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THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS

Social media has opened the doors of the organization for those on the outside. It has also given way for HR and Managers to engage with their employees, as well as with candidates and alumni.

Managers can use tools like Yammer to get a quick look at what people in their teams are doing and give their inputs. They can use Twitter to share information with people who could be interested in the company, and its new job openings. They can contribute to the company's Facebook page, specifically the careers section, to give people a place to share their 'like' for the company as an employer. They can contribute to industry blogs and discussion forums to provide thought leadership and add further to the company's brand equity.

Social media has moved from being just a platform to connect with friends, to being a relevant channel for broadcasting information and opinion for individuals and organizations, alike. Within the organization too, social media creates the network for customers, employees, partners and suppliers, and gives them an equal chance to voice their views. The 2011 McKinsey Report - *How social technologies are extending the organization,* found statistically significant correlations between market share gains and organizations using social tools both externally and internally. The report predicts that competition will only increase as the adoption of social tools continues to grow and as progressive companies use them to improve their structures and processes. The way forward, the report suggests, is integrating web technologies into the daily workflow, and include all stakeholders in the network. This is the most effective way to become more networked and to maintain competitive position.

This month's cover story "Adding Madness to Method" attempts to decode what 'being social' means to the organization and more specifically how organizations can embrace the 'madness' and leverage it to their advantage. The talent management function too has much to gain from this disruptive innovation. The story details examples of how companies in India are leveraging social media applications for recruitment, learning, recognition and engagement. A ready-made list of tools applicable to talent management has also been included in this fascinating story.

To complement the cover story on social media, this issue also covers the findings of the "Millennial Workforce Study" by The Academy of HRD, IKYA Human Capital Solutions and MTHR Global, the first in-depth research on Gen Y professionals working in urban India. This study on the characteristics of this generation serves as a support to the underlying need for organizations to adapt to the new demographic realities of this ambitious, optimistic and purposeful generation.

As the year shapes up with exciting stories, we invite you to share your views and give us your suggestions. Please do write to us at editorial@peoplematters.in or tweet @peoplematters2
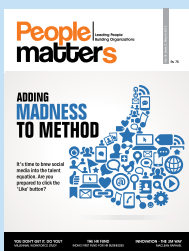
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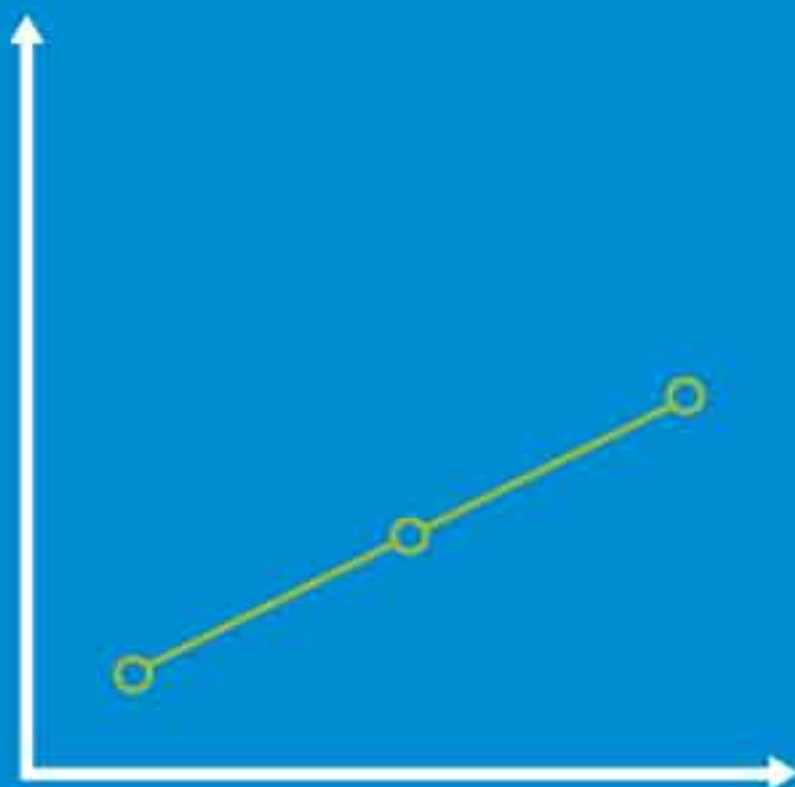
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Aadil Bandukwala	Jay Pullur
Rajiv Dhingra	Srinivas Rao
Gautam Ghosh	Subash A K Rao
Neelam Gill	Maclean Raphael
Nandita Gurjar	Zohdi Rizvi
Rick Itzkowich	Gurmeet Singh
Sanjay Modi	

Contributors in this issue

Prarthana Alley	Vivek Paranjpe
Abhijit Bhaduri	Elango R.
Dr. Tanvi Gautam	Nisha Raghavan
Humair Ghauri	Ralsi Sharma
Rajesh Kamath	Dr. Mrityunjay Srivastava
Dr. Anil K. Khandelwal	Dr. Mary Young

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Talent Acquisition Advisor, Dell India

NANDITA GURJAR
SVP and Global Head of Human Resources, Infosys Technologies

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Letters to the editor

HR entrepreneurs - great issue!

Referring to the February issue of *People Matters*, it is really great to see the story featuring a company like IKYA, which has grown to become such a great brand in a very short span of time. My best wishes for its common goal of going public in the nearest future. I would be keen to see it growing big and globally in the arena of HR managed services.
- *Dominic Jose, Bangalore*

Thank you *People Matters* for providing success stories from the HR space.
- *Ashish Jaiswal (online)*

***

I wanted to compliment the *People Matters* team. I just saw the last issue and I think you are doing an amazing job. This is a much needed magazine and I do hope you have plans of expanding across Asia.
- *Kalpana (online)*

A great column on leadership

I was delighted to see a new column on leadership by Dr. Anil K. Khandelwal. I congratulate you for persuading an 'HR professional turned CEO' to contribute regularly to your esteemed magazine. He is perhaps the only HR professional who has demonstrated that excellent business results can be achieved through the use of intangibles. Through his game changing initiatives in transforming a large public sector bank like Bank of Baroda, he has enhanced the credibility of HR professionals. His call to HR professionals to target CEO positions and look beyond, is timely. Congratulations.
-*Indru Balchandani, PAD Consultancy, Mumbai*

Total rewards special

The Total Rewards special in the February issue of *People Matters* was very timely as most companies would sit down to define their Total Rewards for the new FY. The information you have shared is a great input for practitioners to learn about the various options available and also the expected trend in the new year.

- *Ashish (online)*

Great insight

The *People Matters*-Kronos survey on workforce productivity is a great insight on how companies can effectively influence profitability if they pay adequate attention to workforce productivity and its measurement. The many quotes from HR experts from the industry made it even more interesting.
- *Padma (online)*

The transition is important

I particularly support and endorse point no.3 in Elango's February column, that 'HR is a specialist role, not a generalist role'. When I made a transition from the mainstream to HR, I ensured that I got skilled and trained. This is one of the key reasons why many business heads who are moved to HR fail. Though it is not essential to have a formal degree - it does help to know the terminologies and how HR functions. I am hopeful that there would be many who agree!
- *Brillian S K (Online)*

Excellent feature on C&B

Excellent stuff on compensation analysts as presented in the recent issue of *People Matters,* which carried the Rewards Special.
- *Manoj Kumar Sharma*

Raising the bar, each time

The January issue on '12 Trends for 2012' was awesome. It is a pleasure to read this issue. You are raising the bar each time. Such a pleasure to read PM – people matters!
- *Deepak Deshpande, VP-HR, Netmagic Solutions*

Anxious for every edition

I wait for the *People Matters* edition each month as I would for India Today or CSR, as a kid.
- *Priya Singh (via Twitter)*

Valuable content

I am glad to read the article titled 'Resume Writing: The most vital step in landing a job'. Such articles add value to your content.
- *G. Balaji (Online)*

Fantastic issue

I have been reading *People Matters* since January this year and it is indeed fantastic and full of inspiration.
- *Ali Zaidi (via email)*

Send your comments at editorial@peoplematters.in/info@peoplematters.in

UPDATE

Four Indian B-schools among Top 10 in Asia Pacific

According to the QS Global 200 Business Schools Report, Indian business schools have strengthened their standing among international employers as four Indian institutions have made it to the list of Top-10 b-schools in the Asia Pacific region. The four Indian b-schools that have made it to the Top-10 among Asia Pacific region are the Indian Institute of Management, Ahmedabad (IIM-A) (2nd), Indian Institute of Management, Bangalore (IIM-B) (5th), Indian School of Business (ISB) (7th), and the Indian Institute of Management, Kolkata (IIM-K) (8th). Besides these, there are two other business schools that got featured in the list viz. SP Jain Institute of Management and Research at 16th rank and the Indian Institute of Foreign Trade, which made the cut this year for the first time at 21st place.

Overall, INSEAD - Singapore is the preferred choice among employers, retaining its position in the top spot of the Asia-Pacific rating for 3 years running. However, the schools that have shown the biggest improvements in employer opinion this year are Indian Institute of Management, Ahmedabad and the Indian Institute of Management Kolkata, both of which jumped four places up the ratings.

Flexible working practices lead to rise in revenue and productivity

According to a new global research report by the world's largest provider of flexible workplace solutions, Regus, based on responses from 16,000 senior business managers in 80 countries; 72 percent of global businesses reported that increased productivity is a direct result of flexible working practices. Further, 68 percent firms declared that flexible working has led to staff generating increased revenue. In the Indian context, 79 percent of Indian companies surveyed said that their productivity increased due to flexible working practices, while 77 percent linked increasing revenues directly to flexi-working. Further, 72 percent of respondents say that workers in their company feel healthier, thanks to flexible working.

The report points out that small businesses have embraced flexible working more readily than large ones, with 85 percent of employees saying that their company works more flexibly than it used to as compared to 67 percent of large businesses. Besides, flexible working is being successfully used as an important talent retention tool.

Only 25 percent engineering graduates are employable

The Indian IT industry is expected to grow at 16.3 percent and reach $225 billion by 2020 from the present $69 billion. However, the projections could go awry if the knowledge and skill sets of engineering graduates are not able to meet the industry requirements. According to Kiran Karnik, former NASSCOM chief and present member of Scientific Advisory Council to the

> **Only 25 percent of fresh engineering graduates are directly employable,** as the current education system has not been updated as per the modern requirements

Prime Minister, only 25 percent of fresh engineering graduates are directly employable, as the current education system has not been updated as per the modern requirements. This calls for a coordinated effort by the IT industry and academia for making fresh engineering graduates employable. The industry, on its part, needs to convey what are the necessary contents to be included in the curriculum and the academia can support the same by implementing it in true spirits.

Lower salary hikes, but not for CEOs

According to Aon Hewitt's 16th Annual India Salary Increase Survey, salary increases in India are projected to be 11.9 percent, marginally lower than the actual increase of 12.6 percent in 2011. The number mirrors a positive yet cautious outlook as organizations strive to take a balanced view in light of the uncertain economic environment. "While organizations across industries are keeping a keen and watchful eye on this oscillating macro-economic environment, the number reiterates that organizations are taking a long-term view on talent," said Sandeep Chaudhary, Practice Leader, Compensation Consulting.

The front runner for this year's salary increase is the pharmaceutical industry, with a projection of 13.3 percent for 2012, riding high on a surging year-on-year growth with a CAGR of 11 percent. With a CAGR of 15 percent, engineering design/services projects the second highest salary increase of 13 percent, which is 1.1 percent higher than the India average. Infrastructure, heavy engineering, Fast Moving Consumer Goods (FMCG) and Fast Moving Consumer Durables (FMCD) sectors continue to get higher salary increases than the country average for the second year in a row. Plagued by various regulatory hurdles, policy issues and the slowdown in the global economy; telecom and financial institutions have projected the lowest salary increases for 2012 at 11 and 10 percent, respectively.

According to yet another survey by global consulting firm Hay Group, the average salary of top CEOs in India has risen to Rs. 2 crore, up by close to 30 percent in the last one year. The study which covered 87 top Indian and MNC CEOs, operating across industry domains, found that some 50 percent of them are now in the Rs 2 crore per annum category and 12 percent are in the Rs 7 crore category. According to the study, the Indian CEO market has always seen a large pool of "operationally-excellent" CEOs, but a constant scarcity of "managing-business" CEOs, has driven compensation high. It is expected that compensation will further spiral upwards owing to the increasing cross-sector employability of the new breed of lateral CEOs. The study further points out that the average CEO's salary is 2.6 times that of the rest of the executive population, in terms of total cost to company (CTC), excluding long-term incentives. However, there is very little total compensation differential between top executives across core and enabler functional roles.

Monster Employment Index India rises six percent year-over-year

According to the Monster Employment Index in January 2012, the Index witnessed an annual growth rate up by 6 percent, the third consecutive month of single digit annual growth. NGO/Social Services recorded the highest growth, while it was the BPO/ ITeS industry that lead industry sectors in terms of monthly growth. IT and consumer goods/FMCG also recorded strong annual growth, while demand for healthcare occupation recorded the highest annual gain. However, Government/PSU/Defense exhibited steepest annual decline, dropping 21 percent on a year-over-year basis. When it comes to metro markets, Bangalore is the strongest annual gainer, while opportunities in Mumbai and Chennai recorded slightly improved growth pace from December. According to Sanjay Modi, Managing Director (India/ Middle East/ South East Asia), Monster.com, "Given the current global economic conditions, it is not surprising to see continued single digit annual growth in the Index. However, employers have started the year on a relatively positive note with continued recruitment within large sectors like IT, FMCG and Import/Export."

CORPORATE APPOINTMENTS

Xerox India announced the appointment of **Rajat Jain** as Managing Director - Operation with effect from February 2012. Jain was earlier associated with Mobile2win India, Walt Disney India, and Sony Entertainment.

Life Insurance Corporation (LIC) has appointed **Sushobhan Sarkar** as MD effective February this year. Prior to this, he was the Executive Director (International Operations) handling LIC's global business.

Anupriya Acharya has been announced as the Leader - Team Unilever: South Asia at Mindshare Fulcrum effective February this year. Acharya is moving back to India after two years where she was the CEO at Aegis Media in Singapore.

Citi has announced the appointment of **Anuranjita Kumar** as Country Human Resources Officer for Citi India effective February this year. Prior to this she was the Head of HR, Global Banking EMEA.

It's only the beginning...

Vasantha Angamuthu on the first *Hindustan Times Shine HR Summit* that initiates the big conversation on enhancing productivity in Indian workplaces

What led to the conceptualization of the *Hindustan Times Shine HR Summit*?

For Hindustan Times, central to how we work is a finite understanding of what our readers and users want and need from us. This includes everything from the big role of being the fourth estate and powering the political and social discourse, to ensuring that our products are focused on presenting utilitarian information, that can help people make the best choices with respect to everything, from what course of study to pursue, to buying a house, to understanding fashion and lifestyle trends.

We often hear of India becoming a global superpower, but we also hear of stories about Indian companies needing to evolve out of the "*jugaad* culture", and focus on project management, innovation in doing business and enabling work-life balance. If the Indian economy has to reach its potential, every member of the workforce will need to enhance their productivity to the maximum. And this will require action from both the employee and employer. The Human Resources Leadership Summit this year aims to start a national conversation around the "big HR issues".

How will the change in the conversation contribute to making India a more productive workplace?

Our attempt is to create a platform for a broader conversation around productivity, organizational culture and impediments to good working environments. It will witness business organizations sharing best practices, taking a good look at what changes are needed to be made individually and jointly (by HT, Shine.com and the employer fraternity) to decipher the factors that will make India a great workplace and then, to implement such changes.

How will this be broken down into execution points?

That will be determined by the organizations at the HR Summit. We may look at scholarships to address the skills gap needs, refocus on our training spend, address issues of work-life balance and determine the small and big changes that individual organizations would need to make.

The event will start with a policy perspective from the Government and the CEO panel, in the hope of bringing all stakeholders together, rather than confining the productivity agenda to HR managers only.

A survey of human resource managers from across the country has churned up some interesting findings that will prompt the conversations at the Summit. The survey probed on issues such as organizational culture, productivity, and skills gap. It showed that managers, more or less, say the same things about these issues – that they can become better organizations, work more effectively and that there is a need to focus on addressing the skills gap at a macro and micro level.

What are the challenges that can act as impediments to realizing this objective, at the organizational level and the individual level?

The worry is that this will not go beyond just being a talk-shop. Conversations that happen, should result in some commitments – from small commitments, such as implementing structured training programs especially around skills gaps, to bigger ones like rethinking the 6 days work week.

What do you expect to achieve out of the discussions at the HT Shine HR Leadership Summit?

We intend to end the program with a specific action plan that we all agree on, and hope many corporate leaders there will sign up for the same. The aim is to translate talk into action. We hope to create a platform for a big conversation around the impediments, to India being a great place to work. We seek to create a platform for sharing best practices in the areas of organizational culture, productivity, and innovation, as well as, identify some small and big actions that can be taken, individually as organizations and collectively, as corporate India, to initiate the change towards becoming organizations that are great workplaces.

What is the way forward, post this discussion?

This is just the start of our commitment. Both from HT's editorial point of view and Shine's HR interests, our aim is to push the agenda for India's workforce productivity. We will kick-start an edit series, that will profile good and innovative work in this area. This will also follow up the HR survey with an employee survey, on how they perceive practices in their work area, which will tell us whether good intent translates into good action. **pm**

> " If the Indian economy has to reach its potential, every member of the workforce will need to enhance their productivity to the maximum"

Vasantha Angamuthu, Editor, Special Projects, Hindustan Times

IN BRIEF

Amidst the 'war for talent', organizations must focus on Employee Value Proposition to attract the right people and build a strong employee proposition to retain them

Worldwide, and more specifically in India, organizations have increasingly witnessed and are dealing with the war for talent over the past few years. Whilst there are numerous management and engineering institutes churning out thousands of students, not all of them are readily employable. Companies therefore, struggle to identify the handful who will become their future leaders. This further intensifies the war for fresh talent.

"The talent attraction is further aggravated in a diversified organization like 3M, as finding those niche and talented people becomes challenging," adds Maclean Raphael. The answer to addressing talent management in such a scenario lies in developing multiple solutions. One of them is creating and promoting a company's Employee Value Proposition (EVP) which becomes extremely critical in positioning the brand to attract the right talent, and also in building a strong value proposition to retain people in the system.

In such a scenario, for an organization like 3M, that is built on innovating new products continuously, efforts towards retaining its key talent becomes critical. Interestingly so, 3M has been able to create an environment for its employees, which is conducive to nurturing this talent. Today, more than 55 percent of the Level 1 & 2 leaders in the company have been groomed from within, through its strong succession planning process.

Mastering talent retention

There are several elements that go into retention of talent. A very robust learning & development program focuses on building leaders within the organization. In addition to several career options made available, the employees find the open & transparent, positive & stimulating work environment attractive to stay and grow with the organization. This contributes to 3M retaining the right talent amidst multiple external challenges.

Communication that is clear and transparent also plays a critical role. 3M has a well planned strategy to address employees. It starts with the right pitch made at the time of hiring and thereafter flows into the company orientation program and other forums, that aim to constantly communi-

Allow mistakes to
foster innovation

Maclean Raphael shares the '3M Way' of driving innovation through talent management

cate critical elements. The communication strategy helps to build the culture of the organization, besides keeping the employees abreast of what is happening internally and the company's future plans. It also enables employees to constantly stay in touch and feed back into the system their ideas, suggestions as well as criticisms, of what they think should be changed.

The HOO or 'Health of the Organization' identifies potential talent for future leadership roles and helps both the organization and the individual from a long-term perspective, explains Maclean. It is this process which has enabled 3M to nurture internal talent and build leaders from within.

Another initiative that adds to talent retention, is the opportunity for diversified growth opportunities available to employees. The belief that talent must be optimized, takes career development to a new level where there is a continuous effort to encourage employees signing for different roles within the organization. The new 'Career Support Framework' currently under finalization will further give employees the freedom to move out of their comfort zones, break boundaries

and chart careers in previously unexplored areas. In 3M, employees take ownership of their careers irrespective of what level and function they join. This works well in a diversified business like 3M that has 7 businesses and 30 plus divisions.

Building a culture of innovation

The 3M value system and the six defined leadership attributes channelize the leadership behavior and the way people think and act – this strengthens and promotes the DNA of the organization. These attributes are decided by the senior leadership at its head office at St.Paul, keeping in context the direction they wish to steer the organization in, based on future market challenges and growth strategies. The six

> In 3M, employees take ownership of their careers irrespective of what level and function they join

> **Employees are differentiated based on their performance and potential, and this pool is exposed to projects to help them grow**

attributes that have emerged include - think from the outside in; drive innovation and growth; develop, teach and engage others; make courageous decisions; lead with energy, passion and urgency; and live the 3M values. These together define the DNA of the organization, that continues to drive innovation through effective talent utilization and management. There is a strong business conduct policy which promotes and encourages employees to work in an ethical manner and which emphasizes a zero tolerance towards anyone violating this philosophy.

Talent being a critical driver of business, there is a close connection between the market need and talent preparedness. Employees are differentiated based on their performance and the pool of 'hi-potentials' are exposed to specific learning & development projects/assignments that help them grow. Further, there is also a separate pool of critical talent that is identified. The 'retention heat mapping and target talent' matrix helps map talent based on employees' unique skill sets, individual value propositions, potential and performance. This process helps to spot hi-risk talent (i.e. critical talent) in the organization and pushes the leadership team to identify retention hooks which are basically customized actions to develop and retain this talent.

Customer orientation is an important aspect of the organization culture. Innovation stems from the needs of the customer and a customer focused culture helps ingrain the value of customer engagement among employees. E=MC^2 (engagement= more customer connect) is one of the key training programs that has helped steer the organization to focus on the value that "customer is central to 3M's innovation practice".

Another unique aspect of the organization culture is tolerance towards mistakes. Allowing people the freedom to make mistakes and learn from their failures has been the driver for innovation. Some of 3M's products like Scotch Guard and Post-it are outcomes of this empowering environment in the company.

Being an innovative company that is growing multifold over the past few years, there is a need to engage newcomers in such a way that the cultural ethos and sense of innovation of the organization is protected. Fast paced growth, particularly in the last few years, has also seen a large number of people from the current generation entering the workplace. 3M's culture that fosters innovation, flexibility and employee independence, is an ideal setting in integrating the new generation with the existing talent pool. The culture of the organization has enabled a workplace that allows Gen Y to interact with leaders who do not micromanage but empower them, provide them space, allow them to ask questions and challenge the status quo.

As a strategy, the focus is not on selecting the 'best' talent, but in choosing the right talent. As Maclean affirms, "While we visit premier institutions like ISB, IIMs and IITs, the tag is not as important as getting the right talent, even if it is from a lesser known institute. The right people is what ultimately makes a difference to the organization." **pm**

***Maclean Raphael** is the Vice President of HR at 3M India*

ADDING MADNESS TO METHOD

It's time to brew social media into the talent equation. Are you prepared to click the 'Like' button?

by Ester Martinez, Rajlakshmi Saikia

Gurgaon, Wednesday 15th February. "We finally got the deal" sighs Yash as he logs off from the conference call. As Vice President Corporate Solutions, the first thing that strikes him is who all should he share the good news with. Everybody! He tabs onto the internal platform and posts it on the company wall, "Deal Clinched"... and as if the entire company was waiting for this very post; congratulatory comments started to pour in within seconds, followed by customary 'Like'. In the heart of hearts he knew that the solution they had offered was just the perfect one; and the presentation his team member Vasanthi had made was indubitably mind-boggling. He congratulated Vasanthi on her wall, calling her the 'superstar' who made the project possible. The entire corporate solutions team can see the excitement and the 'likes' kept pouring in. Midday and charged up Vasanthi tweeted, "Today is one of the best days in my life #lovemyjob"

Anxious about the job interview at his dream firm at 11 a.m., Ravi woke up early, did his tweeting before the morning cup 'o tea, browsed through the alumni page on LinkedIn, updated his status on Facebook and rushed. Ravi is greeted by the panel of interviewers who seemed to know him better than he expected. He was taken aback when the interview began with references to his Facebook discussions of his interest in snorkeling. He spent an easy hour talking about his all-time passion, and walked away smiling.

7 a.m. - the alarm rings; Meghna is still tired from last night's late evening call but gets out of bed to open the door to the house maid. She cannot live without her although she works from home, and especially not today. The company is deploying a new L&D system for its Level 1 & 2 employees globally and being the L&D-Lead for India, she needs to be trained along with her peers across 100 locations to ensure a smooth transition. Starting 7:30 a.m., the next 8 hours will be packed with discussions. Opening the process-flow, Meghna's head is swarmed with questions; but she's glad that she no more needs to email her concerns to the different people. Her company's enterprise social network allows Meghna to initiate a chat on their virtual platform and pace her learning with the help of the complete team.

A social dynamic seems to have entered the very nature of business. The technologically advanced stage that businesses operate in, and the social media savvy talent pool that is fast making its way into the workforce, have made social media gain acceptance in organizations much faster than the www in 1995 or the ERP in the 1980s. Today, the usage of social media tools in organizations is still experimental and ad hoc in most cases, wherein the focus is to build a sizeable 'following' on social media platforms. But this is fast changing.

From the days when the debate centred on whether or not to allow social networking sites in the workplace for fear of drop in productivity, to a time when today organizations are increasingly incorporating such practices within the formal system, social media has found its business relevance. Businesses have moved to where the dialogue is, that is, towards community engagement. The advent of social media has led to the consumerization of technology and opened up new avenues of conversation with costumers (consumers and employees alike). Organizations are gradually accepting the power of this medium and are actively making transition from being broadcasters to being mediators of a conversation. There is a tremendous increase in the brand equity when an organization effectively builds on its social media presence. Similarly, an effective use of social media can also help organizations attract, engage and retain the best talent.

Why organizations should turn "social"?

The McKinsey Report, *The rise of the networked enterprise,* December 2010, indicates that the payday for social media is due sooner than expected. In fact, in the last 2 years, an increasing number of companies across industries have started resorting to social networking, not only for marketing their products and services, but also to address concerns related to sourcing, engagement and learning & development. Research shows a significant increase in the use of Web 2.0 technologies; 40 percent companies having increased the use of social networking and 38 percent, that of blogs. Among those using Web 2.0, a large majority stated that they receive measurable business benefits, be it either in terms of more effective marketing or faster access to knowledge. Nearly 80 percent of respondents affirmed that social media has increased the speed of access to knowledge while 41 percent said it has led to increased employee satisfaction.

Social media platforms have become intrinsic to the new workforce and talent management too can benefit from this new wave. Organizations have started using social media effectively to redefine the way they interact, engage and influence employees. This has been driven primarily because of the changing talent demographics, where a larger percentage of the present workforce belongs to the younger generation, the millennial or the Gen Y. Further, organizations must also prepare ground for

Harness the Power of Internal Social Media

58%
of employees would rather work at a company that **utilizes social media tools**

60%
of employees say use of internal social media **demonstrates innovation**

61%
of employees say their company's social media tools make it **easier to collaborate**

86%
of employees of companies effectively employing internal social media say they would **encourage others to work there**

Source: APCO Worldwide & Gagen MacDonald, Survey on the State of the U.S. Workplace as Viewed by America's Workforce, October 2011

SANJAY MODI
MD, Monster.com (India/Middle East/South East Asia)

Social media has grown exponentially in the last couple of years. Facebook has become a second home for Gen Y and is the biggest aggregator of consumers, with a reach of over 800 million subscribers globally and 43.5 million in India. This captive audience has become a potential target for businesses across verticals, as well as for talent sourcing. However, there were no avenues for professional networking and talent sourcing on Facebook. There was a need for a professional network on Facebook to help them connect professionally and at the same time provide them with the magnum and ease of a job portal. This is what led us to launch BeKnown, a professional networking application on Facebook backed by Monster's strength of providing the right jobs and the right candidates. BeKnown dramatically changes the way Facebook users can leverage this traditional social network to establish their personal brands, develop connections and advance their job search and careers. BeKnown is already big with over 1.7 lac installs in India in just 4 months and is growing at a rapid pace, conveniently consolidating all the features and benefits on the most popular social network on the web.

the Gen Z, who will join the workforce in the next 10 years. While on one hand, their early exposure to internet and social media will be an advantage, organizations need to proactively prepare themselves to better attract and engage these generations who will be technologically smarter and more self-directed.

Getting the ball rolling

Businesses, both big and small, are flocking to social media platforms. Social is the new way of thinking and managing. However, the 2011 Altimeter Group report states that most of the organizations are still early in their social business maturity. The report highlights the fact that 33 percent of the organizations are experimental (i.e. they have conducted trials but do not have a formal strategy), 22 percent of the organizations have a formalized program but short-term direction, while 6 percent are mere beginners when it comes to social media. Further, a survey of 2,100 companies conducted by SAS, reveals that many organizations cling to old paradigms, using social media for one-way flow of communication message, instead of capitalizing on the opportunity to monitor, analyze and participate in millions of conversations among consumers (internal as well as external). In fact, 75 percent of companies surveyed did not know what and where their most valuable consumers were talking about them and that applies to employees too.

The need of the hour is to integrate the social layer into the structure of the organization to leverage its true power. In the context of talent managment, this will mean innovating the way talent is sourced and managed, and turning this function upside down to make the most of the underlying madness of social media.

Employers are following their target talent segment into social networks. The Jobvite Social Recruiting Survey 2011 found that 89 percent of respondents had the intention to recruit through social media that year, up from 83 percent in 2010. With competition for talent intensifying, social recruitment is a top priority and organizations are increasing their investment in this channel. There is clear indication of employers planning to increase spending on candidate sources with 55 percent affirming that they will increase their budgets for social recruiting this year. Further, referrals, direct sourcing and social networks, are the top-rated external sources for quality candidates.

The Jobvite Social Recruiting Survey 2011 also indicates changes the recruitment departments will adapt to, as they move towards adopting unique environments of

With competition for talent intensifying, social recruitment is a top priority and organizations are increasing their investment in this channel

The Social Organization

MILLENNIAL AND GEN Z

- ✉ QUICK MESSAGES
- INSTANT TEXT
- 📱 MOBILE DEVICES
- 🌐 VIRTUAL ENGAGEMENT

New generations redefining workplace dynamics
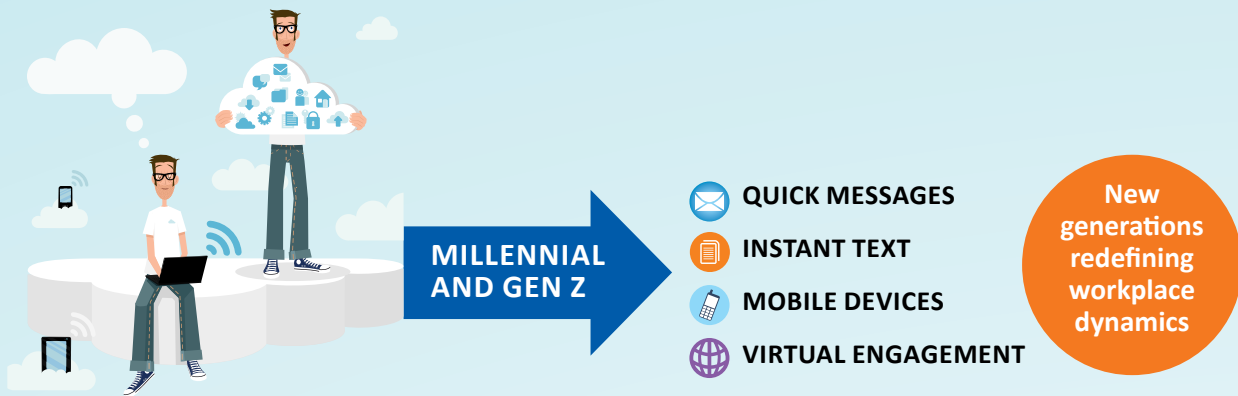
DOING BUSINESS IS SOCIAL – WHY?*

PEOPLE AT THE WORKPLACE DRIVE...

CONTENT	CONVERSATION	COLLABORATION	COMMUNITY	COLLECTIVE INTELLIGENCE
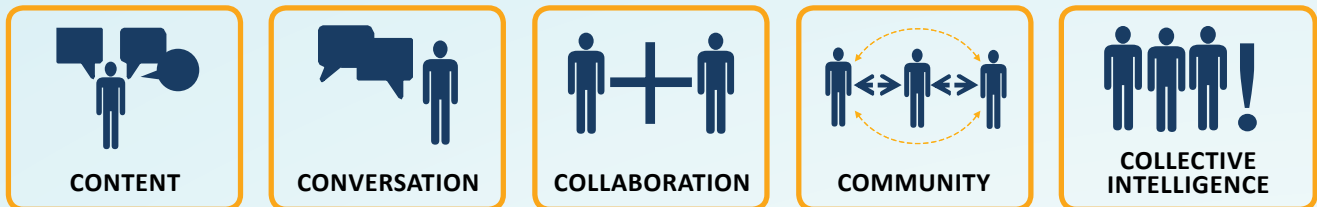
... WHICH ARE DRIVERS OF INNOVATION, PRODUCTIVITY AND SUSTAINABILITY

*2020 SOCIAL

SOCIAL MEDIA EFFECTS IN THE WORKPLACE*

41% increase in employee satis-faction

60% reduction in communication cost

77% higher access to Knowledge

*McKinsey Report, The rise of the networked enterprise: Web 2.0 finds its payday, December 2010

EMPLOYER BRANDING
Building the brand in the open network

Internal & External Communication

External Positioning

Community Building
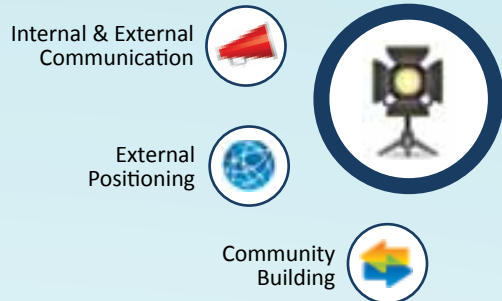
TALENT ACQUISITION
Reaching out where talent is

Sourcing

Reference Checks

Referrals

Onboarding   Hiring

LEARNING & DEVELOPMENT
Collective learning anytime anywhere

Knowledge Sharing

Collaborative Thinking

Skill Communities

ENGAGEMENT & RECOGNITION
Enabling new modes of instant engagement

Spot Recognition

Open Conversation

Online Celebrations

Employee Contests

CAREER MANAGEMENT
Individuals owning their careers through sharing of knowledge & interests

Showcasing skills & Interests

Active Networking

Community Building

Internal Hiring

ALUMNI MANAGEMENT
Leveraging relationship with ex-employees

Talent Re-hiring

Employer Brand Communication

Create Brand Ambassadors

4 out of 5 Indian companies use social media for hiring, and 2 out of 3 have a corporate page on social media platforms
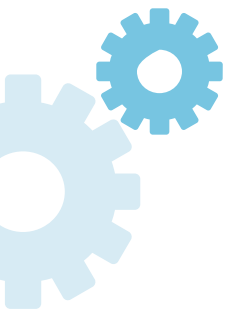
multiple networks to reach and engage their targets. LinkedIn has led in recruiting usage each year and 87 percent of those surveyed use the professional network, which is up from 78 percent last year; 55 percent use Facebook and 47 percent use Twitter as social tools for recruitment.

The social media hiring numbers are similar for India too. According to the GTM & *People Matters* Study of the 'Most Talent-Friendly Website', social media hiring is mainstream where 4 out of 5 Indian companies use social media for hiring, and 2 out of 3 have a corporate page on social media platforms. Further, 60 percent of the respondents affirmed that they plan to increase investment towards social hiring, employee referral and career sites in 2012.

Today every aspect of business is an extension of people's lives and is therefore influenced by the manner in which the social media savvy talent pool engages with one another. For marketers and HR professionals alike, social media is the game changer.

Managing talent socially

The 5 Cs to social media viz. content, conversation, collaboration, community and collective intelligence, apply to the talent management space too. Firstly, content represents the knowledge and information exchange that is critical to business. This does not only refer to the access to open content on platforms like Wikipedia and YouTube, but also refers to organizations using internal platforms for employees to document, generate and share content that enhances the collective body of knowledge. Secondly, conversations at workplace are no more restricted to meetings and conference calls, but take place on a real time basis and in open platform available on the company's internal social networks. Finally, the new talent pool demands collaboration at the personal and professional levels through continuous connect on social media. Increased use of online communities has built a sense of togetherness and a stronger bonding, as people are able to engage more effectively and share ideas and thoughts in open discussions on topics of interest.

Today, social conversations are effectively used by organizations for talent acquisition. New tools allow organizations to have access information about their prospective hires even before they interact in-person. These platforms act as ready references about potential candidates. Instant and constant conversations have made information exchange very open and candid, and this allows companies and prospective talent to learn about each other without hassle.

Social conversations also promote learning, collaboration, engagement and

GAUTAM GHOSH
Platform Evangelist and India Marketing - BraveNewTalent

With the new workforce becoming more active on social media, organizations have also entered this space to be where talent is. A lot of companies have started adding a career tab to their Facebook page or are creating separate career pages altogether. For example, Dell has an Asia Pacific career page on Facebook. Initially, more than individual organizations, it was the third party recruiters who had begun using social media to leverage each other's networks. Recruiters could connect with each other and help close vacancies faster using these networks. Today, social media's role in talent management as a whole has become more pronounced.

There are dedicated tools or platforms to help organizations attract, hire, retain and develop talent more effectively.

BraveNewTalent is an online talent community where organizations can create profiles and be followed by people interested in knowing more about them. Organizations can engage their 'Talent Community' by sharing information about news, updates from their other social media like Twitter and YouTube, and also career opportunities. The option to further segregate people who follow them by various parameters into groups allows organizations to stay connected with prospective potential candidates, thereby making hiring more effective.

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Social platforms act as a broadcast medium to position the employer brand, drive engagement and attract the best candidates

culture building, that lead to employee engagement and retention. The collaborative approach of social media enables quick and collective problem solving, drives innovation and therefore, enhances productivity. This has led to an increase in community of people with similar interests within the organization, which in turn creates higher employee engagement, affiliation and therefore, higher talent retention. Furthermore, the opportunity to share ideas on social media platforms has propagated a culture of constant ideation and innovation, which add to talent effectiveness. The social recognition that individuals gain on these platforms are increasingly acting as a motivator to enhance talent engagement.

Social media role in employee life cycle

The contagion of social media has spread across different stages of an employee's lifecycle, right from selection, recruitment, on-boarding, retention, development, analytics, learning, to alumni engagement.

Employer branding: "Leveraging social media for talent management is a great way of building an employer brand with your target audience - existing and prospective employees," says Aadil Bandukwala, Talent Acquisition Advisor, Dell India. Social platforms act as a broadcast medium to position

the employer brand and can be used internally and externally to drive engagement and attract the best candidates. Companies are also using social media to communicate their vision, mission, outlook and in turn, providing a way for candidates to experience the workplace even before joining, thereby effectively starting the on-boarding process much before the candidate is actually hired.

Social hiring: The comprehensive networking clout of social media is indubitably helping companies find talent and vice versa. Potential candidates no longer have to wait for an opportunity to knock at their door; they can follow companies, they can participate in their discussions and showcase their expertise and eagerness to work in the organization. From an organizational perspective, social media platforms help gather information about candidates faster, as opposed to resumes and other traditional sources. This gives recruiters more clarity regarding the suitability of candidates with respect to the job and the organizational culture. Organizations are also leveraging social media for referral programs and reference checks, further making the process of sourcing, hiring and on-boarding, more effective.

Learning, from monologue to dialogue: Learning and development is one area which has seen tangible and direct gains from social networking platforms. L&D is no longer a monologue; it has moved towards collective sharing of knowledge through networks and communities. Skill communities and idea generation platforms are emerging as new means to connect people globally to allow sharing of knowl-

Social Media in Talent Sourcing

80% use social media for recruitment

61% have a corporate page on social media

65% planning to invest more into career sites & social networking

Source: GTM & *People Matters* Study - Most Talent-friendly Website, 2011

Decoding
the Social Media Landscape

The social media tools and applications can open and closed depending on whether their offerings are targeting corporates or the general public. This space has also seen the rise of white-label platforms like Lithium, and Jive (among others) that are deployed by companies to make branded communities. While the technology and platform belongs to the service provider, the organization has control on the look & feel, and its required functionality. Finally, there are also platforms that have emerged for analyzing and tracking social media leverage.

Enterprise social networks

These platforms were traditionally conceptualized for customer interaction, but they are today also being used by corporates, through the employee life cycle.

There are niche platforms like TalentsIn that focus on recruitment; others like Qontext, MangoApps, Cisco Quad, Cynapse and Cubetree, that focus on knowledge sharing & learning, and general platforms that cater to other aspects of talent management, from R&R, like Quadmo, TriggerO; to collaboration and performance, like Yammer, KineticGlue, Remindo, IBM Connections, Socialcast, Socialtext and Rypple.

Open platforms with talent management applications

These websites offer a unique value proposition to the user, and that is their original raison d'être. Additionally, the business model has evolved into offering corporate services in the area of recruitment, employer branding and other areas in talent management. Besides platforms like Facebook, LinkedIn, Twitter, Quora, BraveNewTalent, that are standalone websites; there are also applications like BeKnown, BranchOut, MyParichay, that enable hiring on Facebook.

Social media management systems

These are applications to aggregate, manage and listen to different social media channels through one single tool. There are tools like HootSuite, Klout, Radian6, TweetReach, TweetLevel, ReFollow, PeerIndex, Traackr. Some of them offer upgraded services for professionals for employer branding. There are also specialized solutions like Nimble and ArgyleSocial, that only cater to corporates.

This is only an indicative list and should not be seen as exhaustive. We encourage our readers to write to us to complete this classification. Do write to us at info@peoplematters.in

Transparency of jobs, requirements and access to people in that community, empower employees to take charge of their growth

edge. The use of social media reduces the otherwise associated training cost and time investment. Abhijit Bhaduri, Chief Learning Officer, Wipro, shares, "The Client Engagement Managers at Wipro have a community called CEMunity, which is an e-group, where employees regularly post information about the clients they are working with. When someone needs any information on any particular topic, they can ask questions on this platform and get answers." Tools like podcasts, blogs, RSS feeds and webinars, are also being increasingly used by companies to encourage a culture of continuous learning.

Engaging & recognizing, socially: Social media platforms encourage employees to connect with each other, celebrate and recognize achievements. An environment of reinforcement and encouragement has the ability to create an engaged workforce and this is maximized when the organization as a whole is involved in the activity. Social recognitions can make this happen.

For example, Dr. Reddy's Laboratories has its own internal portal called URJA – 'U R Just Awesome'. URJA enables employees to appreciate and acknowledge the good work done every day by someone in their team or within the organization, in real time.

Managing careers differently: The millennial experience career differently; the journey starts way before they apply for a job. The access to information allows for a better choice of their dream company. Once in the organization, one can join communities or networks of professionals and be part of discussion forums to start building competencies required for next roles. Transparency of jobs, requirements and access to people in that community, empower employees to take charge of their growth. For example, Cisco's portal 'Talent Connections' is a platform that not only helps employees find internal job postings, but also provides the opportunity for new openings to be filled from talent within the organization, by reaching out to employees who have the required skills and interests.

Engagement beyond employment: Alumni pages and groups on open social media platforms allow organizations to stay connected with its ex-employees and their networks. The alumni groups, in turn,

IRFAN ABDULLA
Head - Hiring Solutions, LinkedIn India

In some industries, hiring is concentrated on specialized skills which is even more difficult to find. That is when networks gain relevance. The employment branding tools of 'LinkedIn Hiring Solutions' help companies to attract & engage prospective candidates.

RICK ITZKOWICH
LinkedIn Expert

Social media allows companies to find out about people, not only in their own network, but also through the networks of those in their list. Through LinkedIn, employees can now go out of their way to search for people and start referring.

> While HR is open to adopt social tools to attract and retain talent, successful deployment of enterprise social software requires good community management, especially in the early days of the rollout. Qontext facilitates talent management by enabling employee engagement, effective change management, on-boarding & global integration, and innovation & idea management.
>
> **Jay Pullur,** Founder & CEO, Qontext

become brand ambassadors of an organization and contribute to the community and the employer brand image. This continued relationship also helps in enhancing the chances of increased referrals and re-hiring.

Is your company ready to be social?

The success or failure of a social media strategy is rarely determined by access to resources or skills. Rather, it depends on the personality and culture of the organization. Companies that effectively use social media shoulbe be able to articulate its business case. Additionally, the organizational DNA must support the required culture and line managers should champion the strategy. The following are the basic building blocks to help assess if your organization is ready to leverage the opportunity.

First things first, organizations need to clearly articulate how 'social' is linked to their business success. These organizations understand that community, collaboration, conversation, collective content and intelligence are linked to best business performance. This invariably implies, that for a social media

> Social media solutions will cut down talent acquisition cost by 10 times, build brand through specific outlets with plug-and-play kind of modules to expand influence and reach, and allow talent sourcing on a real-time, interest-based engagement, to identify a potential brand evangelist.
>
> **Zohdi Rizvi,** Founder & CEO, TalentsIn

strategy to be successful, it demands the support from those who set the strategy, and control the budgets and resources.

Secondly, the social media strategy needs to be built around the readiness of the organization's culture. One needs to deal with what is and not what one wishes for. Is the organization prepared to decentralize communication and empower people to be flexible and reactive? If the answer is in the negative, then the forward looking approach should be towards education and not towards execution yet. Perhaps, this might take the organization a few steps back, but when different functions are trying to centralize the process, creating layers of complexity for people to use social media effectively (for example, legal or HR demanding to approve every tweet or blog post), is a sign that your organization might not be ready.

> Social media provides an opportunity to use current employees as brand ambassadors. It will emerge as a broadcast medium for employer branding, by building aspirations in the employees' friend circles to join the organization.
>
> **Rajiv Dhingra,** Founder & CEO, WATMedia

Thirdly, to build a social media friendly organization, managers need to be involved, and champion the initiative. While they have to be aligned to the vision, they also need to understand the benefits and the opportunities arising out of being a 'social media friendly organization'. Like with any other transformation, here too, the supervisors have the ability to mobilize people and lead the change from the front.

Though a journey of change and transformation starts with initial fanfare (not to forget the hiccups), business and HR leaders need to set realistic expectations and be patient. It takes time to build a strategy and connect customers and employees with it. The same holds true for a social media strategy, especially if cultural changes need to happen first. Exposure, education and access to expectations from customers and employees, are certainly the catalysts for change. pm

Social talent sourcing

AADIL BANDUKWALA, Talent Acquisition Advisor, Dell India

Leveraging social media for talent management is a great way of building an **employer brand with your target audience**

Ever since the emergence of Web 2.0 and social media platforms, Dell has used social media in internal collaboration, product development, social commerce as well as talent acquisition and management, by leveraging platforms like Facebook and Twitter, Direct2Dell blog and many more. Dell also offers a Social Media and Communities (SMaC) University certification worldwide, that enables a Dell employee to participate in social media for their job on behalf of Dell. This certification enables Dell team members to make use of Dell branded Twitter profile and their Twitter handle on business cards.

We have taken different measures to brew social media from talent acquisition perspective. More than 50 percent of our India talent acquisition team is SMaC certified. Post training, our talent acquisition team members post jobs and employment branding related content on their profiles. We use LinkedIn, Twitter and Facebook to promote jobs and so that we can track, monitor and engage users directly. Our Facebook page has a specialized 'Job Search' widget and on Twitter we have, CareersAtDell and DellJobs.

Leveraging social media for talent management is a great way of building an employer brand with your target audience – existing and prospective employees. The various social media channels provide for multiple forums to offer perspective on career development and other opportunities. At Dell, the online engagement is yet another effective way of interacting with prospective employees. **pm**

Do you 'follow'?

NANDITA GURJAR, SVP and Global Head of Human Resources, Infosys Technologies

An organization's success is largely determined by the combined knowledge of its employees. Our enterprise networking platform 'InfyBubble', helps our employees connect and have meaningful work and social discussions. This is likely to positively impact productivity on the job, job satisfaction as well as retention. The platform allows using "crowdsourcing" and reaping benefits of the wide talent of employees. It aims to encourage social and professional networking, globally amongst Infoscions. The key features of social media are real time interaction, collaboration and knowledge sharing, and we ensure that every communication platform at Infosys has these features integrated.

InfyBubble merges the line between synchronous and asynchronous communication. As soon as an employee joins Infosys, he or she is part of the new joinee group on InfyBubble by default. This group answers all questions related to Infosys, the culture, the city, finance related and anything under the sun. In addition to this, the employee is a part of a group that includes all team members. Features such as 'like', 'rate' and 'comment', provide instant feedback to people on how their friends, peers and the organization in general, are appreciating or reacting to their views on various topics. As employees grow in the organization, they get a chance to discuss their careers on InfyBubble with peers and managers across verticals and geographies. The 'follow' feature allows employees to stay updated with thoughts and opinions of senior leaders and mentors across the organization, as well as provide them the opportunity to ask questions. **pm**

The key features of social media are real time interaction, collaboration and knowledge sharing

e-learn to we-learn

ABHIJIT BHADURI, Chief Learning Officer, Wipro

Social media is a shift from everything 'e' (e-learning, e-books, etc.) to everything social. The nature of work has become social and the most effective form of learning is social.

Social media enables one to have conversations, with people and about people. Today, organizations can have multiple conversations about hiring, succession planning, and employee engagement with employees, as well as potential employees. They can connect with consumers and other stakeholders with an ease that did not exist before. Wipro, as an organization, has various internal social media platforms like Xperience Wipro, which is a community for employees and others to share experiences. It leverages various initiatives like Spirit of Wipro Run that is the largest employee engagement activity, run globally at Wipro and involves a

Social media enables one to have conversations, with people and about people

huge interaction in terms of online applications. This activity tests fitness levels to lung power and encourages people to share updates before and on the day of the run. Another global initiative was 'Moments that Click', where employees shared photographs, which to them were moments at Wipro. The winning photos were used for office hoardings and art work, thereby co-creating content with employees.

The client engagement managers also have a community called CEMunity, which is an e-group where employees regularly post information about the clients they are working with. When someone needs any information on any particular topic, they can ask questions on this platform and get answers. It is a knowledge sharing platform. **Pm**

Everything's a 'click' away

BHUVANESHWAR NAIK, Vice President - Human Resources, SAP Labs India

The use of social media exponentially reduces the time required by anyone to **seek information**

With global connectivity being just a click away, the use of social media at the workplace is now more of a necessity than a bonus feature. Social media has moved from being a network to connect with friends, to being a vital medium of propagating voice and opinion of millions worldwide. Within an organization too, social media gives employees a chance to voice their views and be an integral part of the company.

Social networking at SAP Labs is facilitated by blogs, interest groups, bulletin boards and tools like Microsoft office communicator. The use of social media exponentially reduces the time required by anyone to seek information. An employer does not have to specifically seek people with all the answers, as everyone on the network can contribute on their area

of expertise. Another benefit is that it increases cohesion between employee sets, even if they are geographically dispersed. It connects people and helps them create network spanning teams and work groups.

In a survey by the Society for Human Resource Management, 68 percent of respondents said that their companies used social media for recruitment, marketing and external communication purposes. This reveals a growing trend in the use of social media and the active role it plays in the communication process of an organization. Adapting and adopting social media is essential to an organization and its communication programs. As a two-way communication, social media provides transparency and ensures better communication across the organization. **Pm**

Networking – The Web 2.0 Way

SRINIVAS RAO, Director – HR, SAS India

We are leveraging on social media outlets to strengthen and promote our employee referral programs – often cited as the most cost effective source of qualified talent. Social media allows organizations to have long-term dynamic relationships with an extensive talent pipeline.

By formally incorporating social networks into our talent management strategies, SAS has taken ownership of how our employment brand is portrayed, further facilitating co-ordination, communication and encouraging mutual trust, decreasing turnover, reducing cost per hire, improving new hire time-to-productivity, managing a contingent workforce, reducing the "buy versus build" dichotomy and improving talent scouting.

Unless employees feel connected to the company's plan and mission, they will try to find an organization that will keep them connected to the larger purpose of the organization. 'Network as platform' is a collaborative medium, a place where all employees can meet to read and write. Web 2.0 initiatives include social networking sites, blogs, wikis, video sharing sites, hosted services, cloud computing, YouTube, Twitter, SlideShare, Article base.

Social networking sites like Facebook and LinkedIn are cost-effective modes for employer branding and social recruiting campaigns. The HR function is able to demonstrate ROI by highlighting how recruitment costs can be reduced, address turnover and enable better communication between senior leaders and the workforce, through social networking platforms. **pm**

> Social networking sites are **cost-effective modes** for employer branding and social recruiting campaigns

Show, share & engage

SUBASHA K. RAO, Director – HR, Cisco

Within Cisco, we have a unified platform called Integrated Workforce Experience (IWE), which is a one-stop-shop for employees. It is a combination of the entire range of social media platforms similar to Facebook, Twitter, YouTube, etc. IWE has a configurable home page, which allows interaction with other employees; a 'Show & Share' video sharing feature; a status, comment, follow and be followed feature like Twitter; and even a 'classifieds' page for employees to buy and sell stuff. It allows employees to 'pull' content based on their role and interest, rather than the company just pushing emails and notices to employees. It is an online presence where employees can interact, communicate and collaborate. This platform has workgroups, interest groups, peer groups, friends, etc. The purpose is to drive employee engagement, and build and strengthen a sense of community, especially as we deal with the shift in the demographic trends.

Being a technology company works to our advantage. We have several video-based collaboration tools like WebEx, Tandberg and Tele-presence, which allow us to scale beyond location and logistical constraints in our learning & development initiatives. Apart from the convenience, quality and flexibility, virtualization of learning methods lead to a saving of millions of dollars for Cisco each year, through reduced travel costs, lesser time away from work and lower infrastructure costs. Less time away from family and being environmentally conscious through lower greenhouse emissions are the icing on the cake! **pm**

> Lesser time away from family and being environmentally conscious through lower greenhouse emissions are the **icing on the cake!**

Employer branding – socially

GURMEET SINGH, Area Director, HR - India, Maldives & Pakistan, Marriott International

Marriott has been growing its participation in social media to strengthen its brand and connection with its customers. Marriott associates are also increasingly using social media in their personal lives. While this creates new opportunities to communicate with each other and with customers, it also creates new responsibilities for Marriott associates.

There is no desire to interfere with the private lives of associates or their after-work activities, including social networking. However, where such activities occur using company provided technology and/or impact the work environment in a negative manner, the company reserves the right to take whatever action appropriate, at its discretion, to protect its reputation and interests.

With the rise of new media and next generation communication tools, the channels that Marriott International associates can use to communicate internally and externally, continue to evolve and grow. These channels include social media platforms viz Facebook, MySpace, RenRen, LinkedIn, IM and TripAdvisor; photo/video-sharing websites such as YouTube and Flickr; blogs and micro blogs.

Collectively, these channels, as well as other current and future channels, constitute what we refer to as "social media." **Pm**

> There is no desire to interfere with the **private lives** of associates or their after-work activities, including social networking

C3: Connect, communicate & collaborate

NEELAM GILL MALHOTRA, Vice President – HR, CSC India

For an enterprise as large as CSC, which has more than 90,000+ employees, an internal social media platform like C3 (Connect, Communicate and Collaborate) provides two-fold benefits. C3 acts as a social platform for connecting employees, who are otherwise separated by geographies and time zones, thus promoting internal collaboration for generation of new and innovating ideas, which have potential of becoming great offerings for customers someday. Other benefits include greater collaboration, reducing business pitch processing time and lessening duplication of effort, which is often a key issue in enterprise-wide businesses. C3 also acts as a knowledge repository, which houses the experience, knowledge and know-how of our people for sharing with the larger CSC community.

The role of social media has been extensive at CSC, as C3 allows best practice sharing amongst employees spread across the globe. Apart from being a knowledge sharing platform amongst employees, it helps in keeping the employees updated with the latest trends in the industry. There are a lot of group activities, discussion forums and knowledge threads that keep employees engaged and well-versed with technology. Messages from executives are disbursed through this forum, keeping employees updated on how and where the organization is heading, giving them a clear picture of their career and growth paths within the organization. C3 serves as a networking medium of social interaction within the lifecycle of employees – they can create their profiles and like-minded employees can join the group of their interest to chat, share and discuss. **Pm**

> The role of social media has been extensive at CSC, as C3 allows **best practice sharing** amongst employees spread across the globe

'Brainstorm' to evolve

VIJAY ANAND, Vice President and MD, Intuit India Development Centre

Social media supports **idea generation** & sharing information on development of new products & solutions

Social media has become an integral part of the talent engagement process at Intuit and more importantly, it is a means to help us nurture the Intuit culture among our employees. Further, social media tools and platforms go far beyond just providing a convenient and engaging way to interact with employees, as well as external customers.

Social media supports idea generation and sharing information on development of new products and solutions. 'Brainstorm', our employee idea hub, is our home-grown online application that allows employees to easily connect and collaborate on new ideas. It is also a central place for innovators to describe their ideas, build teams, capture notes, manage requirements, and share documents. Brainstorm is accessible to all employees and not just product developers. Anyone with a vision can submit their idea to Brainstorm, where colleagues can comment and collaborate on any aspect of it. The idea becomes a breathing entity, always changing and evolving, depending on the idea and the user's needs.

New employee introduction to Intuit takes place even before they set foot on campus. Along with the welcome kit, new hires are sent a link to our 'New Employee Welcome Portal', which helps smoothen the welcoming process, by answering those burning questions that all new hires have. **pm**

'UR Just Awesome'

PADMA NANDI, Senior Director, Head - Learning & Talent Development, Dr. Reddy's Laboratories

An environment of positive reinforcement and encouragement has the ability to create an engaged workforce – an outcome that any talent management team would look forward to. Just as a plant needs continuous watering to grow, in an organization context positive reinforcement needs to be done on an ongoing basis. While formal awards and recognitions are a significant source of encouragement, they can be done only a few times in a year. Employees like to receive comments (preferably a pat on the back) from not only their managers, but also peers and subordinates. And what can be better than it being available online for all to see and contribute. We have created an online section on our portal called 'URJA – UR Just Awesome'. Through this, an employee can give an URJA to any other employee and every URJA is visible to all the employees. Through URJA, an employee can appreciate and acknowledge the good work that is being done every day by someone in his or her team or within the organization in real time (online). There are no strict parameters defined for appreciation – one can praise the work, a team member's great attribute, high quality deliverable or acknowledge professionalism shown by someone.

Another area where social media can be used is learning and collaboration. Human beings are hard wired to continuously learn and grow. We have leveraged Yammer for creating a platform for employees to learn, share and build on each other's knowledge and strengths. **pm**

Just as a plant needs continuous watering to grow, in an organization context **positive reinforcement** needs to be done on an ongoing basis

IN BRIEF

Most often, initiatives that start with great excitement end up in disaster. Excitement alone is not enough for success: capability, process and focus can make or break a Flexible Work Arrangemnet (FWA) program

It was a damp evening in Singapore when I decided to visit the exhibition featuring the artifacts and stories from the sunken vessel - Titanic. The exhibition painstakingly reproduced the commissioning of the ship, the excitement surrounding its launch and the unfolding of the disaster that fateful night. I could not help but think of how organizations embarking on the path of better work-life fit initiatives are also on a maiden voyage that carries with it the potential to charter new territories or end up in a disaster. The design, launch and voyage of the Titanic contained within it, many valuable lessons for those willing to learn.

Flexible work arrangements (FWAs) enable employees to customize the schedule, amount, place and pace of their work. The range of options include everything from job sharing to a reduced work day. These programs are being seen as a key tool for employee engagement and talent management, especially for women returning to work or the Gen Y. Research by Lee Hecht Harrison shows that 39 percent of employees are willing to take upto a 10% pay cut, if they had more flexibility at work. However, the adoption of such initiatives require changes that go beyond simple policy incorporation. It represents a change management initiative that requires careful thought to enable maximum benefit as well as re-engineering of job design and its surrounding processes.

Many months in the making, Titanic was seen as a miracle of modern engineering. The 'unsinkable' ship was supposed to revitalize White Line's business model and replace an ageing fleet. However, there were many things about Titanic that were amiss. Here is how the Titanic provides us with some lessons for the launch and execution of projects as important as FWAs.

What lies beneath...

When deploying a flexible work arrangement, companies must look beyond the tip of the iceberg

by **Dr. Tanvi Gautam**

Lesson 1
Capabilities and resources make the journey

Did you know that most of the crew on the ship were not seamen but engineers, stokers, stewards and galley staff, who were not equipped to handle sea emergencies? Most did not know how to launch or row lifeboats. This lack of skills had tremendous implications, when the Titanic struck the iceberg. Lack of preparedness was evident in other key areas. The men posted on the lookout for icebergs that night, did not have binoculars, a basic tool that may have helped to spot the dangers up ahead.

Many organizations are keen to show themselves as flex-friendly and are quick to adopt policies around the same. However, most do not pay adequate attention to the surrounding resources and capabilities around these initiatives. For instance, organizations such as Fleximoms in India, may train women to return back to the workplace, but is the workplace ready for their return? Do managers have the necessary training to guide and manage those in flex-work roles? Does the surrounding team understand the effort and coordination it takes for the employee in the flex-role to achieve work goals? To use the binocular analogy, do the managers have the ability to spot dangers, that lie ahead in managing a team with flex and no flex-roles? It is not enough to check the box on flex-work initiatives; there has to be a long-term strategy backed with short-term goals and adequate training provided to all concerned – employees, managers and team members interfacing with those in flex-roles. There is also a need for putting in supporting HRIS systems, that can help create and administer flex arrangements, state policy and map its utilization to measure the performance of FWAs.

Lesson 2
Update the supporting processes to facilitate the new job design

According to a research by BBC History: "Her stern, with its high graceful counter and long thin rudder, was an exact copy of an 18th-century sailing ship ...a perfect example of the lack of technical development. Compared with the rudder design of the Cunarder shipping line, Titanic's was a fraction of the size. No account was made for advances in scale and little thought was given to how a ship, 852 feet [sic] in length, might turn in an emergency or avoid collision with an iceberg. This was Titanic's Achilles heel."

Many organizations embarking on flex-work initiatives, assume that the existing HR processes and systems are adequate for handling the new roles. After all, the existing processes may have served them well for many years. However, flex-work and those wanting to take them up, bring with themselves new demands that require some process re-engineering. By understanding the key dimension of a role being considered for FWAs, HR can create supporting processes that allow the potential of the role to be fully realized. Let us, for instance, consider performance appraisal as a process and its interaction with FWAs. Normally, for most roles, hours logged in to do work, facetime, and involvement in office politics, are all realities that play into performance appraisal decisions. However, does the individual on flex-roles lose out because he/she may not be in office on certain days or cannot be 'seen' working by other people? It is important to setup new forms of understanding and measuring performance for those using FWAs. This will ensure that those in FWAs do not lose out on career progression opportunities.

One way to do this is to unbundle the job/role along its core dimensions. There

FWAs enable employees to customize their schedule, place and pace of work, which can become a tool for talent management and employee engagement

is a need to ask questions, such as - what are the interdependencies of the role and the individual performing it; the influence and decision-making span of those in the roles; what are the tangible and intangible indicators of performance; and what level of performance is considered as acceptable or exceptional. Unbundling roles allow us to map the what, how and why of performance appraisal of flex-roles. FWAs are not implemented in a vacuum and it is important to re-examine all HR processes that come in contact with these new roles. People in FWAs are not less smart or less ambitious; they simply prefer flexibility to a 9-5 regimen. As such, they need better processes to support their career growth.

reap the full benefits of FWA. A very large number of people believe that flexibility is a women's issue and affects only those women who get married or who have children. Nothing could be further from the truth. As the number of dual career couples goes up, men can no longer rely on the safety net of a 'woman' at home to take care of the household. This in turn puts pressure on men, who start to feel the stress of trying to keep some balance between home and work. Additionally, many younger employees are being called upon to take care of ageing parents or grandparents and being prematurely thrust into care-giving roles. This group is not on the radar of many organizations. Moreover,

Employees opting for FWAs are not less ambitious or less smart; they simply prefer flexibility & need processes to support their career growth

Lesson 3

Don't let aesthetic concerns and business pressures lead to under-utilization

Since 4 years of investment was tied up in the Titanic, the management was keen to launch the ship. Consequently, many processes were bypassed or met inadequately to make sure of an on-time launch. For instance, despite the fact that the ship was using emerging technologies that had not been adequately understood by the crew or the captain, the Titanic did not undergo adequate sea trials. Additionally, the number of rescue boats on the ship was reduced so that the deck would not look cluttered and passengers would get sweeping views of the horizon. The life boats were only enough for roughly 1100 people on a ship that carried over 3500. When disaster struck and life boats were lowered, many boats were not even half filled and two were launched upside down, due to lack of adequate preparedness for emergencies.

Many organizations feel the pressure to adopt FWA in a hurry to keep up with market trends. Most such arrangements focus on women as the key beneficiaries of the system. This limited view of FWAs and the hurry to launch, does not allow them to

given the ageing demographics, there are many older workers in the workforce, who come with their own requirements for flex-work. Consequently, there is a much larger pool of workers, who are seeking flexibility at work in return for their engagement and commitment.

One of the most saddening stories on the exhibition, was how the warning of the impending icebergs was handled on the Titanic. A final warning message was received at 22:30 from the Californian, which had stopped for the night in an ice field some miles away, but Phillips (the wireless operator busy transmitting messages for passengers) cut it off and signaled back: "Shut up! Shut up! I'm working Cape Race". One can only hope that those pioneering the FWAs are not too busy to ignore the suggestions and advices that the ill-fated ship had for us. Like it has been said, those who ignore the lessons of history do so at their own peril. FWAs represent the future of work for many employees and deserve careful thought and attention by HR professionals. **⊡m**

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THE
HR FUND

Clockwise from top - Santrupt Misra, Varun Talwar, Pankaj Bansal, Arvind Agrawal, Sumer Datta, N.S. Rajan, Venky Mysore

"The 60 crore fund will focus on helping 'Best-in-Class' HR businesses to scale" - **The HR Fund**

The transforming business landscape and increasing volatility in the workplace have created a need for HR support, thus expanding the market for HR in India. Varun Talwar, Founder, Withya Group and Pankaj Bansal, Co-founder & CEO, PeopleStrong and Co-founder, Withya Group, saw this as an opportunity to launch 'The HR Fund' in India – the first fund for HR businesses in India.

The duo presented their findings to HR industry stalwarts like, Sumer Datta, Dr. Santrupt Misra, N.S. Rajan and Dr. Arvind Agrawal, who too felt the need to set up an HR focused fund. It is in this context, that the Withya Group announced the launch of 'The HR Fund' late last year. The Fund aims to support "best-in-class" HR ideas and practices in India, the sub-continent and the Middle East. The first year's plan is to utilize the seed fund of Rs. 60 crores in around four investments and have some pool left over for making further investments in these four companies. According to its anchor investors, India would be the focus in the first two years, post which, its plans are to look at the markets in the rest of the sub-continent and the Middle East.

The Fund aims to fill market gaps, and provide entrepreneurs with the necessary know-how and support to scale their businesses. The funding focus will be on Professional Employee Organizations (PEOs) that are yet to evolve in India, with staffing, training and technology/software businesses, which are presently in the early growth stages. As Varun shares, "We are convinced this would work, because the SME segment does not want to manage HR internally, finds it tough to recruit talent or offer significant career prospects, and this will give these entrepreneurs the first mover's advantage." Additionally, the Fund will be looking at investing in businesses that provide HR technology, training, payroll and staffing.

The core investors at 'The HR Fund' are Varun Talwar, Pankaj Bansal, Dr. Santrupt Misra, Venky Mysore, Arvind Agrawal and N.S. Rajan. The board members also include veterans from the HR industry like Sumer Datta. The one element that brings them all together is their vision for the HR space in India and their firm belief in the opportunities for new entrepreneurs in the space. They are very clear that investment opportunities will be offered to only those, who can contribute knowledge and connections, and not just funds. With only 11 M&A deals in the last 3 years, this is a sector ready and waiting for its time to come.

Further, the knowledge economy has heralded a quiet revolution in the HR industry in India, with the sector growing to INR 228 billion in FY 2011 (CAGR of 21 percent from 2008 to 2011) and HR consultants are gradually becoming engaged in an organization's growth strategy rather than just being vendors, according to the Executive Recruiters Association and E&Y Report, January 2012.

While the opportunity is clear, the industry until now was skewed, with the bulk of the revenue coming from a handful of MNCs, JVs and home-grown players. The rest are mom-and-pop proprietorships operating at the small size enterprise level, that are unable to scale the business beyond a point and the notion of attracting investment is alien in this industry. Additionally, HR is increasingly an outsourced business function that is emerging as a strong and stable sector. This is true, as it is highly scalable and is a high margin sector that can gain impressive return on invested capital.

The need of the hour will be for entrepreneurs to move towards corporatization - where management teams, board of directors and shareholders, are three separate pillars of the company. **pm**

IN BRIEF

India's first HR fund that will provide entrepreneurs with necessary know-how and financial support to scale their business

THE TEAM

▶ **Dr. Santrupt Misra,** CEO, Carbon Black Business & Director, Group HR, ABG

▶ **Venky Mysore,** CEO & MD, Kolkata Knight Riders

▶ **Dr. Arvind Agrawal,** President-Corporate Development & Group HR, RPG Group

▶ **NS Rajan,** Partner & Global Leader - People & Organization, E&Y

▶ **Sumer Datta,** Founder, Aamoksh Leisure Living & Former MD - APAC, Hewitt Associates

▶ **Pankaj Bansal,** Co-founder, PeopleStrong

▶ **Varun Talwar,** Founder, Withya Group

HR on-the-go

Mobile applications allow information to be published through a mobile RSS-type feed for regular updates to employees

by **Humair Ghauri**

We all remember our first mobile device; the sheer anticipation of getting one made us giddy with excitement. Since then, mobile devices have come a long way, and today by allowing us to continously stay connected and become more productive, they help us by making our lives easier. The recent evolution of the tablet and smartphone device has taken this a step further by providing full functionality of a desktop or a laptop to access and edit corporate data, while on the move. And a function that can benefit tremendously from these technology innovations, is human resources. The question therefore, is no longer about "should human resources capitalize on this medium to better support workforce?" instead, the focus is on "how HR can enable this?"

The adoption of smart devices has been on a steady rise. In 2010 alone, there were more than twice as many people buying smartphones (304 million) as compared to 118 million new users signing up for Facebook. It is now just a matter of how, what and when HR will deliver functionality to these growing number of device users.

The Acceptable "Apps"

More people prefer to use applications, which do not require them to type substantially. For the 21 percent of time spent on an iPad "communicating", they are either sending 1-2 line response to an email, or writing a 140 character tweet or a 1 liner update on Facebook.

Mostly, use of these apps often takes place when people are already doing a hundred other things at the same time. Therefore, applications which meet the profile mentioned below would be best suited for mobile apps:

No need for a portal: Most HR applications focus on connecting transactions, analytics and information to some sort of role-based HR portal. However, this is addressed on a smartphone, as the "desktop" acts like a portal for workers. Among other features, the icons on the screen replace the links on the portal and some smartphones also allow for widgets on the desktop and content, such as alerts that can be pushed to the device.

Mobile application vs. mobile browser: The easiest and fastest way to get applications mobile is to make the existing ones accessible through a mobile browser. Most Human Capital Management (HCM) applications will not be a good fit for mobile devices, but certain ones such as an employee directory work well.

End-to-end actions: 95 percent of the time, an employee will access a HCM mobile application, if they need to take action on a single item, like a vacation request, looking up a co-workers information, etc. Additionally, a manager can perform a more complex task, like trying to retain specific information on a worker and fasten decision making, while on the move. The manager can leverage the mobile HCM application to review the salary of the team, look at the department's salary budget to determine the scope for salary increase and finally give an out-of-cycle increase to that worker.

Complete in 2 minutes or less: Activities like writing long emails and completing performance review tasks can be extremely time consuming on devices like iPhone and Blackberry. While a tablet like iPad is slightly

IN BRIEF

Organizations can now extend HR applications to employees' mobile devices, to enhance workforce productivity, instill learning initiatives and drive employee engagement
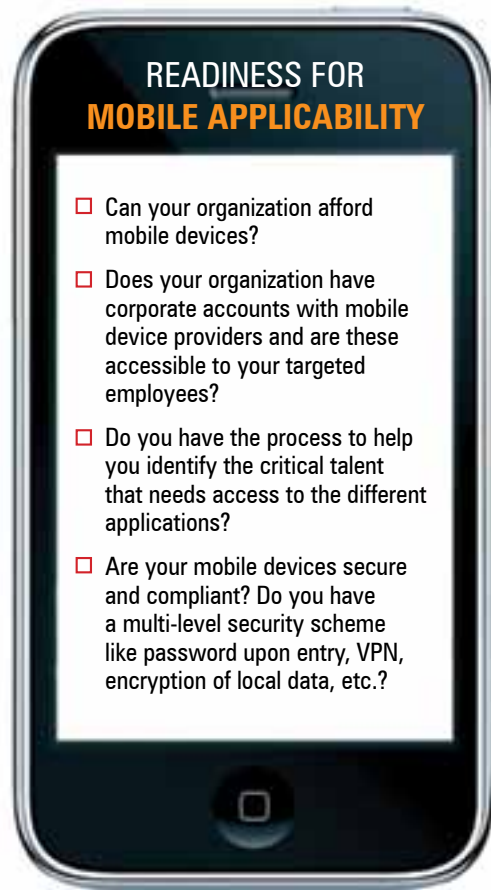
better to complete such tasks, it will still take 2-3 minutes, similar to a laptop or a desktop.

"Mashed" with other functional areas: For ease of use and adoption, HCM mobile applications should be "mashed" with other functional areas, like sales, to give them a much better chance of being accepted and to be able to provide a complete offering to employees.

HR applications to go "Mobile"

Today, organizations can extend few important HR applications to employees' mobile devices to enhance workforce productivity, instill learning initiatives and drive employee engagement. 'Mobile learning' can train, feed and share corporate information on the employees' smartphone devices, anytime and anywhere, which results into their knowledge development and skill enhancement. Employees can access highly interactive searchable content, videos, podcasts, training program materials and also conduct tests at a flexible time and location convenient to them.

The Worker Directory is another application that provides a secure, real-time access to employee contact, availability and hierarchy information, thereby equipping HR personnel to complete simple task like job changes, updating employee goal, etc., while on the move. Similarly, the tablet version of this application will have robust functionality by

READINESS FOR MOBILE APPLICABILITY

☐ Can your organization afford mobile devices?

☐ Does your organization have corporate accounts with mobile device providers and are these accessible to your targeted employees?

☐ Do you have the process to help you identify the critical talent that needs access to the different applications?

☐ Are your mobile devices secure and compliant? Do you have a multi-level security scheme like password upon entry, VPN, encryption of local data, etc.?

All YES - YOU ARE READY!
Your organization is ready to roll out HR mobile applications

All NO - INVEST IN THE FOUNDATION
Your organization should wait and prepare the ground first

HR can improve workforce engagement by leveraging mobile applications

enabling an ERP on hand-held devices. Additionally, mobile applications also contribute towards enhancing workforce communication, especially for employees who are always on the move. This will allow intranet portals and emails, to be published through a mobile RSS type feed for employees, for regular updates.

Further, applications on workforce analytics make possible scorecards, metrics and graphs that help HR professionals analyze data that help measure workforce productivity. Most business intelligence vendors today can build mobile dashboards, which can deliver workforce analytics to employees in a practical, inexpensive and through a shorter deployment time-frame. Finally, a mobile application can be used to keep graduates and professionals engaged through the recruitment process and thus ease the hiring process. Candidates can be updated on their

interview schedules and can get information about the organization and the interviewer, on a much faster and easier medium.

Today, mobile devices and applications are a part of the workforce's everyday life. Thus, HR has a great opportunity to improve engagement and productivity of its workers by providing targeted, action-oriented mobile applications, which will make them excited. However, not all HR applications should be made available on the mobile platform. For example, performance reviews, compensation planning or any activity requiring significant typing are not processes that should be adopted on the mobile platform. The challenge however, is whether or not HR will be able to deliver mobile applications in the near term to meet the demand. 🅿m

Humair Ghauri is the Senior Director, HCM Product Strategy at Oracle Corporation

You don't get it, **do you?**

Study on Millennial Workforce in India, by The Academy of HRD, IKYA Human Capital Solutions & MTHR Global

The Generation Y is driven by their desire to 'create their own' to demonstrate self-extension through their work

by **Rajesh Kamath and Prarthana Alley**

IN BRIEF

Gen Y in India is ambitious, optimistic, embraces change, celebrates diversity and has a clear sense of where it is headed

The increasing number of millennial (Gen Y) in the workforce calls for an interesting insight into their career aspirations, and their extrinsic and intrinsic motivators. At the same time, it is worthwhile trying to understand whether or not there exists any difference in terms of aspirations, motivations et al amongst the Gen Y workforce based on geography, gender, work experience and industry. In light of the challenges and opportunities that the new workforce bring to the workplace, it is important to analyze whether the challenges posed by Gen Y outweigh the opportunities they present or are they creating both challenges and opportunities at the workplace?

Career aspirations of Indian Gen Y professionals

The research sheds light on the aspiration of the new workforce. Interestingly, the Indian Gen Y professionals aspire for high dedication to social cause and they have a strong desire to climb the corporate general management ladder and have a strong need to be associated with a firm or occupation, which externally or visibly enhances or substitutes for self-definition. The new workforce showcases an innate desire to build, create, invent or produce something of their own, and are driven by the need to demonstrate self-extension through their work. If allowed, they display positive energy and if curtailed, they lookout for those organizations that provide a work environment, which will help them excel, and are even open to the idea of starting with new careers they are passionate about, at any point in their life/career stage. The definition of loyalty has changed and Gen Y is loyal to their jobs and not necessarily to their organizations. Further, career progression is at the core of Gen Y and they treat it as the means to an end.

They desire for a project management approach towards work assignments, which
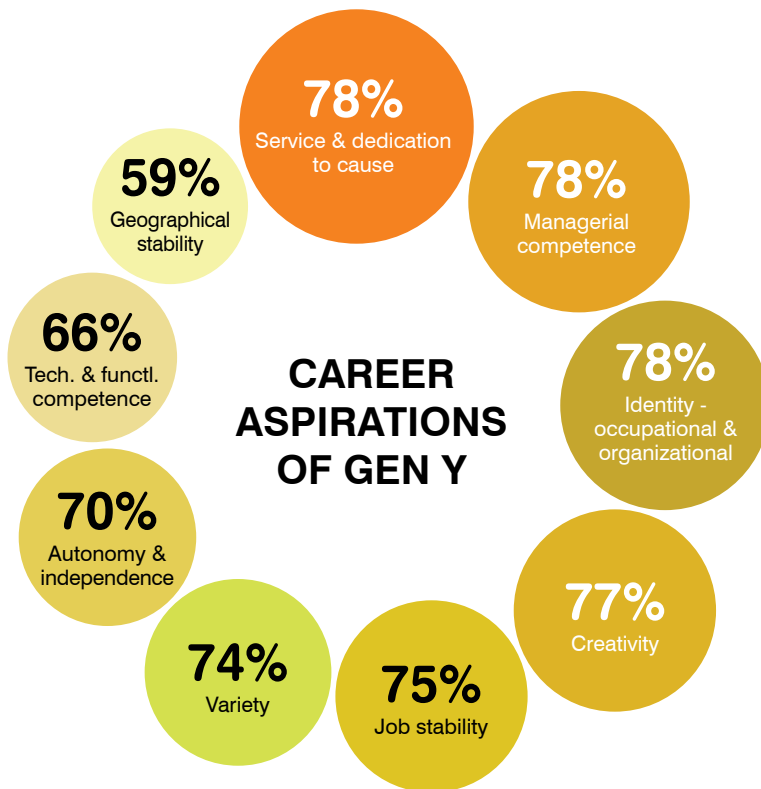
"Indian Gen Y is an intelligent-diverse group with a need to be understood not only for what they want, but 'why' they want what they want"

- RAJESH KAMATH

"For engaging Indian Gen Y-ers @ work-place, give them a balanced palette of what motivates them"

- PRARTHANA ALLEY

CAREER ASPIRATIONS OF GEN Y

78% Service & dedication to cause

78% Managerial competence

78% Identity - occupational & organizational

77% Creativity

75% Job stability

74% Variety

70% Autonomy & independence

66% Tech. & functl. competence

59% Geographical stability

For Gen Y, achievement is extremely important, for professional and social environment alike
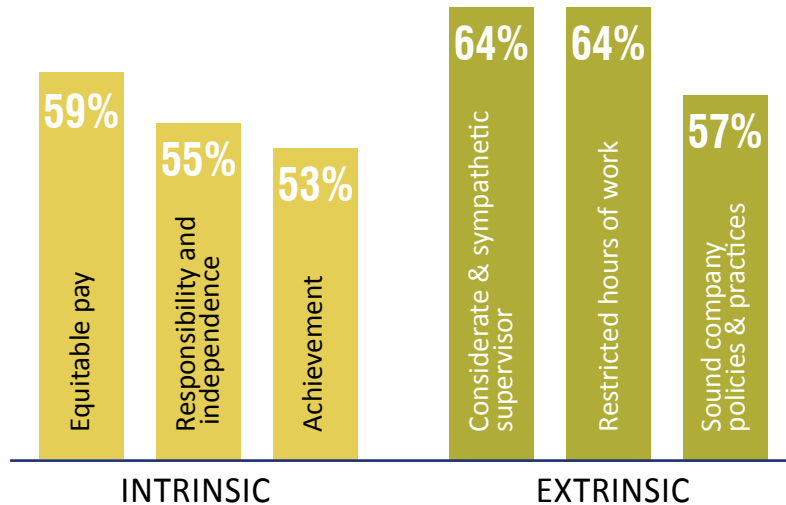
accelerates their learning. The new workforce wants handholding till the time they are very clear of the processes and what is expected out of them, however, handholding for them is equivalent to guidance or leading by their boss/leader, and not managing or micromanaging. They understand that there is stiff competition and it is the pressure to compete within their peer group, which motivates them to be offbeat and create their own identity and space. They believe in proving themselves and working 'NOW'.

When compared to Gen Y male professionals, the Gen Y female professionals highly aspire to have geographical stability, empowerment and training programs, that hone their technical or functional competencies. On the contrary, the Gen Y males highly aspire to have stability in job and high managerial competencies. However, both genders give equal importance to creativity and challenging work assignments. Interestingly, the Gen Yers from the manufacturing sector aspire more for creativity at work, employer and self brand identity, managerial competence, job stability and involvement in CSR activities, than their counterparts from the service sector, who aspire for technical competence, challenges, autonomy and independence at work, and geographical stability. The research also points out that the career aspirations of Gen Yers from the Southern parts of India are comparatively higher than those from the North, West and East zone.

Motivation of Gen Y

The Gen Y professionals are motivated when there are sound company policies and practices, a considerate and sympathetic supervisor,

Top
Motivators for Gen Y

59% Equitable pay

55% Responsibility and independence

53% Achievement

INTRINSIC

64% Considerate & sympathetic supervisor

64% Restricted hours of work

57% Sound company policies & practices

EXTRINSIC

restricted hours of work that successfully integrates work and life needs, responsibility and independence, equitable pay and achievement at their workplace. Extrinsic motivation factors comparatively are more important than the intrinsic motivation factors. Interestingly, a considerate and sympathetic supervisor is preferred more than a technical competent supervisor. Gen Y professionals respect and like to work with a technically competent boss, who walks-the-talk. They are individualistic in nature and therefore, desire customization of policies and practices. A workplace that creates a sense of belongingness within the corporate culture and extends the feeling to the family members, is appreciated and accepted by the new workforce.

Geographical segmentation of the Gen Y workforce reveals that Gen Yers from the Eastern parts of India are highly motivated by intrinsic factors, such as equitable pay, achievement, autonomy and independence, and recognition. On the contrary, advancement and interesting work does not motivate them much. Interestingly, the Gen Yers

working in the Northern parts of India, specifically, the NCR region, are not so demanding for comfortable working conditions, sound HR policies, competent supervisor, equitable pay, adequate earnings and fringe benefits. Also, Gen Yers from the service sector are motivated by sound company policies and practices, considerate supervisors and fringe benefits more than their counterparts from the manufacturing sector, who are highly motivated when they have competent supervisors.

Value preference of Gen Y

They are the 'now' generation, who are demanding and value what they are paid 'now'. They are influenced by their peers and family to accumulate wealth fast and 'now'. At the same time, their orientation to achievement is much higher than their orientation to money. Achievement is extremely important not only in their professional environment, but also in the social environment to which they belong. L&D programs and getting hands-on experience in their area of interest, motivates them. This is so, because upgrading their own competencies is important for them to create a niche for themselves in the job market. Going abroad for training and getting certification, adds charm to the list of their achievements.

It is also interesting to note that Gen Y highly values meaningful and challenging work and therefore, they have no qualms in working for such a job, with comparatively less pay package, provided other motivational factors remain constant. The research highlights the point that the Gen Yers from the Southern and Western parts of India are highly achievement-oriented as well as value money more as compared to other zones. The Eastern zoners are highly immersed in their job roles. In terms of industry segmentation, the Gen Yers from the service sector value achievement and money much more than their counterparts from the manufacturing sector, who are highly immersed in their roles.

Gen Y values meaningful and challenging work, and have no qualms in working for comparatively less pay provided other motivational factors remain constant

What's more important for the Gen Y?

ACHIEVEMENT ORIENTATION **86%**

MONEY ORIENTATION **80%**

ROLE IMMERSION **68%**
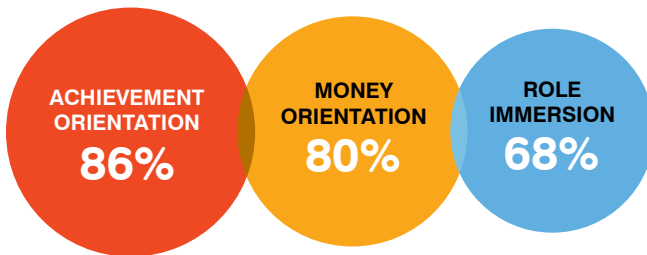
Going forward

Leveraging diverse generational talents, integrating multiple perspectives and diametric motivations, making diversity at workplace blend and work, and catering to groups in the context of socio-cultural and economic background, are a few of the challenges that an organization is confronted with, when dealing with the new workforce. For instance, the Gen X managers from the manufacturing sector face the dichotomy between persuading the Gen Y to locate to a remote location and persuading the management to invest on bringing some urban-like environment to remote job locations. At the same time, given the economic uncertainty, it becomes all the more challenging to create a job, which allows the Gen Y to grin, grow, move and stick for maximum 5 years in the organization. Managing Gen Yers' expectations and channelizing their energy is a challenge that needs to be addressed. While social media is useful for recruitment and monitoring for organizations, the absence of permission to access social media websites are despised by the Gen Yers. Going forward, organizations will emphasize on building unique EVP, however, if they fail to live up to the brand promise, the challenge for them will be in attracting, leading, engaging and retaining the Gen Yers. Till the time they are 'happy' in an organization, they will give their best, but even one 'bad instance' will exert their motive to shift the organization.

While challenges are in place, the fact remains that the Gen Y in India is ambitious, optimistic, embraces change, celebrates diversity and has a clear sense of where it is headed. Organizations can do well to leverage Gen Yers' social and technology skills in the workplace. For instance, some organizations are using 'reverse mentoring' to get Gen Yers to help senior executives to learn social networking and other communication technology. There is little doubt, however, that organizations that embrace the challenges will be in a better position to benefit from the skills and high potential of the Gen Yers. **pm**

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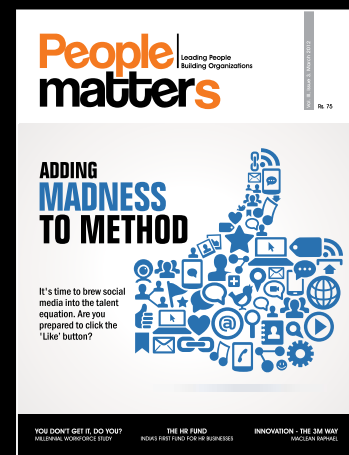
In the current business scenario, organizations in India are faced with business-critical globalization challenges. There are the non-Indian head-quartered MNCs; the rapidly globalizing Indian corporates; and the emerging Indian corporates. There is a special significance to this classification of organizations, because the speed at which they are 'globalizing' is very different in India, as compared to other smaller countries in Asia.

MNCs in India have a certain level of independence in terms of implementation and designing programs and policies for their local geographies and in particular, in India. Global organizations understand that India is a different market. It is a priority market and needs special attention. Organizations we interact with in this segment are very focused on localizing their global program in the context that makes sense to their local priorities.

The second group of 'globalizing Indian corporates' is at a different stage of maturity in their journey to globalization. Having done a lot of research in the area of Asian MNCs expanding globally, we found that Asian MNCs are at different stages of globalization and therefore, their challenges are also unique. In India, most large business houses have begun their globalization journey, with the exception of some large conglomerates, and as they embark on their globalizing journey, their focus is very different. To realize their focus on large scale global plans and create global presence, they are intelligently using a very 'light touch' in their process of globalization. While their objective is to expand market share by venturing into different countries, there is also a realization that they do not know enough about these countries, and hence they need to bring local talent on board and integrate them accordingly.

The last group is of the 'emerging Indian corporates', which has been on a massive growth journey for the last few years. A challenge they are facing today is that they do not have the required infrastructure of processes and systems to sustain such momentous growth.

A LOOK AHEAD

Vivek Nath on managing growth in an environment of slowdown

IN BRIEF

Indian companies will continue their globalization journey. Investment in leadership development, optimization of rewards, and the quest for customized best-practices will see increasing focus in 2012

TALENT FOCUS FOR 2012

1 TALENT WILL BE A **CRITICAL DISCUSSION** POINT IN THE BUSINESS AGENDA

2 **MORE FOCUS** ON OPTIMIZING REWARDS

3 **INCREASED INVESTMENT** IN LEADERSHIP DEVELOPMENT

4 **FOCUSED INVESTMENT** ON RIGHT TALENT TO OPTIMIZE HR SPEND

While the three groups are in a different flux, there is one thing that brings them all together. The Indian client is very intelligent and has a strong business acumen. I saw this when I worked in India 9 years ago, and I can see it more pronounced, now that I am back and have a reference point. When you speak to any CEO or senior professional, whether he works for a MNC or the Indian Government, everyone is focused on investing in human resources for effective and long term impact. They look for best-in-class processes and systems, but they are also smart enough to know that the all-size-fit-all approach to best practices will not work; thus, they want best-in-class practices to be born from the context of their organization and culture, and its application to be relevant to the business.

Going forward, 2012 will see organizations focus more on optimizing rewards and investing in leadership. Talent will be an important aspect in the business agenda. While every company faces the same challenges in terms of talent, it is how they deal with these situations based on their own context, that will make the difference. Some companies have got the formula right and some others are just starting on the journey. The slowdown foreseen in 2012 is not going to be like in 2008; the difference between 2012 and 2008 is basically that in 2008, organizations stopped spending and it was all about conserving, profitability, and maintaining margins. But I think companies are going to treat the slowdown in 2012 differently through optimization of HR budgets. So, companies will not necessarily look at reducing their HR budgets, but on optimizing its use by investing in the right things and on the right people.

Workforce optimization and measuring the effectiveness of human capital will become very important for HR professionals

I also do not think hiring is going to come down drastically. While it will certainly reduce, there will be smart companies that will continue to hire the right talent, as this is the best time to get great people. Clients will continue with their investments in HR. So, I do not see a sharp turn in terms of environment, but I do see a slight change from how we have been in 2010 to 2011. The slight slowdown will result in change in priorities. The new priorities will be around managing growth in an environment of slowdown and what that means to the organization. So, managing risks will become even more important, organizations need to ensure that employee engagement is still high and focused towards a segmented employee group. Organizations will also need to focus on optimizing total compensation and total rewards, and the way the organization wants to divert those investments to create a blue print of how the organization should look once we come out of the slowdown, and what we need to do in order to get there.

Workforce optimization and measuring the effectiveness of human capital will become very important for HR professionals as we go forward. **Pm**

Vivek Nath is the MD, India at Towers Watson

The SWP pay-off

Strategic Workforce Planning – a new approach that connects HR strategy and practices to business strategy

by **Dr. Mary Young**

IN BRIEF

Strategic Workforce Planning (SWP) allows business leaders to analyze workforce implications of the business strategy

In many companies, HR strategy is disconnected from business strategy. According to a 2008 McKinsey Study, 58 percent of line managers and 25 percent HR professionals say that HR lacks the capabilities to develop talent strategies, that are aligned with business objectives. In a 2008 survey by Hewitt, 78 percent of companies said their workforce strategies are aligned with business strategy to at least some extent, yet just 17 percent say that is true companywide.

Strategic Workforce Planning (SWP) engages business leaders in analyzing the workforce implications of their strategy so they are not blind-sided later on by anticipated challenges, such as the cost, quality or availability of talent needed to execute that strategy successfully.

What is SWP?

SWP is the formal process that connects business strategy to human resource strategy to ensure that a company has the right people in the right place, at the right time, and at the right cost. Companies gain a clearer understanding of which skills will be critical to business success and which roles will be hardest to fill, as well as regional variations in human capital quantity, quality, and ROI. These insights help them align their talent investments and business priorities.

While SWP requires an in-depth conversation about long-range business strategy, it also relies on quantitative analysis. SWP uses technology to integrate workforce data from across the company and marry it with other kinds of data, for example, from finance and operations. It employs statistical tools to analyze talent and its impact on business performance and to model alternative scenarios.

As SWP gains credibility and matures, it can become an input to business strategy as well as an integrating process that drives HR practices and strategies. Business leaders can use strategic workforce planning to evaluate a variety of options, such as, the costs and feasibility of building a new plant in location A, B or C, based on the local skills supply, infrastructure and labor laws.

SWP enables decision makers to effectively manage human capital risks and its impact on strategy execution

Why is SWP gaining importance?

While most companies are still beginners at SWP, there are compelling reasons for developing their capabilities. In countries like US, Europe, Japan and Australia, two demographic trends – the aging workforce and the smaller pool of younger workers – have led many companies to launch SWP. Globalization is another driving factor. Large multinationals need to manage their worldwide workforce and optimize their use of human capital, including permanent, full-time employees, part-timers, contractors and consultants. Just as supply chain management (SCM) helps companies rationalize their value chain, SWP lets them make better decisions about how they deploy and manage talent. Like SCM, SWP only became possible once companies had the technology to manage and analyze large data sets to produce new forms of business intelligence.

The differences

Companies frequently confuse operational workforce planning with this newer approach. While the purpose of operational workforce planning is to forecast short term headcount, the purpose of a strategic workforce planning is to produce information and insights to support strategic business decisions. Operational planning tends to focus on detail and precision while a SWP lays emphasis on dialogue with senior executives to better comprehend business strategy and changing environment, the work implications and critical roles and skills. The output of operational planning is headcount and staffing plans, while that for SWP is referred to as directional numbers. The critical differentiation lies in the fact that an operational planning more often than not is built on one assumption (single scenario) with a timeline of a maximum of 2 years, while SWP factors in multiple scenarios over a period of 2-5 years.

The pay-off from SWP

Strategic Workforce Planning evaluates strategic business scenarios to effectively manage human capital risk and its impact on strategy execution. Companies identify, assess, prioritize, and treat companywide risks through enterprise risk management; however, risk management often omits human capital issues altogether or focuses on a limited number, such as senior management succession. Yet a company's workforce typically accounts for at least half of its operating costs and has a significant impact on performance. SWP helps companies prioritize their human capital investments and leverage talent across business lines and geographies to drive business results and reduce costs. ꟼm

Dr. Mary Young is the Principal Researcher, Human Capital at The Conference Board

5 Tenets of developing talent

Even as organizations struggle to find the right talent, are they doing enough to develop their internal pool?

by **Dr. Mrityunjay Kumar Srivastava**

For rapid growth of the organization, it is important to have talented people at the right places. However, that is not enough as if talent is not guided and nurtured well, they may not be able to grow and reach to its fullest potential. Developing talent is therefore critical when the organization's competitive advantage hinges on its people.

Usually, it is believed that training and development – classroom, outbound, on-the-job, mentoring and coaching - could help develop talent. While this is true to a great extent, if the organization is also able to imbibe following pertinent aspects, they will be able to develop talent in a much better manner:

1 *Genuine interest by top leadership team:* The top leadership team generally has the intention to develop talent it is important to assess how much time they actually spend on developing their talent in reality. Often due to lack of time or other business pressures, the top management team fails to translate the intention into action, and talent development becomes a mere tick-on-the-box. Talent development will happen only when the leadership team spends genuine and dedicated time on people development in a disciplined fashion and review their second and third level on "how they are developing their people". Thus, the first big question however is 'how to convert this intention into action?' Secondly, how much time can the top management spend with their people?

2 *Give Feedback:* Many of us normally say "I don't mind taking negative/critical feedback". But the reality is that it often hurts as well as is difficult to digest despite being descriptive, non-evaluative, and specific. Nevertheless, negative feedback is one of the best tools which can help people improve immensely. Therefore, an important aspect is how do you give feedback, particularly to the people who are bright but egoists, smart but short-tempered, knowledgeable but not good listeners? It is always advisable to start with small but positive feedback as it is well accepted by most of us. This gives an opportunity to see whether the person you have given feedback to, implements the feedback or not. If the person implements the feedback, it clearly indicates a better emotional connects. This helps establish the credibility of the source which becomes the foundation for the person to accept negative feedback in a more positive mind frame.

3 *Expose the talent to unreasonable and demanding leaders:* To develop talent, it is important to expose them to an unreasonable, demanding, and difficult (but not bully) bosses. And this is done earlier the better as such bosses have the capability to stretch the talent potential and push them to set high standards, challenge one to do better and think differently. Don't forget pressures are sometimes very discomforting but remember that gold shines better and brighter when put to the test of fire. Having said that, this no way means nice and reasonable bosses do not develop talent. They do, but in a very comforting way, which at times does not teach them how to weather the rough tide.

4 *Structured rotation:* Imagine you are one of the lucky supervisors of a couple of employees who have performed exceedingly well in your team in the last few years and brought laurels to you as a leader. What happens when these reportees approach you with a proposal to change their roles and move out of your team? Ironically, most of the time good performers are not released or rotated for the reason that they are doing well and their managers are not willing to let them go. Just pause and ponder for a moment – By acting this way, are we really developing these individuals into multifaceted managers? In a business world which is complex, hostile and dynamic, there is a need to prepare leaders who are agile, understand different facets of business and can talk to the customers intelligently about the organization as a whole? Organizations need to focus on putting their talent into new, complex and ambiguous circumstances to help them learn how to handle different situations. It is not enough to just ask your best performer only to continue doing what he/she is best at? They must diversify and be able to handle multiple scenarios. Let's not forget the fact that the problems of tomorrow may not be addressed by any one specialty; rather, multi-disciplinary approaches encompassing various areas of expertise will prevail over the competition.

5 *Educate people on the art of asking right question:* How many times have we thought soon after asking a question - "Wish I had framed and asked this question differently?" Obviously, this thought strikes us

To develop people, it is important to expose them to unreasonable, demanding, and difficult (but not bully) bosses

when we do not get the desired response from the other party. IN my opinion, finding the right answer is difficult unless we have asked the right question. When one is not able to frame the questions appropriately there may be a danger of getting exposed adversely in front of employees, superiors or customers. Therefore, organizations need to help talent learn how to frame and ask the right questions. It is suggested that continuous reading in varied areas, reflection and understanding of the context come handy in framing questions. Sometimes, writing down the question before asking helps articulate it better. This is critical as, remember your question tells a tale about you and your organization.

As finding the right talent becomes ever so critical, organizations will have to become talent magnets as there are very few ways in which they can achieve sustainable competitive advantage. Today, it is difficult to build a great organization without grooming and nurturing talent from within. **pm**

Dr. Mrityunjay Srivastava is GM & Head - Transformational Leadership Development initiatives in the Corporate Human Resources Development at Wipro

The Reflective Leader

Self-awareness and the courage to own up to one's behavior are key to excel as a reflective leader

by **Dr. Anil K. Khandelwal**

IN BRIEF

High stress and focus on performance can make the leader rigid and insensitive; reflection can help suspend assumptions and welcome other's views

Leadership roles are powerful roles. By the weight of power, leaders can sometimes tend to believe that their word is the last word and may ignore the sane advice given to them by their colleagues. In their anxiety to deliver results, they can ignore their own blind spots and become insensitive to the feelings of others. They may also tend to be arrogant with their own knowledge and expertise, and unconsciously intimidate others.

Leaders are also human beings after all, and they are as much vulnerable to fault as any other person. We all tend to take our objectivity for granted. However, the fact is that our personal perceptions can become self-reinforcing and gradually build up mental models. As Peter Senge said, "The eye cannot see the eye." To do so, we all need a mirror; we all need to build the ability to reflect. What separates a leader from the rest, is the capacity for self-observation within the complex field of action and the ability to engage in Socratic dialogue with oneself.

Reflection leads to understanding and constant reflection leads to improved understanding. It helps in processing one's feelings, understanding them, resolving questions and getting on with work. Self-

> *Mere academic qualification or technical expertise is never enough to lead people and bring out the best in them. Leaders must be thoughtful, reflective and have the courage to own their pitfalls and continuously work on them"*

awareness and the courage to own up to one's behavior, is the key to excel as a reflective leader. Awareness can help leaders to own up, tone down or recast their own behavior.

Every leader is vulnerable and will face adversity at some point in time. It takes a lot of self-control to manage the stress and power dynamics inherent in leadership. The key is to stay calm and centred. Reflection is one way to build renewal into your life. Reflection can help to cope with the adversity by preserving self-dignity. Some of the ways of reflecting include - looking back, thinking back, and asking for feedback.

Back in the 1980s, I attended a program by the Indian Society of Applied Behavior Science, which was a sensitivity training that required participants to work in small groups in an unstructured setting. The focus of such human process labs was essentially to explore one's behavior in the here-and-now situations created by the unstructured setting. This exposure helped me examine my own anxieties, fears, prejudices and the impact of my behavior on others. The experience helped me to reflect continuously on my own self vis-à-vis my organizational roles, colleagues and subordinates. I also became increasingly aware of my prejudices and biases, and began to own up to my actions and behaviors. Such reflections have prepared me, both intellectually and emotionally, to deal with the tensions, traumas and turbulence effectively and not run away mid-course.

During my tenure as CMD, Bank of Baroda (2005–08), I was virtually operating like a war-time general. In that limited time, I had many miles to go! We had not only created an ambitious agenda for change, but were also constrained by strict timelines, as I was to retire soon. We were doing too many things too fast, and I was simultaneously performing many roles - commanding, directing, motivating, leading and even intimidating occasionally. At this stage, I decided to undergo a 360-degree appraisal and requested my friend Dr. T.V. Rao to help me.

In a shifting reality of the business world, leaders need to create a new cocktail of experience, expertise, abstract thinking and creativity of young minds

Rao's feedback helped me to reflect on my style. In a high octane environment of performance coupled with my anxiety to deliver, I developed mental models that bordered on rigidities. The reflection helped me to suspend my assumptions and allowed me to accommodate different views. It helped me to promote better dialogue and seek greater involvement of people in the tasks on hand. Continuous reflection at the height of our transformation program helped me relate to people and their problems at an emotional level.

Leadership roles require promoting team work amongst diverse and talented individuals, using their collective intelligence in achieving the corporate goals. They need greater humility and the ability to listen to others. In a shifting reality of the business world, leaders need to create a new cocktail of experience, expertise, abstract thinking and creativity of young minds. Reflective practice is as important to leaders as yoga is to create harmony in our body system. It requires personal discipline and continuous practice.

Mere academic qualification or technical expertise is never enough to lead people and bring out the best in them. Leaders must be thoughtful, reflective and have the courage to own their pitfalls and continuously work on them. **ᴘm**

Dr. Anil K. Khandelwal is an HR professional who made it to CEO of Bank of Baroda (BOB), a staid large public sector bank and turned it out in a short tenure of 3 years. His book *Dare to Lead* (Sage 2011) captures his experience of the turnaround. Dr. Anil Khandelwal can be contacted at akk1948@gmail.com

When is the right time for one to be ready to be a coach? How can HR make a business case to justify a L&D budget for their team? Can a company revise the promised incentive plan at the time it is due to be paid?

Our Expert, VIVEK PARANJPE, Consultant & Strategic HR Advisor to Reliance Industries

THE COUNSELLOR

Should I become a coach?

As I have moved up the ladder, I have been asked to become a coach and help others develop. But I am not sure if I am ready to be a mentor as I have only 4 years of experience, but at the same time, I fear that my career progression will suffer if I say no. What is the right thing to do? When is the right time for one to be ready to be a coach?

If your managers believe that you have the requisite experience and knowledge coupled with the ability to coach, I don't see any reason why you should have any apprehensions. It is a responsibility of the seniors to coach the juniors to help them succeed. In coaching, you have to provide timely feedback, both positive and negative, in a constructive mode; advice/guide a person and help him/her move towards becoming effective and efficient; provide ongoing encouragement; and keep the person motivated. If you yourself are an excellent performer, you know the company culture and the expectations from the roles of the people who have to be coached, so just go ahead.

* * *

What are my rights?

I work in a boutique consulting company as a business development manager. The company introduced a very competitive incentive plan that was directly linked to individual performance. I was very driven by this arrangement and went full out and even achieved 150 percent of my targets set for the quarter. Now, when the time has come

for the incentive payout, there is an email notice from the HR department explaining that the poor financial performance of the company is leading to a revision in our incentive payout. While the HR department expects us to understand this situation, I am disheartened as I worked very hard. Is it legal for a company to revise incentive payout post the performance period? What are my rights?

It is indeed unfortunate that your company is not doing well and therefore, the incentive program is being revised. You will appreciate that it will be difficult for me to comment on the legal aspects of this case and let you know about your rights, since I don't have full facts. I can only suggest that you approach your top management and request them to recognize your excellent efforts.

* * *

Entrepreneurship an option!

I am an HR professional currently working as the HR head in a manufacturing company. I have been working for 12 years now, while I have always wanted to start my own company. I just came across the February cover story in People Matters, which talks about HR Entrepreneurship and the potential for those in the HR function. What are the profitable HR business opportunities and how can I identify the same and go about the process of starting a company? Do you think it is the right thing to do?

If you truly have the entrepreneurial zeal and the necessary passion within you, there

is no dearth of ideas in the environment. Plenty of opportunities exist in the HR as well as broad based management space. Network with many professionals, talk to knowledgeable people, and get guidance from those matured friends who know you well. You should also talk to the entrepreneurs and get their perspectives.

It is indeed very difficult to point out any one opportunity. It all depends on your own expertise, your ability to raise the funds, and your ability to sustain during the initial uncertain periods. Just ensure you have the skill sets and knowledge, necessary to succeed in the opportunity that you wish to pursue. You will appreciate that entrepreneurs need different sets of capabilities from that of the professional managers and also need a different mindset. As long as you are willing to change the lifestyle, and have the ability to take the risks that are associated with any change, just go ahead and plunge into being an entrepreneur. I will suggest that consult your family, get their buy-in, and make them part of your plan after making them aware of the pros and cons.

* * *

HR head should justify L&D budget for HR team

I am the L&D head and we are currently in the process of allocating the L&D budget for the new FY. While allocations have been made for all the functions, as in each year, there have been no allocations for the L&D needs of the HR team. I know there is a need to focus on L&D of the HR team, especially with the changes taking place in the HR industry and in HR's role in business. However, I am not able to convey the same to my management. Please advise me on how I can put forward the right proposal to my management to see this need? Is there a way I can justify the business implication for the same, and also what is an approximate amount per person that can cater to such a need?

First and foremost is that, is your belief shared by the HR head of the company? Does he/she also believe the need for a separate budget for the HR team's development? The budgets are created to serve specific business needs. If your HR team has developmental needs, these needs have to be spelt out, the competency gaps have to be identified and the management has to believe that appropriate developmental interventions have to be planned for this team. As head of L&D, are you well connected with the HR head, and have you jointly articulated

As long as you are willing to change the lifestyle, and have the ability to take the risks that are associated with any change, just go ahead and plunge into being an entrepreneur

the current needs, the gaps that need to be bridged and the futuristic development that must happen. All this has to be aligned to the company's business plans.

Let us get it right. The responsibility and accountability to develop the HR team is that of the Head of HR of the company. As L&D head, your role is to facilitate and support this process and ensure things get done as expected. Championing for the budget to develop the HR team is therefore the responsibility of the HR head. If you are not able to convey to the management the need for separate allocation of the budget, this could be due to your assumptions of the development needs being wrong or may be the budget truly does not exist and therefore, less critical items as per the judgment of the leadership will get least of the priority. You just need a strong business case.

Your other question: what should be the approximate amount per person? There is no formula or thumb rule for this. It all depends on what the current capabilities of the HR team are and what are the gaps. These are determined by current performance levels as well as future expectations of the management as per the business plans. Can these gaps be bridged through internal development efforts or by hiring the right people from outside? Multiple factors such as quantum (volume) and the quality of the developmental solutions that are crucial for business success, will be the determinant of the budgetary needs. **pm**

Vivek is a Senior HR professional with over 35 years of experience, ranging several leadership positions, in India and abroad. He leads his consulting practice since 2003 and presently works as a Strategic HR Advisor to Reliance Industries, and is also an independent Director on the Board of Motilal Oswal Financial Services Ltd. Prior to this, he was based at Singapore for several years where he was Director HR - Operations at Hewlett Packard for the Asia Pacific Region.

Allow Vivek to clear your career and professional dilemmas by writing to us at ask@peoplematters.in

IN BRIEF

Best practices at some of the great workplaces showcase how 'care for employees' is directly proportionate to their commitment

Committed employees are the greatest asset for any organization. People are committed and engaged when they feel they are being cared for in the organization.

Caring is one of the important elements of the Culture Assessment Model of Great Place to Work® Institute, identified as one of the nine key practice areas. According to this model, caring has three parameters - balancing, supporting and including. 'Balancing' looks at distinctive policies and programs that respond to people's needs to balance their work with their personal lives. 'Supporting' refers to policies for helping employees cope with family/personal crises, and 'including' refers to practices that help in promoting an environment of inclusion of various demographics.

An employee feels cared for when the organization values him/her as a person and not just a resource to get work done from. It gives due respect to their personal needs and provides support during times of personal tragedies or difficulties. Presented here are lessons learnt from the best workplaces, can serve as references of 'care for employees':

1 **It is not work or life; it is work and life:** People have both personal and professional needs and must be accepted with both. Fulfillment of one alone cannot satisfy them.

Therefore, workplaces need to have initiatives that address the personal needs as well. Qualcomm has a comprehensive work-life balance program, called QLife. The programs and services offered through QLife are organized into six different "communities": community life, family life, healthy life, leisure life, team life, and life resources. It includes volunteering for social activities like helping underprivileged youth, workshops on parenting, safety calendar, health check-ups, and indoor recreation and adventurous outings.

2 **Flexibility is the key to work-life balance:** Different employees have different kinds of requirements as far as support in personal life is concerned. It works best if organizations can clarify expectations as far as work is concerned and give employees the freedom to decide how they want to do it. The flexible time (flex-time) option at Intel enables employees to make time adjustments to regular work schedules or take time off for personal requirements. Summer flexi program at American Express allows time off, for example, parents with young kids or employees with aged parents are given the option of alternate work models (shorter work week, work-from-home, early/late start time, etc.)

COMMITED TO
CARE

Employees feel cared for when the organization values them as people, and not just as resources

by **Ralsi Sharma**

3 **Team plays a critical role in enabling work-life balance:** Most employees work in teams and it helps if teams can come together to define arrangements that are beneficial for all. It not only helps employees get support during critical times, but also builds relationships that go beyond work and the organization. The vacation donation program at Qualcomm allows employees to donate vacation time to assist other employees, who may need those extra days in the event of a personal emergency.

4 **Communicate that using work-life policies is desirable and not a taboo:** Employees often have a mindset that expecting work-life balance is equal to not exhibiting the required dedication, and that their loyalty may be judged by number of hours spent at the office. This mindset is detrimental for both the individual and the organization and is also contagious. Organizations need to proactively discourage this and communicate the importance of work-life balance for the well-being of all. At Bharti Airtel, "8 is late" is an initiative that discourages employees from sitting in office post 8pm. Late sitting is tracked and employees are required to fill a permission slip for staying late. SCOPE has instituted an annual "Work-Life Balance Award" that assesses the various business units on their contribution to a healthy work-life balance, like implementation of 5 days a week work, team bonding initiatives, automation of processes and efficient utilization of manpower resources. The 'Smart Work, Smart Reward', aims to measure productivity of the employee by penalizing every extra hour of work over the stipulated guideline, thereby reducing the incentive earned by the employee.

5 **Support is not charity; it is collective self-help:** Support should aim at encouraging the commitment of the individual in being helped and thus, strengthen him/her to take charge of the times ahead. Infosys has a 'Samaritans Network', where samaritans are employee volunteers available for providing emotional support to their colleagues. They are trained counselors from various units. When Google was affected by the changing economy, it had to eliminate a small number of redundant positions.

Despite the tough news, Googlers together worked to support those who were directly affected, by posting information about available jobs within other departments. Over 40 members of their people operations department, offered their expertise to those in need by reviewing resumes, doing practice interviews, and providing networking and general career advice.

6 **Clearly communicate the conditions under which you provide benefits:** It is essential to clearly communicate the responsibilities that employees have towards the various benefits that they enjoy. They must understand that the benefits they enjoy may cease to exist, if all involved are not responsible to act according to the design and intent of the particular benefit.

7 **Believe that diversity is essential for continued success:** Businesses go through changing times. Customer preferences, market dynamics and relationships with stakeholders change. To cope with the changes and to prepare for the future, organizations need multiple perspectives and varied talent. In the absence of the same, it can miss opportunities and may become extinct if the times change drastically. GRACE (Grow, be Responsible and Accountable for Career Enhancement) is a mentoring program for women employees at American Express. This helps aspiring women to grow into mid-management/leadership roles and build successful careers.

When organizations adopt such practices, they go an extra mile in ensuring the well-being of their employees and the culture is transformed from being transactional to building a relationship with the employees. When employees experience organizational support for their family/personal responsibilities, they are more committed to the organization and therefore, more effective in their work. Organizations can express their care for their people if they have the intention and believe that it is a win-win for both parties. **pm**

Ralsi Sharma is Project Manager at Great Place to Work® Institute, India. Views expressed here are personal. You can read her articles and blogs at http://www.greatplacetowork.in. Ralsi can be contacted at rsharma@greatplacetowork.in

Do as we did...
stay where we are!

Being instant and catering to the attention seeking when engaging with employees are new requisites for today's effective manager

by **Elango R.**

I had just come out of a marathon session where I was discussing the importance of employee feedback with one of the leaders I coach.

This leader's opinion was that it is all the same...some are happy, some are not...some don't like the coffee we serve and others want better transport. But resoundingly clear is that ALL employees unite on two subjects... salary (they weren't getting enough) and management (they weren't seeing enough of us).

Now, the 1st is no shocker... no one is happy with their salary. But the 2nd... didn't he do quarterly town halls, do skip levels, have monthly team meetings and mid-year and annual appraisals? How much more of "management" did they want to see??? And what did they want him to talk about??? This was not uncommon in other employee surveys that I had seen in my organization as well as others I had discussed with colleagues.

Now a man on a mission, I went out in search of answers. I started noticing peoples' behavior when I walked through corporate offices, both in my own organization as well as during client visits, vendor meetings and the lot.

The first thing I noticed when I stepped out of my "ivory tower" was that there was no homogeny in the groups I saw... some were freshers, while some had years of experience. Some were formally dressed, others looked like they just rolled out of bed. Some were more than willing to approach me and share their thoughts, others made it a point to stare only at their computer screens and not move.

So how is it that all of them wanted the same thing? Well, I got my answer when I caught one of them updating their Facebook page while I was walking by with our client escorts in one of the offices... his status update- "Sr. guyz strolling the halls...time to work". A few steps more, and I saw another employee on Twitter...her tweet "just finished 1-on-1. 3 mths later he tells me that I got the proj scope wrong!!"

That is when it hit. Our people had changed, our times had changed, but our methods of managing were still stuck in the dark ages! The advent of social media – the Twitters, Fbs, LinkedIns and the others, has unleashed a dormant need in all of us. To be heard and acknowledged instantly! It is now possible to instantly update the world on what is going on, trivial or not. And if it is possible in my personal life, why not in my professional life? And because our updates and feedback have such a delay, it is becoming irrelevant to the recipients.

Here is what I learnt during my short expedition...

> *There is still a mental block against virtual collaboration. Why should I need someone to clock in at 9 am and clock out at 6 pm? Why do I need to pay real estate cost for a seat allocation, when I work with my team on emails anyhow?*

Be instant – Don't wait till next week's team meeting to make a big deal about what I did well today. How? Set up a virtual group on Fb or Yahoo groups where you can send quick updates and callouts. It accomplishes the requirement, saves time and is captured in perpetuity through archives.

Cater to attention seeking, but be mindful of attention span. What do I mean by this? Simple – Now that everyone knows that instant communication is possible, everyone will expect it. So be active. Set up space for the team, encourage interaction on the site. Make sure you connect at least 5 times a day. But don't use the space as your private pulpit. Keep your messages short and to the point. There is a reason Twitter has

stated, quite matter-of-factly, that he could not be a 9 to 6 jockey. He would work hard, achieve results but could not be constrained to a desk job (another new fad I have seen... people are very open and unabashed in their constraints...issues that we would have skirted earlier for fear of losing our job, were now addressed in the open). He needed his own environment where he could ideate, create and collaborate with the full power of the 'net'.

Now, if our clients sit thousands of miles away and are comfortable giving us business, why can't we have the same faith in our employees? Virtual groups, closed networks and the rest make it incredibly convenient to be "plugged in".

If our clients sit thousands of miles away and are comfortable giving us business, why can't we have the same faith in our employees?
Virtual groups, closed networks and the rest make it incredibly convenient to be "plugged in"

IN BRIEF

The advent of social media like Twitter, Facebook, LinkedIn and others has unleashed a dormant need in all of us; and this new need calls for a change in how we manage our people

a "character" limit and not a word limit. Today's communication needs to be brief. If you can't express it in 15 words or less, it's not worth it!

Relevance is immaterial – Well, not entirely... but in today's world, a quick response many a times outweighs a relevant response. So, think twice if it will take time to build a case for something or phrase the communication just right. It may just be more important to be heard, chances are someone is already firing away at the keypad, doing your messaging without you.

The other thing I realized was, while we have all these innovative media with us, we are not using them to their potential. There is still a mental block against virtual collaboration. Why should I need someone to clock in at 9 am and clock out at 6 pm? Why do I need to pay real estate cost for a seat allocation, when I work with my team on emails anyhow?

In a recent interview, I met a very qualified and energetic young man who we were looking to hire for one of our business units. He had all the right attributes except that he

There are other benefits to using social media of course at the individual level. Previously, where knowledge was key and established corporations held the key to such knowledge, today, information is easily available. Take for example "orphaned diseases"... haven't heard this term before? Here is what it means...

We all have heard of pancreatic cancer, Alzheimer's disease, multiple sclerosis. These are diseases that plague many and have countless NGOs and private beneficiaries funding research to cure them. But have you ever heard of ACTH deficiency or fatal familial insomnia? These are also life threatening diseases, but the difference is that the populations affected by them are fewer in number and far apart. Such diseases were previously ignored as pharma companies could not afford to invest in R&D for them. Questions like, "how would we find these populations" and "how would we sell to them" were disabling factors. Now, with the advent of social media...these questions no longer pose a hindrance. The world has become smaller, or more accurately, connected. Are you? **Pm**

Elango R, is the Chief Human Resources Officer at MphasiS and author of the book "You Don't Need a Godfather". You can read his blog on www.ElangoR.com and follow him on Twitter @agastyasays

Connecting in the **digital age**

Dale Carnegie & Associates' recently launched ‘How to win friends & influence people in the digital age’, *reveals the many ways Carnegie's lessons still remain relevant in the present context*

How to win friends & influence people in the digital age

Authored by:
Dale Carnegie & Associates

Published by:
Simon & Schuster Adult Publishing Group

The new version of Carnegie's landmark classic "How to win friends & influence people" is a meaningful and fascinating read for all those, who are interested in better communication for both professional and personal reasons. It is an inspiring account of how to connect with others, irrespective of the medium of communication that is being used.

Carnegie's advice on how to communicate, lead and work efficiently remains priceless across the ages,even though the means of communication have transformed drastically. The innovative way in which Dale Carnegie & Associates has now intermingled contemporary examples with the original ones, adds a refreshing element to the entire content, without taking away the original essence.

The indubitable success factor of the book, just like its original version, is that it motivates the reader to do things, which are subconsciously present, but are consciously ignored more often than not. The book is packed with loads of thought provoking and inspiring elements, which compel the reader to sit back and reflect on many aspects. It talks about the essentials of engagement, discussing what matters the most, leaving others a little better and taking interest in the interests of others. The classic was first published in 1936 and in its latest version, it emphasizes on the simple fact, that no matter how significantly the world has changed since then, the basic purpose of communication remains pertinent. Communication has not transformed, but the digital age has simply accelerated the pace. The book continues to propagate the principles of niceness and that of not criticizing or condemning others.

It is all about people, both at the micro and the macro levels. There is a lot that can be learned from the life-changing rich content. The book portrays a harmonious blend of all that matters in productive communication. It throws light on the use of social media, the importance of giving encouragement, the relevance of listening, smiling and being courteous and selfless. It revolves around the very obvious underlying notion that in order to change someone's attitude towards you, it is essential that you change your attitude towards that person first. The book teaches one to make the best of every situation and this is done in a very simplistic and comprehensive manner.

The reader is left with an overwhelming feeling of inspiration, which was one of the reasons behind the unmatched success of the original book. It is a self-help book in the sense that certain elements overpower your thought process and encourage you to introspect. **P.m**

Jobs of the week

Cisco Systems (India) Private Limited
HR Business Partner
Location: Bangalore
Job ID: 10966944
Description: Looking for a HR Leader to develop strategies, to enhance organizational capabilities and to act as a trusted counsel and advisor to the business, as a leader with HR expertise & perspective.

Rambus, Inc.
Payroll/ Compensation - Head/ Mgr
Location: Bangalore
Job ID: 11069345
Description: The modules include Core HR, Self Service HR, Compensation Workbench, Benefits Administration, Oracle Time & Labor.

Manokam
Payroll/ Compensation - Head/ Mgr
Location: Ahmedabad
Job ID: 10964600
Description: Looking for a young and dynamic HR candidate with thorough knowledge of labour laws.

Avtar Career Creators
VP/ GM - HR
Location: Aurangabad
Job ID: 11064594
Description: Must have the ability to manage Plant HR level activities and possess Technical Competency and managing operational Excellence.

Objectwin Technology India Private Limited
HR Executive / Recruiter
Location: Bangalore
Job ID: 10058613
Description: Must have 1 - 6 Yrs of experience in US Recruitment.

IP Soft India Pvt Ltd
HR Executive / Recruiter
Location: Bangalore
Job ID: 11063272
Description: Looking for Solid Recruiter with experience in MSP/RIM Domain. Specialization in social networking is required.

Perficient India Private Limited
HR Executive / Recruiter
Location: Chennai
Job ID: 11016441
Description: This individual will perform full lifecycle recruiting and maintain excellent relations with hiring managers, candidates, and the community at-large.

Dr Reddys Laboratories Ltd
Payroll/ Compensation Executive
Location: Hyderabad
Job ID: 10700159
Description: Compensation bench marking and defining the job ranges for hiring and internal compensation decisions.

Jobs of the week

Kelly Services India Private Limited
AGM-HR
Location: Hyderabad
Job ID: 11041763
Description: MBA (HR)/Post Graduate Diploma in HR/MSW /PG candidate with 9-12 yrs of exp into PMP, Talent review & development, OD interventions etc.

Corbus LLC
Training & Development - Head/ Mgr
Location: Noida
Job ID: 10939364
Description: End to end ownership of training delivery & execution. Ability to build and implement processes with internal business partners and drive final outcome.

Tesco Hindustan Service Centre
Team Leader - Compensation and Benefits
Location: Bangalore
Job ID: 10991697
Description: Assists in the implementation of a broad range of compensation & benefits related policies, programs and practices.

ACS, Inc.
HR Manager
Location: Cochin / Kochi / Ernakulam
Job ID: 10941647
Description: Collaborate with Hiring Managers on staffing plans/budgets, then develop and execute recruitment plans accordingly.

Akshay Software Technologies
HR Executive / Recruiter
Location: Mumbai
Job ID: 10387339
Description: Helping resourcing team under the requirement in dept and source out right candidate within short span of time.

UST Global
Manager- HR (Generalist)
Location: Thiruvananthapuram / Trivandrum
Job ID: 9207267
Description: Deliver customer focused HR services to the Strategic Business Units that contributes to the attainment of the business objectives.

Jobseekers - To apply for above jobs

1. Logon to www.monster.com
2. Type the Job ID in the Search Jobs box
3. Click the "Go" button

Employers - To buy Monsterproducts and services

Call us at 1800-419-6666
or
email us at sales@monsterindia.com

Login & access your Monster account through your GPRS - enabled mobile.   Log on to www.monsterindia.com

Total Rewards Conclave 2012

The *People Matters* Total Rewards Conclave took place on February 2, 2012 at The Leela Kempinski, Gurgaon. The conclave aimed to provide an overview on new trends in rewards strategy, structures and changes in process and administration of rewards for 2012, which included discussions on cash components: finding the right mix; effective design and implementation of variable pay structures, communication channels in total rewards, and technical sessions on non-cash components of the reward package, ESOPs and best practices in compensation and reward policies. The conclave created a base for knowledge and discussion that contributed to building a solid rewards and compensation strategy for the participating companies.

Some of the best names from the compensation and rewards space were seen sharing their unique ideas on the topics. The speaker list included the likes of Anandorup Ghose, Aquil Busrai, Deepak Dhawan, Dr. Sumit Dutta, Gautam Anand, Muninder Anand, Nalin Singla, R Shankar, Rajesh Rai, Reena Wahi, Subeer Bakshi, Urvashi Singh and Vineet Agarwal.

Panelists during the Total Rewards Conclave 2012, Gurgaon

Speakers during the CII HR Conclave, Jaipur

CII HR Conclave – Jaipur 2012

The Confederation of Indian Industry (CII) organized the 5th edition of its annual flagship event - HR Conclave on February 10-11, 2012 at SMS Convention Centre, Sawai Ram Singh Road, Jaipur, Rajasthan. The HR Conclave 2012 theme was "Future is Here: Leveraging HR for Organization Success", which covered interesting topics such as 'drastic capacity needed to meet future demand for HR', 'poaching is a problem HR industry needs to address', 'happily engaged employees drive production and profitability', among others.

The event witnessed eminent speakers from across industries including Dilip Chenoy, NSDC; SY Siddiqui, Maruti Suzuki India; SG Vyas & Dileep Baid, CII Rajasthan State Council; Aquil Busrai, Aquil Busrai Consulting; Mukund Menon, Steria; Sanjeev Vashishta, Fortis Healthcare; RK Poddar, Mayur Leather Products; Squadron Leader Lancelot Cutinha, Mahindra Lifespaces; Suresh Tripathi, SRF; Sanjay Ghanghaw, Watson Pharmaceutical; Ester Martinez, *People Matters*; Arun Krishnan, Genpact; Bimal Rath, Founder, Think Talent; Srinivas Kumar, Bosch and many more. *People Matters* was the magazine partner for the event.

Best Workplaces Conference

Great Place to Work® Institute hosted its latest 'Best Workplaces Conference' series with a focus on 'Developing People Managers'. This theme is based on the Institute's research that shows that people managers can make or break an employee's workplace experience and have more impact on an employee's perception of his/her workplace environment than just HR policies or employee benefits. The event was hosted across 4 cities - Mumbai, Bangalore, Chennai and New Delhi on January 17, 20, 24 and February 3, 2012, respectively. *People Matters* was the exclusive magazine partner for the event.

The pluses of benefits & rewards - Moving beyond compensation

The National HRD Network in association with BenefitsPlus organized a seminar on "The Pluses of Benefits & Rewards – Moving beyond Compensation" at the ITC Grand Central, Mumbai on 16 February 2012. A galaxy of speakers representing diverse sectors made thought-provoking presentations on topics like 'revisiting compensation & benefits philosophy', 'relevance of compensation & benefits in retention strategies', 'rewards as retention framework' and 'revising the design and function of benefits'. Prince Augustin, Anand Pillai, Pradeep Pande, Rajorshi Ganguli, Dr. Prashant Nair, and Dr. Asit Mohapatra were some of the eminent speakers at the event where *People Matters* was the magazine partner.

Speakers during the National HRD Network-BenefitsPlus seminar on The Pluses of Benefits & Rewards – Moving beyond Compensation

World HRD Congress 2012

The World HRD Congress 2012 took place at Taj Lands End hotel, in Mumbai on February 16, 17 & 18, 2012. The theme was "Survive & Thrive HR leadership & Challenges" where many eminent speakers from the industry shared their thoughts and ideas. Some of the key speakers at the event were Anita Ramachandran, Managing Director, Cerebrus; Dr. Michelle Reina, Co-Founder & CEO, Principal - The Reina Trust Building Institute; K. Ramkumar, Executive Director, ICICI Bank; Dr. Adil Malia, Group President – HR, Essar Group; SV Nathan, Director – US India Talent, Deloitte Consulting India; Judhajit Das, Chief Human Resources, ICICI Prudential Life Insurance Company; Ester Martinez, Co-founder & Managing Editor, *People Matters*; N.S. Rajan, Partner & Global Practice Leader, People & Organization, Ernst & Young; Dr. Bhaskar Chatterjee, Director – General, Indian Institute of Corporate Affairs; Arun Arora, Chairman - Edvance Pre-schools & Emeritus Chairman – World HRD Congress; Harish Mehta, Chairman & MD - Onward Technologies & Emeritus Chairman – World HRD Congress; Professor Indira Parikh, President, Foundation for Liberal And Management Education (FLAME) and many more. The congress also highlighted some key themes such as 'strategy & change management', 'expatriate management & global mobility', 'the positive power of humor & creativity', 'talent management - development & retention', 'compensation strategies', 'global HR leadership', 'trust at workplace', and 'building a happy workplace'. *People Matters* was the media partner for this event.

Some of the key speakers at the World HRD Congress 2012

Measuring Return on Investment on Executive Education

Richard Ivey School of Business & *People Matters* organized an evening roundtable on the topic "Measuring Return on Investment on Executive Education". The event took place on February 21, 2012 at Four Seasons Hotel, Mumbai. Focusing on the role of executive development being critical to both HR and business, the roundtable saw discussions on some key aspects of how firms measure ROI on executive development; defining ROI; when to expect an ROI and why is it important to measure it. HR and business leaders explored critical tools for measuring ROI on executive development. The event experienced an elite panel of speakers like Adil Malia, Group President HR, Essar Group; Carol Stephenson, OC Dean, Richard Ivey School of Business; Dr. Ariff Kachra, Strategy Professor – Richard Ivey School of Business & MD – Ivey India; and Rajeev Dubey, President - Group HR & Aftermarket Sector, Mahindra & Mahindra.

The Kathleen Dannemiller Memorial train-the-trainer workshop on LSIP

The School of Inspired Leadership (SOIL) in collaboration with AIMA, NHRDN, CII & *People Matters* organized The Kathleen Dannemiller Memorial Train the Trainer Workshop on LSIP on February 23, 24 & 25, 2012 in New Delhi. The Large Scale Interactive Process (LSIP) is a unique methodology for simultaneously involving large groups for having impactful conversations leading to transformational changes, which was a great experience for the 200 plus participants at the event. Experienced trainers like Paul D. Tolchinsky, Organization Consultant; Anil Sachdev, Founder and CEO, SOIL & Kanti Gopal Kovvali, Founder, Institution Builders led the workshop.

UPCOMING EVENTS

EVENTS	DATES	LOCATION	ORGANIZED BY
Critical Role of HR in Increasing Workforce Productivity	6 March	Pune	People Matters & Kronos
Hindustan Times Shine HR Summit	7 March	New Delhi	Hindustan Times
Webinar on Role of Employee Engagement in Increasing Workforce Productivity	14 March	Online Webinar	People Matters
Webinar on Talent Management in 30 Minutes	15 March	Online Webinar	DDI
Managing HR in a Globalised Economy	15 March	Bangalore	AIMA
Programme on Contract Labour: Implications, Solutions & Compliances	15 March	New Delhi	Delhi Management Association
NHRDN Learning Centre Workshop on Compensation and Benefits	17 March	Pune	NHRDN
One Day Workshop on Managing Culture, Design and Change	31 March	Mumbai	NHRDN
NHRDN & TiE HR Outsourcing Conclave	4 May	New Delhi	NHRDN

Note: Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website www.peoplematters.in/events for more information on events. If you wish to share information about upcoming events, please contact Pushkaraj Bidwai at pushkar.b@peoplematters.in

Intangible **Opinion**

Would the workplace gain if we had a 'like' button at work?

by **Abhijit Bhaduri**

Facebook seeks to raise $5 billion in an IPO that looks likely to be the largest by a web company since Google in 2004 and could place the social network's value as high as $75 billion to $100 billion. All this is even more incredible, when you look at the user base of 845 million members, more than half of whom, or 483 million, return to the site daily.These millions of users have shared more than 100 petabytes (100 quadrillion bytes) of photos and videos with Facebook, and produced an average of 2.7 billion 'likes' and comments a day in the final 3 months of 2011.What makes Facebook so popular? It has to be the 'like' button.

When someone posts a photo or a video or just a status update, all the friends get to know of it and express their opinion about it. If you viewed what I had posted and were neutral about it, that would not merit any action. If you felt like voicing your opinion strongly, you would take time to leave a comment. Here is where the 'like' button comes into play. My post as well as any comment about the post can generate further 'likes'. This ability to simply endorse what one says or does is probably the most powerful idea that makes Facebook an opinion maker.

Imagine if you had a 'like' button at work, where you could just endorse the new policy your manager had announced. If the policy had just a handful of 'likes', that might be a quick way for the manager to tweak the policy, abandon it and craft it afresh or maybe just communicate it differently, so that it generated more approval this time. Imagine if performance appraisal could be simplified to use the same approach. You write down your objectives on your Facebook Wall and your co-workers can put a 'like' against those. Wouldn't that just be a simple way of knowing who is making a difference that people care about?

There is a downside to the 'like' button culture. Some people even post the day-to-day updates of their relation-ships. Even their break-ups are mentioned in their status updates. It leads me to wonder if that is carrying an idea too far. Imagine if people stated that they really disliked a particular leader or a policy – would that lead to greater transparency and engagement? Would that lead to damaging the veneer of polite-ness that sustains relationships at work?

"If a tree falls in a forest and no one is around to hear it, does it make a sound?" In today's world, I would rather say, "If I change my profile picture on Facebook and no one is around to 'like' it, is it worth posting that?

Sometime back, on Facebook, I had posted about the demise of a very well known musician. To my horror, I found 38 'likes' by some of my young friends on that post. They explained to me that when they 'like' what I had to say, they are simply resonating with me. It is not that they were delighted to learn about the musician's death. For a fast moving world, eternally strapped for time, the "like" button is just shorthand for "I read what you had to say and I am not ignoring it". Maybe it is worth having a 'like' button in your office that glows when an employee likes something about the organization. Maybe you could have a bell that people can ring when they get a chance to do something interesting. The 'like' button has its uses after all. ᴘᴍ

Abhijit Bhaduri (http://abhijitbhaduri.com) is a bestselling author. He works as the Chief Learning Officer at Wipro Ltd. The views expressed are personal. You can follow him on Twitter @abhijitbhaduri

IN BRIEF

The ability to simply endorse what one says or does is the powerful idea that makes Facebook an opinion maker

BLOGOSPHERE

NISHA RAGHAVAN
hrbond.blogspot.in

Thanks a zillion
Appreciate each other!!

It really sucks when someone is not appreciated when it is due!!

It is not necessary that someone should achieve remarkable success for us to appreciate their job. In day-to-day work, a 'thank you' or 'well done' compliment to your team members or colleagues goes a long way to boost them in their work.

But, sometimes you might leave that to a right moment or an occasion where everybody gathers together to appreciate someone's efforts. Or sometimes, you might want senior manager/management to appreciate your team member publicly and wait for them. But by this time your team member's anticipation might have waned already and this often ends up in less impact on motivating your team.

Having understood this, we (in my previous company) made a shrewd move of having handy an appreciation card named 'Thanks a Zillion' that can be used at any level within the organization and looks classy too. We distributed this card to all functional heads and they made available this to all their teams by keeping the bunch of cards in a common place, which was close to everyone's cubicle.

Employees were able to appreciate each other irrespective of their functions and hierarchy. An employee from the marketing department, who closely works with the customer care department, could express his gratitude for the help rendered to him in completing a project. In the below picture, a manager appreciates the accurate MIS reports provided by one of his team members even under tremendous pressure.

A boring long mail was replaced with an appreciation card that everyone showcased in their workstation. Employees liked this way of expressing their gratitude in a fun and authentic way.

What do you do to appreciate one another?

Nisha Raghavan is an HR professional who believes that "nothing great was ever achieved without enthusiasm and passion for excellence". She has a Masters in Business Administration, and presently works in a leading telecommunications company in India

> In day-to-day work, a 'thank you' or 'well done' compliment to your team members or colleagues go a long way to boost them in their work