum increases by 25% with every level, except the highest level where it is 50%, culminating in a 7X difference between entry-level and function head pay.

EXHIBIT 1

	Professional Level 1	Job Level 1	Median Fixed Pay Per Annum (in \$)	70,000
	Professional Level 2	Job Level 2		87,500
Management Level 1	Professional Level 3	Job Level 3		109,375
Management Level 2	Professional Level 4	Job Level 4		136,719
Management Level 3	Professional Level 5	Job Level 5		170,898
Management Level 4	Professional Level 6	Job Level 6		213,623
Management Level 5		Job Level 7		267,029
Management Level 6		Job Level 8		333,786
Management Level 7		Job Level 9		500,679



In contrast to the above, the difference between the minimum and maximum salaries in India is quite exaggerated. The minimum salary is around Rs 150K to 200K per annum (pa). This is for entry-level paraprofessionals in lowest-paying occupations like in contact centres. Ignoring this career stream and considering only professionals, if we look at a fresh engineer in IT services, the salary range will be around Rs 350K - 450K pa. Moreover, the average salary of a non-promoter CEO of listed companies in India is Rs 64 million pa. Extrapolating this to CXOs, and taking a level progression of 100%, CXOs' average salary should be Rs 32 million pa. Further extrapolating it to the fixed salary, and considering variable pay at 100% of fixed salary, the pay of a CXO would be Rs 16 million pa or 40X entry-level pay.

This huge gap leads to the pay progressing at an average of 50% between levels, and at some senior levels, it is even higher (75% to 100%).

Wide range between min and max for the same job

Data shows that even within a sector, the 10th percentile of a job pay is about 50% of the median, while 90th percentile is 175%. For example, if the median pay for an experienced software development engineer is Rs 10 lakh pa, the minimum would be Rs 5 lakh pa and the maximum would be Rs 17.5 lakh pa (i.e., 350% of the minimum value)

The difference across functions at the same level

Interestingly, the same level jobs in

“It is a universal bone of contention between reward and talent acquisition teams, where the former swears by their data sources and pay ranges developed using those sources, while the latter relies on last drawn pay of a small pool of interested candidates that they have access to.”

different families and functions pay differently. Even if we cluster similar families, we find a difference of 85% between median pay of 5 least paying jobs versus median pay of 5 highest paying ones. If we derive the median pay of all the jobs at the same level (in similar clusters like IT and Telecom), we can conclude that hot jobs could command a premium of 40%-50% to the overall level median value, while vanilla skills could come at a discount of 30%-40% to the overall median.

Now, interestingly, this wide gap is just looking at the median or median of medians. However, if we take a look at higher percentiles versus lower percentiles in the same level jobs (say 25th percentile of low paying job versus 75th percentile of high paying ones), the gap could exacerbate to mind-boggling 5X at the same level.

Pay for pedigree and person factor

We also see huge differences in salaries that companies offer for the same qualification for candidates from different tiers of universities. Engineering graduates can get as low as Rs 3.5 lakh pa in tier 3 campuses versus as high as Rs 18 lakh pa in tier 1 campuses. This is just an average. There could be companies paying more or less within the university published median.

There is always a premium for good talent, and not all this assessment is objective. A below-average student from a tier 1 college can land a job paying 3X of that of a smarter student from a less reputed one.

Other than pedigree, candidates develop their own employability brand as they mature in several jobs. Companies sometimes tend to hire highly reputed candidates who not only come at a premium for their pedigree and reputation, but also negotiate a further premium if the employer brand is not top-class or is on a downhill and needs image make over saviours.

Tip of the iceberg

Parameters described above are just a tip of the "compensable factors" iceberg. Other than the factors listed above there are various others that amplify the conundrum of right pay, including factors like lack of dynamism in

taxonomy of next-gen skills, inadequacy of systems and processes to accurately slot employees in right jobs and/or levels and to correct skill clusters, inaccuracy of job matching by total reward managers, scrutiny of the job mapping and pay data by aggregating vendors and the inability of talent acquisition associates to source the right level of experience and skillsets at the right pay level.

It is a universal bone of contention between reward and talent acquisition teams, where the former swears by their data sources and pay ranges developed using those sources, while the latter relies on last drawn pay of a small pool of interested candidates that they have access to.

Tip to Hiring Managers

Now familiar with the difficulties in assessing right pay of the jobs, please spend more time in better assessing the talent pool, tweaking your talent sourcing strategy, accurately mapping your company's jobs to survey provider's jobs library, revalidating that the job titles chosen for your open requisitions are indeed the most suitable from among the available ones in your company's jobs catalogue, going over the results and comparing with the candidate pool data the recruiter is providing, doing your own research of talent market and job pricing, and most importantly, refraining from jumping to any conclusions about right pay for the candidate or the job. 

References

<https://economicstimes.indiatimes.com/jobs/ceo-pay-formula-more-risk-more-gain/articleshow/70867955.cms>

About the Author

Navneet Mukund is a Global Director of Compensation and Benefits with DXC Technology and heads the sub-function for India, Global Delivery Organization, and Global Total Reward Centre of Excellence. He is also responsible for Global Jobs Architecture CoE. He has 15 years of HR experience with FMCG and Hi Tech industries and has led country, regional and global roles for companies like Unilever, IBM, Cargill and Citi bank earlier. Navneet is an MBA HR from XLRI Jamshedpur.

Drive Her Back To Work

In a bid to support women resume work after a career break, MG (Morris Garages) Motor India has rolled out 'Drive Her Back' initiative that enables experienced and qualified women to return to the workplace after a break.

The one-year-long returneeship programme invites women aiming to resume their careers with a minimum work experience of two years. As a part of the initiative, selected women would be coached to regain the corporate vigour and strike a work-life balance. They will also be assigned internal mentors to best adapt to the business culture and will get access to networking opportunities and professional development.

"In India, a majority of women do not resume work after taking a career break. Through the 'Drive Her Back' campaign, we are assisting women looking to reclaim their space in the corporate corridors. Diversity and inclusion are the fundamentals of a successful business and as an organisation, MG endeavours to build a culture that supports these two critical aspects", stated Rajeev Chaba, President, MG Motor India.

Women who have earlier worked on



technical, strategic and commercially-focused projects can apply to this programme. Upon completion, the motor maker would review the projects or assignments and may hire the top-performing women within its payroll, subject to performance and availability of vacancies. The company has also collaborated with Jobs For Her, a prominent online job portal for women.

In terms of the gender diversity at the workforce, women already account for 31% of MG's total, which is quite a good figure. The 'Drive Her Back' initiative is another step in the carmaker's commitment to its core values of diversity and community development.

Work Less, Gain More!

In the fast-paced contemporary world, maintaining a decent work-life balance has become vital. Recently, Microsoft Japan tested a four-day workweek that led to happier employees and has proved a massive boon to productivity.

The tech giant introduced a program in Japan named the "Work Life Choice Challenge 2019 Summer" in an effort to boost productivity and morale. During the trial, the offices were shut every Friday during the month of August and employees received an extra day off per week, with no deductions in salary.

The results were promising as the amount of time spent at the workplace was dramatically decreased, and productivity levels-

measured by sales per employee-climbed up by nearly 40% as compared with August 2018.

Additionally, the company was also able to save on other resources, such as electricity, the cost of printing pages over that period, etc.

On the morale front, almost all employees (92%) said they preferred the shorter work week. Besides this, with a focus on producing good work in less working time, managers urged employees to cut down on time spent in meetings and replying to emails.

With 2,280 employees involved in the short-week trial period, Microsoft Japan experienced widespread effects. Over 90% of the workers later claimed that the initiative positively impacted them. 



A Spirited Leader

Harjeet Khanduja, Vice President-HR at Reliance Jio, is a naturally high-spirited leader, and it is difficult to pin him down to a profile. He is not only an influential HR leader, but also an international speaker, an author, a poet, and the list goes on. From being able to explain complex management topics in a compelling, relatable, and entertaining way, to writing humorous-satirical poems on social issues, Harjeet's multiple talents continue to amaze people. Prepare to get energized as the prolific thinker, in his unique storytelling style, takes us through his inspirational journey of "making a difference," shares his views, tips, and advice on the changing work scenario, and discusses much more in the 'Up Close and Personal' section!

BY ANKITA SHARMA

How do you look back at your professional journey traversed thus far? Could you share some of the experiences you've had that really stick out for you? Also, what are your key learnings?

I joined my first job. I was placed on an assembly line with my colleague. Our job was to ensure that the daily production target was met. One day, my colleague got hurt on the assembly line. I took him to the doctor. The doctor asked us, "What do you do?" We looked at each other. Then my colleague said, "We push vehicles (*hum gaadi ko dhakka dete hain*)". I felt bad. I did not do my engineering for this. That was the first learning of my professional life—"Don't push things; make a difference."



My next project was with the Sumo Trim Line. My supervisor broke his leg, and I was pseudo-in-charge of the Sumo assembly line. I asked my supervisor what I should do to make a difference. He said if you can increase the production capacity of the assembly line even by one vehicle, you would make a difference. I redesigned the trim line, and the capacity of the line increased by 30%. It became a case study. I got an opportunity to meet and show the project to Mr. Ratan Tata. That boosted my confidence and belief in the philosophy.

I kept working with this philosophy and kept collecting accolades. One day, I proudly placed another trophy on my shelf. The phone rang. It was a friend from the opposite building. He yelled, *"Get out of there! There is a fire in your building!"* I left with my wife, wallet, and phone—no trophies. After deep introspection, I realized that I did not want my past achievements to be my baggage. This was one of my key learnings—*"Don't sit on past laurels; keep reinventing yourself to add more."*

Business leaders and HR teams spend countless hours and a lot of money on employee engagement initiatives—even then, why are so many organizations ineffective at improving engagement levels?

Suppose you are suffering from a fever and a party is arranged for you. Would you enjoy it? However, if someone sits by your side and takes care of you and your medication, you would be more engaged. Engagement starts with hygiene factors, which include whether the employee is getting his or her salary on time, whether the employee feels a sense of security, and whether the employee is treated properly by colleagues, including the manager.

The most important thing we forget is that employees come to work to do work, which means engagement can happen most effectively when employees enjoy work. This happens when employees understand the importance and value of the work being done and are able to derive *"meaning"* from

the contribution made.

When you have a fever, you go to a doctor who diagnoses the problem and prescribes a medicine. You feel better. Now, if a friend of yours gets a fever and starts taking the same medicine without proper diagnosis just because it worked for you, what do you think the chances of success are? The same is true with engagement programs.

If a company carefully designs engagement programs keeping business requirements and principles in perspective, it will see great results. However, if the same engagement programs are copied by another organization without context, the programs will yield dismal results. Copy-paste does not work here.

What are some of the common mistakes that you see large organizations repeatedly make in understanding the new workplace dynamics?

Earlier, technology used to be the forte of large organizations. Computers, the Internet, Pagers, and BlackBerrys first came to large organizations. These technologies changed the way people worked and lived. Society was lagging behind. When society tried to catch up with the Internet revolution, organizations went into restriction mode, determining what you can do in the workplace and what you can't.

Then came the smartphone revolution. Smartphones were affordable. Apps were being developed for free for mass consumption. This time, society adopted technology way ahead of large organizations. Organizations could not assess the impact. They were still in the mode of restricting the use of official assets for personal use. They forgot that everyone had their own personal assets now.

Moreover, technology and business models changed the behaviours and expectations of the society. People started getting used to speed (30 minutes or free) and customizations (choose your own toppings). These small little things changed the way people think, act and interact. However, internal culture, speed and

Rapid Fire

Favourite quote: "Dream is not that which you see while sleeping,; it is something that does not let you sleep."

Favourite movie you've watched so far this year: Mission Mangal

Favourite movie dialogue of all time: "Kya soch kar aaye the..." (Sholay)

Leadership style: Keeps changing

Life is... a one-time ticket to the wonderland

I strongly believe in...humanity

The most important thing I do on Sunday... is sleep

When faced with a "setback" I... "set forward."

customization philosophy did not change, widening the gap between society and large organizations. Startups took advantage of this by building cooler workplaces.

Another change came to redefine the employment paradigm itself. Platform-based organizations challenged the traditional practices. Focus shifted from skills to education. If you have a driving license, you can drive an Uber. Nobody will check your qualification, gender or age. No one will tell you when to start work or how many hours you should work. You will get real-time feedback on your performance. This is still a shocker.

Large organizations are still double guessing whether this is the reality or just a phase, because it happened too fast.

What would you like HR professionals to do better in terms of understanding the language of the business? How can they sharpen their business acumen to better align workforce strategies with business goals?

I met an entrepreneur. He told me that he does not require HR. His finance guy can take care of salaries. He was not sure of what value HR can bring. I asked him about the problems he faces with his employees. He said that his oilman wastes a lot of oil while lubricating machines. I

Up Close and Personal

You are an inspiration for many. Who inspires you?

My wife inspires me. My son inspires me. People around me inspire me. Nature inspires me. My everyday life inspires me. Inspiration is everywhere; you just need to see it.

You often review movies to extract valuable leadership and management lessons, which is very well-received by your social media audience. Please tell us a bit about how this interest came about.

I am a movie buff. I always used movies to train my team. Then I started conducting a learning program, called "Movie with Harjeet", for a wider audience. Participants loved it. One day, a participant asked for a session summary. I wrote and posted it on social media. It was well-received. The

appreciation motivated me to write more. Now I get requests for writing about new releases often. I try to honour the requests.

How do you make time to pursue your hobbies—even with your busy schedule? Also, why is it important to have hobbies?

I've experienced that whenever I work too much, one side of my head starts paining. That's when I switch to my hobby. The pain goes away. Then, if I continue with my hobby for a longer period, the pain shifts to the other side of the head, which means that work and hobbies activate different sides of the brain (which is otherwise also scientifically proven). So, for the uniform development of the brain, it is important to pursue hobbies alongside work. Once you know the importance

of anything, you can definitely make time for it.

What would we be surprised to learn about you?

I write humorous-satirical poems on social issues under the pen name "*Sardar Tuktuk*". I have been awarded the title of '*Hasya Samrat*' and have been recognized by the World Hindi Foundation. My poetry has been published in various books. I also do appearances on SAB TV for my poetry.

How do you like spending your free time?

I spend my free time helping people, travelling places, watching movies, playing games, experiencing things, writing stories, and spending time with family.

told him to introduce an oil consumption incentive for the oilman. The next time we met, he was super excited because this positively impacted the bottom line of his business.

This is the only language business understands. This language is quite simple as well. Many times, HR professionals are enticed by jargon, which creates distance between business and HR.

To sharpen business acumen, you should regularly interact with sales and operations guys and discuss how business is doing and what problems are being faced. When you start viewing the business from their eyes, you will be able to suggest simple people solutions to complex business problems.

What would your piece of advice be to HR leaders who want to build a strong business case for technology investments?

Go for it! Here are a few things you must consider before you begin:

- Focus on areas that are important for your business.
- Prepare a business case (not HR case) with measurable performance indicators.
- Validate the business case with business owners.
- Bring an HR Tech expert on the team.
- Do evaluate open-source systems alongside standard off-the-shelf products.
- Look for mobile-enabled solutions, preferably on cloud, with a focus on service and scalability.

What top trends are you tracking in the HR space as we head into 2020? Also, are there any that concern you?

HR is in a very exciting phase of evolution. Technology is going to take a front seat not just for HR transactions, but for business as a whole. The human factor will become more and more important. Fundamentals of psychology and

people behavior will become more prominent. HR's focus is already shifting to health and well-being, coaching, counselling and reskilling.

Platform organizations have already given a new flavour to HR practices. More such organizations will emerge in 2020, paving the path for rethinking HR practices and entire regulatory and social security frameworks.

There is concern about an imminent economic slowdown. My understanding is that it will be short-lived for India. Positive signals have already started knocking on the door. Either way, HR practices will see a spurge of innovation in 2020. 



Building Careers

The pharma sector in general and the innovation-driven segment within the pharma sector in particular present a compelling value proposition for great talent.

BY ANANT GARG

The pharma sector in general and the innovation-driven segment within the pharma sector in particular present a compelling value proposition for great talent. Unfortunately, many aspiring professionals, especially those outside the industry, are unaware as to what the industry can offer! For instance, the products and brands, principally the specialty drugs, are not in the larger consumer space and have a lesser top of the mind recall. Direct to consumer advertising is not permitted for prescription products. Pharma companies have a relatively lesser campus presence versus some of the other industries, and there is a slight lag when it comes to social media and digital presence, or even general efforts on employer branding. This results in many ambitious and talented professionals missing out on the opportunity that the industry presents in terms of rich work content, learning opportunities, and long-term global careers.

The Pharma industry is purpose-driven that saves and improves lives. And one can fully appreciate its value after interacting with a patient or a healthcare professional, and witnessing the positive impact medicines and procedures bring about on patients and their families. The Pharma industry provides global exposure and experience. Reputed Pharma companies are built on sound and sustainable business fundamentals, strong value system, and work with an innovative mindset which makes for an engaging environment.

And finally, one gets to experience and navigate peculiar challenges across functional disciplines: -

- It takes more than a decade to research and develop a new drug with millions of dollars of investment-one that requires a lot of original thinking, scientific knowledge, and immense grit and determination
- Medical and regulatory affairs teams must be well versed with the unmet needs and scientific value of the product, and need to be seen as trusted advisors to the external community. Remember, a patient is going to trust a healthcare professional with his/her life which presents a lot of responsibility.
- Product marketing and promotion is not merely about pushing the product through the distribution chain, but creating a genuine demand through a combination of scientific knowledge and value demonstration skills. Customers are highly qualified and knowledgeable healthcare professionals, and you need to know your stuff.
- Building brands in a regulated environment without the liberty of direct to consumer promotion tests one's marketing skills at a very different level. When you are marketing an innovative drug, it requires that you build an entire ecosystem, and many a times, the very market. And in many cases, it also means innovating on the right pricing and patient support models.
- Supply chain management is complex since one has to manage highly temperature sensitive products through a massive distribution chain,

while maintaining the highest level of quality throughout. A stock-out can mean risk to patient lives and even the most minor issues may lead to product rejection.

- From a people perspective, you need to constantly attract, develop, and engage highly competent and passionate people who can do all the above. Your talent pipeline needs to be at par or ahead of your product pipeline.

From an industry stand-point, it is essential to have a well-articulated people strategy that focuses on building leadership capabilities and a pipeline of strong, diverse and highly engaged talent. It is prudent that employees are ably supported to undertake complex and functionally diverse roles, and possibly an unconventional career path. It is important to take risks with talent. And apart from testing their learning agility and leadership skills, it also raises their confidence and broadens their perspectives so that they can succeed in future leadership roles in a fast-changing environment. **HC**

About the Author

Anant Garg is the Director - Human Resource at Eli Lilly & Company India. He joined Lilly in 2011 as Associate Director HR and since then has managed different assignments. Prior to Lilly, Anant worked with companies such as Mercer and Accenture. Anant is a Bachelor's in Electronics Engineering from National Institute of Technology, Allahabad and an MBA in HR from XLRI Jamshedpur.

Building A Learning Organisation

Organisations that master the aspect of continuous learning and adapt to changes shall be the ones that will remain relevant. Else, only the fittest survives and the others become extinct.

BY SURESH DATLA



While running a business all you would be doing is taking inputs from the environment, adding value through knowledge/skills, and generating an output viz. useful products or services for customers. Such an ideal process is continuous and a dream come true situation for organisations and people managing their businesses. However, today's environment is dynamic. There is a constant change in the available inputs within the ecosystem. Newer skills, knowledge, and technology are emerging continuously in the market place. Customer preferences are always susceptible to change, and hence, there is always a constant demand for newer options. In fact, there is a constant inflow of new customers

and outflow of existing customers in the marketplace.

If you want your business to remain in existence forever in this dynamic world, it is imperative that the organisation is constantly upgrading in terms of skills and knowledge. The upgraded skills help business entities to:

- Discover, adapt, and absorb new inputs available in the market place
- Continuously upgrade the process of value addition to convert the inputs into better outputs
- Serve the output in the form of a relevant and delicious experience to the ever changing needs of the customers.

Such a process of upgradation is possible when the organisation keeps

learning continuously regarding the possible/necessary improvements from the ever-changing environment in which it operates. Organisations that master the aspect of continuous learning and adapt to changes shall be the ones that will remain relevant. Else, only the fittest survives and the others go extinct. And there are numerous illustrations of organisations disappearing from the corporate landscape.

It is here that the concept of 'Learning Organisation' comes into picture. A learning organisation is one in which people continuously absorb knowledge by design through external and internal sources, and are continuously pushing this knowledge so that it can be used for the organisation's progress.

Building a Learning Organisation

Learning as Cultural aspect: It is not sufficient that only a few people learn in order to build a learning organisation. Continuous Learning should be a widely practiced behavioural aspect at all levels in the organisation. Culture is a great tool to promote any behaviour across the length and breadth in an organisation. Leaders need to find ways to promote continuous learning as a cultural aspect. People should be made to understand that the times of one acquiring a skill and making a living on the basis of that skill until retirement are long gone. Some of the most sought-after skills of yesteryears are redundant today,

“A learning organisation is one in which people continuously absorb knowledge by design through external and internal sources, and are continuously pushing this knowledge so that it can be used for the organisation's progress.”

and the same will be the case with skills that are highly saleable today. The purpose of promoting continuous learning as a cultural aspect is to create the desire in individuals to practice continuous learning as a virtue. The fact that learning can be fun and can enhance the excitement of work-life should be leveraged.

Art of Learning: Once the desire to learn continuously is created at an organisational level, it becomes important to provide avenues for learning. Curiosity and learning come naturally to children. Several adults may have lost the ability to be curious and the aptitude to learn continuously. Though the desire to learn is created, they are likely to do better with some help, at least until the initial inertia is overcome.

Leaders need to act as the guiding light of learning by communicating the vision and the future focus areas of the organisation. Workforce should be guided on the What aspect of learning. They should be communicated with the short and long-term vision of the organisation, the current and future trends in the marketplace, and the possible focus areas of learning. This is the point at which vision meets strategy and gets converted into efforts.

Once the What aspect has been clarified to the workforce, the Where aspect needs to be addressed. Employees need to be provided with avenues where they can get access to knowledge. Some of the avenues of learning could be benchmarking with competitors, learning from best practices of diverse industries, close-knit relations with such educational institutes where research is carried out on relevant topics, analysis of past successes/failures, cross-functional projects within the organisation, and internet-based learning apart from the widely prevalent forms such as Class Room Training, Outbound camps, Corporate trainers, Seminars, etc.

Individual Knowledge = Organisational Knowledge?

Learning which is stored in the form of memory or data in the mind of an individual cannot be termed as organisational learning as yet. It can be called organisational knowledge

after it is shared with other relevant persons, can be used for future references or can be put to ready use for organisational progress. Leaders need to devise methods for this to happen. Some of the ways in which such a thing can be made possible are knowledge sharing sessions at periodic intervals, revising standard operating processes using the acquired knowledge, revisiting existing processes, continuous improvement programmes/projects, etc. Such measures also reduce the ill-effects of indispensability of individuals in the organisation.

“Knowledge acquisition or continuous learning process is not an end in itself. The end objective is to use the knowledge to keep and maintain the organisation in a progressive trajectory.”

Learning + Practice = New Skill: It is common wisdom that knowledge when put to practice and repeated usage gets converted into a skill. In a learning organisation, new knowledge is acquired continuously, creating the opportunity to create new skills. It is the responsibility of Managers to identify such windows of opportunities and take advantage of the new skills. For instance, when Apple Inc. acquired the skill to marry aesthetic sense with the utility aspect of computers, it created a competitive edge and the company managed to make the best out of the skill.

Knowledge Put to Use: Knowledge acquisition or continuous learning process is not an end in itself. The end objective is to use the knowledge to keep and maintain the organisation in a progressive trajectory. In order for the last mile to be conquered in the process of building a learning organisation, leaders need to find suitable methods to bring the learning to life. Innovation drives with specific timelines, new product/



service developments, Customer Experience Enhancement Programmes etc. are some ways to ensure that the learning culminates into competitive advantage/business gains for the organisation. Developing new and data-based approaches to organisational problem solving at team levels is another important way of putting the learning to practical use. Learning organisations prefer to work with data rather than a hunch or gut-feeling based decision making.

The process of Continuous Learning needs continuous improvement. Once the process of building a Learning Organisation is plotted and put to action, periodical measurement of progress is imperative for success. Deming's continuous improvement cycle is a great guiding factor to ensure progress is measured and necessary corrective action is put in place. Remember, only that which can be measured can be managed. 

About the Author

Suresh Datla leads HR for Operations part of Tupperware India business and also leads an award-winning Worldwide HR project for Tupperware Brands Inc. A keen enthusiast in Training & Development Initiatives, Organizational Culture & Behaviour sciences, he has a blend of experience both in Manufacturing and IT sectors. Suresh can be reached at dsuresh@tupperware.com.

Look Within, Own Up!

Being aware, owning up, and being accountable are behavioural traits which often decide how far an individual or an organisation will go. And therefore, it is important to build mechanisms to ensure this happens at every level.

BY DIPANKAR DAS

Surinder's was a rags-to-riches or AM to Country Head story. Joining the outsourcing business with a background in Hotel Management, he would initially go to office on a two-wheeler. Nineteen years later, as the Country Head of a multi billion dollar MNC in the outsourcing business, a seven series BMW was the company gifted vehicle of his choice. However, things were getting a bit difficult now.

Business acumen, great insight into the workings of businesses, and a rough and ready way in dealing with people had delivered dividends, and ensured quick growth in a career that was marked by a blistering pace of growth. But a weak educational foundation, hubris in having reached such an elevation in life, and an inability to empathise took a telling on Surinder's career. When the position for the EMEA (Europe, Middle East and Africa) Head was open, the Country Head for Philippines was chosen over Surinder, though he had delivered a bigger slice of the revenue pie and with better margins. Bias, his mind screamed. Anti-Indian, said the other half of his brain. But no part of his head or heart was willing to look within and diagnose what was wrong in reality.

From Individual to Organisation

Organisational growth can come from a great business opportunity or a novel product, but sustaining growth is a different ball game in itself. At the heart of organisational growth is the growing individual. An individual who

understands her strengths, but also her areas of improvement - so to say a personal SWOT (strengths, weaknesses, opportunities, and threats analysis) - is well equipped for development. And this emerges as the stepping stone for change and growth. It is the sum of individuals that comprise an organisation. A self-aware leadership will helm an organisation well, a leader without an ability to introspect may not do too well.

However, introspection is easier said than done. Instead of commencing elaborate learning architectures, it would be a good idea for Learning and Development departments to help set up mechanisms, which aid individuals and teams to introspect. Those of us familiar with the Johari Window instrument (see diagram), know the most dreaded box is the one at the top right hand corner, which tells us about our Blind Side. The bigger the blind side, the more we need to look within ourselves to understand what we can do to improve. As the definition goes, the blind side is one that shows that side of yours that the others can see, but not you. And if this is a negative characteristic, then all the more reason you should know about it, and address it ASAP. If we imagine a worst case scenario, it is like walking around with an open zip. It is visible to the others that the zip is open, but you are focused and happy on the new shirt you are wearing !

Self Awareness is Key

Self awareness is a key ingredient on the road to growth. Self awareness rings true for individuals as it does for

“It is the sum of individuals that comprise an organisation. A self-aware leadership will helm an organisation well, a leader without an ability to introspect may not do too well.”

“Self awareness is a key ingredient on the road to growth. Self awareness rings true for individuals as it does for teams and organisations.”

teams and organisations. But if an individual is not self aware, then the harm is limited, unless the individual is a senior leader. However, it is important for teams and organisations to develop mechanisms to institutionalise introspection and self awareness.

Huddle Up

A common and fairly simple practice when done well yields positive results are the daily huddles witnessed in manufacturing floors and in call centres. Even Brainstorming or GE's famous Workout method are known to throw up uncomfortable insights and ways to improve. But some organisations have converted this into a fine art. The Israeli Air Force is known to have taken it to the next level. Every day teams are known to review their latest flights. They are expected to answer three key questions:

1. What Happened? Avoid stories. Keep it short.
2. Why did it happen? Point out accountability and your role.
3. How can you improve? Answers need to be specific and actionable.

Of course, for the huddles or debriefs to be successful, a culture of openness and an absence of finger pointing are essential. When a mistake happens, the first question need not be, who has done this (the occurrence of this question is so high, that one could almost call it a default reaction). Instead, it needs to be, how can this



be fixed, and next, what is the learning so that it does not recur.

Individuals as well as teams and organisations need to make choices, and take suitable steps. As the French playwright Moliere has said, "It is not only what we do, but also what we do not do, for which we are accountable."

It is time to own up for ourselves, for our teams and, indeed, our organisations. Owning up opens energy flows, provides insights, and higher effectiveness. Take the Israeli Air Force example mentioned above. Their pilots meet the highest standards in half the average time required in other countries (250 hours versus an average of 450 worldwide), and they have reduced the number of aircraft accidents by 95% since the 1980s. So, seek to develop your self-awareness, institutionalise mechanisms for team connects, and collective stock taking.

Meanwhile, better late than never, Surinder has realised he has blind spots, which will not go away by applying vanishing cream or by wallowing in the ever-growing circle of his hangers-on. He has reached out to a senior coach and is learning to do, what Socrates had recommended more than two millennia ago, know thyself. 

About the Author

Dipankar Das is the author of *Cracking The CSAT Code* at the Call Centre. He has worked in diverse organisations, including Genpact, Concentrix and with the Tatas. He is currently the Vice President and Global Head of Skill Development at ISON Experiences.

Johari Window Model (Joseph Luften & Harry Ingham) toolshero



www.toolshero.com

Five Pillars of ROTI

Return On Time Invested (ROTI) can be multiplied through an awareness of the elements in your ecosystem that decide how much you gain out of any of your efforts.

BY BRIGADIER SUSHIL BHASIN

Return on Time invested (ROTI) is commonly understood to be the money value (or return in monetary terms) of the time invested in a particular endeavour. It is related to yet another concept or tool that is used to arrive at the value of one's time - Hourly Worth (HW), which is calculated by dividing the money earned during a year by the number of hours spent earning the said money (Money earned in a year/ Number of hours spent earning that money). This simple formula helps us to arrive at our earnings in a professionally productive hour, or what is referred to as Hourly Worth (HW). While both these concepts are useful, they have their limitations.

What happens when we invest time with friends and family, or we spend in the rejuvenating lap of nature? The return here

is not measurable in monetary terms but can be felt through emotion. Such values may be inexpressible in monetary terms, but they are vital in any discussion on human capital or the people aspect of any enterprise. The value here is related to emotions as well as significance. ROTI experienced as the psychological well-being by an individual or by teams or organisations can be the natural outcome of an ecosystem created by the culture of the company, its values, vision, and mission. It is therefore imperative that the intangible, the unmeasured, and the unmeasurable elements of ROTI are made to be a part of every discussion that pertains to the utilisation or investment of time as it relates to human capital.

So, ROTI may also be experienced as a psychological high or as a knowing of having received the value that one cannot calculate in monetary terms. In instances like the free one-on-one Time Mastery session worth Rs 50,000 that I give as a reward to CEOs for the business their companies bring to me, the beneficiary finds it easy to ascribe a monetary value to my gift. However, the pleasure I derive during the one hour of playtime with my grandson is something of a handsome reward, which cannot be evaluated in monetary terms. Both these situations represent high ROTI scenarios. Quantifiable or not, it is the job of the leader to ensure that the members of his or her team get the highest ROTI possible. While meta-changes take time, effort, energy and money, it is possible for you as an individual to understand and influence factors that impact ROTI for your people in many small ways.

Here are the pillars that influence ROTI in any workplace ecosystem:

Talent: When I say talent, I mean abilities with which one is born, that presents one with a natural advantage or inclination. Children often display talents early in their



“Acquiring new skills helps us manifest our talents better, and also help create new skills. In either case, skilled individuals get higher ROTI than those with lower skills.”

lives. The earliest manifestation of such talents is in the form of inclinations or predispositions like fondness for music, or above-average social intelligence manifested as an ability to get along with a variety of people, or emotional intelligence witnessed as an ability to postpone gratification if higher returns are expected in the future. (Something as simple as foregoing a chocolate at that instant if the future promises two). The talent could also be problem-solving ability, language skills, or logical reasoning. To identify talent and invest time in activities that build on existing talent leads to a higher ROTI. A musically gifted child would obviously pick more from a music class than one who is average.

Invest time in activities that you possess talent in to gain a higher ROTI.

Skills: It has been said that it is not enough to have talent alone. You should have a talent for displaying your talent. Acquiring new skills helps us manifest our talents better, and also help create new skills. In either case, skilled individuals get higher ROTI than those with lower skills.

Undertake constant upskilling and cross-skilling to gain higher ROTI.

Efficiency: You have the talent and you have acquired the skills that allow you to manifest the said talent, but this is not enough. Undertaking micro-improvements in your approach, technique, and processes, and through constant repetition, we gain higher ROTI from our time investment opportunities.

Progressive micro-improvement to develop our talents by acquiring skills that help us manifest those talents help us gain higher ROTI.

Positioning: After identifying and acquiring talent, it must be manifested and efficiencies introduced in your skills. One needs to position themselves in a space that allows easy access to institutions, experts, and learning resources that can help you to get more out of your time investments. Positioning here implies the manner in which you differentiate yourself in a crowded market place where others sell similar products. Positioning also implies your geographical location and your presence in your target psychographic space online. E.g. Mumbai, India's financial



capital, is a good place for locating a financial business. It is also among the top choices for operating a business in entertainment. Obviously, positioning, which decides how close you are to the ecosystem that provides you with vital solutions.

Proximity to your natural ecosystem provides higher ROTI. Distance from it reduces the ROTI.

Human network matrices: R.L. Stevenson has said, 'No man is an island', and J. Krishnamurti has stated, 'All life is a relationship.' Synergy is everything. With other things constant, a person who is connected to the others operating in the ecosystem, has a better opportunity for using/investing/utilising time in a manner that brings maximum returns or higher ROTI. Our connections with human network matrices (the maze of relationships in an ecosystem) help us to grow our talents, upgrade skills, improve efficiencies, and develop closeness with our natural ecosystem.

Deeper people-to-people connections facilitate in higher ROTI.

Higher ROTI is the result of a healthy ecosystem in the workplace, which facilitates delight, productivity, and personal growth for all its stakeholders. Is the workplace led by you such a space? Are you a ROTI Positive (R+) company?



About the Author

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

The Next-Gen HR

BY SATYA NARAYAN MAHARANA

HR professionals are going to be the new sorcerers, with magic wands and tricky spells, bringing the right strategy and talent successions.

The Future Stimulus

The ultimate thirst for excellence has brought us to where we stand now, and, today, we are way more advanced than we were in the past. With a continuous and long sustainable evolution, we transformed from being "primitive" to being "prime." We have never stopped ourselves from being more human, and we have cultured ourselves by enlarging our periphery of information and knowledge. We took ourselves beyond the horizons and achieved many unimagined peaks of success. Undoubtedly, this has only been possible because we were future-ready.

While the entire world is targeting the next leap of transformation, being HR professionals, we ask ourselves: Are we ready for the future? Do we really need to transform into the next generation HR?

To be future-ready, we must understand the true demands of business and the importance of change. There is a huge shift in organizational focus, and it has surely created a wave of changes for every HR leader and professional. With the variety of new jobs being created and re-engineered, the new models are dealing with the

new era of business. The future is expected to be a handshake of human intelligence with artificial intelligence. The journey has just begun.

The future is visible now. With smart home solutions inside and self-driven cars outside, our lives are going to be very much digitally influenced. As HR professionals, we must have the agility of being future-ready. Over a few decades, organizations that are agile, flexible, and ready to change will survive a major evolution of business modeling. Those who are investing largely in the research, innovation and development of an intelligent framework are going to be the leaders of the future.

Artificial intelligence is going to have major coverage, but the importance of human intelligence should not be ignored. Many successful HR leaders have triumphed due to their business alignment and strategic positioning of HR inside the board room, but I must add here that their focus on people was never blurry. While the need of the situation is to adapt to technology and reframe business strategies, HR leaders must equally focus on 'design thinking' and 'innovation' to drive the organization towards expected outcomes.

Some areas to watch out for and prepare ourselves:

The New Paradigm of Business

We must anticipate and prepare for the challenges of the new paradigm of business. Human Resources play a pivotal role in enabling companies to undertake business changes. By setting contextually right culture components through major business processes, HR professionals can enable their companies to have a successful journey. We must apprehend how organizations and businesses work in parallel and contribute to the mission, vision, and



financial growth of the business.

While targets are always the hitting areas for business driving leaders, HR leaders must adapt the financial and strategic directions to enable the stipulated strategy for the economic and social environments in which businesses operate and thrive to succeed. The future of HR is expected to shift from being an 'enabler' to being 'business strategists' and 'micro-enterprise owners'. Let us not forget that HR leaders share a contiguous picture of organizational values with internal as well as external stakeholders, and it must be clicked in wide-angle and presented as a panoramic display. With the vast impact of social media in our life and the accessibility to share more, we have started understanding the benefit of branding.

Shifting to the Talent Dimension

Shifting to 'talent' from 'people' is going to be the next-level game for HR in the future. While the current strategies focus on identifying and retaining talent, it will extend to restructuring talent management strategies to the next level. CEB Global's research indicates that high-potential employees (HIPOs) are around 90% more valuable than non-HIPOs. Conclusively, HR leaders should focus on process re-engineering of the overall 'Talent Management Strategy'. Talents don't remain talents if they are not nurtured well in time, so HR professionals must be ready to do the forthcoming. Performance appraisals have been replaced with feedback-based evaluations, as feedback is a crucial part in the future of building a cultural change in performance measurements. Continuous feedback in a machine-learning environment might change the perspective and create a new phenomenon of talent assessments. HR platforms are being developed by taking into consideration a self-evaluation method as a base parameter, which will create a new outlook on one's developmental journey. Future demand is based on self-assessment and self-evaluation, which is spotlighted for the brand-new L&D systems. Self-learning with a reflective result will help HR professionals to institute organizational success.



Reskilling for the New Age

We are a skilled force, with lots of aggressive strategies at hand. We want to be the change agents for our organization, but have we re-evaluated ourselves, in terms of acquiring the necessary skills for dealing with future change? If we have not started, we must do that now. The current age of instinctive millennials and even younger cohorts in the workforce demands speedy growth and faster recognitions, and we must prepare ourselves to deliver. We must re-skill ourselves to face the next change. There are various techno-functional skills that we must adapt to our DNA of HR if we are to convert strategies into a dream success.

Digital Agility

While major transformation demands technological advancement, HR leaders must lay the foundation for digital transformation strategies now so that the next generation will be able to implement and sustain them. Leadership and transformational strategies will be the key to effective next-generation transformation. While HR leaders are going to strategize the future, HR professionals will have to play the role of change agents in the coming years, and their understanding of the right models and tools will be effective game-changers. Be change-ready and future-ready to increase the value that we have created so far. HR professionals are going to be the new sorcerers, with magic wands and tricky spells, bringing the right strategy and talent successions. 

About the Author

Satya Narayan Maharana is a passionate change champion and a focused HR strategist positioned as Head-OD & Talent Management in Haier Appliances India Pvt. Ltd., a subsidiary to Haier Group. He has worked with various industries such as IT, FMCD, Airlines and Plantations to gain learning about their natural Human Resource Processes and augment them into better-shaped transformational success stories. Satya comprehends that the adaptation of technology into HR's DNA is the key to the future. He is also a mentor and an author who believes that an individual's growth is limited without learning and re-learning.



A Telling Impact

The momentum behind the organisational development process creates the conditions whereby it effectively self-sustains its own change and transformation. The back thrust is so compelling that it automatically draws people along its pathway.

BY ANTHONY MITCHELL

Is it possible for organisations to develop themselves automatically? Can business executives switch on the ‘autopilot lever’, sit back, and watch their organisations self-perpetuate transformation? Can organisations adapt and grow without key internal actors ‘constantly pushing’ the process? “*Absolutely not*,” I hear you say!

These scenarios sound more like a “dream come true” or some “virtual reality fantasy” than the grinding real-world existence found in the trenches of most organisations today. But before you write these notions off as completely unrealistic, think again. The hard truth is that they are, in fact, a possibility. And not only have I witnessed all these things happening, I have helped to create them on numerous occasions.

How is it possible?

Excitement and energy

The type of organisation-wide development and transformation projects that I have implemented over the years involve the intentional creation of ‘*high levels of momentum*’ all through the process. People get excited! And the energy and anticipation thus created becomes highly contagious. Once this momentum ‘takes off’, it is virtually unstoppable.

In effect, the momentum behind the organisational development process creates the conditions whereby it effectively self-sustains its own change and transformation.



The back thrust is so compelling that it automatically draws people along its pathway—without needing the kind of ‘heavy lifting’ that most people associate with change, development, and transformation. People want it to happen.

A new reality

This comes as a welcome relief for business executives and owners who experience it. Many have waited years—if not decades—for a transformational change to break through the crippling inertia that has held their organisations back for so long. For them, it is a surreal experience.

For the first time they see their people step-up and take on things that have never been tried in the

past. The “immense challenges” for which their teams had once laboured for several months at a stretch, have become so much smaller in an instant—and easily attainable. A new paradigm exists in the minds of their people. This paves the way for a totally different line of thinking. A compelling confidence spreads across the organisation.

The key ingredient

But how can an organisation move into this new state of existence? There are many contributing factors to achieve this—far too numerous to address in this article. However, one stands out head and shoulders above all others—“**emotional engagement**”. When stakeholders in the development or change process

feel that they truly ‘own the process’—that it is ‘theirs’ and that they are an ‘intrinsic part’ of it—they are less likely to resist it, and more likely to positively influence others. They become a part of the solution, not the problem.

“When stakeholders in the development or change process feel that they truly ‘own the process’, and that ‘they are an intrinsic part of it’, they are less likely to resist it.”

I interviewed many HR professionals from around the world who were involved in organisational development projects, for an Oxford thesis exploring the impact of emotional engagement during times of change. And the results were emphatic.

HR professionals reported that their organisations achieved far greater results when significant levels of emotional engagement were attained throughout the process. Equally, when widespread emotional engagement was absent, business results sharply declined and outcomes were much harder to achieve. In some cases, the lack of emotional engagement caused significant declines in revenue, and particularly, customer service. In the worst cases, projects were terminated or had to be re-started if emotional engagement dropped below a certain level.

The critical factors

Emotional engagement is attained through various drivers such as:-

- (a) Participation
- (b) Education
- (c) Communication

My research uncovered two critical factors that were important in the delivery of these drivers, especially during times of organisational change. The first

factor relates to the level of emotional engagement required to significantly motivate people. I discovered that the depth of engagement needed is much greater than what many realise. Often HR professionals think, “*as long as we have good ‘engagement scores’ on our surveys, we’ll be okay...*” But the harsh reality is that when an individual or group of stakeholders are faced with ‘confronting choices’ in a change process, a very deep level of engagement is ‘a must.’ And, more often than not, that level and depth is underestimated.

I can still vividly recall the Vice President of HR from a global multi-national come up to me after a workshop and say, “*it’s very clear to me that the results you are getting are from a much deeper level of engagement with our people than what we have been seeking in the past.*”

And that pretty much sums up the views of many people that I work with once they see for themselves the true power and impact of emotional engagement.

The second factor is the style in which emotional engagement is delivered. It cannot be simply delivered in an ad-hoc way. It needs to be multi-pronged, strategically planned, and consistently delivered. Moreover, an organisation cannot simply ‘go through the motions’ of all of the different ways of engaging with people and expect results. They must be delivered with absolute transparency and with a genuineness that people ‘feel’ rather than just observe.

Stakeholders quickly pick up on inconsistencies. I have seen some leaders try to ‘fake it’—telling their people that they “genuinely want to listen to them and implement their ideas”—and then go about doing the exact opposite, either advertently or inadvertently. This kind of activity jeopardises projects, destroys credibility and makes any kind of change extremely difficult. And, of course, it is very costly!

The cost of ‘not engaging’

The true cost of ‘not engaging’ with stakeholders is very high, indeed.

When such projects fail or have to be re-started, the ‘new investment’ required will be a minimum of three to five times higher than what it would have cost if it was implemented professionally in the first place. It is far more efficient and cost effective to realise these realities upfront and to truly emotionally engage with stakeholders right from the beginning.

The good news

However, for those who recognise the need for emotional engagement, the good news is that the benefits of investing in it considerably outweigh the cost. When high levels of emotional engagement result in strong momentum in an organisation, and where that momentum takes hold across multiple groups and levels, the results can be astounding.

So, the next time you are considering changing or transforming your organisation, perhaps give thought to emotional engagement’s compelling impact. You might just find that if you do it well enough, your programme will ‘take off’ and achieve much more than what you ever imagined. 

About the Author

Anthony Mitchell is a Transformation Consultant who has worked globally for 20 years helping to “move organisations”. He helps them to grow, develop and change—assisting them with their strategy, operations and structure, change management and performance management programs. Holding an MBA (Exec) with a major in Strategy from Sydney University and being an Oxford University educated leadership specialist, he also coaches and trains executives and teams in leadership and management development. He speaks regularly at industry events. He can be reached at AMitchell@StrategicTransformation.com

Driving Inclusion & Diversity through ERGs

BY MONIKA NAVANDAR

We are in an era where job-hopping is an acceptable norm. Attractive perks and benefits that once encouraged lasting employee loyalty have become relics of the past. Employees' productivity depends on both retention as well as engagement at all levels of the enterprise. According to Gallup's 2017 *State of the Global Workforce* report, about 85% of employees worldwide are either 'not engaged' or 'actively disengaged' at work—costing approximately \$7 trillion in lost productivity.

So how can employers encourage engagement in today's job market? Well, one excellent answer is Employee Resource Groups (ERGs).

What is an ERG?

Employee Resource Groups, a.k.a. Employee networks, affinity groups, team member networks, business resource groups, inclusive resource groups, etc., are employer-recognized groups of employees who share the concerns of a common race, gender, national origin, or sexual orientation—characteristics protected in some instances by law and in many organizations by company policy. According to Catalyst, a global non-profit, ERGs are *"voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives."*

Apart from gender/race/ethnicity, some of the popular groups acknowledged today are veterans, people with disabilities, LGBTQ+, and single/working parents.



Benefits of ERGs

Gives Employees a Voice

Individual employees may find it difficult to approach managers/management on their own and draw attention to their concerns. ERGs help these individuals raise their concerns as one entity that can be heard, valued and engaged at all levels.

Drives Innovation

As employees interact with different departments, share their experiences, tips and tricks, conversations can spark new ideas and strategies. Utilizing ERGs for focused group discussion elicits diverse point of views. It also helps in developing a more refined and researched strategy/campaign ready for a

successful launch, thereby driving great results for the business.

Enhances Organizational Culture

When cross-team interactions take place, it fosters cooperation and company alignment. The organization feels more like a collective enterprise than a bunch of small parts.

Boosts Engagement

Appointing Executive Sponsors for ERGs helps employees in developing trust in leadership. It increases their drive to perform well and be satisfied at work.

Unintended Consequences of ERGs

Despite ERG's efforts in driving Inclusion & Diversity, there are some unintended opposite outcomes:

Feeling of exclusion in majority groups

Personally, as an employee and as a consultant, I have had friends and colleagues share that they felt excluded and discriminated against because of women and other minority ERGs.

Strained relationship with top management

ERG participation may lead to discrimination because the Executive Sponsors have the ability to affect promised jobs and bonuses.

Race to secure annual funds

Various ERGs compete for funds, which leads to a divide among different groups.

Lack of engagement

Many ERGs lack participation and are considered a waste of time.

However, if carried out correctly, ERGs can be hugely beneficial.

Best Practices in Top Companies

ERGs have traditionally supported the company's community initiatives. Here are some of the best practices recognized worldwide that you could keep in mind while developing your own:

Establish Goals and Objectives

Stay away from stereotypes related to demographics (for example, an All Women Group) and focus on promoting and highlighting diversity by establishing SMART Goals. While a women ERG could focus on helping the company recruit, train and retain a higher percentage of women and further penetrate better into the female consumer market, men are also needed as allies. Make sure the group is "Open to All" and not just female employees.

For example, at *PayPal*, each ERG group is Open to All – Unity (Women's Group), Opportunity (Specially Abled), Serve (Veterans), Amplify (Black Employees), Aliados (Latinx) and Pride (LGBTQ+).

Leadership Commitment

ERGs can provide executives with insights into their employees' concerns, ideas, interests, overall alignment with the company, and

even further. So, rope in leadership, hold them accountable and appoint them as Executive Sponsors for the ERGs.

For example, *AT&T's* Community Network partners are working on the company's Executive Advocate Program (called Champions) to identify and cultivate high-potential leaders. This has resulted in pinpointing more than 30 high-potential individuals at the VP level.

Promote various Alliances

Fostering communication between ERGs ensures that all team members are working toward the same goals. They can support each other while facing similar obstacles and keep the company goals aligned.

Some of the top global companies to work for, host an *Annual ERGs Meet* to showcase the achievements & impact of each ERG in the presence of the Senior Leadership. They also *utilize online platforms* such as Jive and Yammer to connect all their ERGs and Chapters worldwide to leverage synergies and drive a culture of Inclusion and Innovation.

Culture of Inclusion

One of the main aims of ERGs is to give under-represented voices an opportunity to communicate with each other and with managers/management. Groups should be able to hold one another accountable through feedback, honest dialogue between demographics and engaging employees at all levels. Leverage your ERGs for Talent Acquisition, Onboarding & Development.

Ernst & Young has groups for working mothers, veterans, cancer survivors, French speakers, etc., all of which are encouraged to advocate for key populations.

Marketplace Insights

Leverage ERGs to learn more about your diverse customers, markets, reputation drivers and increase your market share.

Amazon's LGBTQ+ group, *Glamazon*, is a perfect example. They played a key role in developing the "Transgender Guidelines and



Toolkit". Amazon cares for its millions of customers and understands that transgender employees are an important part of the team. 

References:

<https://www.gallup.com/workplace/231668/dismal-employee-engagement-sign-global-mismanagement.aspx>
<https://www.diversitybestpractices.com/employee-resource-groups>
<https://www.catalyst.org/topics/ergs/>
<https://www.paypal.com/in/webapps/mpp/jobs/culture>
<https://blog.aboutamazon.com/working-at-amazon/a-look-at-glamazon-through-the-years>
https://www.ey.com/en_us/diversity-inclusiveness
https://about.att.com/ecms/dam/pages/Diversity/Annual_Report/ATT_DI_Report_DIGITAL_5.pdf

About the Author

Monika Navandar has 15 plus years of diverse HR experience in multiple industries in both the emerging and developed markets. She has been in various leadership roles in India, USA, Singapore, Dubai, and South Africa, supporting global C-suite leaders. Monika is the Founder of NeoSeven Solutions and has a dynamic partner team of senior leaders across the globe. She is a part of the Harvard Business Review Advisory Council for the past 3+ years. Formerly, she has worked with Johnson & Johnson, Volkswagen, Merck Pharma, HSBC, and IBM. A Thought Leader in Diversity & Inclusion, Cultural Agility & Talent Management, she also speaks at worldwide platforms. To learn more about how to start/maintain/enhance an ERG, reach out to Monika at inquiry@neoseven.in. She can also be reached on LinkedIn at—Monika Navandar.

PAST EVENTS

6th IAF India Facilitators Conference 2019

DATE : November 15-16, 2019

VENUE : The Umrao, New Delhi

ORGANISERS : International Association of Facilitators

The International Association of Facilitators organised 6th edition of "India Facilitators Conference 2019" on November 15 to November 16, 2019 at The Umrao in New Delhi.

The conference themed "Facilitation: Key to Engagement and Impact" was attended by more than 150 delegates from India and abroad. The delegates consisted of corporates, NGOs, Education institutions and OD and Training firms. The Group Facilitation used creative processes to engage individuals and groups to harness collective insights, enhancing their belief in the synergistic power of 'We'.

The IAF received nearly 50 proposals for facilitating sessions at the conference. An international jury selected 20 proposals for facilitation in the conference following a rigorous process which included blind selection where the names of the proposals were hidden. The Facilitation Impact Awards (FIA) award for India was also given out during the conference.

Human Capital was the media partner for the session. Some of the other sponsoring partners were C2C OD, Lumina assessments and 3M among others.



Exito 'HR World SUMMIT 2019'

DATE : November 21, 2019

VENUE : Courtyard by Marriott Mumbai International Airport, Amber Ballroom, Mumbai

ORGANISERS : Exito Media Concepts Pvt Ltd

The HR World Summit themed "Empowering the people who drive business" was held on November 21, 2019 at the Courtyard by Marriott Mumbai International Airport, Amber Ballroom in Mumbai.

The Summit focused on rapidly evolving roles in Human Resource Management space where 120 plus

top HR leaders from across industry verticals shared their knowledge and insights with the attendees on topics like Organisational Design and Culture, Employee Recruitment, Engagement & Performance, HR Strategy & Management, HR Technology / HRIS, Workplace wellness and more.

Some of the esteemed speakers for the conference this year were, Raju Mistry (CHRO - Cipla), Harjeet Khanduja (Vice President Human Resources - Reliance Jio), Sachin (Sadashiv) Narke (Chief Learning Officer - Forbes Marshall), Amit Sharma (CHRO - Volvo Group India), and more. The summit will help very pertinent discussions on business

strategies and digital transformation tools to enable the latest finance functions and operations over the day.

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



**THE LEADING HR
TRANSFORMATION SUMMIT**
21 November 2019 | Mumbai, India



FICCI Innovation Summit 2019

DATE : November 25- 26, 2019

VENUE : Taj Palace, New Delhi

ORGANISERS : Federation of Indian Chambers of Commerce and Industry (FICCI)

The Federation of Indian Chambers of Commerce and Industry (FICCI) hosted the Innovation Summit 2019 on November 25 and 26 at the Taj Palace in Delhi.

The conclave saw innovation evangelists and industry stalwarts who discussed and fostered the culture of innovation.

The summit conceptualized by FICCI HR Committee focused on 3 key tracks - Organizational Design and Capability building to Create a Culture of Innovation; HR Technology - Cobots & Humans Driving Innovation and How a Culture of Equality and Inclusiveness drives Innovation.

Eminent speakers of the event were Anil Sachdev, Founder & CEO, School of Inspired Leadership; Dr. Prince Augustin, EVP, Group Human Capital



Leadership Development at Mahindra & Mahindra ; Harshvendra So in, Global Chief People Officer at Tech Mahindra Ltd ; Veena Swarup Former Director HR at EIL ; Ranjan Kumar Mohapatra , Director HR, Indian Oil Corporation Limited; Rajeev Dubey, Chair, FICCI HR Committee Group President (HR & Corporate Services) & CEO (After Market Sector) Mahindra & Mahindra Ltd.; among others.

2nd Edition CSR Summit and Awards

DATE : November 28- 29, 2019

VENUE : Renaissance Mumbai Convention Centre Hotel, Powai

ORGANISERS : UBS Forums

The second edition of CSR Summit and Awards 2019 III took place on November 28 and 29 at the Renaissance Mumbai Convention Centre Hotel in Powai.

The Summit featured industry's leading CSR experts within India who inspired and shared the best CSR practices with the delegates.



The two-day event saw the deliberation of new forward thinking solutions to society issues where leading CSR and sustainability figures addressed the current complexities.

Dr. Pragnya Ram, Group Exec. President -CSR at Aditya Birla Group; Shubha Shekhar, Director Human Rights at Coca Cola; Nusrat Pathan, CSR head at HDFC Bank; Saurabh Singh, President at ICICI foundation; Anirban Ghosh, Chief Sustainability Officer at Mahindra Group, were some of the key speakers.

The dynamics of business are changing right before our eyes and whether we acknowledge it or not, we can't escape its impact. The 2013 Act has introduced several provisions which would change the way Indian corporates do business. CSR is one such niche area of corporates & governance that needs to get aggressively addressed & implemented considerably in the organizations.

In the meantime, CSR can be named as a successful advertising apparatus that synergizes the endeavors of corporate and the social part offices towards economic development and improvement of the societal targets on the loose.

GEO 10th HR Convention

DATE : November 30, 2019

VENUE : Grand Mercure Vadodara
Surya Palace in Vadodara, Gujarat

ORGANISERS : Gujarat Employers' Organisation (GEO)

The Gujarat Employers' Organisation (GEO) organised the 10th edition of HR Convention on November 30, 2019 at the Grand Mercure Vadodara Surya Palace in Vadodara, Gujarat.

The full-day event brought together Industry Captains and HR leaders from progressive organisations who shared their thoughts on Workplace 2030, scope of Robots, Artificial Intelligence & Machine Learning in HR, Socio & Legal Ramification of Machine replacing Humans and much more.

The HR convention witnessed four power-packed technical sessions. Dr. Ketan Patel, Chairman & Managing Director at Troikaa Pharmaceuticals Ltd. was the Chief Guest of the event.



Several key leaders who attended the event included Srinivas Chunduru, Group CHRO, Ola and CEO, Ola Skilling; Max William D'Costa, Director, UX and Customer Experience Practice, Quinnox; Nabomita Mazumdar, founder of Nabomita.com; Prof. Silpy Gupta, Management Educator and Behavioural Trainer and Prasanth Nair - Co-Founder - Asynithis (Indus Partner).

Gujarat Employers' Organisation (GEO) emerged in 1979-80 with a view to promote solidarity amongst employers and facilitate cordial relationships between employers and employees. It is a Vadodara based organisation having more than 300 members primarily consisting of small, medium and large enterprises.

The organisation aims at enriching human skills and providing a platform to connect and collaborate. It is a nodal agency for the prestigious Prime Ministers Shram Award in the state of Gujarat. It is also associated with AIOE and ILO.

UPCOMING EVENTS

18th Bangalore HR Summit 2019

DATE : December 13-14, 2019

VENUE : Hotel Royal Orchid, Bengaluru

ORGANISERS : Institute of HRD

Institute of HRD, will be hosting the 18th Bangalore HR Summit 2019, on December 13-14 at Hotel Royal Orchid in Bengaluru.

The two-day HR Summit will see professionals from India, Asia Pacific and Middle East Countries are expected to participate and deliberate on the theme "Future of work and workforce Management". HR Directors of leading companies including Wipro,

Mphasis, Capgemini, Oracle, Cleartrip, Denave, QAI, Vimeo and Quess Corp will be addressing the delegates on a wide range of issues revolving around the theme.

HR Summit highlights include Keynote addresses, Master Class, Talk Show, Interviews with HR leaders, and presentation of HR awards.

Several well-known HR leaders who are expected to address the two days deliberations are Praveen Kamath, GM-HR, Wipro Ltd.; Prasad Menon, Global Head - Human Capital at Cleartrip.com; Satish Rajarathnam, SVP & Global Head of Strategic Resourcing, Mphasis; Ekta Singh, VP-HR(NA-BU), Capgemini; Kameshwari

Rao, Group VP- People Success-CTO, Publicis Sapient; Anita Guha, CIO- Talent Advisor, IBM; Shilpa Vaid, Ex-Chief HR Officer, Arvind Lifestyle Brands Ltd.; Prakash Hegde, Vice President- QAI India and Uma Avantsa, Vice President - Operations, Vimeo Technologies.



Appointments



Tata AIG General Insurance Appoints Jitesh Bawa As SVP-HR

Tata AIG General Insurance Company limited has appointed Jitesh Bawa as the Senior Vice President- Human Resources. And, prior to joining Tata AIG, Jitesh was associated with Edelweiss General Insurance Company Limited where he served as Chief Human Resource Officer for more than two and a half years. Bawa began his career as the HR Manager at GATI Limited in 1996. He holds a BSc. Degree in Mathematics from Delhi University and a Master's Degree in Human Resources from Bharati Vidyapeeth.



ROINET Appoints Subhankar Ghose As CHRO

ROINET has hired Subhankar Ghose as the Chief Human Resource Officer. Subhankar is a People Management Professional and IIMA Alumnus with over 19 years of experience. In his earlier stints, he has skilfully handled talent management, compensation and rewards, organisation & change management, and HR Business Partner roles. Subhankar has worked with numerous organisations such as ABP News, Muthoot Fincorp, ICICI Prudential, and Sahara Global.



Aditya Birla Group Elevates Ravi Mishra as SVP-HR, Global Epoxy Business

Birla Carbon has elevated Ravi Mishra, former regional HR Head, South Asia and Middle East, to the position of Senior Vice President- HR, Global Epoxy Business. Before joining Birla Carbon as the regional HR head, South Asia and Middle East, he was the AVP-HR, UltraTech Cement for nearly four years. He began his journey at the Aditya Birla Group as the general manager, HR, Aditya Birla Chemicals Division. He started his career as senior executive at Nicholas Piramal.



Microland Appoints Ramya Sampath Sharma As Chief People Officer

Microland has appointed Ramya Sampath Sharma as the Chief People Officer. In a career spanning 24 plus years, Ramya comes with a multifunctional HR experience and a proven record of driving HR solutions focused on business growth. Prior to joining Microland, Ramya served as Managing Director, Human Resources & Talent Strategy at Accenture. Before this, she worked with Intel Corporation for 14 years as HR Director and Head of HR for Asia Pacific and Japan where she led a multifunctional team of human resource professionals supporting businesses in the APAC & Japan regions. Ramya is an alumnus of XLRI Jamshedpur.

NOW HIRING



HR Mobility Process Leader Capgemini Technology Services India Limited

Looking for HR Mobility Process Leader and the role primarily comprises of the following broad responsibilities- Investigate all employee grievance escalations to leadership team independently, Connect with employee stake holders to close all cases, Keep a track of all such cases with periodic reporting to leadership coordinating with internal legal team on such cases as and when required.

Experience : 9-12 Years
Location : Mumbai
Job ID : 311019910988



Recruitment-Talent Acquisition Accenture Solutions Pvt Ltd

Hiring for Recruitment-Talent Acquisition. In this role you are required to identify and assess complex problems for area of responsibility. The person would create solutions in situations in which analysis requires an in-depth evaluation of variable factors. Requires adherence to strategic direction set by senior management when establishing near-term goals.

Experience : 9-10 Years
Location : Bengaluru/Bangalore
Job ID : 61119002605



Global HR Data Controller and Analytics Software One India Pvt Ltd.

Looking for Global HR Data Controller who will be responsible for controlling our global set of HR data of our recently implement HR IS system Microsoft Dynamics 365 TALENT. Maintain accurate 365 talent data, Monitor & follow up with the global HR organization. Maintain and develop training material and provide on going training to current and new users. Manage access/rights & security profiles, standard HR data reporting & monitoring; standard reporting to the board and sr HR management reporting, Ad hoc reporting.

Experience : 10-12
Location : Gurgaon
Job ID : 41119905276



Talent Acquisition - Sales Hiring SAP Labs India Pvt. Ltd.

Looking for Talent Acquisition - Sales Hiring and Responsibilities include: Collaboration with key business and HR partners to understand and help determine short and long-term talent acquisition needs to meet business objectives. Develop strong and effective partnerships with business leaders, executives, HR Managers and to advance talent acquisition initiatives.

Experience : 7-12 Years
Location : Mumbai
Job ID : 231019907183



Senior Manager - HRBP Flipkart

Hiring for Senior Manager - HRBP with responsibilities to align business practice with people to drive effective performance. Identify, analyse, scale and implement best practices suited for the organization through effective HR. Develop effective partnership with employees, managers and ensure positive work environment. Create a robust employee network. Work towards enhancing business performance through efficient business partnering. Look for ways to proactively improve enhance processes.

Experience : 5-10 years
Location : Bengaluru/Bangalore
Job ID : 221019009693



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

Looking for Trainer, facilitator & coach sales talent who will be responsible in creating, delivering and curating targeted competency building interventions including trainings, coaching & behavioral change management required to address Skill Gaps needed to be successful in the competitive market place.

Experience : 10-15 Years
Location : Bengaluru/Bangalore
Job ID : 101019002570



Human Resource Manager Kotak Mahindra Bank

Looking for Human Resource Manager: The Ideal Candidate will support the full scope of Human Resources Responsibilities and partner with the organisation on strategic initiatives. They will maintain and enhance the organisation's human resources by planning, implementing and evaluating human resources policies, programs and practices. Responsibilities include talent management, talent development & engagement.

Experience : 7-12 Years
Location : Ahmedabad
Job ID : 91019904579



Senior Manager - Administration Indian Institute for Human Settlements

As Senior Manager Administration, you will need to manage the entire administration function in the location independently, under the guidance of the Head Operations & Administration. The ideal candidate will establish positive and professional relationships with multiple stakeholders across the organization and ensure consistent compliance with administration processes and policies across the institute. The position will be part of the Administration function at IIHS.

Experience : 10-15 Years
Location : Bengaluru/Bangalore
Job ID : 161019008522



INDIA'S LARGEST RECRUITMENT PLATFORM

Offering Campus to Leadership hiring solutions



TO BOOK A DEMO

Call us now:  18001025080  rmstraining@naukri.com



Total Rewards For Inclusive Growth

Organisations are going digital and drive various recognition efforts with a wide variety of rewards for employees. Rewards and Recognition approaches will be therefore be tailor-made to cater to employee needs.

BY SAJIT T.C.

Employee recognition is vital for a company's success since it motivates employees to deliver, thereby enhancing the productivity of the company. Organisations have embarked on a Total Rewards approach to recognise performers that include monetary and non-monetary rewards, and this could include personal growth opportunities as well.

Companies are working to bolster employee engagement and retention by developing a strong Employee Value Proposition that demonstrates a dynamic relationship between the company and its employees. This is done to articulate their approach through annual total rewards statements, detailing rewards already received by the employee and those anticipated in the future. This determines Employee Value Proposition and drives organisations to place a monetary value to their rewards to evaluate the Return on Investment.

Some of the standard practices for formal Rewards and Recognition are:

- **Base Pay:** To help signal recognition of hot skills/ tenure and loyalty and other factors by determining the pay levels vis-à-vis internal and external benchmarks.
- **Salary Increments:** Consists of merit increases and market corrections. Merit increases are linked to employee performance and salary levels. Market corrections may be given to employees with below market salaries based on tenure, performance, hot skills and compa-ratio/range penetration criteria. This process helps drive internal and external equities. In many developing

markets such as India, salary increments are essential to provide real increase in compensation levels vis-à-vis increases in cost of living.

- **Short term performance-linked pay:** This is a core component for recognising and differentiating high performers. Typically paid on a quarterly/half yearly/annual cycle, performance-linked Pay is the direct link between organisational and individual performance, and therefore provides the highest RoI among all the elements of Rewards.
- **Long term incentives:** This is typically in the form of deferred cash or stock options, Restricted Stock Units etc. Such a rewards mechanism is especially popular among start-ups and listed companies.
- **Recognition schemes:** For top performing individuals and teams at different intervals these can be Spot Awards, Gift Vouchers, and similar awards for individual and team contributions. As organisations collaborate to drive projects and achieve key business outcomes, a trend of higher recognition of cross-functional teams gains prominence.
- **Service Awards:** A loyalty recognition to long-serving employees
- **Job Promotions/High-value training programmes:** Through these learning and career development opportunities, organisations recognise talented employees and build a talent pipeline for the future.

Role of recognition in driving values

Values-driven recognition is a major trend amongst large and medium-

sized organisations. The emphasis is on recognising employees and teams who have contributed towards developing an organisational culture and lived up to the company's values. Peer acknowledgement through spot recognition or appreciation messages go a long way in ensuring recognition which is crucial for the millennial workforce.

Rewarding employees during employee forums and town halls will make a huge impact as it will motivate others to perform. Internal display boards, intranet portals, or any social media platforms can be used to call out achievers. Forums for interacting with the leadership team and celebrating organisational milestones through events and get togethers will prove to be ideal platforms to recognise individuals and bolster workforce morale.

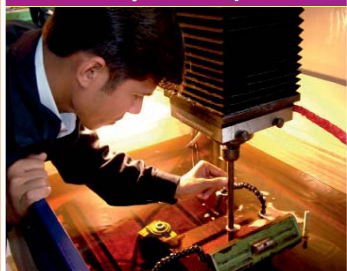
Organisations are going digital and drive various recognition efforts with a wide variety of rewards for employees. Rewards and Recognition approaches will be therefore be tailor-made to cater to employee needs. 

About the Author

Sajit T C is the Chief Human Resource Officer, Bengaluru International Airport Limited. In a career spanning 27 years across sectors such as Oil, Steel, Telecom, Financial Services and Aviation, he has held senior leadership roles in Tata Motor Finance, Tata Teleservices, Bharti Airtel and Essar Group. Sajit is also a certified Corporate Director by the Institute of Directors.

A Preferred Agency for Execution of CSR Skill Development Project for PSUs

Machinist (Machine Operator)



Refrigeration & Air-conditioning



Welding Technology



Four Wheeler Repair & Maintenance



Solar PV Installer (Suryamitra)



Garment Making / Basic Sewing Operation



and many more.....

FEATURES

- Implementing partner for many reputed PSUs.
- State-of-the-art infrastructure and equipments.
- Excellent contacts with Industries / Employer for sustainable placement.
- Curriculum are NSQF aligned.
- Selection of youths from rural India (including Aspirational Districts of M.P.).
- Focus on Technical Skills to make youths readily employable.

For further details please contact:

Chief Marketing Officer

Centre for Research & Industrial Staff Performance

(Established under Indo-German Technical Cooperation)

Shyamla Hills, Bhopal-02, Ph.: 0755- 2661401 Fax :4220022

Mob : 9425302725, 9826334406

Email: rmaheshwari@crispindia.com; faisal@crispindia.com

Website : www.crispindia.com

Approved NSDC Partner



XLRI
Xavier School of Management
For the greater good

RESPONSIBLE GLOBAL LEADERS OF TOMORROW



Class of 2019

For the Greater Common Good

XLRI, a respected Management School recognized for far-reaching contributions to management education beckons all aspiring leaders of tomorrow. With highly qualified full-time faculty, world-class library, superior IT-infrastructure, state-of-the art auditoriums, excellent sports facilities & comfortable student residences, XLRI is an institution that helps to mould responsible leaders who will shape a sustainable future.



Responsible Leaders. Sustainable Future.



Discover more about XLRI at:
www.xlri.ac.in

Genesis 5416