

people matters



VOL VII / ISSUE 5 / MAY 2016
₹150

SPECIAL STORY
Talent Analytics 2016

BIG INTERVIEW
Ron Kaufman

innovation in leadership development

COVER STORY

The Exchange of
Learning in XChange
- A Leadership Consortium

Organizations today are intensely focusing on developing their leaders through innovative developmental programs

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Anil Ghelani, CFA

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Look up, look down, look all around!

Development has always been vertical for us. That's the direction we look at always – UP!

And looking in this direction, we often miss out who stands next to us. For that matter, even if we look beside us, we are always looking at that person as a competitor or a challenge.

But a wholesome growth is not always vertical. One needs to grow and learn at all levels. And learning never stops. It should never. As executives, as managers, and even as leaders. Especially as leaders!

To challenge paradigms and assumptions is the first and the foremost duty of a leader. And this is what organizations are looking for today – competency assessment and then development. But for a wholesome development, we need to look horizontally too – at building behaviors and relationships. This is essentially interpersonal development. And it is all the more imperative at the leadership ranks. To hone such skills, organizations are vehemently devising leadership development programs and interventions that not only cater to refining interpersonal skills, but are also personalizing development plans for

leaders. At the end of the day, “Much of leadership is about finding balance between two often-conflicting activities: asserting authority and responding to others' needs” as aptly said by Belle Linda Halpern and Kathy Lubar.

Along the same lines, for our cover story this time, we have Innovation in Leadership Development, which talks about how organizations are intensely focusing on developing their leaders through innovative developmental programs and engagements. The cover story also talks about the XChange initiative – a leadership development consortium between 5 non-competitive companies, 3M India, Robert Bosch India, SAP India, Coffee Day and Titan, an inter-corporate collaborative HiPo development initiative, which showcases how organizations can mutually exchange learning and help their future leaders to broaden their capabilities.

For the Big Interview, we have excerpts from our conversation with Ron Kaufman, Founder, UP! Your Service, where he talks about the importance of service, its correlation with employee turnover, building a sustainable service culture and HR's role in cultivating it.

This time, our Special Story is on Talent Analytics 2016, which presents the findings of the first People Matters Talent Analytics Survey and explores the ideas and insights from the Workforce Analytics Conclave.

As always, we would be happy to hear your views, comments and suggestions regarding our stories.

Happy Reading!

Esther Martinez Hernandez EDITOR-IN-CHIEF

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THE COVER STORY (BEHIND THE SCENE)



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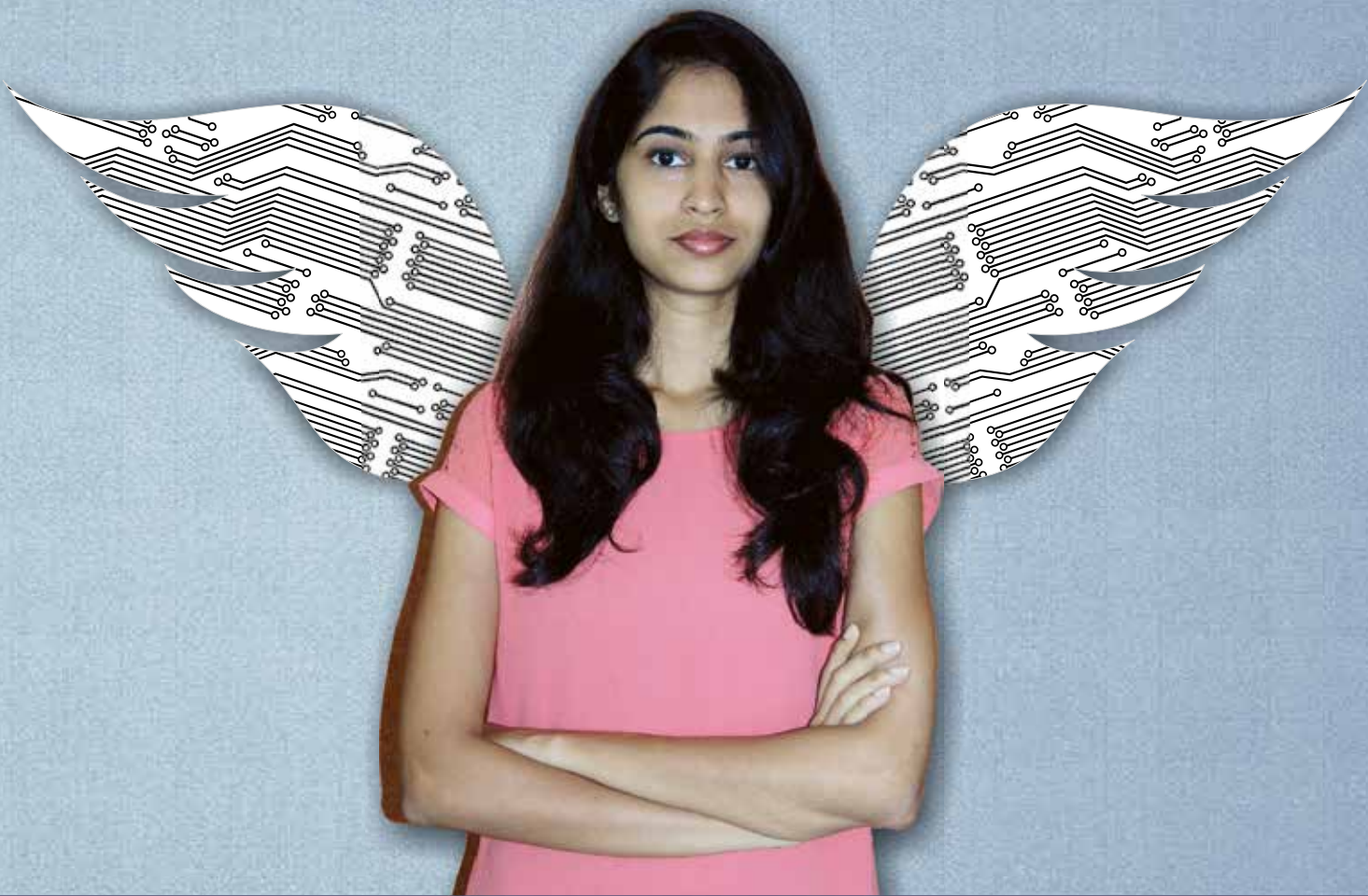
2 what is this? no, show me more!



3 i like the head

pheW





Leading Experts need 'Expert Leadership'

In today's economy, competitive advantage is no longer secured purely through access to capital or information, but by having employees come up with creative and novel ways of problem solving. To achieve this, organizations are increasingly dependent on the passion, creativity and engagement of its employees and in particular expert employees in fields such as finance, engineering, research, design and technology. These smart and independent – minded employees largely form the Gen Y cohort too. BlessingWhite's research for over two decades show that they have unique workplace needs like **achievement, autonomy, professional identification, participation in mission and goals, collegial support and sharing, and keeping current**. When these needs are consistently met by leaders, employees are more satisfied and contribute at high levels.

Therefore, leadership training needs to ensure that these technical, Gen Y experts thrive in their new leadership role and provide maximum value – to their teams, organization and customers. **Leading Today's Professional** is a workshop designed for leaders of today's expert professionals. It is based on BlessingWhite's decades of research and helps new Leaders to lead through influence and inspiration rather than authority. It teaches leaders how to balance their team's coaching needs with their own work responsibilities, how to delegate and optimize performance.

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Leading Today's People Research 2013

Addressing the needs of technical, Gen Y experts to drive retention, engagement and innovation



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innovation in leadership development

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Management Development Programmes

July 11, 2016 to February 24, 2017



Title of the Programme	Programme Coordinator(s)	Dates	Venue	Title of the Programme	Programme Coordinator(s)	Dates	Venue
		2016					
Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	July 11 - 15, 2016	XLRI	Certification Programme on The Art and Science of Competency Based Interviewing	RK Premarajan	Nov. 24 - 25, 2016	Bangalore
Execution Excellence	Abhishek Chakraborty, Dipankar Bose, Trishit Bandyopadhyay	July 20 - 22, 2016	XLRI	Financial Inclusion, Social Banking & Microfinance	Prabal K Sen	Nov. 28 - Dec 1, 2016	XLRI
Strategic Industrial Relations	Pranabesh Ray	July 25 - 29, 2016	XLRI	Team Building and Conflict Management	ISF Irudayaraj	Dec. 5 - 9, 2016	XLRI
Professional Sales Management	Pingali Venugopal	Aug. 8 - 12, 2016	XLRI	Data Analytics and Visualization	SK De	Dec. 5 - 9, 2016	XLRI
Labour Laws for Corporate Managers	PK Padhi & Tina Stephen	Aug. 11-13, 2016	XLRI	Transformational Leadership	ES Srinivas & J Singh	Dec. 6 - 9, 2016	XLRI
People Analytics	Gloryson R B Chalil	Aug. 16 - 19, 2016	XLRI	Out-Think!- How to Use Game Theory to Outsmart Competition	Sumit Sarkar	Dec. 12 - 13, 2016	Bangalore
Business Analytics for Managers	PC Padhan	Aug. 22 - 26, 2016	XLRI	Managing Diversity in Workplace	Anita Sarkar	Dec. 12 - 16, 2016	XLRI
Responsible Leadership with Passion and Purpose	Ram Kumar Kakani & ISF Irudayaraj	Aug. 29 - Sept 2, 2016	Mumbai	Mentoring, Coaching & Counselling for Personal and Managerial Effectiveness	ISF Irudayaraj	Dec. 12 - 16, 2016	XLRI
Business Partnering Competency for HR Managers	Gloryson RB Chalil	Sept. 5 - 8, 2016	XLRI			2017	
Finance for Non-Finance Executives	Santosh Sangem	Sept. 12 - 16, 2016	XLRI	Beyond Coping: Thriving Under Stress in the Workplace	Manish Singhal	Jan. 16 - 18, 2017	Bangalore
Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	Sept. 12 - 16, 2016	XLRI	Empowerment & Leadership for Women Executives	Anita Sarkar	Jan. 16 - 20, 2017	XLRI
Emotional Intelligence and Interpersonal Skills	ES Srinivas	Sept. 19-21, 2016	Mumbai	Creativity, Problem Solving & Decision Making	Tamonas Gangopadhyay	Jan. 16 - 20, 2017	XLRI
Resolving Management Dilemma: Ethical and Moral Approaches	Fr. Ozzie Mascarenhas, SJ and Sr. Doris D'Souza, AC	Sept. 19 - 23, 2016	XLRI	Powering Executive Leadership with Ethics and Morals	Fr. Ozzie Mascarenhas, SJ and Sr. Doris D'Souza, AC	Jan. 16 - 20, 2017	XLRI
Managing Training: Design, Delivery and Impact Assessment	M Srimannarayana	Sept. 19 - 23, 2016	XLRI	Finance for Non-Finance Executives	Santosh Sangem	Jan. 16 - 20, 2017	XLRI
Teamwork Competency for High Performance	MG Jomon	Sept. 21 - 24, 2016	XLRI	Financial Statement Analysis	A Kanagaraj	Jan. 23 - 25, 2017	Mumbai
Communication Skills for Effective Managing	Fr. Francis Peter, SJ	Sept. 26 - 29, 2016	XLRI	Leading and Managing Organizational Change	Rahul Sheel	Jan. 30 - Feb. 1, 2017	Bangalore
Assessor Certification Programme on Assessment Centre Approach to Competency Mapping	RK Premarajan	Sept. 26 - 30, 2016	Mumbai	HR Audit-Leading to Internal Auditor Certification	MG Jomon	Jan. 31 - Feb. 3, 2017	XLRI
Leading Teams for Synergy	Manish Singhal	Oct. 10 - 13, 2016	XLRI	Leading Mindfully	ES Srinivas & Satya Chaitanya	Feb. 1 - 3, 2017	Bangalore
Merger, Acquisition and Corporate Restructuring	A Kanagaraj	Oct. 17 - 20, 2016	Mumbai	Lean Thinking & Management	Ajith Kumar J	Feb. 2 - 4, 2017	XLRI
Sales & Marketing Strategies for Publishing Professionals	Fr. Francis Peter, SJ	Oct. 17 - 21, 2016	XLRI	The Amazing Market Makers of India: Insights and Inspirations	Sharad Sarin	Feb. 6 - 8, 2017	Mumbai
Managerial Effectiveness Through Self-Awareness	ES Srinivas	Oct. 25 - 27, 2016	Bangalore	Leadership Excellence through Self-Discovery	Manish Singhal	Feb. 6 - 9, 2017	XLRI
Influencing Through the Power of Communication	Sunil Sarangi	Nov. 7 - 10, 2016	XLRI	HRM for Line Managers	M Srimannarayana	Feb. 6 - 10, 2017	XLRI
Human Resource Development	M Srimannarayana & ISF Irudayaraj	Nov. 14 - 18, 2016	XLRI	Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	Feb. 6 - 10, 2017	XLRI
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Interpersonal Effectiveness Through Communication Skills	Manish Singhal	Nov. 21 - 24, 2016	XLRI	Supply Chain Analytics	TAS Vijayaraghavan	Feb. 20 - 24, 2017	XLRI
Project Management	Rajiv Misra	Nov. 21 - 25, 2016	XLRI	Assessor Certification Programme on Assessment Centre Approach to Competency Mapping	RK Premarajan	Feb. 20 - 24, 2017	New Delhi

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Step Up to Leadership
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26th | 27th | 28th

DELHI

JULY 2016

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How to Win Friends and influence
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Letters of the month



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APRIL 2016 ISSUE

Big Interview: Bringing quality of life in journeys

Getting to read the interaction with a big name like Suresh Prabhu was the most interesting part of the magazine this time. It was quite insightful to know about Indian Railways from the Railway Minister himself. I never knew that Railways gave the power of accepting tenders to the general managers. Talking broadly, there are no government sectors besides Railways that have dedicated human resources department. Mr. Prabhu's curiosity to solve people problems is well known, given his forays on Twitter, but to know that the Indian Railways is putting it to practice within their ways of working was good to know – personalized birthday messages being one such example.

- FAIZ AHMED

Interview: Decision Analysis can be a determinant of business success

Sometimes curiosity can get the best of people, just like in the case of Prof. Casey. His curiosity led him back to Darden and into the field of Decision Analysis. I personally do not see it happening much, where people who were involved in family businesses going back to such fields. The piece talked about using incentivizing employees for forecasting correctly. I couldn't agree more to the statement by Prof. that it is necessary for organizations to get data science team in place because if you need to use that data, then you need to

have people who can actually derive insights from that data. It definitely is not something that anyone can do and I see this domain creating more jobs in the coming times.

- PRASHAM GOEL

News Feature: A show of fiscal sagacity

I feel that the government is trying its best to further promote the culture of start ups in India, raising the funding five times i.e. right from 40 crores to 200 crores, is a very big step and combining it with tax exemption for 3 years is like an icing on the cake. With the business environment becoming conducive to emerging companies, I foresee that it will be a major factor in job creation and with focus on start-ups, skilling, education and healthcare, this year looks quite promising.

- PRASHANT JAIN



Engagement uninterrupted - Achieving sustainable employee engagement

The article makes a very interesting read and brings new insights to the field of employee engagement. I found that two path approach outlined to be very refreshing and worth implementing in our organization. One of my Research Scholars is doing her research on this same topic and I am forwarding this article to her to enable her to get some new perspectives on the topic.

- DR. SANDEEP GANDHI

twitter

Mohamed Atef @elmeleegy

Facebook's Ross Sparkman talks on Workforce Planning <http://bit.ly/1VUjwvb> @PeopleMatters2 #HR

IMAEurope @IMAEurope

What Rewards Would Look Like in the Workplace of The Future? <http://bit.ly/20dnqj7> via @PeopleMatters2 #Rewards

Zafar Modak @zafarazizmodak

According to a research by @PeopleMatters2, about 30% of companies do not audit LnD, Perf. Appraisals, ER, Communication, HSS. #HRFact #HR

Darden School at UVA @DardenMBA

The business rewards of Decision Analysis – Great interview with Darden #MBA Prof. Lichtendahl in @PeopleMatters2

SB @ShaluuB12

Bharti Airtel board's eye view of Total Rewards <http://bit.ly/1SBHp5f> via @PeopleMatters2

HRCurator @HRCurator

What #rewards would look like in the workplace of the future? <http://bit.ly/1VXHLCg> via @PeopleMatters2 #HR #SmarterHR #TheFutureofWork

Subid Chakraborty @HR_Transformers

77% believe the way technology is used to gather feedback on #EmployeeEngagement will change in 5 years @WTWhr @PeopleMatters2 @AshishAmbasta

HR Toolkit @HR_Toolkit

Prof Casey: Reward for predicting decisions and drive business results <http://bit.ly/20DzJpf> @PeopleMatters2 #HRAnalytics #HR

Raghvendra Verma @raghvendraverma

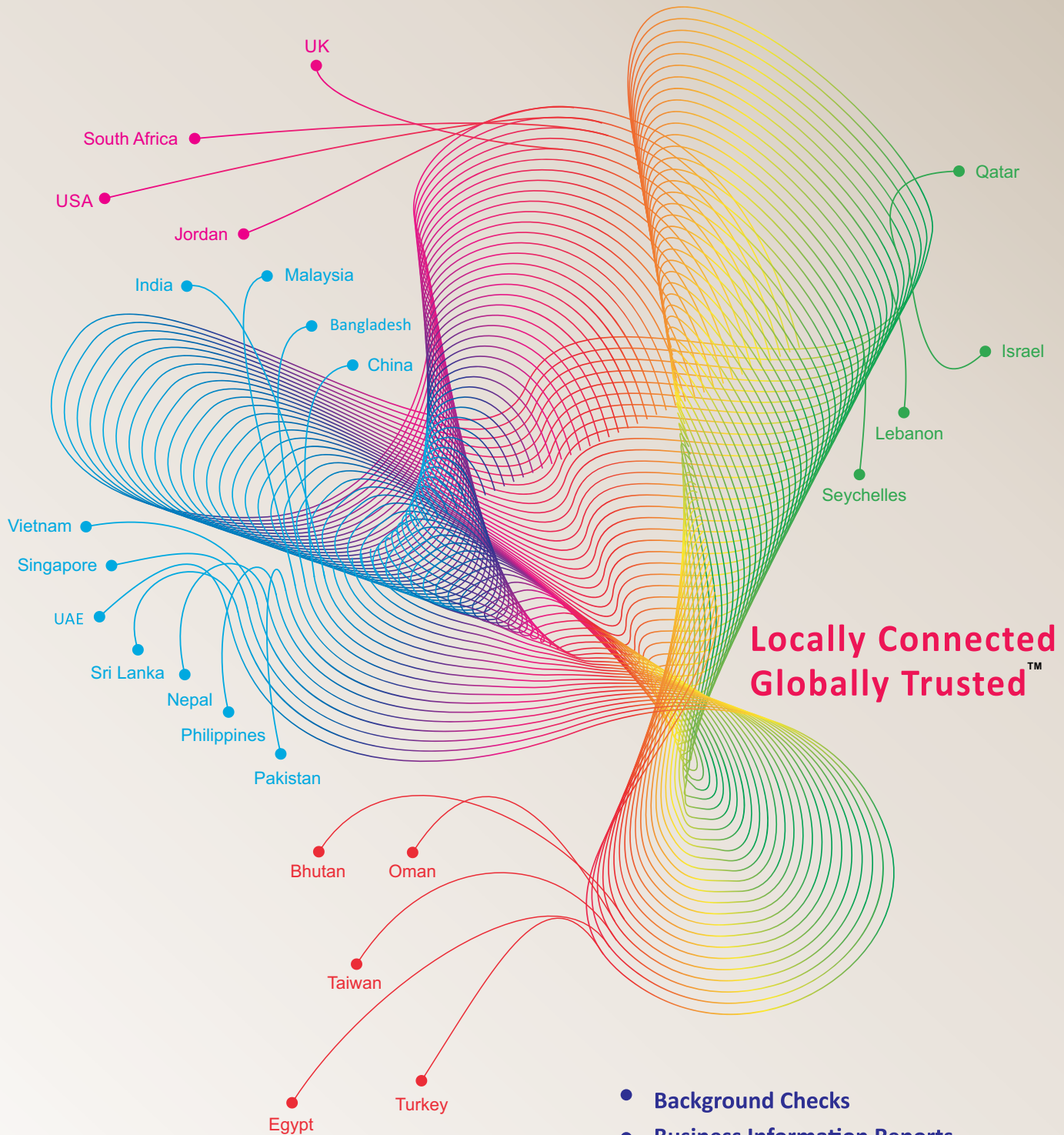
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JOBS

Karnataka generates maximum job opportunities in India

A study by ASSOCHAM Economic Research Bureau revealed that Karnataka has the most job opportunities in India. As per the study, out of a total of 9 lakh job vacancies that were reported in the country between the months of January and March 2016, about 2.16 lakh were in Karnataka. These opportunities were mostly in the Information Technology sector. Maharashtra was second with 2 lakh vacancies followed by Tamil Nadu which had 93,000 vacancies during these three months of January to March. The data that was analyzed by the study was sourced mainly from vacancies posted by the companies on different job portals and from employment opportunities published in national and regional dailies across the country.



REWARDS & BENEFITS

Cisco revamps its sick leave policy



Cisco India has made alterations to its sick leave policy and now allows employees to take sick leaves to take care of their family members, parents, spouse or a child. Employees can take these leaves from the sick leave quota and tend to their family. Seema Nair, Director of HR, Cisco India and SAARC stated that it was seen that employees ended up taking paid leaves if they had to stay back and care for a family member who was ill and this resulted in their sick leaves being unused. Company has also revised its maternity leave and has extended it to 24 weeks and also allows women employees joining work after maternity leave to work on flexible timings.

REWARDS & BENEFITS

P&G's new adoption policy allows paid leave for six months

Procter & Gamble has introduced a new adoption policy according to which its employees will be granted a paid leave for six months for adopting a child. Under this policy, both male and female employees will be eligible for a paid leave of six months if they are the primary caregiver of the adopted child. P&G has also revised its flexible working policy and now allows its employees to work from home for one day per week. In view of this Sonali Roychowdhury, HR Director at P&G India stated that "We are reaffirming our commitment to 'flex@work' by providing greater flexibility in critical life stages like return from maternity/paternity, taking care of ageing parents, attending to a family member who is sick, etc."



BEST EMPLOYERS

Indigo, Oberoi Group among the best employers: Aon Hewitt study

Tata Communications, Indigo, Reliance Asset Management Company and Oberoi Group are amongst the top 25 best employers in India according to the study conducted by Aon Hewitt. The Aon Hewitt Best Employers study is conducted in the Asia Pacific Region and assesses elements like employee engagement, employer brand, effective leadership culture. The study covered 113 companies across 12 industries to judge India's Best Employer of 2016. AccorHotels India, AGS Health, Bajaj Finance, HP, Lupin, Metro Cash, Tata Chemicals are some of the other companies who are in the list this year.



HUL - The most preferred employer

Hindustan Unilever Limited (HUL) India's largest Fast Moving Consumer Goods Company continues to be the most preferred employer for graduates of 2016 batch of B-School, for the fifth consecutive year as per the survey conducted by Nielsen Campus Track Business School. HUL also retained the 'Dream Employer' status for the seventh year and was also ranked No.1 for marketing and No. 1 FMCG in Finance as well.



INDUSTRY UPDATES

Going digital can help Indian banks reduce costs by 50% per-transaction according to ASSOCHAM-PwC study



According to the study 'Logging into digital banking: Creating access, transforming lives', conducted by ASSOCHAM and PwC, banks in India can reduce costs by up to 50 percent on every transaction in the coming few years. This would be possible by structurally redesigning their processes and systems for the digital age by changing their cost base and initiating more aggressive cost management processes. The study also added that the banks will have to transform significantly as technology will enable every aspect of banking to go online, and as cash usage falls away, traditional branches will no longer necessary.

India's growth to contribute to South Asia's development

India's growth will contribute significantly to making South Asia the fastest-growing region in the world. The economic growth of South Asia is estimated to accelerate from 7.1 percent in 2016 to 7.3 percent in 2017, according to World Bank's South Asia Economic Focus report. The economic activity of India is also expected to accelerate from 7.5 percent in financial year 2016 to 7.7 percent in financial year 2017 due to significant private investment, increased infrastructure spending, and improved financial conditions of the corporates.



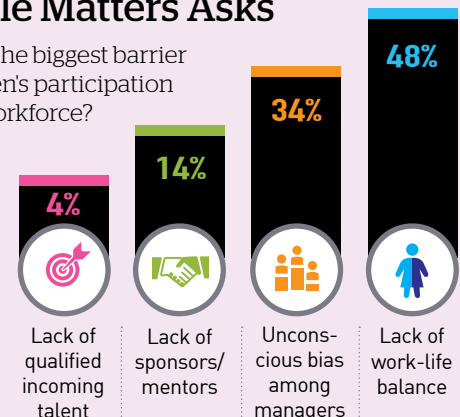
TALENT ACQUISITION

Sapient adopts a new hiring campaign

'Troublemakers' is a new campaign launched by Sapient where the organization is looking for exceptional people with extraordinary minds in a day and age of digital transformation and innovation. Sapient, by the end of 2016, plans to increase its workforce by 20 percent. According to Rajdeep Endow, MD, Sapient India, "Businesses today seek partners that can guide them through the journey of digital transformation. The 'Troublemakers' campaign is our way of attracting the kind of people who can fuse creativity and technology, along with an understanding of brands and consumers to solve business problems. We see these kind of people as important for the success of our clients and our business." 'Troublemakers' is set to be a pan India integrated campaign which will be spread over across all physical and digital media, social channels, outdoors in Delhi-NCR and Bangalore and experiential installations in all Sapient offices.

People Matters Asks

What is the biggest barrier to women's participation in the workforce?



* Based on the poll results on www.peoplesmatters.in

THE SECRETS OF LOW TURNOVER COMPANIES

Employee turnover and employee engagement are amongst the top challenges that are reported by HR leaders. How can companies improve their engagement rates and reduce turnover.

Here is what the data compiled by Highground.com has to say:






HIGHLY ENGAGED EMPLOYEES ARE

- 2X** More likely to remain with the current company
- 2X** as likely to help a coworker even if they do not ask for help
- 3X** as likely to do something good for the company that was not expected of them
- 5X** as likely to recommend a friend or relative to apply for a position at the company

THE REALITY

- 55%** Employees are searching for other job opportunities
- 20% - 50%** Loss in employee base of an average company annually
- 40%** Organizations that say loss of personnel is a top concern
- 31%** The difference between turnover rates of companies with highly engaged workers when compared to those that don't have them
- 33%** Employees who know whether they will stay at the job long-term within one week of joining
- 33%** Leaders at companies with 100+ employees that are currently looking for other jobs

Secrets to achieving high retention rate

- 1**  **Recruit well to retain well**
Manage online presence well
Make sure your website conveys the company's core values. A company that has clear and understood values is 51X as likely to have fully engaged employees
- 2**  **Engagement is key**
Initiate an employee engagement program
Engaged employees are proud of the company they work for; they are also happy to come to work and feel valued. Employee engagement plans can increase yearly organizational profits per employee by \$2400 per year
- 3**  **Growth is important**
Chart out employees' career paths
Be open about the opportunities for employee growth. 78% of employees said they would stay longer if they could see a career path with their current job
- 4**  **Build loyalty at the workplace**
Strive to be a community, not just an office
Build loyalty by prioritizing camaraderie, timely salary increases and promotions. 80% of executives say promoting loyalty within their companies is not or has never been a priority
- 5**  **Exit interviews are positive**
Use exit interviews to your advantage
Consider exit interviews as opportunities to learn about the areas of improvements.





Strategy made personal



"BTS is unique in the investment they make in getting to really understand your situation and challenges and in seeking to enable your organization to develop its own responses, as opposed to providing simplistic answers that will have short half-lives. The culture that BTS brings to the table is one of humility and learning. BTS, through their unique simulation-based approach, is in the business of enabling people to better fish for themselves as opposed to providing a fish that will only last a day."

Paul Maritz, CEO, VMware



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NEWSMAKER OF THE MONTH

Silicon Valley's Coach no more



William V. "Bill" Campbell- one of Silicon Valley's most influential business executives, fondly called the "Coach of Silicon Valley", passed away after a long battle with cancer at the age of

75. Campbell earned a bachelor's degree in 1962 from Columbia University where he later became football coach from 1974 to 1979. His journey from a football coach to an Executive Coach was almost by chance.

Campbell was a behind-the-scenes mentor, a leadership coach, and was often referred to as "the contentless leader" as he almost never investigated or explored the technical issues or business models of any business. He was a Board Member of Apple, Chairman of the Board of Trustees of Columbia University, Chairman of the Board of Intuit and a CEO for Claris and GO Corporation.

Campbell was known for his close association with many high-profile executives including the likes of Steve Jobs, Larry Page and Eric Schmidt of Google, former eBay CEO John Donahoe. Ben Horowitz, the widely known Venture Capitalist who was mentored by Campbell when he was the CEO of a software company called LoudCloud wrote on his medium post, "Whenever I struggled with life, Bill was the person that I called. I didn't call him, because he would have the answer to some impossible question. I called him, because he would understand what I was feeling 100 percent. He would understand me."

LGBT INCLUSIVE COMPANIES ARE BETTER AT 3 BIG THINGS



LGBT-INCLUSIVE COMPANIES ATTRACT AND **RETAIN TOP TALENT**

72% > of non-LGBT individuals prefer to work for inclusive companies.

More likely to accept job at a company that is supportive of LGBT employees



LGBT-INCLUSIVE COMPANIES **WIN THE LOYALTIES** OF DISCERNING CONSUMERS

71% > of LGBT respondents more likely to purchase from a company that supports LGBT.

Global LGBT buying power estimated at **\$3.7 trillion**



LGBT-INCLUSIVE COMPANIES **HARNESS THE INSIGHT** OF LGBT EMPLOYEES TO DRIVE MARKET INNOVATION

> As per CTI research, team with members whose sexual orientation matches the target consumers are much more likely to understand the market.

Source: "Out in the World: Securing LGBT Rights in the Global Marketplace" report by Center for Talent Innovation

APPOINTMENTS



FACEBOOK HIRES EX-GOOGLE VP REGINA DUGAN

Regina Dugan has been appointed by Facebook to head a new group called "Building 8", which is focused on building experimental hardware. Dugan prior to this was the VP for Advanced Technology and Projects at Google.



S SRIDHAR IS THE NEW MD OF PFIZER

Pfizer appointed S Sridhar as its new Managing Director for a period of five years. Prior to joining Pfizer, Sridhar worked with Diageo India Pvt Ltd. where he held the position of Finance Director.



WILLIS TOWERS WATSON PROMOTES VIVEK NATH

Willis Towers Watson has promoted Vivek Nath as Managing Director - South Asia (India & South East Asia). Nath was previously Managing Director of Towers Watson India and assumes the new role following Towers Watson's merger with Willis Group.



SHARAD AGARWAL APPOINTED AS COUNTRY HEAD BY LAMBORGHINI

Lamborghini appointed Sharad Agarwal as its Country Head. Sharad Agarwal joins Lamborghini from Audi India and comes with 15 years of experience in the automotive industry.



TOSHIBA APPOINTS TOMOHIKO OKADA AS MD INDIA

Toshiba appointed Tomohiko Okada as Managing Director for India operations. Okada has been working with Toshiba for more than three decades and has now replaced Kenji Urai.



CP GURNANI APPOINTED AS CHAIRMAN BY NASSCOM

CP Gurnani was appointed as the Chairman for the year 2016-17 by the National Association of Software and Services Companies (Nasscom). Gurnani has an experience of over 31 years in the industry and has worked with Hewlett Packard Ltd in the past.



BHUSHAN PATIL APPOINTED BY PAYTM

Paytm appointed a former executive of Alibaba Group Holding, Bhushan Patil, as its President. Patil who headed Alibaba's wholesale business will now be seeing Paytm's cross border commerce business.



MAHINDRA AGRI SOLUTIONS APPOINTS NEW CHAIRMAN

Pawan Goenka was appointed as Chairman of Mahindra Agri Solutions Ltd (MSSL). Goenka, prior to his new role was the Executive Director of Mahindra & Mahindra. Mahindra Agri Solutions was formed in February to drive synergies by transferring all of Mahindra's Agri businesses under one roof.



RELIGARE'S KAMLESH DANGI TO JOIN UTI MUTUAL FUND

Kamlesh Dangi who is currently the Group CHRO of Religare will be joining UTI Mutual Fund at the end of the month of April. Dangi has been with Religare since 2008 and has also worked with ICICI and Shoppers Stop in the past.



HIKE APPOINTS PRASHANT BHATNAGAR AS SENIOR DIRECTOR

Prashant Bhatnagar has been appointed by Hike Messenger as Senior Director - People & Culture. Prashant in his new role will be responsible for acquiring and enabling talent to work towards the goal of the organization which is to revolutionize the mobile messaging.



LEENA SAHIJWANI TO JOIN SUN PHARMACEUTICAL

Leena Sahijwani who heads rewards at GE, South Asia will be joining Sun Pharmaceutical Industries Ltd. Leena will join as VP, HR, R&D and Quality & Talent Management. She has worked with Accenture and Hewitt in the past and joins Sun Pharma with experience of over 17 years.



MARK PENNIFOLD APPOINTED AS HR DIRECTOR

Nissan Motors appointed Mark Penniford as the HR Director. Mark joins Nissan from Jaguar Land Rover, where he was HR Director for more than two years and has also worked with TATA Chemicals Europe in the past.



PARITOSH SHUKLA JOINS VUCLIP AS GLOBAL HEAD OF HR

Vuclip, a video-on-demand service has appointed Paritosh Shukla as Global Head of HR. Shukla prior to this appointment worked with Samsung as General Manager-HR. He has worked in various roles in sales, marketing and human resources and brings in the experience of 18 years.

ASHWANI PRASHARA IS THE NEW CHRO OF RELIANCE INDUSTRIES HYDROCARBON BUSINESS

Ashwani Prashara has been promoted to the post of chief human resources officer for Reliance's hydrocarbon business. Prashara before joining Reliance in 2004 worked with Honeywell as Director-HR.



SIMPLILEARN APPOINTS ANAND NARAYANAN AS VP-PRODUCT & ENGINEERING

Simplilearn appointed Anand Narayanan as the VP of Product & Engineering. Prior to this appointment, Anand was the product leader at Rackspace.



OYO APPOINTS TALVINDER SINGH AS PRODUCT HEAD

Talvinder Singh joins OYO Rooms as Product Head. Talvinder was the Chief Product Officer of a fashion brand Freecultr.

Greater meaning comes from how you create value for others

BIG INTERVIEW



Q & A

Ron Kaufman, Founder, UP! Your Service, on the importance of service, its correlation with employee turnover, building a sustainable service culture and HR's role in cultivating it. Excerpts from the conversation

By **Vikas Arora**

Ron Kaufman is a prominent service culture expert, an author, a management consultant and a keynote speaker. As the founder of UP! Your service, a global service education and management consultancy firm, Ron provides insights on building a culture that enables employees to provide uplifting services to their customers that generates

business results and enables organizations to achieve sustainable advantage. Kaufman is also the author of the New York Times bestseller *Uplifting Service* and writes regularly for Bloomberg Businessweek.

Q You have extensively worked towards uplifting and transforming service culture of organizations. But how do you really define the term 'service'? How can

organizations engrain service into their culture?

A 'Service' means taking action to create value for someone else. And it can be a huge business differentiator. Take the example of the manufacturing industry where most products are commoditized. In that scenario, what really gives company the edge? It is the experience the customer or client has while engaging with the

company in terms of the design and specification of the product, and how the product's delivery is staged. All such are actions to create more value, and all of that is counted as service.

When people join an organization, they are expected to know how to do service, despite the fact that there is hardly any curriculum followed in schools, which gives space to the subject of service. The foundation to build that culture of service is to educate people about it first. Then take up the task of making the environment enabling to sustain that learning. To achieve that, I created this architecture for service. Consider the workplace as a home – service education here becomes the foundation of the house, the leadership behavior is the roof, and in between the roof and the foundation, there is a combination of bricks, cement, pipes, wires, glass, tiles, woods, etc. which I call building blocks of service.

Q You gave an interesting analogy of architecting service culture comparing it with the architecture of a house. What are these building blocks of service?

A The building blocks create the environment which sustains that learning. The 12 building blocks of service culture happen to be – Establishing a 'Common service language'; having an independent, motivating and 'engaging service vision'; 'Hiring' talent that reinforces the service culture; giving a great experience at the 'new staff orientation'; frequent use of 'service communication' which motivates people to uplift their service; 'recognition and rewards' for giving great service; pay heed to the 'voice of the customer', which implies qualitative comments and not only the feedback ratings; 'service measures and metrics'; 'service improvement process'; 'service recovery and guarantees'; 'service benchmarking' against the world's practices; and 'service role modeling'.

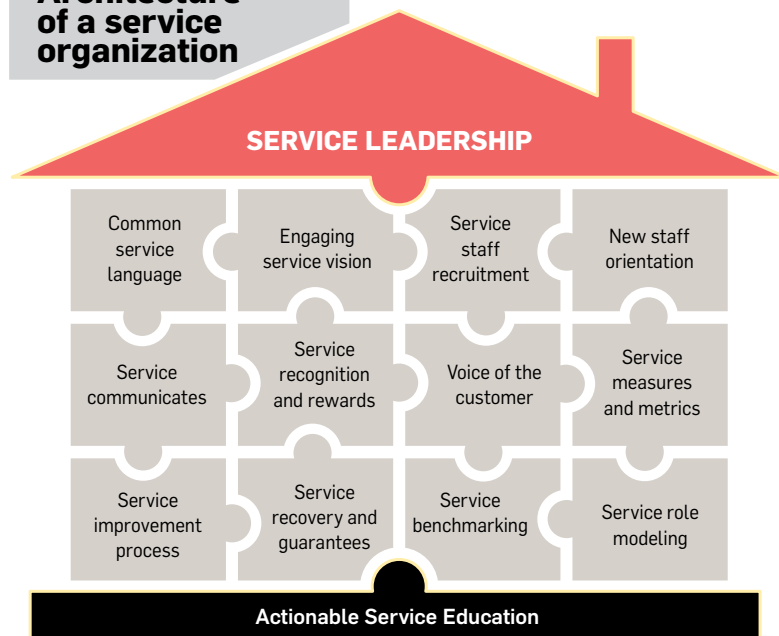
But the house cannot be built in a snap of a finger; it is engineered overtime. To engineer it, the first step is knowing the business problem and prioritizing which building block to focus on first in the given business context. People are then educated about service, which is followed up by developing the building block. The final step is to embed it in the company process itself.

Q How can organizations build this home successfully and create a service revolution?

A There are some rules that actually help in bringing a service revolution. The first rule is – do not start with frontline employees. The common perception and practice, while approaching service, is to start with educating frontline employees because they are customer-facing. But an organization must start with people that serve them. Because if the customer-facing employees are not getting better service from the company, be it from finance, HR, admin, or security, then they are unlikely to give the customers a great service.

Also, do not teach people the standards, scripts and procedures – educate them about service excellence and explain its application. What does

Architecture of a service organization



Source: Ron Kaufman

If you want a revolution, then you have to go big and go fast. Don't pilot a change, because then people know that you are hedging your back

it mean to take action to create value for someone else? That's service. What does it mean to take that next step up to create more value for somebody else? That's service excellence.

If you want a revolution, then you have to go big and go fast. Don't pilot a change, because then people know that you are hedging your back. And to judge, if the change is working, focus on leading indicators, such as, "the number of new ideas generated" or "the number of ideas put into action."

Q You have also highlighted that the impact of a weak service culture is not only on the topline or bottom-line, but also on some key HR aspects like employee turnover. Recently, in your blog you mentioned that a weak service culture negatively affects employee retention. What is the correlation between the two?

A It is important to ask what really gives people the sense that they have a meaningful life. The old 'Wall Street greed' version of a meaningful life is 'how big is your red car' or 'how much money you have in your bank account'. But that is not really relevant anymore. Greater meaning comes from how you are with people and how you create value for others – be it your customers, colleagues or team. And this is essentially what service is

all about. So if the workplace environment makes you feel that you are contributing to the well-being of others, then you are more likely to stay in the organization.

Q What is the role of HR in cultivating that service culture in the organization? What can HR do to bring about that transformation?

A The HR department plays a key role in creating an enabling environment for a service culture. Many building blocks of service culture are core to the HR function – for example service staff recruitment, recognizing and rewarding service excellence and new staff orientation. But some components are a collective responsibility, and are not really owned by a particular department. It is a cultural thing. However, having said that, the HR function is the vanguard of creating that culture.

HR creates value for others – it is one function that serves multiple stakeholders, be it the talent of the organization, the various departments of the organization or the organization as a whole. HR's job is not limited to be a provider of value but also helps everyone to create that value. Given the heavy involvement of CEOs in strategy, it is upto the HR to carry the torch of value-creation. And for HR to actually uplift its service for its customers, it

To bring service excellence, do not start with the frontline employees; start with the employees that serve them

should apply the principles to elevate itself. It can start by understanding the needs, concerns, aspirations, goals and priorities of its customers. Only then can the actions be contextualized to the needs of the people and real value can be created.

Q You have worked with NIIT Technologies in India to uplift their service culture. How did you apply this architecture and what were the results the company derived from that transformation?

A The entire Indian IT industry evolved out of cost arbitrage as a value proposition; and speed, reliability and cost became the criteria for competition in the industry. But NIIT saw the changing customer expectations and the availability of other cost viable options in Philippines and Bangladesh, as a future business problem. Also, as companies get bigger in scale and operations, organizational culture gets threatened and becomes a tick the box. This opens the window for nimble competitors to come in and be more creative and offer more value. NIIT realized the clear need for its people to go beyond their checklists and innovate. It created its service vision, “New ideas to create more value”.

We started with service education and then the company launched the program called ‘IGNITE’, which is a program for generating ideas. In the

next cycle, people were asked for ideas which were specifically customer-facing and would increase the value created for customers. At each stage along the way, they would review the ideas and created a platform where people could upvote or downvote the ideas and give suggestions. As the final step, the idea evaluation board would choose some of the ideas, fund them and then implement them in the organization.

IGNITE connected to a recognition program called ‘INSPIRE’ where they would reward people for generating ideas which actually delivered value and that's how they embedded this concept into their culture. And if we are to look at the leading indicators, the number of customer-facing ideas has increased from 44 percent to 99 percent. The ideas selected for implementation has also increased from 21 percent to more than 60 percent. And in the past three years, the stock price of NIIT Technologies has gone up by 100 percent.

Q We realize you were involved with the Singapore government and helped the nation build a service culture. How were you approached and how did you bring about that nation-wide transformation?

A It was one of those cases of how life unfolds for all of us – you think you are going somewhere, then something happens and you end up going somewhere else.

The Singapore economy was experiencing a real structural shift in 1990s. The manufacturing industry was moving to China and the back-office data processing was moving to India. All this was slated to leave Singapore as a little country with no economy. So the government decided to fund the development of an initiative that would raise service levels through service education throughout the country.

I was in Salt Lake City, Utah, skiing, when I got invited to Singapore for doing something around service. The leaders in Singapore called me in to transform a low-cost manufacturing hub to an economy identified by superior service, an initiative in partnership with Singapore Airlines. I was invited to create and launch a national service quality training organization.

They were trying to build a curriculum on service and had tried major consulting firms to build it, but they all fell short. So, I was called as a result and before I went, I invented a couple of games for them that enabled a person to think about what the other person needed – in line with what service actually is. I sent the games by fax and was called there to build something like a boot camp – a service boot camp, which I eventually created. We converted some British military barracks, leftover from the colonization era, into residential training facilities. The people lived there for a few days and nights and did everything together, be it cooking or cleaning – everything while we were teaching service principles.

I first went there for a week, then was asked to stay a month, and I am still a part of that journey – it is still ongoing. **Em**

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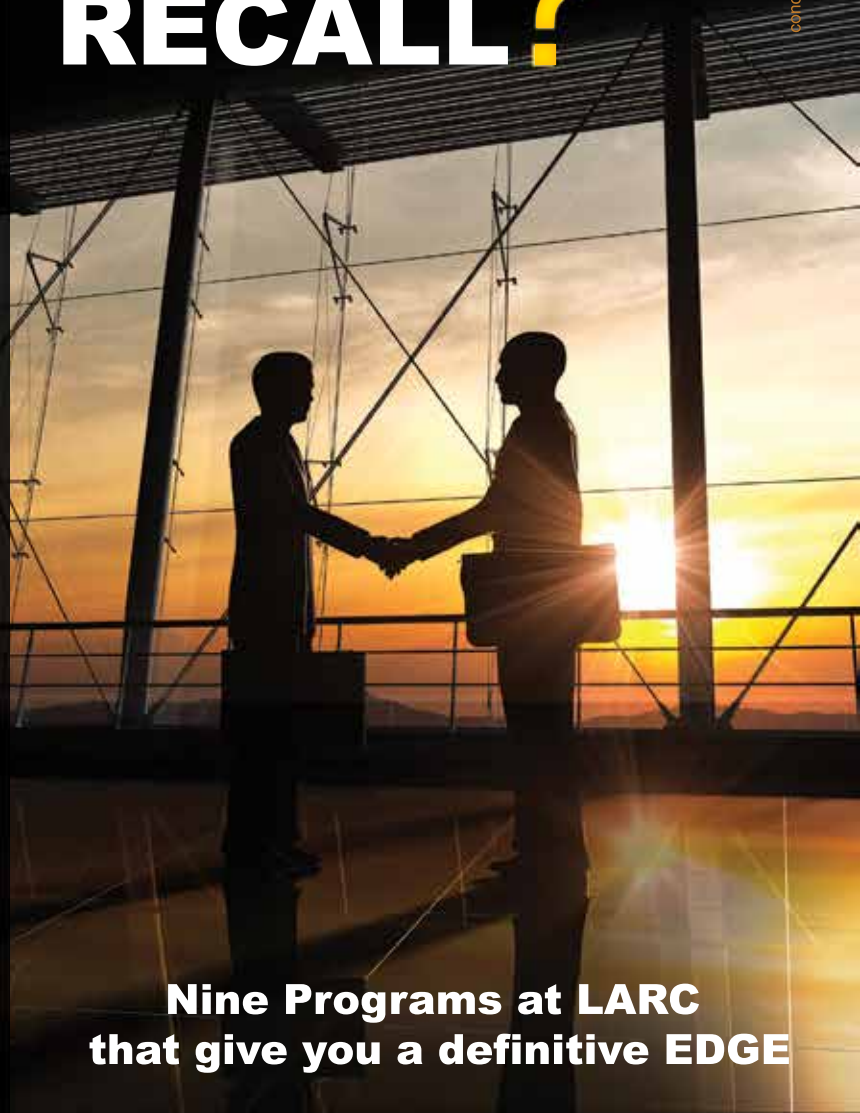
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In the vanguard of disruptions – The HR

A People Matters and Directi 'Disrupt HR' Roundtable Series



to the upcoming technological advancements or the altering demographics of workforce that companies face today. This combined with the larger geo-political shifts create an atmosphere of dynamism in the otherwise stable business environment. However, such disruptions create opportunities for organizations to also reap the benefits of a changing business environment. And this also augments the role of HR in bringing the right talent and creating the right set of programs using newer technologies to provide the company an impetus to grow.

One of the key developments in this respect has been the evolution of HR vis-a-vis the technological advancements and shifts in the demography of the talent pool coming into the ecosystem. Although the rationale behind HR processes remains the same, thinking is slowly but surely being directed towards how HR processes can be executed differently. It is also at the same time, important for HR today to ensure that the rate at which HR is evolving is higher than the rate at which the external environment changes for its functions to add value to businesses. And the first step towards this is to establish a clear understanding around how HR wants to disrupt itself to partake in enterprise growth and creating the ability to channelize the incoming disruptions towards developing better programs across the various verticals of HR.

But what are the factors that would enable HR to seamlessly integrate effects of technological and socio-demographical disruption into its functioning?

How can the HR function ensure a proper assimilation of disruptive changes within its existing framework? We explore the possible answers to the question

By Dhruv Mukerjee

All physical bodies aim to reach a state equilibrium within the boundaries set up by the existing conditions that also set the bodies in motion. It's only when the existing conditions are tampered with that the bodies are plunged into a chaotic state again where they now have to rearrange themselves in an entirely new environment with a new set of ground rules. Out of chaos and confusion new rules emerge which set new frameworks for a state of equilibrium. The changes that have been generated in human capital management due to market and technological disruptions, follow a similar trajectory. When one talks of disruptions in the context of HR, it is mostly with a reference

Building a strong case for HR initiatives

Fundamentally, the responsibility of driving people towards growth is not HR's responsibility alone. It is the responsibility of the entire organization. Policies and interventions directed towards adopting newer technologies for people management can only yield results if leadership within the organization is an active supporter of HR initiatives. One of the most important aspects that HR needs to work on is to successfully adapt to changes, show results of its interventions and create urgency within the organization to adapt and invest in newer technologies and support initiatives that result in structural changes. And the current uncertainty in the business environment, gives HR professionals that opportunity. According to the PwC 19th Annual

Global CEO survey, around 75 percent of CEOs say that procuring a skilled, educated and adaptable workforce is a priority for businesses in the country where they're based. "Even with all the new technology, people skills are actually more important now. Whether it is providing day-to-day services in our bank branches or managing our data analytics – it's all about people" says Brian Moynihan, Chief Executive Officer at Bank of America in the report. HR departments now have a huge gap to fill when it comes to designing and executing initiatives to ensure employees drive growth. But that is easier said than done.

Comparing its functioning to other departments within the organization further highlights the problem. "For example, a CFO of an organization can give the exact understanding of the health of the organization from a financial perspective," said Jacob Jacob, Chief People Officer, Apollo Hospitals. Building on the same corollary, for HR departments, it is difficult to give an exact people health index of the organization. There needs to be a better assessment of such dynamics to build a barometer for HR and use that for business decisions. The point of assimilating data analytics in various HR functions need to be done from the perspective of building such a barometer.

Organizations today that are excelling in people management are the ones who have successfully built algorithms to predict the future and have used such insights to drive decision-making. HR needs to become a champion for employees, vigorously representing their concerns to senior management and at the same time working to increase employee contribution, that is, employees' commitment to the organization and their ability to deliver results.

Building the right mix of technology and initiatives

Today, the variables used in decision-making are higher. To support the substantial shifts in the components of decision-making, technology needs to be an enabler. One way of streamlining the process is to have realistic expectations from such tools and building an effective usage plan based on that. For example, when utilizing the digital medium to drive employee contribution towards business growth, it is important for HR professionals to know how exactly using a digital platform will ensure an increased employee contribution. HR professionals can drive such contribution by putting into place contextualized talent management and L&D initiatives. But in order to make them relevant to businesses today, people data should form an important part in their formulation. This would give the right direction to the usage of new technologies.

Digital, for example, has been one of the biggest disruptor in the past few years. According to a survey done by Russell Reynolds Associates, the effects of digital disruptions would be most in the case of B2C organizations. Although the survey showed a significantly high percentage

(90 percent) of organizations to have a strategy in place to evolve and adapt its functions to digital changes, a mere 20 percent reported that their HR functions were enabling the required transformation. This highlights the need for a proactive action on the part of HR departments to become more cognizant of such disruptions and bring in initiatives that helps the organizations to use such disruptions in the market to their advantage. Hire the right people to bring about change. Create a culture that makes data-based decisions. And fully commit to becoming a more digitally adept organization.

Playing a predictive role

HR's ability to predict future trends will be an important element when it comes to successfully adapting to the different tools and techniques that are currently disrupting the ecosystem. This entails moving beyond the general role of reporting and predicting the changes to

Policies and interventions directed towards adopting newer technologies for people management can only yield results if leadership within the organization is an active supporter of HR initiatives






It is important for HR professionals to head towards the automation of transactional processes so that it has the bandwidth to bring change-building transformational measures

establishing appropriate measures in place. A predictive role would help HR assess potential pitfalls and design programs to withstand abrupt market changes. This would ensure that the various verticals within the gambit of HR, from compensation and benefits to talent acquisition, are future-proofed. This would also help HR professionals to understand the environment better and use this information to plug in new tool and techniques wherever they see fit. “For example, it is the role of HR to ensure that the company remains relevant to the talent pool in the coming few years. This requires forethought on the part of HR departments to build their understanding on the expectations and aspirations of their future employees, three to five years down the line. All this would further boil down to mapping out how the business environment would change. Since there is a shift in consumer demography, HR departments would need to give equal consideration to consumer preferences as they do to changing talent expectations. It is the role of HR to bring the future consideration into their present decision-making framework and

assess whether their strategies are future ready” said V. Krishnan, Executive Director – HR at Dabur India Ltd.

However, this shift in perspective might be difficult to make. As most of the HR operations today address transactional work rather than focusing on transformational activities, the loop of conducting repetitive tasks which are of little value becomes a major impediment. Bhavin Turakhia, Co-founder and CEO, Directi Group says, “It is important for HR professionals to head towards the automation of transactional processes so that it has the bandwidth to bring change-building transformational measures. This automation would give HR the space to embrace newer technologies to stay ahead of the curve.” Talking specifically with regards to total rewards, he adds, “it is important to address the need to bring disruptive and new age practices in employee compensation and benefits space that are fully paperless, compliant, and make the existing organizational system more convenient.”

Disruption stems from challenging the status quo and the established norms. This would be a situation that is eventually faced by all HR departments. Therefore, instead of having a reactionary response, a well thought-out predictive response will be more effective for HR. And currently disruptions are not a choice and the HR function itself might go extinct if HR verticals are unable to disrupt and adapt. And in order to do so, it has to innovate and move beyond its traditional role and redefine the rules of the game. HR needs to become comfortable in challenging itself to be able to stay ahead of the curve and use the various upcoming disruptions to its advantage. 

(This article is based on the learnings from the People Matters and Directi 'Disrupt HR' roundtable series)

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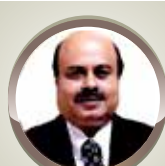


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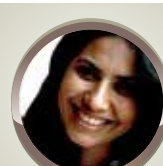
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ROHIT HASTEER

Don't blame the bell

How does the Bell Curve actually prove useful and what is it that organizations can do to make their performance processes effective

The Bell Curve has been the elephant in the room for quite a while now in most organizations. It is the easy scapegoat that's been used by the management, HR, and the managers to tell an employee as to why their rating is not what they feel it should be. It frustrates everyone and yet most organizations are still struggling to find a way to live with or without it.

Let's look at what the Bell is and isn't and how organizations are now relooking at performance management philosophies to make them more effective.

What is the Bell Curve or Normal Distribution?

To put it simply, it is the phenomenon that says that if you take any reasonable sized population sample, say a classroom of 60 kids, a bulk of them would be of average height, a few who are relatively taller or shorter and one odd who are very tall or very short. This is what the Bell tells you; however, what it does not tell you is whether you have the ability or need to differentiate the given population. For example, unless you need to form a basketball team you don't need to really care what the height of the students is and even then you'd probably create two categories only, students tall enough for Basketball and others.

Now suppose you decide that everyone who is 5'5" and above is tall enough for basketball, but the scale you have has only feet markings which means you know for sure if someone is 5' or 6' but not whether someone is 5'4" or 5'6". The ability and need to differentiate should form an integral part of the performance management philosophy of an organization. This is where organizations often go wrong by simply implementing a 4 or 5 point scale with fixed percentages rather than developing their own thought and philosophy. So then if not for defining



The ability and need to differentiate should be an integral part of the performance management philosophy of an organization

fixed population percentages, how does the Bell actually prove useful and what is it that organizations can do to make their performance processes effective?

1. Focus on the goals: If you're not using fixed percentages, the organization's ability to differentiate comes into focus. Quite often it is observed that employees

come out of performance appraisal discussions frustrated, where they feel the manager has taken a biased view. The root of this dissatisfaction often lies in poor quality of goals setting. While everyone talks about SMART goals, not all manage to get it right. In organizations still in the early stages of the maturity curve,

what is required of HR is to get involved in the goal setting process to ensure that SMART goals are not just talked about but also created. Goals that can't be measured on pure quantitative basis have good qualitative or quasi-quantitative parameters defined. Also that managers while setting the goals and targets also think about how they will define a picture of success. This ensures that at the time of appraisal there is clarity around whether that picture of success was achieved or not.

2. Empower the managers: Instead of using the Bell curve to force managers to segment employees in a particular proportion, give them helpful guidelines to make the right appraisal decisions. One of the helping guidelines can be that the average rating of the team should broadly be aligned to the rating of the department or the Manager i.e. if a Manager is rated say 4 it's not possible that the team's average rating is 2.2. The only way the manager could've performed is when his/her team performed and vice-versa. The other guiding input that acts as a counter force and helps bring equilibrium is that the pay pool should be predefined — the higher the number of top raters the lesser value of additional

increment they'd be able to give them. This gives managers a need to differentiate rather than differentiation be imposed on them. Without a fixed percentage cut-off, the appraisal process often becomes an iterative discussion and the Bell Curve then becomes a helpful analytical tool to help have better probing of appraisal decisions. This is just one of the possible ways of empowering decisions. Some other methods frequently used are providing discretionary flexibility to managers for increments, de-linking partially or completely the performance discussion from the increment process, etc.

3. Leverage the power of technology:

One of the more important HR systems that an organization should think about investing in is the performance management systems. A good tool will help link organization goals to individual goals by allowing individuals to see goals at organization/departmental levels and cascade them whole or as sub-goals into their own goal sheet. This provides individuals a linkage to overall organization strategy. In addition, provide dashboards for managers to be able to see at a macro level. Managers often get handicapped since they are making decisions on an individual basis. Ability

to calibrate one's own decisions is an important ingredient of making fair decisions. A technology-enabled performance process not only makes the process more convenient but also enables analysis and governance.

4. Communicate: The success of a performance management process lies as much in execution as in the design. While a lot of thought goes into designing, the execution part often has a lot of variation not only across but within departments. One of the more effective ways was to use videos during awareness sessions. These videos were a portrayal of good and bad appraisal discussions. With today's high definition cellphones, creating these videos is actually fun, watching these amateur videos is entertaining and most importantly in a light vein very important messages get imbibed.

5. Analyze, experiment and loopback: Coming back to the point around need and ability to differentiate, it also implies what works for one will not work for another. Companies are experimenting with multiple appraisal cycles during the year keeping in line with their business dynamics. Others are delinking long term career growth, variable and/or increment from performance appraisals to reinforce focus on performance rather than on compensation. Some are dabbling with doing away with "appraisal discussions" entirely and instead making managers respond to questions that reveal the rating based on how valuable they find the employee's contribution, desire to keep the person on the team, readiness for promotion or risk of low performance. Finding out what works or doesn't would require a few iterations and experiments. An important pre-requisite to be able to do that is to collect data. From goals to appraisal ratings, to employee and manager feedback, if analyzed together in various combinations, can generate good insights which can act as inputs to improve the process further with the end goal in mind that it is a process to both determine as well as improve organization performance. 🍌

A technology-enabled performance process not only makes it more convenient but also enables analysis and governance



ABOUT THE AUTHOR

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This is the age driven by real data and statistics. And the latest tool that is leveraged for strategizing and planning for workforce is Workforce Analytics, that is not only enabling organizations to engage deeply in formulating corporate strategy regarding their workforce, it is also helping them to optimize data-driven decisions that are in tune with the long-term business objectives. Whether it has to do with recruiting the 'right person at the right cost at the right time', implementing learning programs, improving the retention of the learner or even in understanding employee retention, workforce analytics is 'the' contraption for organizations. And companies are now looking for ways to support their HR processes and policies with data.

The special story for this month presents key findings of the People Matters Talent Analytics Study 2016, which explores the analytics maturity level of organizations. Building on the Workforce Analytics Conclave 2016 that was held in Mumbai in the month of March, this feature covers some of the broad trends and conversations related to workforce analytics and presents impactful

findings assimilated from leading players in the field of workforce analytics. Apart from helping organizations to deliver effective results across a range of human capital management concerns, analytics is also taken as the input for strategic workforce planning. Ross Sparkman, Head of Strategic Workforce Planning at Facebook shares six key steps for organizations that are looking at driving their vision while also planning for the business trends and technology challenges of the future. Conversations at the Conclave also reflected on the how organizations can leverage analytics to drive employee engagement and how individual learning interventions can be driven to address specific skill challenges using the inputs across a number of variables involved in learning and development.

Apart from documenting the advantages that analytics brings to the table to make HR more business ready, this feature also reflects on the various roadblocks on the way – including concerns about data quality and integrity, over-reliance on numbers and how to keep pace with ever-changing technology. 



WORKFORCE ANALYTICS: HOW MATURE ARE ORGANIZATIONS?

The People Matters Talent Analytics Study reveals the analytics maturity level of organizations, the adoption level and the prevalent HR analytics models across India Corp. | **By Vikas Arora**

Riya was browsing internet search engines for writing a paper on HR Analytics. A mouse click got her to a new webpage. That webpage drew her attention to the other suggested readings. Then she went back to the search engine and started experimenting with some fancy keywords. 19 websites, 43 webpages and 20 bookmarks later, she was stranded in a sea of data. Sourcing the data was not a challenge for her. The challenge was to make sense of it and to use it in the most effective way possible.

Move over data. Make way for analytics

Juxtapose Riya's situation to an organization. Like Riya, every organization has access to data, in fact to an abundance of it. The differentiation lies in the ability to make sense of that data, or in other words, analytics.

74 percent companies today are at very early stages of talent analytics adoption

Organizations recognize the significance of analytics, as revealed by the People Matters Talent Analytics Study 2016, which showcases that 81 percent of respondents agree to the fact that analytics is an important competitive resource for any company. More importantly, organizations realize the significance of analytics in elevating HR's strategic role. Another exorbitant 98 percent of respondents agree that 'workforce analytics' enables HR to play a crucial role in driving business strategy. And 99 percent of respondents realize the importance of analytics in addressing strategic human capital challenges.

How mature are organizations today?

But basis the study, only 26 percent organizations do analytics; the remaining 74 percent organizations do reporting (which is often mistakenly perceived as analytics). The study says that 38 percent organizations do simple reporting, 36 percent do advanced reporting, 9 percent companies

have predictive models and 17 percent engage in prescriptive analytics.

When it comes to analytics tools, as many as 70 percent of organizations use spreadsheet-based systems for HR analytics; 68 percent rely on HRIS or dashboards; 17 percent have a dedicated analytics software; and 5 percent have no system at all. The spreadsheet-based systems and HRIS tools, given their limitations, can either enable simple reporting or advanced reporting. And 80 percent organizations that use only spreadsheet or HRIS for analytics either do simple reporting or advanced reporting.

Reporting is not predictive

As mentioned earlier, 74 percent organizations surveyed argue that the definition of their respective workforce analytics program is either simple reporting or advanced reporting. But it is important to realize the difference between the two. Reporting is about arranging data into meaningful packages of information, and analytics on the other hand is about creating insights from the information/data available – which entails predicting the future implications and also prescribing decisions for future outcomes.

The (mis)guiding objectives

Most of the organizations do not have a clearly defined goal. Only 17 percent of organizations strongly agreed to having clearly defined goals with respect to what they aim to achieve with workforce analytics. The top guiding objective of workforce analytics of companies, 34 percent surveyed said, is to analyze the effect of key indicators on business outcomes. Only 11 percent companies have an objective of bringing in more predictability to business.

52 percent of organizations that strongly agree on having a clear goal have an objective of analyzing the effect of the key indicators on business and 26 percent of organizations that agree on having a clear goal also have the same dominant objective.

Therefore, the guiding objectives are a reflection of the reporting approach followed by the majority of organizations. If organizations transform their guiding objective to a proactive

one, then it can also create the need of predictive and prescriptive modeling systems.

Future talent analytics plan

23 percent companies have a talent analytics system in place, but 62 percent companies are looking to set up one in the coming years. Yet, 15 percent organizations still do not have a plan.

Given the presence of a plethora of external service providers and also the potential of organizations to build analytics capability of their own, investments need to be made strategically to build a robust talent analytics system – a system that predicts, prescribes, and enables the HR professionals to make objective decisions and extract the best from the repository of talent at disposal.

Future budgets: However, the analytics budgets of 75 percent companies are not structured, the study revealed. 20 percent companies do not have an analytics budget altogether, while 39 percent companies create a budget when they identify the need. Also, not enough budgets have been allocated for talent analytics. 72 percent companies have set aside less than ₹50 lacs per annum; 19 percent have budgets between ₹50 lacs and ₹1 crore; 7 percent companies have allocated between ₹1 and 3 crores; and the budget is over 3 crores for 2 percent companies surveyed.

Future opinion on partnerships: Companies are looking at both developing and deploying talent analytics capability. 41 percent organizations have built in-house resources and are not planning to bring in external vendors while 23 percent organizations with self-capability are also planning to engage external service providers and go with a buy and build strategy. 35 percent companies were found to be using both in-house resources and external services currently. Organizations will have to assess which partner provides a solution to their business need and also integrates with their internal analytics system.

Easier said than done

The capabilities and future plans of organizations kept aside, companies struggle at implementing workforce analytics successfully, as revealed by the study. 61 percent cite lack of integration between human capital systems and non-HCM systems as a challenge. Organizations also face data-related problems, with 57 percent arguing that inconsistency in capturing and collecting data and metrics leads to poor data quality which hinders successful implementation.

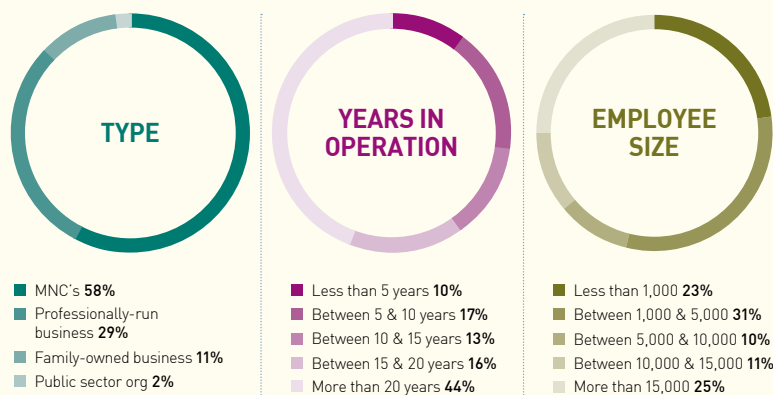
Need to upskill HR

The study ascertained that HR is the dominant stakeholder of the workforce analytics team. In 52

Who participated?

The People Matters Talent Analytics Study 2016 collected responses from 239 leaders across India Inc. via a survey which was rolled out during the months of January '16 and February '16.

Here is a breakdown of the participant organizations.




HR is the dominant stakeholder of the workforce analytics team but 42 percent state that there is lack of awareness at HR level on how to use analytics

percent organizations, the analytics team is a part of the HR function, and the analytics team reports to CHROs in maximum 35 percent organizations.

However, 42 percent companies also stated that there is a lack of awareness at the HR team level on how to leverage the power of analytics. 38 percent organizations argued that there is insufficient experience to analyze data and in developing insights. There is an evident and ardent need for HR to develop its analytics capability to leverage the potential amassed in such systems.

HR has the analytics buy-in of C-suite, then what is stopping it

The C-suite is not only in support of analytics, but has infact requested for workforce analytics - say 80 percent of the surveyed. HR can build a compelling business case for developing and/or deploying HR analytics capability and get the complete buy-in of C-suite. The onus is now on HR to bring science to the art of HR. 

Talent Analytics: WHERE DO ORGANIZATIONS — stand today? —

The People Matters Talent Analytics Study 2016, saw the participation of 239 leaders industry leaders in the survey set live during January '16 and February '16. The results reveal the landscape of talent analytics adoption in India, the HR analytics trends in Indian organizations, the HR analytics tools and models used by companies and the maturity level of workforce analytics models of organizations.

Aspiration vis a vis reality

Organizations are mindful of the significance of talent analytics capability, but a majority i.e. 74 percent organizations are still at the early stages of talent analytics adoption.

Realizing the significance

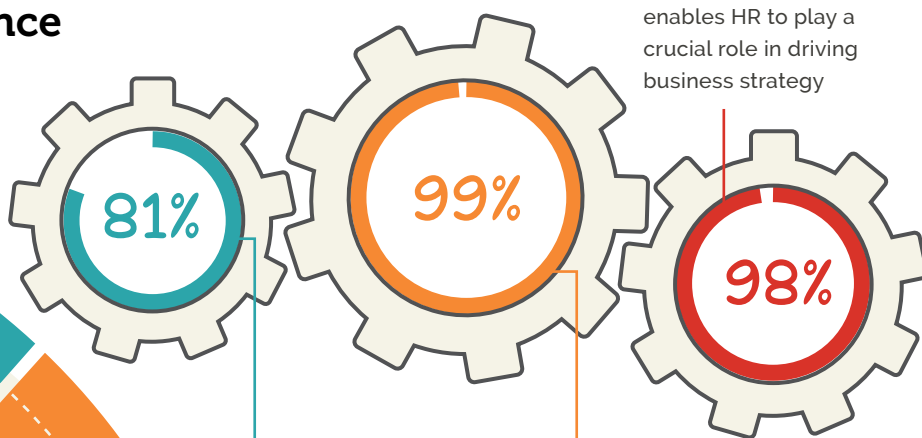


Are organizations mature enough?

Organizations are still at the nascent stages of workforce analytics evolution. A majority of organizations are limited to doing reporting, and are missing out on leveraging the real potential of analytics for predicting problems and prescribing solutions

Analytics models that organizations use

- 38% do simple reporting
- 36% do advanced reporting
- 9% have predictive models
- 17% have prescriptive models

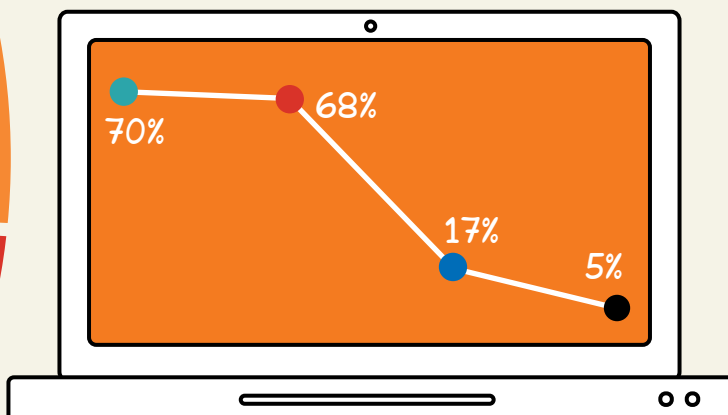


agree that 'talent analytics' enables HR to play a crucial role in driving business strategy

say that analytics is an important competitive resource for any company

say that analytics is essential in addressing strategic human capital challenges

Tools used for data analytics



- spreadsheet-based systems
- dedicated analytics software
- HRIS reporting
- have no tools for analytics

Note: Some companies use multiple tools, that is why the sum is greater than 100

Decoding the factors

A look at the factors why organizations are still not mature

Lack of clearly defined goal

Only 17% organizations 'strongly agree' that there is a clearly defined objective they aim to achieve with their analytics programs

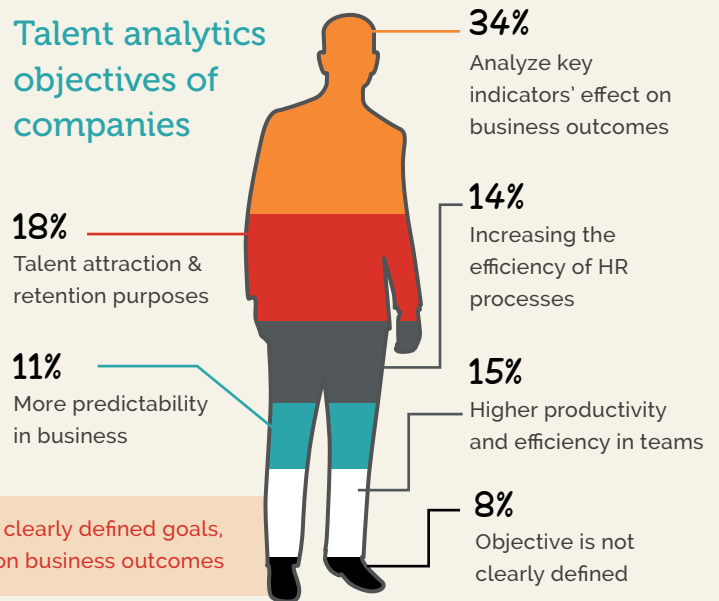


Even the organizations that 'strongly agree' or 'agree' that they have clearly defined goals, have a dominant objective of mapping the impact of key indicators on business outcomes

Underwhelming objectives

The objectives of organizations are limited to analyzing and reporting the effect of key indicators on business outcomes

Talent analytics objectives of companies



Organizations that 'strongly agree'

analyze key indicators' effect on business outcomes



bring more predictability in business



Organizations that 'agree'

analyze key indicators' effect on business outcomes

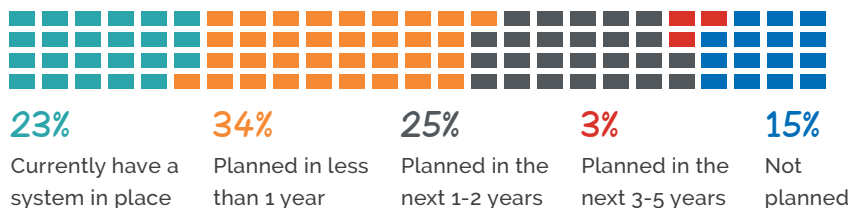


bring more predictability in business

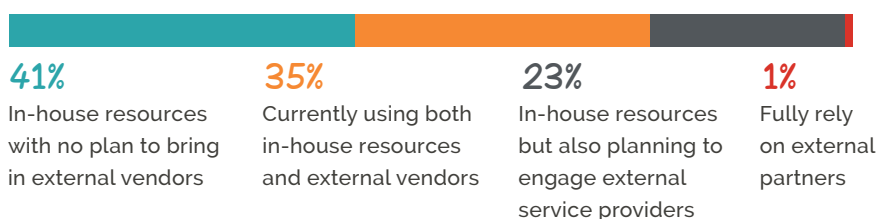


The way forward

The analytics plan of organizations



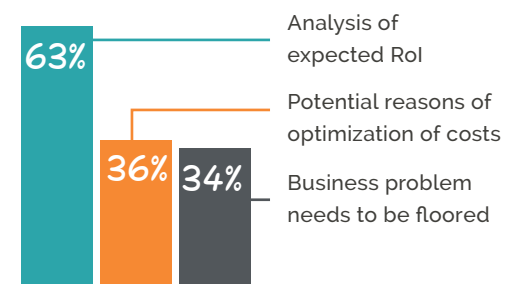
Dilemma of Build vs. Buy



Build your business case

In 80% organizations, top management or C-suite demand for the adoption of a workforce analytics system

The top three factors which make for a compelling business case





THE WHYS AND HOWS OF STRATEGIC WORKFORCE PLANNING

Talent scarcity is one of the top challenges for business leaders today, and organizations need to tackle this problem through strategic workforce planning | **By J. Jerry Moses**

Every company needs to plan for its workforce for two significant reasons: one is for its own growth, with a focus on the vision and strategic priorities of the business. The second reason is for being able to respond to market needs – whether that means addressing gaps in labor, dealing with a downturn in the economy or doubling operations when the right opportunity presents itself. All of which requires having the right mix of employees and having access to a talent pipeline that is in line with market forecasts. Organizations at the forefront of leading change engage in “strategic workforce planning” – an exercise that aligns talent to the vision and needs of a business. This article outlines six steps for an effective strategic workforce planning based on the keynote delivered by Ross Sparkman, Facebook’s Head of Workforce Strategy, at the Workforce Analytics Conclave.

“There are two broad camps that many HR professionals fall into when we talk about ‘applying

data to people related decisions’,” says Sparkman. “On one hand, some argue that there are too many data points, variability and inconsistency for HR leaders to account for. On the other hand, there are those who argue that reducing the workforce to a series of numerical metrics is just unethical.” This reluctance to use data is the only hindrance to making HR business-ready. Today, enterprise-wide strategic decision-making needs to focus on creating value – whether these decisions are geared towards finance, operations, product or service, market, people or HR decisions. While most functions already generate some form of analytics that shape decision-making, generating people analytics is taken as the input for workforce planning. In other words, what one collects in the form of the data and analysis is called “people analytics,” but how this intelligence is used forms a part of workforce planning. Thus, people analytics is the glue that binds strategic workforce planning.

What is workforce planning?

“When I think of workforce planning in a simplistic framework, I think of it being a ‘current state’ of where we are today and a ‘future state’ of where we want to or should be based on business objectives, and then there is a bridge that we need to cross to get there” says Sparkman. And that bridge is workforce planning and execution.

Workforce planning is a strategic process that drives effective business operations. An effective strategy has five parts: 1) Demand plan – including upcoming projects, percentage increase in workforce, skills required and understanding external drivers of demand; 2) Supply plan – including skills available, distribution, competencies, categories of workforce, locations etc.; 3) Workforce analysis; 4) Workforce investment strategy – understanding budgetary allocations; and 5) Operations planning – if there is a need for internal or global mobility, talent acquisition, or capacity building. Prioritizing where people can drive business value and support organizational goals forms the core of workforce planning.

Further, workforce planning is a discipline that spans the length and breadth of human capital management, right from recruitment and sourcing to performance management, to career, succession planning, and training and development. In short, workforce planning should identify issues

Workforce planning is the strategic process that drives effective business operations



and needs of the workplace by taking into account key strategic drivers like business requirements, budgets, other financial parameters, and strategic goals and objectives. It should also account for prevailing workforce trends in order to drive effective organizational and operational execution.

Why is it important?

Making informed decisions for the workforce has a direct business impact – especially on the company's operating margins which includes both, direct and indirect costs. In the context of HR – direct costs include salary and benefits, costs incurred on recruitment, onboarding, global mobility, training and development, leadership development, retention and all related legal costs. The indirect costs include loss of staff and absenteeism, the absence of innovation, low productivity, and morale. All of these form a part of identifying and assessing key drivers for maximizing ROI on investments. "Unlike other assets, costs incurred on people don't depreciate in value, they appreciate," says Sparkman. So, it should be given the same amount of rigor in analysis as with other departments in the organization.

Components of workforce planning

1. **Critical workforce segments:** What are the roles without which there would be no business?
2. **Workforce structure and composition:** How do you identify the right mix and optimize for experience, productivity, regional matrix?
3. **Workforce skills and capabilities:** What are our skills mix today vis a vis tomorrow?
4. **Workforce performance:** How do we make sure that our workforce is efficient and in line with the strategy?
5. **Workforce management and deployment:** Is there a need for a contingent workforce?
6. **Capacity management:** Understand supply and demand and identify the need gap.
7. **Workforce plan:** Understand the operational aspects of carrying out the strategy.

Steps in workforce planning

Step 1: Identify critical workforce segments and competencies

Key question: *Which roles are most critical to business outcomes and what will be expected of these roles in the future?* – In order to do this, one can run polls and interview business and HR leaders to understand workforce actions and corresponding roles that are most important to achieve business strategy. It is also important to identify the current and future competencies required for these roles. Investing in critical workforce segment maximizes the value of investments in the workforce and that ensures an organization has the resources it needs to achieve its business strategy. "Within the critical workforce segment, it is important to identify the individuals who drive value and one should not confuse both," says Sparkman.

Workforce planning should also account for prevailing workforce trends in order to drive effective organizational and operational execution

How to identify a critical workforce segment:

A critical workforce segment is a group within the organization that (a) drives a disproportionate share of key business outcomes - for example, 'If you have one unit of resource (or \$1 to spend) where should you allocate it to obtain the highest return for your business?'; (b) Influences an organization's value chain significantly; and (c) are in short supply in the labor market. It also includes roles central to strategy execution – strategic roles and critical support roles.

Step 2: Determine data requirements, availability and quality

Key question: *What data is available and how accurate is it?* – "One needs to have a strong understanding of the limitations of data," says Sparkman. "One has to understand what unstructured and structured data are, and there needs to be data consistency across the organization" he adds. Organizations need to review the enterprise data architecture, document the data sources for each data element, cleanse data and determine how far back historical data can be captured. It is also important to review variables and determine which are potentially useful for modeling. It is also crucial for decision makers to make sure that they

are not relying on historical information alone to make future decisions.

Step 3: Establish baseline and project future talent supply trends

Key question: *How should we expect the inflow/outflow of talent to change each year?* – This step involves establishing a baseline by setting up initial assumptions for how each talent supply channel will impact the talent pool. Establish baseline rates of attrition, internal talent development, and external hiring. Understand how historic rates compare to future business demands and identify areas of focus for further analysis. For example, take retirement as one area of focus – use current employee demographics to forecast future retirement rates. It is also important to focus on critical workforce segments instead of attempting to forecast for the entire organization.

Step 4: Establish and project incremental supply and demand

Key question: *How will external issues, such as the economy, impact the business vis a vis talent change per year?* – Organizations need to utilize operational measures and benchmarks to build

of positions that will need to be filled/reduced each year in the plan period. Evaluate the range of possible changes to the contribution of each talent supply channel. Develop a set of recommended changes to the mix of talent supply channels to meet incremental talent demand. For example: In case the company is experiencing a high degree of voluntary attrition at a certain level – the sample recommendations could focus on a three-pronged strategy: to retain or decrease exits by 20 percent, develop people internally through promotions or transfers to the tune of 15 percent, and hire from external sources by 15 percent.

Step 6: Develop a workforce plan

Key question: *How and when will the existing portfolio of HR programs be modified to support and reinforce recommended changes?* – It is important to identify and segregate action items for both, short and long-term to modify the identified HR programs in support of recommended changes. A comprehensive workforce plan should identify potential risk and provide clarity as to 'how' the strategic business objectives will be fulfilled through its workforce. The plan should clearly outline the various levers and interventions required to close or minimize identified gaps as a result of the supply/demand analyses. Where possible, the impact of not closing the identified gaps should be defined to help organizations understand the residual effects of the wrong people at the wrong place and the wrong time. In addition to full-time equivalent requirements, the plan should highlight the key capability areas or jobs that require specific focus. Finally, a workforce plan should include a roadmap – which charts the interventions that need to be executed in the order of priority.

A workforce plan should identify potential risk and provide clarity as to 'how' the business objectives will be fulfilled through its workforce

demand models. They can utilize internal drivers such as supply chain, sales data to forecast the 'long tail' of demand. They can also leverage third-party data including labor statistics, employment rate, and industry metrics.

Workforce models are based on two fundamental concepts: supply – the number of people there are; and demand – the number of people needed. Once supply and demand are reviewed, resourcing gaps become clearer – managing this gap between supply and demand and associated gap is what is called as "capacity management". Capacity management should not just account for gaps today but should also be able to forecast future demand based on strategic objectives. For example, a detailed study of talent present in different locations could identify new areas to look for engineering and science talent when traditional markets are saturated.

Step 5: Determine the optimal mix of changes based on gap analysis

Key question: *What is the most efficient and effective combination of actions we can take to meet future needs?* – This step requires strategists to think about the various models that can be employed to bring about the right mix of employees. This could involve combining headcount requirements and attrition data to determine the number

An ideal workforce plan prepares a company for a variety of scenarios, whether it is to do with increased competition from domestic and global players, heightened regulation from government, a recession in the economy, aging workforce, high turnover or even for taking the full advantage of an unseen business opportunities that the company has a market share of. "Scenario planning is critical to creating a useful and accurate workforce plan," says Sparkman. The best of workforce plans also need to be concise and easily comprehensible. In case, they are not, it would be difficult for various functions of the business to adopt the plan, check for accountability and track progress. "Don't try to arrive at a 'perfect forecast' – instead, focus your energy on becoming smarter about responding to talent drivers and trends" says Sparkman. Investigating patterns and causal relationships are also being enabled by new data mining technologies and analysis tools which enhance the value proposition of strategic workforce planning. However, it is important to note that like other tools, strategic workforce planning is a tool that would still require qualitative inputs from line managers and HR personnel, who would play an important role in effective planning and implementation. 

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INCREASING EMPLOYEE ENGAGEMENT THROUGH WORKFORCE ANALYTICS

Organizations are increasingly focused on employee engagement to unlock success. In this article, we look at key developments in the use of analytics

By People Matters Editorial Team

The key to transform human capital management practices is analytics. But according to a study by Deloitte, only 6 percent of HR departments believe they are excellent in using analytics and about 60 percent feel they are poor and are lagging behind. Apart from this, companies are also coming to terms with the preferences of the millennial workforce. Millennials want their workplace to be “fun and social”, and this generation also has a higher propensity for instant gratification. They are also a generation that is heavily reliant on the mobile phone. And as a result of all these factors, the attrition level of millennials is also very hard to keep up with. While several companies are proactively adopting analytics in talent

extreme stress or whether they are learning to do something interesting – whether they are actively engaged or actively disengaged. It can also help businesses identify areas where they need to spend money – including benefits and rewards and where they don’t need to.

Taking an example of the attendance policy, in case companies want to understand whether their attendance policies are working, all they need to do is use analytics. With workforce analytics, one can configure visualization of attendance data to meet specific requirements. Technology today enables organizations to view attendance infractions by department, position or tenure. It can also help them define attendance categories by week, month or year to identify historical trends and gain insight into attendance policy effectiveness. Analytics enables organizations to evaluate the aggregated attendance data to evaluate the effectiveness of attendance policies and assess their enforcement across organizations.

According to Kronos, organizations need to “examine incidents by employee, data or labour account and explore trends by region. They can then create incident groups, such as “Unpaid Absenteeism” or “Unapproved Tardiness,” which contain any combination of events and actions to gain visibility into attendance patterns and issues.” That way, one can understand which days, shifts, departments or regions have higher than average unplanned absences or tardiness and take action before productivity and labour budgets are impacted. This further allows organizations to take a closer look at the duration of attendance-related disciplinary actions to see which managers are following company policies and union rules — and which aren’t. After all, failure to enforce attendance policies consistently and equitably can result in productivity setbacks and labour budget overspend. With analytics, it is easy to identify those managers who are slow to complete disciplinary action so that one can correct the behaviour and drive better results.

Key advantages

Unlike traditional reporting and spreadsheets, which fail to provide a multidimensional view

Analytics can give immediate answers to thousands of labour performance questions – on-demand and at your fingertips

acquisition, retention, risk management, sales forecasting, capacity planning, the use of analytics in driving increased employee engagement and therefore improving productivity will be critical for the future.

This article outlines the key takeaways from the People Matters-Kronos roundtable held at the Workforce Analytics Conclave, which reflected on “how” analytics can be used to leverage employee engagement and productivity. Neil J Solomon, VP, Sales - North America, Asia-Pacific, EMEA at Kronos highlighted how a leading social network company uses analytics – for each candidate that the company hires, a productivity rating is given. They then compare the score after a year of joining against the rating they gave them when they joined the company. This process allows them to see how they performed over a period of one year. Using engagement tools with analytics however has a much wider application – it can help employers understand whether employees are under

of workforce data, analytics can give immediate answers to thousands of labour performance questions — on-demand and at the fingertips. By applying business intelligence to the data, the solution helps answer questions like “Which employee groups are underperforming?” or “Why is this month’s labour cost higher than expected?” These insights are delivered in real time — not after the month or quarter ends when it’s too late to make changes. By isolating performance concerns and making appropriate course corrections, an organization can align strategy with execution to achieve critical business goals.

In retail stores, for example, success often depends on how you have deployed your employees at the store across different time and week, depending on employee skills and higher sales. The problem here has to do with the fact that retail stores are in multiple locations throughout the world, and it becomes difficult for the organization to know if the right employee is recruited in the ‘right place and right time’ consistently. And if not, then what is the solution? Organizations first need to understand the reasons for the problem at hand – is it due to the lack of people, employee shifts or any other reason? What complicates this understanding is the paucity of required analytical tools to measure them. Simple rules and graphs can point out where the problems are and guide a manager’s decisions for hiring them.

According to the Kronos datasheet, there are four key advantages of using analytics: 1) Access to labour performance insights on demand to keep results in line with expectations; 2) Get real-time visibility into troubling trends while there’s still time to take corrective action; 3) Identify the root cause of performance, productivity and behaviour issues; and finally, 4) continuously improve results by managing company-specific or best-practice KPIs.

Challenges for HR

The problem with all the organizations with a huge data set is that it’s overwhelming. Companies invest in millions; have every tool imaginable, but having difficulty in clearly identifying the Return on Investment (ROI). Another challenge that is often highlighted is the pace at which technology is changing. By the time HR comes to terms with the existing technology, there is already another set of new advanced technology taking over the market. But you still need to make sense of data. How do you do it?

Kronos suggests working backwards with data. Going back to the retail example, if a store manager wants to see how the on-duty store assistants



The problem with all the organizations with huge data sets is that it's overwhelming

are impacting sales and margins, the data required in this situation are WFC schedules, forecasts, availability, proficiency, PoS, sales, and traffic. The goal therefore is to first identify the problem and then collect relevant data points. In this case, this process enables the store manager to understand the optimum mix of individuals required to drive maximum revenue. Further, analytics lets one track the available all structured data like pay-codes, hours and wages, labour levels, attendance incidence, schedules changes including shift, pay code, job transfer, break or meal. People records can also be analysed by location, job or employee. One can then identify areas where action needs to be taken, whether this has to do with highlighting persistent scheduling problems, identifying which managers need additional training to schedule effectively or even change organizational policies.

In transforming the workforce, analytics help in simplifying, streamlining, standardizing, centralizing and scaling of processes in HR. It also helps in matching labour to volume and deploying of resources reacting to changing conditions which ultimately improves productivity -- and this can also be measured. 📊



MEASURING L&D— AN ORGANIZATIONAL DILEMMA

The need to train a large part of the workforce is essential, but the real challenge appears while measuring the conversion of such knowledge to application | **By Manav Seth**

Learning is pervasive. And the process of learning spans throughout our lives — from the moment we are born to when we first walk, communicate, adapt or compute. Most often, we focus our learning to achieve a certain skill or art, to perfect it, and become employable. But data suggests that learning, in its traditional form, that is derived from institutional knowledge and in the classrooms is not enough to equip us with employable skills. The India Skills Report 2015 reveals that hardly 1/3rd of the entire workforce entering the job market across the country is able to meet the criteria of employment set by the employers. It is also an established fact that India adds about 12 million people to the workforce every year, and less than 4 percent have received any formal training⁽¹⁾. This lack of formal training, both in domain-specific skills and soft skills like communication, language and inter-personal skills is a serious chal-

survey, “Building organizational capabilities”, 90 percent of the respondents said that building capacity was a top-ten priority for their organization, but a dismal 8 percent tracked their programs’ return on investment.

At the Adobe Round Table conference at the Workforce Analytics Conclave, representatives from leading organizations across various sectors, came together to discuss this challenge – of measuring the learning and development of their employees. The concern of ‘measurement’ was ubiquitous, but surprisingly, the challenge wasn’t restricted to measuring the outcomes of learning. Organizations admitted to being stumped regarding indispensable processes like identification of skills and population, procuring the buy-in of the top leadership and the medium of training, that answer preliminary questions about learning. This is rather an insightful revelation, for it helps one understand the several, yet common challenges that most L&D teams face. During the course of the discussion, the multi-faceted challenges of measuring learning were established:

Identification: The first challenge lies in identifying the audience for learning. How does one identify who needs to be trained, in what capacity, and through what methods?

Model of the Training: Who decides the approach of learning for the employees? Does the onus lie on the top leaders to align the larger business goals with training goals, or is a bottoms-up approach is better, wherein the learning population is an equal stakeholder in making such decisions? Furthermore, is there a need of personalizing the training programs according to the needs and skill gaps of an employee?

Prioritization: It is crucial for employees to receive multiple learning interventions at all times. Among product-based, behavioural, leadership, management and soft-skills training, how does one formulate and execute a wholesome training program that has the right mix of all elements? How does one identify the proportion of classroom and experiential training? Additionally, how does one standardize the inter-disciplinary training to easily facilitate cross-sectional training programs?

Measuring the RoI: After training, how does one directly correlate the amount of investment (on training employees) to the impact on business, and claim the training to be a success? Since

Organizations struggle to find a linear correlation between the training they provide to their employees and its effect on business

lenge to the industries and economy per se. With profound shifts and disruptions across industries being perceived as the harbinger of the ‘Fourth Industrial Revolution’ (as coined in WEF’s report, “The future of jobs”), there is a need to tackle this challenge by providing employees with domain-specific skills through specialized trainings and skilling programs.

Although the need to train and skill a large part of the workforce is essential, the real challenge appears while measuring the conversion of such knowledge/information into application. Furthermore, the challenge expands to include such measurements to be kept free from bias. The methodologies, application and outputs of any learning are usually dispersed, which makes it difficult to measure and it is this struggle that organizations face – finding a linear correlation between the training they provide to their employees and its effect on the business. In a McKinsey Quarterly

various interventions and conditions outside the training, like a successful marketing campaign or economic conditions of the industry, can lead to fulfilling of overarching business goals, how does one make a case for comprehensive and consistent learning and training programs when their outcomes are not clearly measurable?

Such barriers are faced in different forms by L&D initiators, who continually attempt to counter them. Pramod Solanki, Associate VP, Sun Pharmaceutical Industries Ltd, stated during the round table that, “Since every workgroup in an organisation delivers as a part of an ecosystem, the learning teams need to address learning priorities of various groups in a holistic manner by taking the workgroup as one system and using learning interventions to support the needs of the system as a whole and not just a specific skill set. To begin with, the business heads need to be able to recognize what their teams need to do differently to achieve the business aspirations. If the top two or three learning interventions are correctly identified, designed and executed, these are bound to result in superior performance.” Much in agreement, Ross Sparkman, Head of Strategic Workforce Planning, Facebook, explained that, “The foremost challenge can be effectively countered by listing and identifying the most critical roles in your organization. Looking at each role individually and listing the skills required in that role can help in understanding the proportion of time that is spent on these skills, and identifying the learning gap that exists. This proportionality forms the basis of an effective training plan.”

Identification of the right training objectives is a critical step, one which requires the input of several stakeholders, the most important one being, the leader. Mayur Satyavrat, Head, OD & Talent Management, RBL Bank, explicates, “It all begins with the leaders – the sponsors of such programs. You need to be able to relay the cost and consequences of not undertaking learning and training interventions, and build awareness in the mind of the top leadership that it is the right step to achieve the collective next level aspiration.” The CEO and the Board will always look at training through the lens of costs, margin and scale, and it is the onus of the L&D team to convince them of the fact that training will create cost, customer and comparative advantage leading to competitive advantage which is most vital to create long term sustainable organisation and thereby do good to all stakeholders in its true sense. The task at hand is by no means easy, for people who are already successful might not see the need to do things differently. Mayur further explains, “We have created different competencies like techno-functional, leadership and universal, and listed the

norms for different levels in each to link them with performance and productivity right from the stage of hiring to development. Furthermore, we have created Leadership Effectiveness Benchmarks, Leadership Maturity Benchmarks from levels one to six which take into account measures like team engagement score, attrition and productivity etc. The overall progress is measured in all of these, which is something that can be easily explained and presented to the board.”

Another fundamentally flawed assumption, which the L&D programmes unknowingly operate under, is that L&D strategies are independent and exist in isolation. However, this assumption was denied by everyone during the discussion and it was agreed upon that this must be integrated with the workforce strategy and should be a function of the business strategy of the organization. In practice, learning interventions today are compartmentalized, wherein the employees are trained in a set format, for different tangents like sales, operation, service, product etc. – in the hope that something will deliver the result. Deepak Sharad Sawant, Senior Product Manager at Adobe says, “The analytics and data of Learning Management Systems can be used to validate or disprove the training hypothesis that was stated at the beginning of the intervention. The systems need to play the part of

End reports of learning programs have unstructured and qualitative data but it can be analyzed using analytical tools, correlating it directly with business outcomes





A feasible way to implement learning and ascertain its outcome is to do it in levels and stages

bringing disparate systems together, to help L&D teams realise whether the focus of their learning and skill development interventions is balanced correctly. This feedback needs to be quick, dynamic and easy to comprehend, and even if it happens to be subjective in nature, it would serve its purpose of establishing what is working and what is not.” Additionally, the lack of clear metrics to directly correlate the efficacy of the learning intervention with business goals must not be a deterrent to process. As explained by Sunil Somarajan, CHRO at Reliance Capital Limited, “The end report of the program which comes out has minimal statistics, but more qualitative and unstructured data. In such a case, if the requirements allow, the verbatim of the customer, the customer or employee feedback and other records can be analyzed textually with analytical tools, which further indicates the measure of success. This can also help assess whether the functional role of learning is impacting the business goal in the bigger picture.”

However, the complexity of the challenges that are posed to the L&D team, at every step of their work, right from identification of the skill to be trained, to eventually presenting a case for sustained training are only realized when one attempts to categorically address the red flags that appear during the entire process. In such a setting, one is tempted to use this as an excuse to completely outsource L&D programs, or divert attention from it, both of which are not the correct approaches. In order to begin the process, firstly a few questions regarding business goals, organizational priorities and learning objectives need to be answered.

Measuring L&D: A Checklist


Going back to the drawing board to have more clarity on the following is essential before setting the processes in motion.

Identification & Definitions: Defining the Learning Objectives, KRAs (Key Result Areas) and KPIs (Key Performance Indicators), along with identifying the end-result of the training and its impact – direct or indirect on that of business is critical. The understanding that training of a targeted population will lead to a direct increase in the productivity or output, or will indirectly lead to larger social ROI needs to be broken to its simplest version down before initiation.

Self-Assessment: Assessing the organization and its employees in terms of strengths and weaknesses, and thereby establishing what needs to be reinforced and what needs to be reduced will compress the distance towards the end goal. Breaking down this across roles and levels, acting upon innate strengths and repairing the external and internal vulnerabilities is also essential.

Checks & Balances: Not verifying the revelations of the above two points from different stakeholders at different levels is detrimental to the success of the entire L&D intervention. This can be done by listening to all the stakeholders of the process – employees and customers alike. Gather insights of employees who are exiting or the expectations of the employees who have just joined, and foster a system to ensure that the learning discourse doesn’t become a one-sided story. If you are able to hear the unspeakable, you will be on the correct path.

Documentation: Synthesize an exhaustive data collection mechanism, and then formulate ways to make it easier to record, aggregate and impute.

To conclude, there are several variables in the process of L&D, and most of them are extremely tough to measure. Tougher still is to create an algorithm to correlate these measurements and prove the cause and effect of training on fulfilment of business goals. However, if a pivot has to be identified in the process, it has to be the step where the skill and population is identified. The entire process of learning is human-centric, which means that the learning population is not likely to act as a homogenous group of learners. Thus, the only feasible way to implement learning and ascertain its outcome is to do it in levels and stages, and not have a blanket-solution to all learning problems. At the end of the day, a problem-based approach, which conforms to the culture, ethos and goals of the organization, is the best way to solve the gap between the need of training and actually delivering it. 

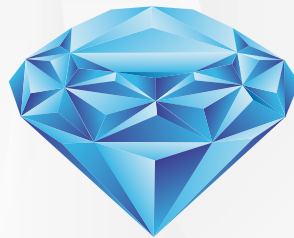
¹ goo.gl/sf5zYd

(This article is based on the People Matters and Adobe Roundtable)



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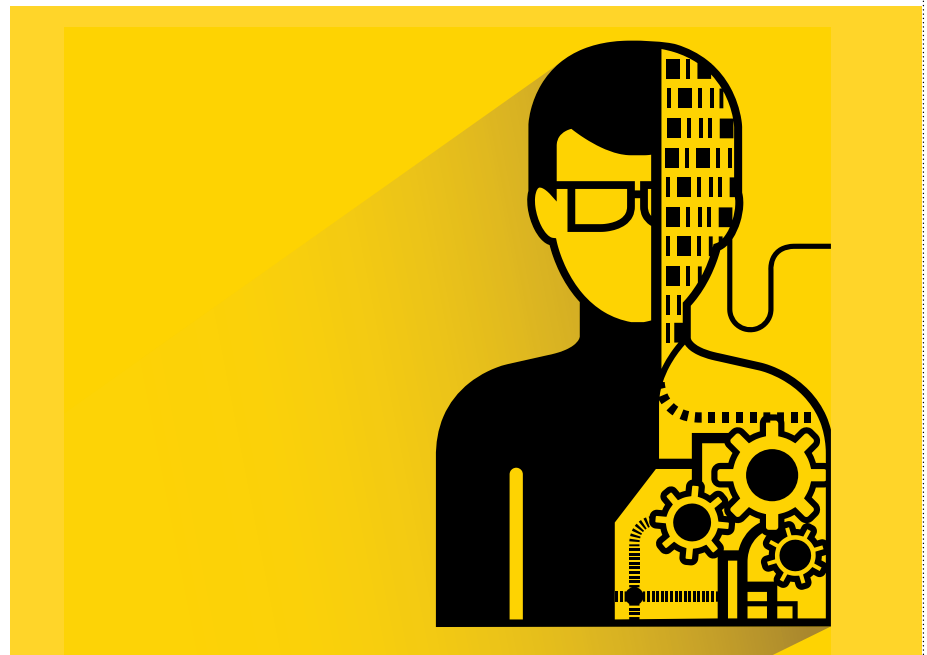
Staring down the barrel? Is HR set to fail the Big Data challenge?

With data becoming the new norm, the HR fraternity needs to change its game. A look at how the HR can embrace and integrate technological changes that are constant in the business world.

John W. Boudreau (2015) defined the paradox facing the HR community as akin to issues like climate change, global hunger or socio-economic inequality. There is a general awareness that all is not well, that the “old order changeth”, however the HR community has not yet seen the disruptive effects, which allows for complacency. The HR fraternity is viewed with lens as polarized as a function which could well be redundant to being well regarded, but perceived as acting in isolation. We have all seen the periodic tsunamis catching our attention and driving the focus of the HR fraternity. However, an all concerted effort to embrace and integrate emerging genres of predictive analytics, power of HRIS systems, focused HR branding, leveraging social media have not yet morphed in the ways and norms of HR deliverables.

The changing eco-system

The exponential pattern of technological change is resulting in breakthroughs which are in turn, creating disruptions in markets and business models. Business is required to demonstrate flexibility, work with distributed and transient workforces which morphs to the rapid cycles of business reinvention. Employees are being required to engage with automation, deal with rapid skill obsolescence and hence constant upskilling, transitioning of low end or repetitive work to robots, increasing dependence on artificial intelligence etc. The social and organizational reconfiguration is resulting in increased democratization of work. Hierarchical organization structures are devolving into balanced communities built upon relationships which are short-term, for the periods of project. Long term alignment has given way to “shared purpose” and short term engagements. Talent is now looking for diverse work arrangements, beyond



Predictive analytics, power of HRIS systems, focused HR branding, leveraging social media have not yet morphed in the ways and norms of HR deliverables

traditional full time employments and moving to freelance, outsourced or crowd sourced workers. Enhanced connectivity has accelerated global real time communication, product development and speed of go-to-market. Organizations that support and create trust cultures and purpose built networks are the ones slated to survive in this new world. An all-inclusive global talent market implies seamless distribution of the work across the globe. Enhanced life spans, talent availability in diverse talent pools etc. will necessitate the

segmentation and direction of work to the “best” talent, either inside or outside the organization. A differentiated leadership and engagement approach will require talent to be engaged through flexible approaches towards policies, practices, work designs, pay and benefits. The comfortable paradigm advocated by erstwhile HR organizations of “one size fits all” will be as relevant in the emerging environment as the mammoth!

The implications for HR are many. The rapid technological breakthroughs

involving global collaborations would imply that HR needs to leverage artificial intelligence and machine learning to improve efficiencies in sourcing and reducing fulfilment time. Most HR practitioners have included “VUCA” and “SMAC” into the normal jargon of daily speak. Recruiters will no longer spend the bulk of their time and effort in mining job portals, but leave this work to smart algorithms which complete this in a fraction of seconds. The focus will shift to building talent relationships, mapping, identifying and engaging talent in specialized communities of practices and closed groups, focusing on the skill trend analysis and feeding these insights into talent forecasting and skill development initiatives. However, providing an engaging recruitment experience will remain a fundamental task of a recruiter, since talent will have multiple options and without providing this experience, they would take their skills to another organization which would respect and value them more.

The enhanced connectivity of distributed and global workforce would require developing high trust cultures and purpose-built networks. The role of HR business partner will evolve to enhancing employee experience, community engagement, enabling collaboration and providing purpose and meaning in work. The increased thrust on employee and manager self-service would necessitate an enhanced employee technology experience. From an organization and performance architecture, the focus will be on aligning and driving performance, facilitating work-driven network management, community development and facilitating boundary less careers.

With work segmented and directed to the best talent (inside/outside the organization), a differentiated leadership and engagement approach will address the varied cultural preferences in policies, practices, work designs, pay and benefits. Learning functions will focus more on curating the content, delivering through app based games and simulation exercises and enabling collaborative social learning. Organization development teams will add to the arsenal of tools in their repertoire (360 degree feedback, psychometric assessments etc.) and work on identifying critical leadership competencies of decision making, social intelligence, learning agility etc. from outcomes of online games played internal/external talent and use these insights to position the “right person for the right job” in the normal scheme of succession planning.

Predictive trends through tools like regression analysis would be relevant to investigate the relationships among the indicators and outcomes of interest

Is HR ready?

There is unanimous agreement among the fraternity that HR analytics is a “must have” capability. However, the central argument espoused by Angrave et.al (2015) is that this goal is hampered by a lack of analytical thinking by the HR profession and that the profession “is set to fail the big data challenge”. The increasing trend, he argues, will be for analytics to be an embedded wing in the finance or operations functions, or enabling the boardroom decision, but this would then imply that HR will seal the exclusion from the strategic board-level influence.

The perception among most practitioners is that insights that come from “big data” and sense making from few dozen terabytes to multiple petabytes would require skills beyond the scope of their domain. However, I disagree and contend that the fraternity needs to demonstrate “smartness” with respect to data and the ability to connect the dots, built insights from trends and patterns. However, it pains me to see our understanding of trends coming from data represented as “52 percent want compensation, 31 percent want professional development and 31 percent want work life balance”, an insight report provided by a leading professional social network site giving the talent trends for India for 2015.

Organizations are increasingly deriving insights from data to make better decisions, with maturity levels differing widely. Starting with descriptive analytics (hindsight view of what happened), few have moved to predictive analytics, wherein advanced forecasts are made with the ability to model future results.

The need of the hour is to get away from “lag” data reporting and build insights from the lag data to predict

Are they really insights?

The HR fraternity is not really extracting insights from the data available. Here are two examples of the insights drawn by the HR fraternity from trends and patterns and how they are not really applicable

Example 1

COMPENSATION MATTERS MOST WHEN MAKING A JOB DECISION

- 52% > Compensation
- 31% > Professional development
- 31% > Work-life balance

*What are the three most important factors that would entice you to accept a new job opportunity?
2015 talent trends*

Argument against it:

By the laws of Venn diagrams, the representation here does not conclusively provide any actionable insights, or even a crisp error free prediction of what factor, with a “p” value which is statistically significant, can significantly enhance organization attraction for prospective employees. Why does this matter, you say? Simply because resources are limited for all of us. We would like to put our weight behind those initiatives which generate the highest impact.

Example 2

TOP FACTORS FOR TALENT IN INDIA WHEN CONSIDERING A JOB OFFER

- 52% > Compensation
- 31% > Professional development
- 31% > Better work/life balance
- 26% > Culture
- 25% > Better fit for my skills
- 24% > More challenging work
- 20% > Opportunities for advancement
- 14% > Increased job security
- 14% > More influential role
- 11% > Better location

Which of the following are the most important factors that will entice you to accept a job opportunity?

Argument against it:

So should I have 52% of employer brand communication focus on compensation, 31% on professional development opportunities and 31% on the work-life balance opportunities provided? Where does that leave me with the opportunity to talk about the culture, the quality of work, job security or career development and growth opportunities?

trends which are relevant to the business. Herein, effective HR metrics would imply doing more predictive analytics. So instead of mean data, which indicates how well we do, correlating what we do and how it impacts what we want to have and happen becomes important. Predictive trends through tools like regression analysis would be relevant to investigate the relationships among the indicators and outcomes of interest. For instance, instead of limiting to general analysis of employee satisfaction indicators, analyzing which employee attitudes affect customer attitudes and investor confidence outside the company would be relevant predictive analytics.

HR business partners can take initial steps in using data by presenting the Anova analysis across business units or levels of commonly available HR measures of assessment results, speed to competency, productivity, retention/turnover within 90 or 365 days, engagement survey results, profitability per employee etc. The cherry on the top would be if HR initiatives can be monetized and our HR fraternity present their initiatives in the language of “An XYZ investment on training will increase productivity, resulting in manpower reduction and saving in SG&A expenses to the tune of PQR%” etc. Prescriptive analytics would be the top-tier level of analytics, wherein machine learning techniques would both interpret data and recommend actions. The road to insights is built on a foundation of good data, one that is consistent, integrated, easily accessible, accurate and relevant.

What's next for HR?

HR needs to change its approach from the 'inside/outside' to a more 'outside /inside' approach

Approach	Current "Inside/Outside" approach	Future "Outside /Inside" approach
HR Focus	Administrative efficiency, redesign HR practices; Link HR to strategy	Use HR to create value inside with employees and organizations and outside with customers, investors and communities.
HR's relationship to the Business	Use HR to drive internal efficiency	Understand the business context and define HR value through eyes of customers and investors
HR's targets or outcomes	HR builds talent and improves employees' results	Increase employee productivity (competence*commitment*contribution), improve organizational capabilities (culture or processes)
Domain for HR investment	Restructure HR function, seek best practices, offer piecemeal HR solutions, ad hoc investment in HR careers, measure what is easy and often activity based	Build HR department as a professional service organization within their organization; create HR analytics focused on the right issues; HR skills to understand how to use metrics to support decision making.

Source : (Ulrich & Dulebohn, 2015) "Overview of what's next for HR", pg 191

Climbing the ladder of analytics requires the HR function to change from the current “inside/outside approach” to a more “outside/inside” approach. Ulrich & Dulebohn (2015) summed up the overview of what's next for HR, which is summarized in the table above.

Attending a few industry conferences and seminars, hearing a lot of the senior practitioners sharing their experiences, best practices and ruminating over their challenges, I was strongly reminded about

the scene from the famous animated movie “The Jungle Book”. This iconic scene involves the vultures sitting on a tree, wondering what to do? While some employees in many organizations may be in agreement with the analogy, given the largely prevalent disenchantment with the HR community, I can already hear the dissenting arguments from my brethren in the HR fraternity, who would strongly object to being compared to vultures. However, the point about this article is not whether HR function is part of the family Accipitridae, but what has changed for us and what do we now need to do to change our game? Unfortunately, unless we wake up to need to become relevant and upskill ourselves to talk, think and leverage data, we run the imminent danger of getting dis-intermediated by technology while we continue to pontificate on “What do we do? Let's do something! Ok –so what do we want to do?”

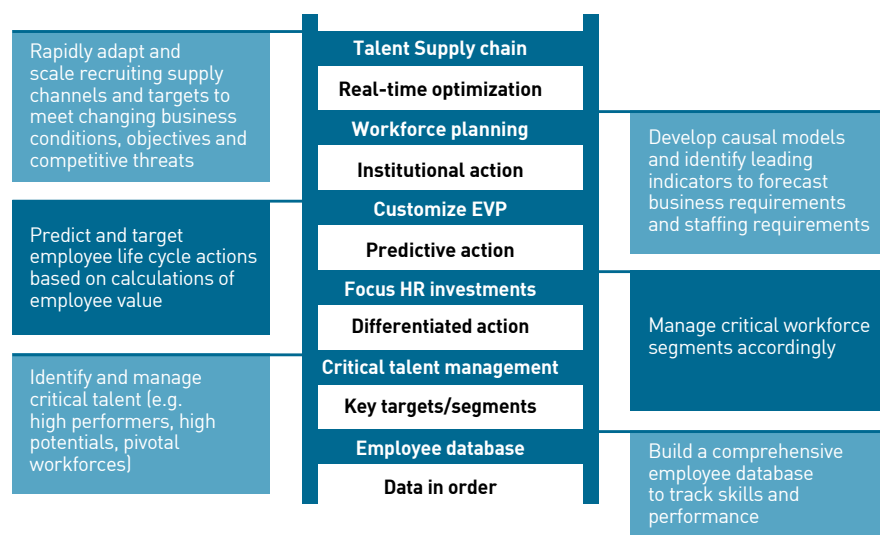
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The six analytical tools can improve the connection between HR investments and business returns & also help HR leaders actively shape their organization's future



Source: Harris et.al (2011) Talent and analytics: new approaches, higher ROI. *Journal of Business Strategy*, Vol.32, Issue 6, pp 4-13

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Q & A

A B-school plays a catalyst's role

Abhilash Mishra, Director, India and South Asia Outreach, The University of Chicago Booth School of Business on his journey at Chicago Booth and the role of B-schools in nurturing the right talent in the ever-changing business environment | By **Dhruv Mukerjee and Nandini Rath**

A bhilash Mishra, Director of the India and South Asia Outreach at the Chicago Booth School of Business holds the responsibility for building the brand and visibility for the business school in this region. With diverse experience in multinationals like AXA Investment Managers, Standard Chartered Bank and Indian organizations like ICICI Bank and Aditya Birla Group, he has set up and managed operations in retail and corporate sales, banc assurance, strategy and has led large scale business transformations. He is also a Marshal Goldsmith Certified Executive Coach.

Q You have had a diverse career. What was the motivating factor to change fields and focus your energies towards education?

A I started my corporate journey in the hospitality sector and changed a couple of roles till I got a break into financial services. Throughout my career, I've had a variety of roles and profiles to

handle. Working with some of the best growing and forward looking companies helped me in building core competencies and forge strong relationships. After working for about 15 years, I realized that there was some learning that was needed to be done. There was a need to take some bigger challenge and I looked forward to reskilling with a view to enrich my career journey. It was then when I came across Chicago Booth's Executive MBA program. This program was first launched in 1943 in Chicago for working professionals and now is run at campuses in Chicago- North America, Hong Kong- Asia and London-Europe. It provided the same academic rigor and access to intellectual capital and an influential global alumni network with specialized experience for mid and senior professional.

Chicago Booth is a place of learning and unlearning, where the focus is to attempt problem solving using fundamentals of business and management. After passing out, my continuous



involvement with the school activities in this region sparked off a desire to showcase more of the true Chicago Booth credentials, to the outside world. The close knit and warm alumni network in India has been supportive to the school's effort in not only recruiting the brightest of candidates for our programs but also in providing access to their organizations for internships and job opportunities for Booth graduates. I volunteered as an alumni interviewer for prospective candidates and also helped in various information sessions by interacting with prospective students to give them an insider's idea of Chicago Booth. All along I felt that we have such a rich heritage and we work on such path breaking ideas, why should we not bring such knowledge to India. My aim was to start conversation and I am really proud of my association with the school now as a full time employee to help in building a rich community of students and alumni.

Q How do you teach problem solving? Is it something that you can really learn in a classroom?

A Our basic approach to a problem is by identifying the core reasons of the problem. The innovation lies in not following a prescriptive model. If you look at our full time MBA program, we have only one compulsory subject on leadership- LEAD. The rest of the subjects are chosen by the student. We believe that each student comes with a different world view and aim to pursue the MBA and so we give them the option of choosing what they want to study and from whom. Learning should fit in their broader life goal. Students are given autonomy in curating their courses and what this does is that it brings an interdisciplinary approach to problem solving. It helps to get a diverse perspective and our students can get joint degrees as well from different schools within the University of Chicago. The curriculum we follow uses 4 key pillars that look at problem solving. Out of the four, the first addresses the importance of human perspectives and conditioning in decision making - understanding the psychology of humans. Then there is a need to look at collective human behavior, so we look at sociology. The other two pillars look at the problem from a statistical point of view and then analyze it with respect to the fundamentals of economics. So the aim of the program is to use these 4 pillars for effective decision making. When you ask whether this can be learnt in a class, it can be, but only when a structured and methodical way is followed to attack the problem. Good theory adopted by the class enables the outcomes to come back as case studies for further learning. That is how Chicago Booth builds a holistic model of knowledge sharing and perspective building.

Q As organizations grow more complex, they seek special talent. What role does a business school play in this ecosystem?

A For me, a business school is basically a catalyst. It is just not providing the best leadership talent but is also constantly shaping new trends through thought leadership and trying to solve world

problems through research and policy influence. Research that happens in business schools often influences the way people perceive the future. A lot of the research that we do is on real issues and is backed by data. The second role is of a consultant and advisor. A lot of our professors work closely with corporations in helping them build future capabilities by identifying gaps and providing interventions through advice or Executive Education. Especially with Indian companies, it helps professors' access data from an Indian standpoint to support their research. They also share these researches and studies for increasing an organization's understanding of the environment.

Q Looking at the trends, in your experience what are companies expecting to get from a B-school of your caliber? How does the Chicago Booth programs stay updated and keeps up with trends?

A We have now moved into more of a service and knowledge economy. Organizations have become leaner and smarter in handling talent. Some of the expectations that top managers have today relate to young professionals who are able to perceive uncertainty better, can bring in their business

Research that happens in business schools often influences the way people perceive the future

skills and navigate faster and eventually contribute beyond the fixed role. When I did my school, the leadership course LEAD was only a part of the full-time program and now it is also in curriculum of the Executive MBA program. Thus providing the pure Chicago Booth experience to all students across programs and also helping the mid-level professional to rediscover themselves and adapt to the changing environments. The Executive MBA program provides modular way of learning with a general manager's perspective. The same professors fly in from Chicago and teach across campuses in London and Hong Kong. Small class sizes provide better learning opportunities. Along with this, the program offers the option of choosing concentrations in capital markets, corporate finance, entrepreneurship, marketing, strategy or leadership and management. This helps them build additional knowledge and competencies in these fields. For the professors too, it is a great opportunity to interact with the top-level CXOs and take back their experience and learning from different cultures and organizations. Even the full time program offers courses on entrepreneurship and analytics which are favorite amongst students and also industry relevant. So there is a successful effort by the school to equip the students with the proper tools to function effectively outside and stay at par with the current pace. **GM**

MURAD SALMAN MIRZA



From HIPOs to HICOs - A new evolved approach

The High-Potential (HIPO) approach has become inadequate in this digital world and there is a need to evolve and embrace High-Commitment (HICO) approach for employees

High-Potential (HIPO) employees have been the mainstay of many Talent Management systems within progressive organizations to bolster Succession Planning initiatives. Their 'elevated' status from the general workforce is often seen as an affirmation of the qualities needed to fill critical leadership positions in the organizational

hierarchy. However, such 'talent segmentation' is quite often the source of deep misgivings within the peer population and is widely seen as a latent way of rewarding 'conformist' behaviors, which hinder the 'dissentient' nature required to boost innovation for staying relevant in a digital world. The term 'Potential' itself signifies a penchant for risk, gamble and uncertainty on predominantly 'lagging'

performance indicators. It also projects a more refined version of the dreaded 'Normal Distribution Curve', which has been used to weed out the lowest performers within the talent pipelines, and that has been frequently attributed to sapping the morale of diligent employees and incentivizing 'cannibalization' of 'Peer Careers' to secure sanctuaries in the 'safer' zones of the respective talent mapping techniques. Such divisive measures inevitably create negative energy within a workplace that is manifested in a number of ways, e.g., abrasive friction among peers, profound distrust of leaders, 'faked' engagement in organizational initiatives, hyperactive grapevine in corporate corridors, corrosive politics seamed within the organizational fabric, escalating attrition among disillusioned employees, damaged psychological contracts reflecting crumbling aspirations, marginalization of 'inspiration' triggers, etc.

Proponents of the HIPO approach are quick to point out several advantages that have ensured its place within the Talent Management initiatives. Let's do a brief analysis of the more common attributes propagated in the defense of having HIPO programs.

Talent segmentation is the source of deep misgivings within the peer population and it inevitably creates a negative energy within a workplace



Propounded Benefits of HIPO Programs and their drawbacks

The table enlists some of the most common attributes propagated in the defense of having HIPO programs and also showcases their drawbacks

Propounded Benefits	Lurking Drawbacks
Increases motivation to maintain excellence	<ul style="list-style-type: none"> Notable achievements often entice opportunistic competitors to engage in 'Talent Poaching' Motivation is a complex combination of several intrinsic and extrinsic factors that are dynamic in nature and prone to a negative spiral if key drivers get disturbed unexpectedly Exposure to 'high profile' opportunities to remain in the 'spotlight' may not be judiciously accessible to all the 'contenders' for key leadership positions
Confirms a visible career path	<ul style="list-style-type: none"> Commonly 'neutralized' due to 'Talent Glut' for key positions Tendency of senior executives to 'overstay' in their current positions leading to 'backlog' of promotable talent Susceptible to change as the organization adapts to growth imperatives/precarious business conditions/restructuring initiatives
Acts as a buffer against attrition	<ul style="list-style-type: none"> Shrewd competitors can come up with offers that are 'too good' to refuse No guarantee of assured progression due to 'HIPO' status since it can be downgraded which may accelerate attrition due to 'loss of face' phenomenon New interests may emerge for HIPOs during the 'waiting time' that can increase the lure of finding 'greener pastures' elsewhere as an attractive option
Cements the psychological contract through increased engagement	<ul style="list-style-type: none"> Psychological contracts are notoriously hard to discern and routinely vulnerable to 'mixed signals' from the senior management Extrinsic motivation is not the primary driver for 'voluntary' engagement since that is the bedrock of intrinsic motivation The 'commoditization' of engagement nullifies any distinguishing incentive of being a HIPO
Optimized use of development resources	<ul style="list-style-type: none"> Development budgets are often wholly sacrificed/dramatically reduced in precarious business situations Gives rise to simmering misgivings in the employee ranks due to the prevalence of 'being neglected' perception Hard to vividly define and consistently apply 'optimization' of development resources among HIPOs spread over multiple locations, especially, for global organizations
Reinforces self-confidence	<ul style="list-style-type: none"> Difference between 'confidence' and 'arrogance' gets dangerously blurred Increased sense of entitlement for Rewards & Recognition Rise of 'failure' incidences due to 'bravado' initiatives without proper risk management
Reduces anxiety of career progression	<ul style="list-style-type: none"> Increased prospect of 'class warfare' with peers Inducement of 'complacency' upon reaching the 'elite' status Tacit affirmation of negative personality traits as being 'acceptable' in addition to the positive ones
Boosts the 'felt fairness' element and a sense of organizational justice	<ul style="list-style-type: none"> Perceptions can easily change if actions don't measure up to words Applicable only for the identified and selected HIPOs Power brokers and influential functions can create a 'mirage' of organizational justice while ensuring the fulfillment of their own agendas
Provides transparency in Diversity & Inclusion practices	<ul style="list-style-type: none"> Dependent upon the implicit/explicit directions of the senior leadership Employees may just be 'marketing props' for nagging issues with the employer brand Prospect of uneven application by global organizations, i.e., more in locations with strict presence and enforcement of employment laws than other places
Clients value premier service by top talent	<ul style="list-style-type: none"> May undermine the role of team members and add to 'Peer Dissonance' 'Talent Hoarding' by supervisors for assuring higher functional performance Increased risk of 'Client Poaching' by HIPOs moving to the competitors

The aforementioned analysis clearly shows that the HIPO approach, despite its 'trumpeted' advantages, is profoundly inadequate to galvanize an effective Talent

Management System for the digital world. Consequently, the term 'HICO (High-Commitment)' is proposed that is primarily premised on 'genuine' commitment being

the prime driver of all intentions and actions of a conscientious professional who is routinely tasked to overcome difficult challenges in a precarious work

environment. It focuses on all the key features that are crucial to an individual's ability to effectively utilize his/her talent in the most beneficial way while providing 'wholesome' enrichment in the respective context. It goes beyond the assigned role(s) and incorporates other key factors with a significant influence on work and inculcates their influence in formulating a suitable portfolio of a strong succession candidate to core leadership positions.

Key focus areas of HICOs

Let's take a brief look at the six key focus areas of HICOs:

Personal well-being

This refers to being highly devoted to all aspects of one's own well-being while pursuing professional goals and objectives. Quite often, highly talented people tend to marginalize health concerns, hobbies & interests, family & friends etc., as they focus on career aspirations. However, such 'transient' bonds cannot substitute the time-tested relationships that are generally needed in precarious situations to provide strong and reliable support for a balanced approach to life and profound self-reflection to recalibrate priorities in accordance with the 'true' passions.

Performance obligations (KRAs/KPIs)

This reflects high emphasis on achieving excellence in the fulfillment of job responsibilities by consistently meeting/exceeding the defined Key Result Areas (KRAs)/Key Performance Indicators (KPIs). An enviable record in the respective context is generally used as a barometer for assessing an employee's suitability as a potential successor to key leadership positions. However, KRAs/KPIs are predominantly 'lagging' indicators of success and not a reflection of how a person might do as a leader, e.g., prominent doctors/renowned academicians/accomplished engineers/technical wizards don't necessarily make great leaders.

Functional research & growth

This refers to being highly keen on advancing the field of professional interest. It includes active participation in peer forums/conferences/seminars, research projects and contributing articles on innovative viewpoints/techniques/approaches to facilitate the progressive development of the adopted discipline. This enables cross-fertilization of ideas and strengthens the innovative mindset to overcome multivariate challenges in the workplace. It also liberates the thought processes and helps to engage in an honest self-assessment of professional prowess.



HICOs provide a more wholesome application of a truly effective Talent Management System

Corporate social responsibility

This entails possessing high levels of ardor for actively participating in the initiatives pertaining to an organization's promise on being a punctilious member of society. It requires a penchant for service that goes beyond the professional demands of the assigned function and opens horizons for permeation of altruistic thought and meaningful contributions to the wider goal of ensuring a harmonious existence within the global community. Such engagement prepares 'potential' leaders to be mindful of the 'citizenry' aspect of the organization, which is essential for taking proactive actions in mitigating/eliminating the chance of a misstep that might jeopardize the organization's future in an increasingly 'sensitized' and 'connected' world.

Organizational imperatives


This refers to being highly dedicated to the strategic priorities of the organization. It calls for the alignment of personal goals with the overall organizational objectives. Such congruence requires unflinching determination to ensure organizational success in a cohesive culture based upon 'progressive' and 'robust' shared values. It demands profound understanding of the key organizational challenges and unwavering confidence in the senior leadership, and is facilitated by providing the 'temporary' benefit of loosening the 'stringent' expectations of the 'psychological contract' with the condition

that the element of trustworthiness will not be egregiously violated by the top executives.

Career development & progression

This alludes to being highly geared towards gaining a clear understanding of the available career path and engaging in appropriate activities/approaches that ensure a steady rise through the corporate ranks. It includes timely realization of the changing landscape within the chosen professional discipline and getting the necessary training and development coupled with relevant professional experience and pertinent academic credentials to present a strong candidature for progression. It also recognizes the need for astute networking and 'jostling' for exposure in front of key decision-makers. An important determinant for recognition in the respective context is the firm grasp of skills that foster innovation which has become the hallmark of the Digital world. This HICO aspect is also shared with HIPOs, who generally consider and expect it as an integral element of Reward and Recognition, in addition to conventional compensation, for notable achievements.

Conclusion

HIPO employees have become a divisive status symbol and attractive poaching targets for ravenous competitors; and this has complicated the organizational development issues within business entities trying to thrive in a digital world. HICO provides considerable relief in the respective context by providing a more 'wholesome', 'inclusive' and 'risk-mitigated' application of a 'truly effective' Talent Management System. However, it remains to be seen whether progressive organizations can extricate themselves from the complacency of continuing with 'herd-mentality' practices or will they muster the courage to adopt a more concrete way to assure a healthy stock of 'capable' and 'reliable' succession candidates for key leadership vacancies in the future. I am betting that High-Commitment (HICO) will always trump High-Potential (HIPO)... 

ABOUT THE AUTHOR

MURAD SALMAN MIRZA is an innovative thinker and an astute practitioner of areas within and associated with the fields of Organizational Development, Talent Management and Business Transformation

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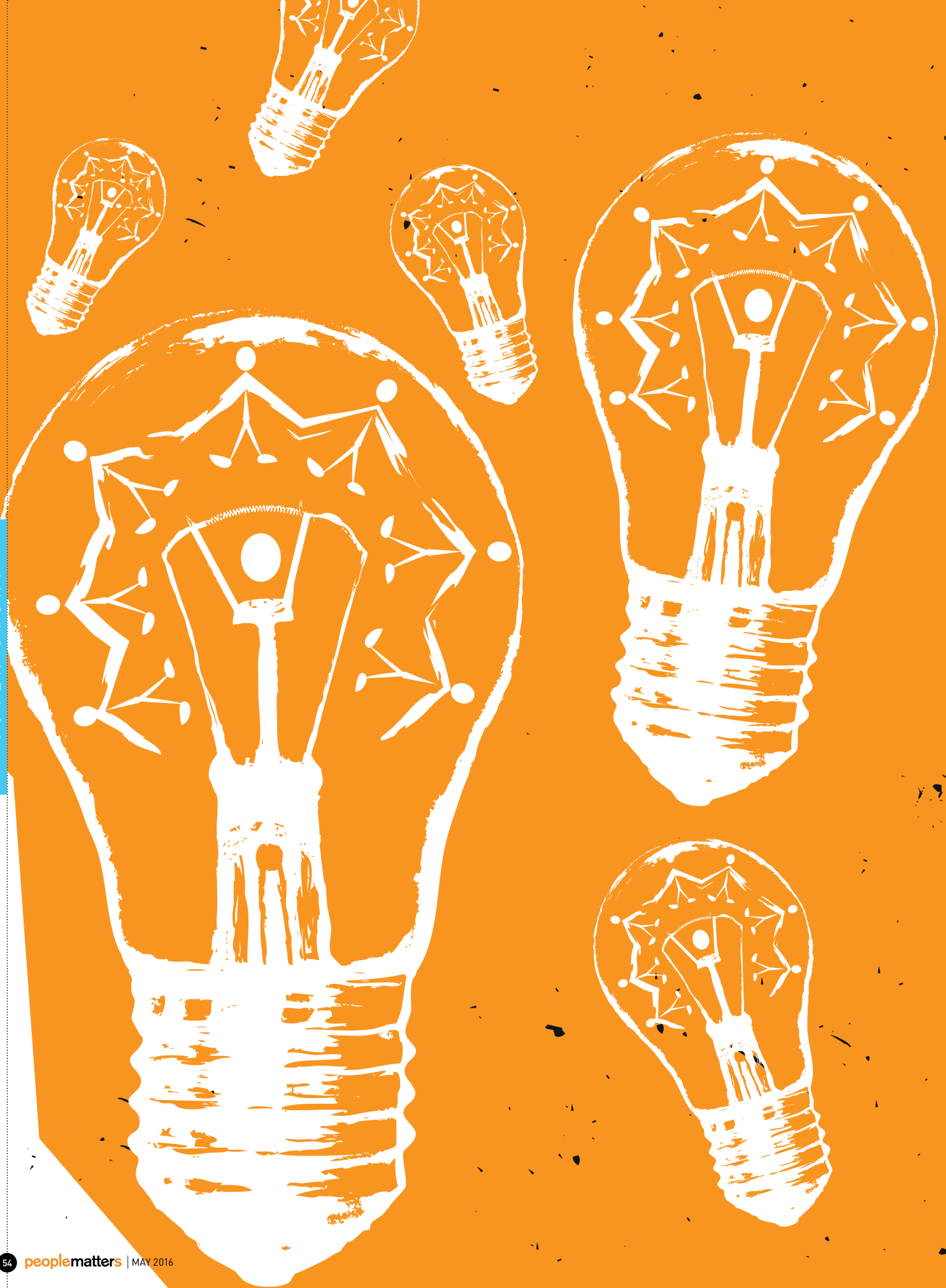
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innovation in leadership development


Organizations today are intensely focusing on developing their leaders through innovative developmental programs and engagements | **By People Matters Editorial Team**

"Leaders don't create followers, they create more leaders." — Tom Peters

Organizations today seek leaders who are adaptive, systemic, creative, critical thinkers who excel in cross-border collaboration, and can take calculated risks. Many organizations are looking for such traits in their leaders and are making substantial investments in developing high-impact programs and interventions that offer the cultivation of such qualities.

Innovations in the field of leadership development has seen an outstanding display — from organizations personalizing individual leadership development plans, to democratizing leadership, organizations are now focusing on action learning and cognitive development. Organizations are now giving employees the liberty to explore opportuni-

ties to unlock their leadership potential. Along with such initiatives, "Guiding leaders towards a mindset that recognizes that all leadership is about relationships with others", is something that organizations are actively pursuing, according to Anita Kirpal, Director – Business Psychologist, YSC. Moreover, as Sanjay Dugar, Director – Client Management, C2C puts it, "Innovation amongst companies that offer Organizational Development solutions need to revolve around building capability towards offering a suite of services in the areas of diagnosing the developmental needs, designing solutions to suit the organizational context, delivery services like facilitation and coaching, and, demonstrating the impact on the business."

This cover story takes into account how organizations are delving into innovative ways of leadership development. 

DR. ROLAND SMITH

SVP & MD, Asia-Pacific, Center for Creative Leadership



DEMOCRATIZING LEADERSHIP: LEADERSHIP FOR EVERYONE

If leadership is such a rare and powerful factor in organizational success, shouldn't there be more of it than less? So how do we democratize leadership?

We have limited training budget. We need to decide who receives the leadership training."

This is a common dilemma facing organizations all across the world. But is this really the mindset we should have? Given the complex change moving through organizations – slowly bringing down hierarchies while encouraging innovation and entrepreneurial behavior – this thinking is and ought to be transformed as well.

Just think about it. If leadership is such a rare and powerful factor in organizational success, shouldn't there be more of it than less? And if this is the direction we want to head towards, how do we go about democratizing leadership?

The focus needs to shift from horizontal to vertical leadership development, and instilling a sense of personal ownership and autonomy

Navigating complexity in leadership

In light of such challenges, the new environment is indeed one of perpetual white water – this increased turbulence was likewise reinforced in an IBM study of over 1,500 CEOs, where the number one concern for organizations was the growing complexity of their environment. Additionally, a majority of these CEOs stated that their organizations were not equipped to cope with it.

Some of the key contributors to this complexity include information overload, interconnectedness of systems and business communities, dissolving of traditional organizational boundaries, new technologies that disrupt old work practices, different values and expectations of new generations entering the workplace and increased globalization leading to the need to lead across cultures.

Reflecting the changes in the environment, key competencies like adaptability, self-awareness, boundary spanning capabilities, collaboration and

network thinking will be the most valuable to the future leader.

In order to move efforts to develop leaders beyond backdated best practices, the current uncertain and complex environment calls for more complex and adaptive thinking in leaders.

Clearly, one leader can't do all that alone. This is where spreading leadership capacity in the ever-changing environment comes in handy. By bringing together power in numbers, where individuals have different capabilities and skills – the organization eventually emerges stronger than before.

Recently, we were engaged by the CEO of a large corporation in the midst of a major change and transformation. Initially, we engaged them in a process – working with their top 100 leaders in driving the changes they needed to implement. But in a later discussion with the CEO, he wanted to know what we would do for the over 1000 managers and line supervisors. This CEO had a keen understanding that while providing development to his top talent was important; providing connected and integrated learning opportunities for all the leaders in his organization was critical for success. In his case, he realized the importance of strengthening the organization's leadership muscle. By doing so, he also tapped into the collective power of leadership in a more broadly defined manner.

Empowering individuals through leadership development

As we go on towards the "how" of spreading leadership capacity and democratizing leadership, we need to keep in mind that leadership in itself has evolved over the years, bringing us back to a question – how is leadership defined?

Leadership is tenacity. Leadership is power. Leadership is audacity. Leadership is transformational. Leadership is also creativity. How then, can we develop leaders according to the wide spectrum of the term we call 'leadership'? As the definition of the term evolves amidst the complexity of the environment, the methods of development also ought to evolve with the times.

Thus, to effect change, two main areas need to be tackled: 1) shifting the focus from horizontal

to vertical leadership development, and 2) instilling a sense of personal ownership and autonomy over leadership development.

Shifting the focus from horizontal to vertical leadership development

For a long time, we have thought about leadership development as working out what competencies a leader should possess and then helping individual managers to develop them. In fact, organizations have grown skilled at developing individual leader competencies, but have mostly ignored the challenge of transforming their leader's mindset from one level to the next.

Today's horizontal development (competencies) within a mindset must give way to the vertical development (developmental stages) of bigger minds. Horizontal development refers to gaining new skills, abilities and behaviors. Vertical development is the opposite and refers to the stages people progress through with regard to how they make sense of the world. It refers to how one's mind can become bigger.

The challenge for organizations that wish to accelerate the vertical development of their leaders and cultures and push them to develop their levels of cognitive development – will be the creation of processes and experiences that embed these principles into the workplace. Many of our employees want to acquire new skills (horizontal development), but ultimately, they want to acquire character (vertical development). In the democratizing of leadership, I've seen many leaders in their early stages fumble with being themselves, with being the leader they think they want to be. Ultimately, it takes a lot of experiences to determine "What kind of leader am I?"

Once that is out of the way, the future leader immediately has more capacity to fully grow within his spectrum and evolve within the organization. A leader who knows himself well, can better relate to his followers. All of this stems from vertical development, and the experiences and learning opportunities one gets. Ultimately, leadership capacity is developed organically, from the ground up – starting the development early on in the process.

Instilling a sense of personal ownership and autonomy over leadership development

Like with many personal areas of life,



A leader who knows himself well, can better relate to his followers and all of this stems from vertical development


employees want to feel like they own their development. Moreover, leadership development can become further democratized, if employees get a better understanding of what development is, why it matters for them, and how they can take ownership of their own development. The organization and leaders should allow the individuals to self-direct and learn to navigate their career path within an organization.

This sense of ownership gives life to greater motivation for growth. We are so used to getting feedback and mentorship from superiors and peers – and in this way, we have unknowingly outsourced our own development to well-intentioned strangers who do not know us well, nor understand our specific needs, and do not care as much about our development as they themselves would. This model has resulted in many employees feeling like passengers. The challenge will be to help individuals back into the driver's seat for their own development. It is, therefore, up to the organizations to implement a system whereby employees aren't directed all the time, but are given the liberty to explore their opportunities – and in the process, unlock their leadership potential. Each

leadership development process should be customized for each employee, with the aim of being a developmental process over time – not something cookie-cutter that applies to all.

From knowledge to application

Ultimately, the methods that have been used in the past to develop leaders categorically will not be enough for the complexity of challenges which are on their way for organizations (and broader society). Human resource people, consultants, and training companies do not typically have great influence over too many things that happen within organizations – but one area that they do have a strong influence over is how leadership is understood and how leadership capacity is developed.

The art of practicing this area well is going to get much harder, as it, at the same time, becomes much more important – this is where we can rise up to the challenge and effect change in the organization by making sure that we understand that the true power for transformation lies in the hands of the collective leadership of the enterprise. 

PRASHANT PANDEYCountry Manager,
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Management

ADDRESSING THE CUSTOMIZATION CHALLENGE

Customizing leadership programs can address various development needs. A look at building effective leadership development interventions

One of the most consistently talked about things in our conversations with organizations in the context of leadership development relates to 'customizing' the leadership program, and this discussion happens very early in the engagement. While the idea is apt and relevant, we need to appreciate what customization will mean and how much will make it too much. For example, how effective will a development journey be if it is too close to the industry which the organization represents?

Leadership development, especially at senior levels is about building perspectives. The learners are so familiar with their industry

Leadership development, especially at senior levels is about building perspectives

that certain paradigms get formed about what and how things work. An effective development intervention needs to challenge such paradigms. A leadership development journey needs to ensure that the learners are exposed to situations and circumstances that are beyond their industry as it broadens their perspective and encourages them to think beyond the obvious.

Study Missions and Leaders Speak Sessions are very effective tools in this regard as they allow leaders to observe and appreciate the on-ground challenges and how they are addressed. The leaders also get to interact with the key leaders from the host organization. The objective is to understand their leadership challenges, their perspective and their strategic responses to them.

However, here comes the customization challenge. It is important how the learning journey is carried forward post the completion of the Study Mission. If there is no action post this, then the Study Mission acts as just another "field-trip" for the leaders. The learners need to be given

the opportunity to implement the learnings in their own organizational context – keeping their strategic priorities in mind. They need to interpret and apply the learnings to their organization's reality, including their cultural context. Even a small process change implemented will ensure the success of the learning journey. However, the customization challenge is to take it beyond an interesting story telling session, ensuring the learnings are applied in the organizational context and culture.

The other challenge of customization is related to 'personalizing' the development journey of the learners. Personalization can happen at two levels. At the 'Goal Level' of personalization, one needs to be mindful that individual learners' development goals are given due focus. The 'Learning Style' personalization needs to be sensitive to how the learner is more comfortable learning. For example, is the learner a more visual or auditory learner?

One needs to be careful while designing development interventions and ensure that there is a balance between individual goals and organizational goals. The common minimum aggregation of development goals for all individuals allows one to address them through a common platform. Unique individual development goals can be effectively addressed by coaching or a separate intervention. However, it is important to be pragmatic about how wide one can go to address a diverse range of development needs.

Effective use of technology allows personalization of a development program both at a goal and learning style level. Use of multimedia content and learning apps have also been very effective in serving relevant content anywhere-anytime. Customization is a fine balancing act that needs to be done at the design phase of a development journey. One needs to be true to the development goals and to appreciate the benefits of looking beyond. A great design will tread in the middle of external perspective and the organizations context – and will marry the two. Layer it with content that is personalized and we have a high-impact leader development journey. 🍌



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SANJAY DUGAR

Director - Client Management, C2C



A FUTURISTIC VIEW OF LEADERSHIP DEVELOPMENT

Leadership Development in the future is going to see involvement starting at the strategic level - of discussing what business impact is desired

Yes ... Change is constant, however, the speed of change is accelerating. In this fast changing landscape, leadership itself is being redefined. While we attempt to look into the crystal ball to see how leadership development would look like in the future, let's pause to scan the changing landscape first.

Job roles today are witnessing a sea change, as the workforce spans multiple generations. Additionally, we are also faced with a digitally influenced shrinking of the globe and cultural diversity, that used to be an exception, is now a norm. Markets are more volatile, uncertain, complex, and ambiguous (VUCA), matrix structures and collec-

ship is mostly about behavior" – so goes a classic definition to differentiate them. These two areas are merging, and leaders today are also expected to be great managers and vice versa. Organizations will ensure that the investment made on developing leaders gets them their business results, and that too in a relatively shorter time.

Targeted development

The trend towards context specific design of leadership solutions is what will differentiate general vs. specific leadership development that will enable business results. For example, it would no longer be relevant to do a general situational leadership program (for instance), while it would be far more effective to take this great concept and apply this to the specific needs or problem areas of the organization. A facilitated discussion around how they see it impact their role could help participants find a way to translate this concept into actions/behaviors that would work for them. More often than not, these leaders use digital sources to understand the concept in more detail on their own too. The same can be applied to many other such concepts. Tapping into ideas from within the individuals, teams, and/or organizations itself, rather than imparting skills and knowledge will be the trend to expect, leading to a heightened role for professional facilitators and coaches.

One case in point here, while interacting with two different companies in the telco industry, where one was targeting a subscriber base growth and the other targeting a better bottom line, we found that the same concept had very different action plans that emerged as useful for them. If we had to use a standard generic approach the outcome would not be as useful to either of the companies.

There was one very recent case of a large IT company servicing their international headquarters, and while they were seeking a cross-cultural communication development intervention, and where the diagnosis was not studied in more detail; when the program was being facilitated, the "real problem" that surfaced in the room, was more about the project managers not getting timely

Tapping into ideas from within the individuals, teams, and/or organizations itself will be the trend to expect, leading to a heightened role for professional facilitators

tive leadership is gradually emerging as a practice, and competency-based frameworks-based models are slowly fading away, especially at the leadership layer as they no longer hold relevance to these new dynamics. All of this points to the need for a very agile approach to developing leadership abilities, in the future.

The impact of the external changes affecting companies in a unique way makes organizational leadership development a very contextual event or journey. A lot more emphasis would be towards personalized development techniques, like coaching, which also will probably need to evolve, where coaching objectives will be decided not so much by the coachee, but more by the manager, and aligned to the business strategy. The need to follow a more adaptive and versatile form of leadership will soon be the way to go.

"Management is mostly about process; leader-

updates on delays happening in the project execution team. The Project Manager was blindsided to delays that would occur as the team members did not find it comfortable sharing “bad news” openly. Communication though was clear, it was not correct because of wrong inputs, and hence the commitments made kept changing, causing a lot of frustration at all levels. This soon got interpreted as a generalized regional or cross cultural conflict. Fortunately, flexible facilitation practices here, helped switch the plan for the rest of the day, to focus on what could be done to make this information sharing more comfortable.

Innovation ☒ Application ☒ But can it be measured?

Leadership Development in the future is going to see involvement starting at the strategic level, of discussing what business impact is desired, rather than stating the change in skill level or behaviors that they would like to focus on. Development is likely to focus on more experiments which take leaders outside their comfort zone and adapting their approach to the tasks ahead of them.

This connected question then comes up... How are we going to measure the effectiveness of these leadership development methods? Perhaps, people will stop looking at return on investment (ROI) and instead adopt the New World Kirkpatrick measures of Return on Expectations would become the way to measure.

The ideal scenario would be to measure the business impact. Ideally, if the development journey has started with the end in mind – that is what is the desired business impact. Then establishing what are the factors contributing to the achievement of it, and a method to compute the effectiveness of the intervention can be easily determined. Post the intervention and at the right point in time, analyzing the relevant information against the established metrics, the return on expectations could be determined.

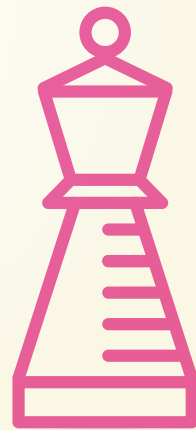
As one can easily understand, this measurement would involve a few stakeholders across the organization that would need to get involved and share relevant data. This needs to be planned right at the start and get all the stakeholders comfortable to provide the information required, and compute the change from the before and to the after, of the intervention.

Other lesser effective levels of measurements could be used too, where information can be collected from the stakeholders who could share the change seen in the mind set and behaviors of these developing leaders. This could give a fair idea on how the leaders development initiative is progressing and aligned to the business strategy. Simple

In summary


Here is what organizations would need to keep in mind for an effective & targeted leadership development

- 1 OD and leadership development companies would need to offer a range of services, covering research about the problem/opportunity, diagnosis about the organizational need and relevance to strategy, design using facilitation and coaching practices, delivery using professional facilitators and coaches, and demonstrating the intervention's business impact.
- 2 Leadership development would be effective only when the ownership of this initiative is taken by the participant, the internal stakeholders of the organization, and the solution provider, like a modified sort of 70-20-10 model.
- 3 It would be productive to understand the “why” of their initiative and how it impacts their business. In other words, what is the business problem they are attempting to solve, or what is the business opportunity that they expect to cash on.
- 4 Involving the customer in co-creating the intervention approach, including plans to sustain the change would be critical.
- 5 Getting a buy-in to support the change from all the stakeholders, and not just the participating leaders is going to need a focus from early stage itself.
- 6 Setting expectations across the business and tracking it would be extremely beneficial.
- 7 Professional skills around facilitation and coaching would emerge as more important criteria rather than someone who understands the domain.



Leadership development should focus on experiments which take leaders outside their comfort zone

surveys combined with some assessment tools can provide a fairly good indicator at this level of measurement of the development interventions.

Innovation amongst companies that offer Organizational Development solutions would most likely revolve around building capability towards offering a suite of services in the areas of diagnosing the developmental needs, designing solutions to suit the organizational context, delivery services like facilitation and coaching, and, demonstrating the impact on the business. Companies that can offer this entire suite of services and with a global footprint, would be the preferred and sought after trusted OD partner. 

ANITA KIRPALDirector - Business
Psychologist, YSC

FROM UNCONSCIOUS BIAS TO CONSCIOUS INCLUSION

Bringing inclusion into leadership development is important as it helps leaders to reflect on their uniqueness and forge better relationships

There is a strong business case that diversity has multiple positive impacts on organizations – from driving innovation and product development to improved customer relations and retention of top talent – and intellectually, most organizations have woken up to this fact. In practice, however, they regularly miss the benefits of diversity. Efforts may be made to hire a more diverse workforce in order to build teams of people with differing backgrounds, skills and opinions, but unconscious bias operates in companies on a daily basis. Perspectives are dismissed because they are expressed quietly, individuals are overlooked for promotion while noisier and perhaps

safe environments where people are confident to voice their opinions? In many organizations, the honest answer to many of these questions is ‘no’.

Recognizing biases and blockages is one thing; doing something about them is another. American orchestras started using blind auditions in the 1970s, at a time when the top five orchestras had fewer than 5 percent women. This simple step made it 50 percent more likely that a woman would progress to the final round and the number of women in orchestras rose accordingly. In most situations, unconscious bias isn’t so easy to identify or eliminate, but that doesn’t mean companies aren’t trying. Pete Sinclair, Chief of Operations at cyber security firm RedSeal, realized that – like many Silicon Valley organizations – his company had very few female engineers and few employees who weren’t white, Chinese or Indian. He sought advice and subsequently changed the wording of job postings and the structure of interviews to attract a wider range of candidates and mitigate the effect of bias during interviews. Job applications rose by 30 percent and the percentage of female engineers doubled. Since competition for engineers in Silicon Valley is stiff, the motivation for these adjustments was positive and business-oriented rather than entirely altruistic.

However, what this example shows is that positive action is needed. Awareness of unconscious bias on its own is not enough. Many companies that have sought to address unconscious bias, perhaps through training programmes, find that it is not having the transformational effect they anticipated. This is because they need to move from a framework of avoiding unconscious bias to a mindset of cultivating conscious inclusion on the part of their leaders, while simultaneously working with individuals who experience marginalization in the workplace. Guiding leaders towards this mindset, which recognizes that all leadership is about relationships with others, is more constructive than simply getting them to acknowledge their own self-limiting beliefs. Thus, the focus of conscious inclusion is not just on developing the leader as an individual, but on helping leaders to understand how they interact with others and how

Leaders need to move from
a framework of avoiding
unconscious bias to a mindset of
cultivating conscious inclusion,
while simultaneously working
with individuals who experience
marginalization in the workplace

less competent peers advance, opportunities to reach a new market are bypassed because their consumers are not perceived to be ideal.

Although we all harbor unconscious biases, in the workplace they can have profound effects, dictating the kind of people managers hire, who they fire, and how rapidly individuals are promoted. Unconscious bias can reduce diversity, stifle talent and ultimately, affect the bottom line. As a result, unconscious bias training is much in demand. Leaders are encouraged to examine their behavior closely. Are they getting the best out of people and allowing diversity to flourish? Are all team members feeling positively engaged and motivated? Are leaders creating psychologically

Conscious Inclusion is a way of working with leaders to help them:

Reflect on their uniqueness

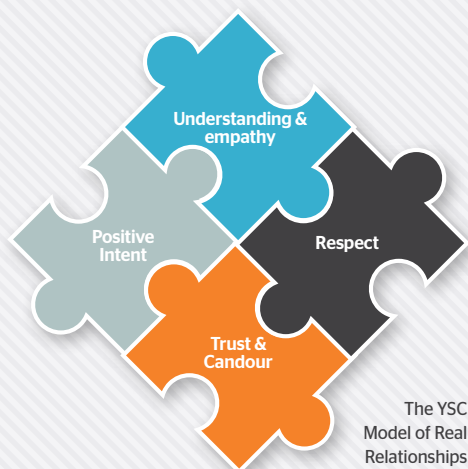
- Consider their own cultural, personal and professional history and how it shapes their views and behavior.
- Think about how this helps and hinders them as leaders.

Benchmark their behaviors

- Gain an understanding of what kind of behaviors help to create inclusive cultures, and benchmark them against these to ascertain areas of strength and identify potential stumbling blocks.
- Explore the core traits they possess which are likely to enhance or get in the way of being inclusive leaders, for instance empathy or flexibility.
- Examine their role within the organization and assess to what degree they currently play the role of a leader, role model, motivator, catalyst for change etc.

Forge stronger relationships

- Learn what it takes to build meaningful relationships with people who are different from others.
- Bring this understanding to bear on how they lead teams and work with their peers.




Conscious inclusion requires courage, open-mindedness, humility, the ability to question oneself deeply and a willingness to take a long-term view of interpersonal dynamics

to make those relationships as positive and productive as possible. Relationships are key. With the benefit of psychological insights, leaders can be taught to create increasingly inclusive cultures.

Conscious inclusion requires courage, open-mindedness, humility, the ability to question oneself deeply and a willingness to take a long-term view of interpersonal dynamics. Change does not happen overnight. Moving from addressing unconscious bias to cultivating conscious inclusion means questioning assumptions about what it takes to be successful, learning to manage frustration and even antipathy towards others, and a genuine, conscious appreciation of diversity and the positive impact it can have. Leaders need to know how to create an environment that is psychologically safe so that individuals feel they can contribute and will be listened to. Genuine

respect for others – not just superficial respect – is critical.

While most leadership development programs focus on leaders in their formal roles, an inclusive environment is created not only by a leader inviting others to join in, but by whether individuals decide to participate or not. In some instances, an individual's personal history or fears may mean they hold back when an opportunity presents itself. Female employees, for instance, may underestimate their skills and therefore not put themselves forward for a job or promotion. They unconsciously exclude themselves. In work, as in the rest of life, to thrive we cannot merely spectate. We need to look at ourselves as leaders, but also as participants in trying to create a culture that embraces each of us. We are all both. 

GEORGE ZACHARIA

Founder and Chief
Learning Architect,
LChange Catalyts



INNOVATION IN LEADERSHIP DEVELOPMENT DESIGN

Leadership talent crunch has instigated a need for innovation in design elements of leadership development interventions

Some of the world's leading innovative companies are known as Factory for Leaders. They have been at the forefront in innovation in leadership development. In this researched article, there is an attempt made to pick out few critical design elements in innovation in leadership development from such companies, personal experiences, observations and research on leadership development interventions.

Various researches have proved that the best leadership development initiatives are designed around an understanding that leadership development is a continuous, life-long process rather

than a single event or program. These leadership initiatives deploy more interventions like assessments, feedback, action learning, trigger events, education, formal coaching and follow-up support systems; and they do so with great rigor.

Innovation in leadership development can happen when there are practices and applications that allow and create a breakthrough in design elements in selection of potential leaders, experiences, conversations and actions for leadership development. These experiences, conversations and actions have the potential to enable the development of new mindsets that are needed at the next vertical level and not just skills-based horizontal development.

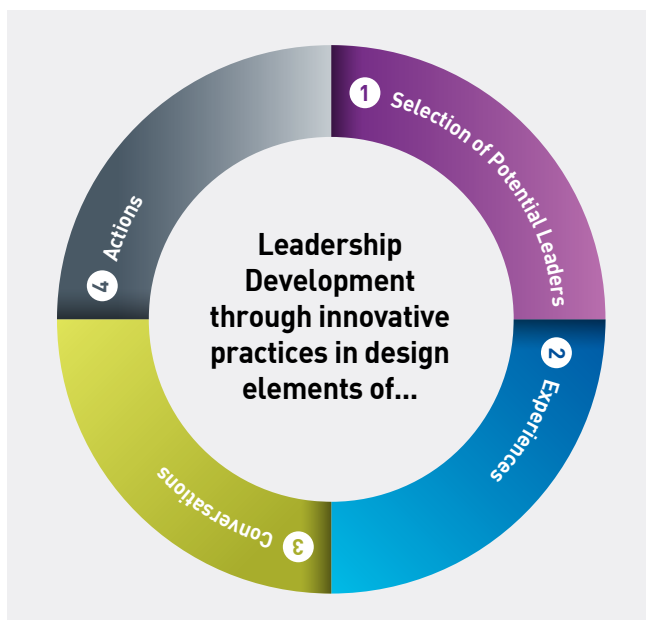
1. Selection of potential leaders. In the design for selection of leaders as participants, the leadership development team has to first explore and understand the development readiness of the participants. The participants of leadership development interventions should have motivation to lead, learn, and to develop others as leaders. The participants who are selected for leadership development interventions need to have a strong desire and passion for collaborative leadership.

Opinion leaders or informal influencers who may not have the formal title and designation and who have a huge informal network and followers are a good population to target at.

The leaders for development need to be selected from the pool of opinion leaders and informal influencers and need to be identified from performance evaluation and rewards monitoring system, social media, blogs, followers and comments.

Many leaders can also be identified based on mapping the various hardships, challenges which helped some of them to come up in life. Analytics on this could be collated right from the time of selection interviews. The selection process and interviews need to be designed to capture the life history and should also demonstrate leadership anecdotes related to the candidates.

The participants of leadership development interventions should have motivation to lead, learn, and to develop others as leaders



2. Experiences. The origins of the word “experience”, from the Latin roots *ex-*, “out of”, and *periri*, “to go through”, suggests gaining knowledge by going through trials, being tested. In their book “The Talent Masters”, leadership practitioner Bill Conaty and leadership guru Ram Charan cite several experiences for leadership development from recognized companies that are known for leadership development. For example, P&G has for decades produced managers who are great general managers. However, to move up, they have to demonstrate expertise in consumer insight, drive innovation, and be “globally effective” – meaning, they need to be able to lead in cultures other than their own.

The company regards choosing the right assignments for managers as a crucial part of building its leadership DNA. A mix of assignments or “accelerator experiences” gives managers both depth and breadth of experience.

Developing leadership talent through experiences expands capability and capacity in the four major components of talent – personal traits, skill mix, relationship building and judgment about people and business. Thus, the company provides its managers with assignments on which they could grow exponentially in all four areas in a short period of time. Here are few specific elements of experiences that could be included in design of innovative leadership development interventions.

- **Leadership projects.** In the design, great care has to be taken while selecting leadership projects. The projects should address organizational challenges or opportunities. The participants work on such projects with defined project outcomes which allow them to reflect on their decisions and present it to the top leadership team for further implementation.
- **Community volunteering projects.** In the leadership development design, inculcate volunteering opportunities. Participants could be allowed to find skilled volunteering opportunities or pursue pro-bono projects instead of only university or standard programs for their leadership experience.
- **Shadowing leaders.** The design of leadership development interventions should allow participants to watch and work along with exemplary leaders. They may work together in presenting strategies or negotiating in Board or strategic meetings, handling various issues with government authorities or understanding various perspectives for a new product design and launch.

- **Moral centeredness.** The design of any leadership development intervention must provide opportunities and events to build a higher moral perspective which will help in judging and taking decisions in the larger interest of the society.
- **Booster or trigger events.** Bruce Avolio, a leadership scientist from the University of Washington suggests creating trigger or booster events which are also labelled as ‘micro-interventions’. These booster events are designed to be short triggers lasting, at most, minutes rather than hours. They are designed for individuals to continue reflecting on and also working on changing these states. Most leadership development practices do not follow a simple lock-step fashion and that a trigger can promote non-linear as well as linear growth. Keeping this focus, one could develop online materials, stories, cases and measurement tools that when reviewed, trigger a particular action. These triggers can be delivered face-to-face, or even through followups after a face-to-face

There is a need to innovate the leadership development design elements & its contents to address the ‘leadership talent’ gaps that is facing various organizations

program using mobile technology such as cell phones.

- **3. Conversations.** Various researches in cognitive science have shown that mental shifts take place through metaphors, stories and images. In many of the well-known leadership development interventions, conversations are embedded in the design. These conversations are held with senior exemplary leaders from the same company or iconoclastic leaders from even outside the company. However, the following care has to be taken in choosing leaders for such leadership conversations during the intervention.
- Ensure that role-model leaders act as mentors and speakers in leadership development interventions. Modelling by top leaders becomes critical in determining the success of leadership intervention if they are the



Successful leadership interventions ensure systemic change across a number of important organizational HR systems such as performance measures, job assignments, incentive systems, follow-up trainings

sponsors or mentors. Otherwise it could result in cynicism and little motivation in participants to apply the learnings when they are back at workplace..

- Allow role-model leaders to act as facilitators and mentors in the leadership development design.
- Shared Purpose. The role model leaders should share and talk about their vision and values and how they aligned it to the shared purpose of the company. They could guide the participants of the leadership development interventions to align their vision and connect to the shared purpose of the company and its values.

4. Actions. Many of the leadership development interventions receive flak due to unsuccessful implementation of learning by the participants. Most of the leadership programs

and interventions fail when it comes to implementation. The daily challenges and time demands of a major change effort, added to one's regular work can result in inertia to implement. In an interview of six top executives from some of the most innovative companies in the world, each spoke about the importance of follow-up to the success of any leadership development intervention. The following measures can help in successful implementation of learning from leadership development interventions:

- Encourage the identified pool of leaders to create their own leadership development plan which is not forced by their supervisors or is an HR mandate. Autonomy in choosing their own development paths will help in the long run for this pool of leaders to take action.
- Orient the senior leadership and supervisory team for reviews and follow ups. The top leadership team cannot overlook the need for followup and reinforcement which could result in tremendous waste of organization's time and efforts in leadership development. There is a need to review progress on actions and projects on a regular basis through leadership analytics on the organizational dashboard.
- Align organizational systems to develop leadership culture. The best leadership interventions succeed because they ensure systemic change across a number of important organizational HR systems. Performance measures, job assignments, incentive systems, followup trainings and organizational structures and reporting relations may need to be realigned to support the larger leadership development change initiative.

As information technology becomes more agile and mobile, leadership development design team needs to embed learning more effectively in the workplace and cultural context of the participants to ensure actions are taken.

To summarize, there is a need to innovate the leadership development design elements & its contents to address the 'leadership talent' gaps that various organizations are facing. The leadership development design team and their current leaders can take a holistic approach to design innovatively the selection of right set of potential leaders as participants, experiences, conversations and actions to develop ethical and transformational leaders. 

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THE EXCHANGE OF LEARNING IN XCHANGE — A LEADERSHIP CONSORTIUM

A leadership development consortium between 5 non-competitive companies from different domains illustrates how organizations can mutually exchange learning and help their future leaders to broaden their capabilities | **By Nandini Rathi & Suparna Chawla Bhasin**

Volatile, uncertain, complex and ambiguous is the fabric on which today's business ecosystem operates. To manage challenges related to such elements, organizations have to innovate and create strategies that offer value and positive business outcomes. Traditional business approaches and strategies no longer provide growth and development and to ensure long-term survival and relevance, the need to take development initiatives and plans is critical.

All this is also corroborated by the fact that challenges involving leadership and talent development have accelerated. Today, organizations want to innovate and expose their talent to approaches and strategies that are out-of-the-box and that provide them with a perspective other than of their own. The need for doing this has risen as carrying out same responsibilities over time molds employees into developing a specific and static style and mindset towards approaching and solving problems – which works for them but also limits them to an extent.

A company-specific environment results in an insular way of thinking and makes it difficult for potential leaders to stay agile, as it shields them

from assessing their own skills and competencies objectively in comparison to their counterparts across industries. Thus it becomes indispensable for organizations to provide an outside-in perspective for its talent in the succession pool and keep them abreast with continuous learning and industry standards to unlock their potential and minds to new growth possibilities and approaches that can enhance both effectiveness and efficiency of their work.

This was the logic that spurred the innovation of the concept of XChange, an inter-corporate collaborative HiPo development initiative, co-designed and co-owned by 3M India, Robert Bosch India, SAP India, Coffee Day and Titan.

The Beginning

The genesis of XChange initiative took place in 3M India when Maclean Raphael, Executive Director – HR, along with HR Manager, Shreeraj H. and Learning & Organizational Development Head, Aparna Sardar, went and presented the Annual training plan to the MD, Amit Laroya who in turn asked as to what they could do to give an outside-in perspective to the HiPos. This was based on the fact that when the value of people to the organization is

defined by roles, their true potential gets restricted to that particular role. Thus the question revolved around what could be done to broaden the value of contribution and at the same time give the HiPos an outside exposure.

The team came up with the idea to leverage their networks and contacts with the HR leaders in other companies to try and do something radically different by creating a learning consortium by partnering with different organizations. The next step was to thrash out the idea and determine what were the competencies that their HiPos needed to develop over and above the regular job and how these could be structured within the program. They decided to build the consortium with non-competing organizations, brands that had created a name for themselves and known for some of the best people practices.

The learning consortium was thus envisioned as a forum for leaders from different organizations to exchange knowledge, thoughts and ideas and build sustained, long-term relationships between the participants. This was not visualized to be a one-time occasion where a group of people would come together and not remember one another. Whilst XChange was envisioned as a training that would take place once a month with the

The learning consortium was envisioned as a forum for leaders from different organizations to exchange knowledge, thoughts and ideas and build sustained, long-term relationships between the participants

same batch coming in and covering the scheduled competencies, the organizers also decided to remain flexible in accommodating the needs of participating companies.

Thus, while inviting organizations to join, there was also an implication that a brand-new proposition such as theirs, which required the HiPos in various companies to train outside of their own organization with other companies, could lead to confidentiality and non-disclosure concerns which could go right up to the senior leadership level. The complete buy-in of 3M India's MD meant that he could step in to reassure and convince the MDs of other organizations. Finally, after many conversations, deliberations and troubleshooting, Bosch, CCD, Titan and SAP came on board with 3M, to co-design XChange and mutually agreed to send 4-5 participants each from their mid-level executives with 10-15 years of experience.

Content, methodology and design

When accredited organizations from different fields share their practices with a common agenda, it becomes an eye-opener for the learners and enables them to broaden their horizons by learning about the possibilities that they did not think could be relevant to them. Peer learning with other professionals is also far more advantageous than reading about a concept or learning theoretically, because it entails a two-way sharing of real experiences. XChange was designed to take place over 2 days in a month for 4 consecutive months, which allowed the participants to go back each time and apply some of the learnings to their work. They could then discuss that experience with co-participants in the following session.

It is not frequently the case that participants, who are at first highly skeptical, come out of a program referring to it as the "best learning session they have ever had in their entire professional career". This is something that XChange claims to its credit. Miresh Desai, National Sales Manager – Personal Safety Division at 3M, who was an XChange participant, shares that receiving another email about a training program did not please him at first, as it implied allocating time away from his normal work. However, upon attending XChange, he found the content to be highly relevant to him as a professional and the mix of methodologies helped make the learning process very hands-on and application-based. Another participant, Mahesh Reddy, Regional Head – South at CCD, described his experience in XChange to be like an executive-MBA in a short burst of time, in terms of learning.

The consortium revealed excellent coordination by the various HR and L&OD professionals of the 5 companies in creating a highly relevant, overarching program for all participants regardless of their backgrounds. After the final 5 companies were sealed to come together for XChange, the HR and L&OD Heads came together for a workshop in which 3M shared the skeletal version of the idea which was then discussed and finalized by all. They discussed the competencies, which each wanted to develop in their talent, and the strengths that they all brought to the table as organizations. These individual strengths were leveraged to build the design of the program and to identify the five theme competencies – Innovation, Leadership, Strategy, Intrapreneurship and Customer-centricity. Each company took ownership of one – 3M took charge of Innovation, Café Coffee Day took Customer-centricity, Titan led Intrapreneurship, SAP went with Strategy, and Bosch took the reins of Leadership.

The owners, however, did not plan these sessions in isolation. Each company's HR and L&OD heads shared the basic structure of their own session with their four counterparts for expectations, inputs and ideas, for e.g. in Innovation, 3M looked at the innovative things that the other organizations were doing, and identified people within these organizations who could act as faculty for that session. These inputs were key in the final construct of the sessions.

The designers of the sessions were also well aware of the fact that mid-level executives were least interested in being passive recipients to theoretical knowledge. So they decided to push the envelope by inviting entrepreneurs, specialized consultants, industry experts, domain experts and academicians as faculty – people who were actually doing what they would talk about. The methodologies chosen to reinforce the concepts were even more diverse – there were group discussions, lectures, movie analysis, live case studies, learning from actual project presentations, workshops and real-time projects to engage the participants on practical challenges that were highly relevant to their work. In addition, every company hosted an evening with their top executive leader, which served as a tremendous networking opportunity for the participants.

The success of a training program finally depends on how participants feel about it and what benefit they gain from it. Another strong aspect of XChange in this regard was its robust feedback system, which gave the participants a role in further improving the program. “The participant feedback after the very first session – which was more theoretical – helped in making the rest of the program much more hands-on”, shares Beate Steinfeld, XChange attendee and Head of Product Innovation at Tanishq in Titan.

Thorough feedback was taken by every companies’ HR after each of the 2-day sessions, and comprehensively at the end of the program, in which the participants were asked specific questions about the methodologies, facilitators and content of individual sessions and asked to rate them in terms of relevance and effectiveness. While most of the content was lauded, there were a few sessions that were not perceived as very relevant and a few faculty members, who in spite of great credentials, did not resonate with the audience. The XChange team took the feedback into account with immediate effect where applicable and also saved it for improvements to be made in XChange 2.


Way forward

In the time up to its second run, XChange has grown in ways more than one. XChange 2 is no longer the first experiment and HR leaders now know better what they can expect out of it and the kind of people they want to nominate for participation. While SAP has stepped back for the time being, three other organizations — Amazon, Biocon and Mindtree — have come onboard in XChange 2, making it a consortium of 7 companies. It has also enlarged in terms of the number of participants – 49 in total, as opposed to 25 during the first run, with each company nominating 7 participants. The content and methodologies have been revisited and refined from the observations of the organizing HR and L&OD leaders as well as the extensive participant feedback in XChange 1.

While about 80-90 percent of content remains the same, new organizations have also brought in their own fascinating case studies and unique



It is not unusual for the participants to come out of the program referring to it as the “best learning session they have ever had in their entire professional career”

expectations that have the potential to further enrich the various competency sessions. New facets to the competencies covered in XChange 1 have also been realized and added. For e.g., the session on Innovation in XChange 2 is not only going to include learnings from the innovative models of Amazon and Biocon’s product innovative capabilities, but also an aspect on what are some of the things that organizations are doing to foster an innovative culture. Similarly, the competency of Leadership in XChange 2 is going to become ‘Leadership and Change’ because leadership in the VUCA world is primarily about leading people and organizations through transformations. With all that, XChange 2 kickstarted in February 2016 with two modules so far completed in a bigger and bolder avatar than before. 

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Executive Director
- HR, 3M India & Sri
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BREAKING THE TRADITIONAL MOLD OF LEARNING

3M India on the power of a customized leadership development program that encourages HiPos to learn outside of their organizations.

XChange is an excellent example of a disruptive HR practice. We in 3M collaborated with other leading companies in Bangalore to form a learning consortium. Bosch, SAP, Titan, Café Coffee Day, Amazon, Mindtree and Biocon, who are all leaders in their fields, came together with us to redefine learning for our HiPo employees. The model has provided us all with very different perspectives and multiplied the learning opportunities by bringing together the best of practices, faculty, and learning methodologies from these companies.

The model has provided us all with very different perspectives and multiplied the learning opportunities

3M caters to businesses running in diverse fields – from automobile care to healthcare products. XChange as a learning platform has showed us so many possibilities and models to learn and adopt from. We can learn not only on the product and the business side – but also on the system side, customer service, financial services and supply chain from companies in different verticals.

In the session on Innovation competency that 3M owned, we focused on different kinds of innovation, including Product, Process, Marketing and Customer Insight innovation. This allowed the participants from the various companies to

get a horizontal and a vertical understanding into each company's innovation process. The life cycle process from concept to commercialization of 3M's product innovation gave an insight to the challenges at every stage. We took them on an exhibition of the Innovation lab and got them to engage with the scientists who worked on developing various products. Likewise, experts from Titan were invited, who took us through the journey of jewelry designing and how they commercialized it. Thereafter, Coffee Day presented on customer insight innovation allowing the participants to understand the significance and role of customer insights in driving CCD's strategy. Entrepreneurs from the best and the latest startups were also invited as panel speakers to enrich the participants on the cycle of ideation, risk, getting buy-in from venture capitalists, commercialization and scaling up.

Among participants, we had individuals from different backgrounds like tech, finance, business, supply chain and industry come together for this program. They all got to experience the culture of each company as they had a different host and venue every month. They treasured these moments and intended to apply the newly acquired ideas in their workplaces. This entire experience has bred a lot of positivity not only amongst the participants, but also with the organizing team of HR Heads and the L&OD teams. They have become a very close knit group continuously sharing best practices, challenges and learnings in the HR space as well. The organizers realize that they have a winning formula and are keen to nurture and sustain it over the years. 

HOW TO BE INNOVATIVE?

The 3M led session leveraged the diversity of companies to offer an understanding of the blend of innovative practices that go into design, product and process and marketing innovations. Further, it established what constitutes a culture of innovation.

Ideas at a glance

- Understanding different types of innovations
- Innovative practices in XChange companies
- Learnings from disruptive and creative startups
- Qualities that make organizations innovative

Module methodologies employed

- Academic facilitation
- Best practices sharing
- Quizzing
- Prototype walk-throughs

VIJAY RATNAPARKHE
President & MD, Robert
Bosch Engineering &
Business Solutions



THE NEXT LEVEL OF COLLABORATION

Robert Bosch Engineering & Business Solutions on the spirit of experimentation and collaboration that is at the heart of XChange



**SATHYANARAYANA
TK**
VP - HR, Robert
Bosch Engineering
& Business Solutions

XChange is like an innovation in HR. Companies do a lot of internal trainings and send leaders for external programs, but they rarely imagine collaborating and getting together to do something and learn with like-minded people in a non-competing space. The way forward for HR and business leaders is to step out of the traditional, doubtful mindset and collaborate with one another, as that has the potential to solve a lot of challenges.

We encourage a spirit of experimentation at Bosch. Through XChange, we wanted to learn how other companies go about their leadership journeys. The HR and L&OD minds behind XChange were clear that they did not want to replicate the training they already do in their individual companies. The idea was to choose overarching themes and co-create participant experience that was not available in their own companies.

We wanted to give the participants multiple agenda points that could be handled differently in their respective roles after learning from the XChange sessions. The methodologies varied from module to module for maintaining interest, for e.g., in Bosch's anchored session on the leadership competency, agile leadership was the common thread in all content. The goal was to provide participants with solutions for real leadership. NGOs were invited to lead workshops on how to lead and create influence without hierarchy and titles and how to connect with people. In another unconventional and popular session, movie methodology was used. There was also a

module about gender diversity and a best practice sharing session in which respective companies shared what it was doing towards making great leaders out of good ones. Learning was holistic as participants got to move from station to station, absorbing as many insights as they could.

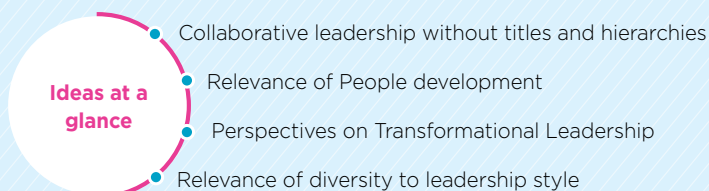
We can never know what the possibilities can be if minds from companies in totally different fields come together and innovate. During the networking conversations in the company-hosted

We can never know what the possibilities can be if minds from companies in totally different fields come together and innovate

evenings with the CEO, people from marketing, sales, engineering and HR backgrounds from all 5 companies were connecting with one another. While this was not the main intention of the program, it was an exciting outcome as it showed that things beyond current imagination are possible through a forum like this. 🌟

HOW TO DEVELOP LEADERS?

Bosch anchored a session on the "Leadership" theme which encompassed elements of agile leadership and other leadership competencies relevant in the current context of business and dynamic environment.





BALACHANDAR NATARAJAN

Group Head, Human Resources, Coffee Day



A VENU MADHAV

Director, Coffee Day Global & CEO - Café Coffee Day

UNIQUE EXPERIENCE OF CO-CREATION & COLLABORATION

Coffee Day on an enriching experience in broadening the horizons of all players and participants

There are many management schools with open programs that offer out-of-the-box insights, but influence on structure and design of such programs is negligible. But at XChange, we not only have influence on the structure and the design, but we also own different modules, host them and execute them. Thus we not only design our own sessions but also helped find faculty for other sessions which made it worthwhile to work together in co-creating XChange.

At XChange, we led customer-centricity because Café Coffee Day is our main company. But it was decided that none of the modules that we host will focus only on what we do in the company,

training on customer service. While designing the session on customer-centricity, we kept in mind how different organizations like SAP, 3M etc. would react to that subject etc. so that it is not only B2C but a mixture of B2C, B2B, Service and Manufacturing. Practical learning also went into workshops and required the participants to go out and observe their customer service, the observations of which were shared and insights were generated.

Through XChange, our emerging leaders got a chance to meet and interact with not only peer-level participants but also with key leaders in each of the organizations. Outside-In perspective is a prime need among corporates and we all are getting mutual invitations to provide that outside XChange as well. Since relationships have become much stronger, we can now easily reach out to other organizations for e.g. to Titan and ask if their CEO Bhaskar Bhat could speak to our HiPos in CCD's quarterly leadership development program. Titan had similarly invited us to talk about Coffee Day at the Sales meeting of Titan's southern region.

In addition to providing our HiPos with a tremendous wealth of knowledge and a support community, XChange has also been a learning consortium for the HR and L&OD Heads. Professionally, we have all benefitted from it. All of the L&OD people have also grown a lot in their professional skill-sets, with exposure to different perspectives, ideas, strategies, priorities and participants. Along the way, we have all become a group of friends. This trust and friendship is undoubtedly a major takeaway of the program. ☺

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but will have a broader impact on service or a broader impact on leadership. We brought an individual from Mahindra to talk to the participants about dealer channel satisfaction, and an expert trainer on customer satisfaction to do half a day

HOW TO PROVIDE BETTER CUSTOMER SERVICE?

The CCD anchored customer centricity session curated insights on how teams could align themselves better and act on feedback to improve the experience of their customers

Ideas at a glance

- Concepts of customer centricity and why they matter
- Building a customer-centric organization
- Leveraging customer insights for marketing strategy
- Leveraging social & digital for agility in customer journey

Module methodologies employed

- Success story sharing
- Discussions
- Workshops
- Panel Discussions



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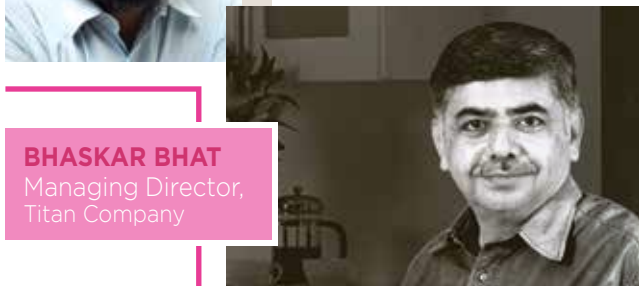
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**RAJ NARAYAN**Sr. Vice President
& CHRO, Titan
Company**BHASKAR BHAT**Managing Director,
Titan Company

OFFERING PLETHORA OF LEARNING POSSIBILITIES

Titan on the power of XChange in creating a powerful learning and support community out of like-minded organizations

The consortium style of learning does take place in organizations within the same group, for e.g. within the Tata group of companies that Titan is a part of. But XChange has been unique in bringing together so many organizations with no such ostensible commonality. Participating organizations had different points of view with regards to how they wanted to leverage XChange. At Titan, we wanted to make sure that whatever we do at XChange blended with the leadership development initiatives that we already had planned for our HiPos. So while the other organizations were of the view that they would like the same set

session anchored by Titan, we wanted people to understand the mindset of an intrapreneur. A session within Innovation had already covered an element of interacting with intrapreneurs and a session under Strategy had already gone over how one can develop an idea and sell it within the organization. Being aware of this enabled us to create a differentiated learning experience for the participants. We collected success stories of intrapreneurship from the participating organizations to show what it takes for intrapreneurship to be successful within an organization from two perspectives. One is the organization culture and climate, which means how an organization supports or inhibits the way of successful intrapreneurship, and the other is what qualities an individual brings to the table that make him or her a successful intrapreneur. This was followed by assessments which gave the participants a flavor of how they saw their organization and themselves through an intrapreneurial lens. We also focused on how intrapreneurs could influence their organization into buying their idea, for which we brought in a simulation around influencing which became the design of our session.

The camaraderie and trust between the five participating organizations is a remarkable facet of this program which has created a fertile ground for future partnerships and further collaborations and would help us all be better prepared for the marketplace. 🙌

The camaraderie between the participants has created a fertile ground for future partnerships

of people to go through all 5 themes, Titan as an organization felt that we would want to send different batches of people for the XChange experience, for whom a particular theme was most relevant.

In many ways, XChange was a carefully curated program to empower HiPos by broadening their horizons. While the different themes were interlinked, being intricately involved in the design of each XChange learning event helped us create sessions that had no overlaps with the other competency sessions. In the Intrapreneurship

HOW TO TURN EMPLOYEES INTO 'INTRAPRENEURS'?

This Titan-anchored session illustrated the qualities which make individuals intrapreneurs, and organizations enablers of intrapreneurship

Ideas at a glance

- Understanding the mindset of an intrapreneur
- Key enablers for impactful workplace intrapreneurship
- Role of individual & organization in fueling intrapreneurship
- Models of Influencing to create buy in for the idea / new business

Module methodologies employed

- Experience sharing session
- Success story sharing
- Simulation
- Self-assessment with debrief

CO-CREATED & INNOVATIVE LEARNING EXPERIENCE

SAP India on the benefits of learning from the journeys of others and on why the company has opted to step out of XChange 2



BHUVANESWAR NAIK
Global Head of
Career & Talent
Management, SAP

There is tremendous value to a program like XChange, which is powerful and innovative opportunity. It has been an unbelievably rich experience for the participants to go through all the enriching sessions, learning and building networks with peers in companies from different sectors. That is the uniqueness of XChange.

The strength of what we brought together is in learning from each other's journeys. The core principle is to learn from one another. It is not about finding out in-depth how a certain competency is applicable to one particular sector, rather it is about the process and the journey of that application. For instance, innovation is top notch in 3M, and as an IT company, SAP cannot adopt these processes verbatim. There are, however, aspects of innovation which are common to all, such as the journey of what it takes to innovate and the elements of a setup which facilitates innovative thinking. Similarly, while design thinking is a powerful concept that is not specific to IT, we have been practicing it extensively in SAP in the last 3-4 years. The company could certainly train others on it, which is why we took ownership of the competency 'Strategy and design thinking'. Within an end-to-end design thinking workshop led by SAP employees, the participants started with basic design tools and spent half a day creating a future expansion strategy blueprint for Ola cabs. This innovative exercise received an extremely positive response from the participants. Practitioners from SAP and 3M also shared their own processes towards strategy creation with the participants.

There is no doubt that the taste we got through our participation in XChange has been an extremely good one. While learning has been fantastic, on the flip side, the efforts which were needed from our company to sustain this had not been directly proportional to the number of our people who actually got the benefit of it. If a significantly greater number of people in the company could benefit from XChange, this effort would be worth it for our HR teams, who devoted a tremendous amount of time outside of their primary responsibilities to drive this.

It is not about finding out in-depth how a certain competency is applicable to one particular sector, rather it is about the process and the journey of that application

Such a program should continue to grow and become more expansive with more companies participating. It should be owned and productized, with multiple batches running throughout the year. That way the sustaining effort required from stakeholder companies can be minimized and benefit of it increased. That said, there's tremendous value and potential to this form of learning, and we would be open to possibility of re-joining in a later version.

HOW TO BEND THE STRATEGY CURVE WITH DESIGN THINKING?

The SAP session focused on strategy as a methodological approach to outlining a company's future course with out-of-the-box thinking using design principles

Ideas at a glance

- Understanding the mindset of an intrapreneur
- Approaching strategy planning with design thinking
- Design steps in drawing up and developing blueprints

Module methodologies employed

- Interactive Workshop by SAP employees
- Case study/best practice presentations

Q & A

Saying something is easy. The challenge is to live by it

Stephen Bennett, Chairman and founder of the Inspirational Development Group, speaks about the importance of ethical practices in businesses today and how leadership models are evolving to support that

By Dhruv Mukerjee

For companies who aspire to achieve high rates of expansion, productivity and efficiency are a key focus. However, in this push for streamlining processes, is it possible for ethical practices to also be a core component in businesses today, and can leadership structures be put in place to sustain and support a shift towards ethical decision making? We explore the links between the two in a conversation with Stephen Bennett, CEO of Inspirational Development Group Ltd.

Stephen is a Chartered Accountant and has been a lecturer to post graduate students in a private accountancy college. In 1978 he joined Deloitte, Haskins & Sells as Director of Studies but left it in 1990 to become Chairman and CEO of a UK USM (second market) company. He has also served as a Non-Executive Director on several Boards and has facilitated at Board and senior management level for several companies.

Q How has the role of ethics evolved in businesses today? Is it given equal importance in comparison to other factors like performance and results when it comes to defining business productivity?

A If one takes the concept of ethics, there is no doubt that it has become a part of the lexicon of organizations. This is partly because of recent events that have led



to the entire world economy becoming unstable. Some massive business failures, clearly the result of dubious ethical behaviour, fuelled the debate around the need of more rigorous frameworks to ensure ethical decision making. This received further impetus when extensive additional regulations were introduced, particularly in the West. All sectors but particularly the finance industry has seen a significant rise in the amount of regulation set in place to make practices more ethical and business failure less likely.

The thing with regulation is that it is a blunt instrument. Its imposing nature can at times actually throttle the drive to be ethical by imposing a check-list mentality on operating. Regulation started moving the debate forward, but right now we are so regulated that it is has created an obstruction to doing business and started to reduce productivity.

There is a crucial difference between having ethical standards and having imposed standards of ethics. There is a

There is a need to win the hearts and minds of people in the leadership roles and show them that the ethical way of working is the right way of operating

need to win the hearts and minds of people in leadership roles and show them that the ethical way of working is the right way of operating. If you can build that case, you create the will to live by an ethical frame of working, which in turn helps the company attract the talent that really wants to work hard and believes in what the company is doing and, in turn, that will increase productivity. And that is where the role of values-based leadership comes into picture.

Q How do you see leadership playing an important role in establishing more ethical practices? What is the role of values-based leadership as an enabler?

A Any leadership structure has a huge effect on establishing the values that guide the operations of an organization. At the moment what we've got are a lot of companies which have set down the values that they want to work with. But what they haven't done is taken steps to translate this into actionable outcomes. Saying words like integrity, courage and respect are easy but the challenge is to live by them. That is why the concept of values-based leadership has gained importance. The HR function has a pivotal role in developing the kind of leadership structure that can not only set the organization's values, but also make sure that everything done within the organization subscribes to those values.

Q Every IDG leadership program focuses on building skillsets in the three key pillars - Leadership, Followership and Partnership. Why is there an equal focus on the development of followership skills?

A Leadership and followership are two sides of the same coin. Every one of us is a follower in some way or the other. A CEO of a large public corporation is also a follower as he or she is accountable to shareholders. Leaders and followers are often the same people at different times of the day.

There is no doubt that people who want to become good leaders need to have an effective followers around them. Almost 90 percent of what is delivered in organizations is achieved through effective followership and not by leadership. The leader can set the framework and the mission, they can set the 'big how' of doing things, but when it comes to execution, effective followers are critical. The word effective here is important; just being a follower is not enough. The first image that comes to mind with the word 'follower' is that of a sheep, but that is absolutely not what we mean. We've spent many years in

understanding and defining the nuance of followership. An effective follower is a person who would point out to his/her leader alternatives to the suggested plan of action. Their role is to build on the conversation, and this was something that we believe was significantly lacking in the financial crisis of 2008. We need to build followership qualities to add value to what the leadership structure envisions.

Q How are ethical practices a part of the way IDG functions as a company?

A We take a very strong view on it and have clear values. However, if there is a problem where, say, different value sets are in conflict, we encourage debate to resolve it. For example we had an opportunity to partner with a company that didn't fit into our values. Financially it involved quite a substantial benefit but although we have commerciality as one of our values, after an open and full internal debate we chose to not go ahead with the deal. The focus is on improving business performance

It's a diagnostic process where we employ a range of processes including psychometric and personality assessment tools. Coaching is also an important part of our programmes but rather than take coaching as a separate tool, we believe it is necessary to integrate it within the business. So we teach people within the organization to coach their own people with the aim of creating a holistic approach towards building leaderships skills.

Q A key component of your leadership programs takes place at the Royal Military Academy at Sandhurst, and involves the concept of "mission command". How does it add value to leadership models?

A The Royal Military Academy Sandhurst is a great organization to partner with. Mission command is about empowerment. The leaders set the mission but it's the person on the ground that takes the big picture and converts it into what she/he

The leader can set the framework and the mission; they can set the 'big how' of doing things, but when it comes to execution, effective followers are critical

through people. On creating a sustainable and measurable change by changing people's behaviours.

Q What has been the approach of building leadership by IDG?

A We draw a distinction between leaders and leadership. To build leaders one needs essential skills and characteristics which define a successful leader such as vision, judgment and communication skills. But to build leadership is to effectively develop the collective capital of the organization and create a common culture and understanding of "how things are done". Hopefully, this leadership culture will underpin the importance of living the corporate values. The scope of each of our programmes depends on the competency levels of the individuals involved. We understand the need to create competency frameworks at various levels in the organization, and once we understand the competencies required by an individual at each level, we can then realistically assess the gaps present.

sees in front of them. And that forms the 'little how'.

Streamlining the chain of command and building the capabilities of leaders at each level ensures smooth implementation. The leaders responsible at each of the implementation stages should be capable enough to look at different options and choose the best plan of action to achieve the overall aim, and that's what mission control strives to build. It is also similar to what happens in sports. The managers and coaches set the aim but it is the players who actually have to make the moment-to-moment decisions. So our aim is to create a framework within the leadership structure that empowers them to take meaningful decisions. To do this, we utilise the principles of war. The first principle of war is the selection and the maintenance of the aim. The leader has to be able to communicate the aim clearly and ensure it can be easily absorbed by the different layers of the organizations. 🍌

Driving transformational change

EVENT NAME: HR Summit@Oracle Cloud World in association with People Matters
PARTNERS: Deloitte


To reflect on the advances and challenges in HR technology, Oracle in association with People Matters organized the “HR Summit@Oracle CloudWorld” in Mumbai on April 7th, 2016. The HR summit kicked off with an opening keynote by Anne-Marie O'Donnell, Senior Vice President, EMEA and APAC, Oracle – whose presentation highlighted some of the key components required to re-write the recruitment rulebook. It was followed by an insightful presentation on the upcoming ‘Global Human Capital Trends Study’ by Dheeraj Sharma, Director of Human Capital and HR Transformation, Deloitte. Highlights of the one-day conference also included case studies of leading companies that have transformed their HR processes using advanced technologies and a high-level CHRO panel. The Summit saw a participation of over 300 senior HR leaders across the country.

Here are the key takeaways from the event: 1) the war for talent is over. And the winner is the candidate, whilst the robots are coming soon. While HR departments continue to tackle talent scarcity by



enhancing their value proposition and employer brand – the choice of an employer is more firmly in the hand of the candidate, who is more often than not a millennial. 2) Networked teams are the future - Whether it has to do with organizational design or identifying high potentials, teams will be central to how work is organized and executed. 3) While advanced human capital technologies are capable of generating a wealth of reports including those that business leaders can

use, the utility of these reports depend upon the quality of the data that the organization maintains. 4) It's time for HR to focus on the execution discipline in technology implementation. 5) Enable your leaders to go social.

While keeping pace with disruptive technology has been a major problem, the cost of not taking advantage of technology solutions today will be much higher than taking steps to adapt to available technology. 


Taking L&D a step ahead

EVENT NAME: L&D Leadership League Half Day Conclave, Mumbai Chapter
ORGANIZED BY: People Matters
PARTNERS: Center for Creative Leadership, Pearson TalentLens, SumTotal Systems, a Skillsoft company, SumTotal, Great Lakes Institute of Management, Wilson Learning

Learning and development is seen as a tool that helps organizations to grow and is a way to increase retention and make employees better at their work. Professionals, leaders and decision-makers constantly talk about different strategies and ways to improve the L&D function and make it more effective. With the aim of promoting and sharing L&D best practices and experience, People Matters hosted the L&D Leadership Half-Day Conclave, Mumbai Chapter on March 29. The conclave saw the participation of

speakers from different organizations who shared their experiences in the field of L&D and also gave insights on the idea of maximizing the effects of learning and engaging talent.

Vivek Chandramohan, MD India, Wilson Learning spoke about using learning transfer to drive better business results and also shared statistics that pointed out to the way L&D is conducted today, which does not generate performance change at an acceptable rate. Dr.Satish Kalra, Professor of OB & HRD, Great Lakes Institute of Management talked about ‘attitude’ and how it related to the success of corporate career of an individual. Bidisha Banerjee, Head Talent Development, Future Group, further discussed how it is perceived that HR is not comfortable with technology and that the professionals in the human

resources department are still very conventional, which needed to change. Ankur Gupta, Director of Marketing Services at SumTotal Systems focused on the importance of employee engagement and stated that with time, it is becoming a challenge. Due to this, there is declining productivity and job hopping is becoming common. Giving suggestions, he said that continuously engaging employees can increase productivity and organizations can also look at refreshing and changing their retention strategies for more effective results. Anupam Sirbhैया, Country Manager, Center for Creative Leadership mentioned how talent conversations at times fail to serve the purpose. He talked about engaging and developing talent in an organization, and also touched upon the aspect of preparing and delivering effective talent conversations as well. 



Reimagining Employee Engagement in India

EVENT NAME: Redefining the art of employee engagement

ORGANIZED BY: People Matters

PARTNERS: Willis Towers Watson

The importance of employee engagement cannot be overstated. While the benefits are clear, employee engagement is a struggle for most companies. Willis Towers Watson recently released the Reimagining Employee Engagement in India study which found that for 86 percent organizations, employee engagement is a strategic priority, however only 49 percent of respondents believe this is actually happening in their company. There is widespread agreement among leaders and senior HR practitioners in India of the strategic value of employee engagement but are organizations keeping up with the need to change the way we look at engagement and its measurability? In the given

context, People Matters, in association with Willis Towers Watson, conducted a roundtable on how companies can create more mutual accountability with employees for a sustainable employee engagement and how to go beyond traditional means to effectively engage the workforce of tomorrow? The session began with Ester Martinez, CEO and Editor-in-Chief, People Matters Media, setting the context. Ashish Ambasta, Practice Leader (India) Organizational Surveys and Insights, Willis Towers Watson shared key insights driven from the study and Jeric Ramos, Managing Director, Global Resource Center and Regional Leader – Asia Pacific for Data, Surveys and Technology, Willis Towers Watson took the audience through key components of employee engagement and shared his insights on how to engage a diverse workforce effectively.  

Upcoming Events

9th June, 2016

EVENT NAME: Talent Acquisition League Annual Conference & Expo 2016

ORGANIZER: People Matters

VENUE: Taj Lands End, Mumbai

WHO SHOULD ATTEND: CHROs, TA Heads, Recruitment Leaders, Graduate Hiring Heads, Leadership Hiring Heads; Senior HR Leaders; Consultants, Experts and Catalysts in the Recruitment and Assessment Space; Functional Service Providers and Innovators

EVENT THEME: Ahead of the Curve

4th-5th August, 2016

EVENT NAME: TechHR'16 Conference & Exhibition

ORGANIZER: People Matters

VENUE: The Leela Ambience, Gurgaon

WHO SHOULD ATTEND: Business Heads, CEOs, CHROs, CIOs, CFOs, Senior HR Practitioners



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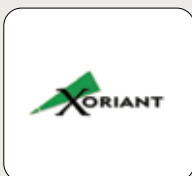
Jobs of the week



Karma Associates
HR Manager
Location: Hyderabad / Secunderabad
Job ID: 18514332
Description: Candidates From IT / Manufacturing Industry Who Have Experience In Recruitment And Generalist Role.



Ellucian Higher Education Systems India Private Limited
Director of Human Resources
Location: Bengaluru / Bangalore
Job ID: 18428329
Description: People plans with a clear link & support to overall business strategy, Efficient people processes & operations, People services that meet the agreed needs of the region.



Xoriant Solutions Private Limited
Sr. Executive HR
Location: Pune
Job ID: 18523758
Description: Minimum 5+ yrs. experience in Generalist HR in Employee Engagement & Employee Relation.



Orcapod Consulting Services Private Limited
Recruitment Manager
Location: Pune
Job ID: 18522292
Description: Looking for Team Lead/Associate Manager-(IT Recruitment) for fulfilling our IT talent needs.



People Logic
Recruitment Professionals
Location: Bengaluru / Bangalore
Job ID: 18520103
Description: Manage a Technology specific team and manage day to day staffing delivery to clients.



Capgemini
HR Business Partner
Location: Mumbai
Job ID: 18510772
Description: Provide end-to-end employee life cycle management including Hire and on boarding, Employee Data Changes, Separations.



Black & White Business Solutions
Non-IT Recruitment Manager
Location: Bengaluru / Bangalore
Job ID: 18492046
Description: Handling full life cycle of Recruitment from getting the mandates, sourcing, screening, validating etc.



P3 Synergy Consulting
HR Sr. Manager
Location: Bengaluru / Bangalore
Job ID: 18505079
Description: 12+ yrs exp in handling various Statutory Compliance like Labour Law Factory Act, Workmen's Compensation Act, CLRA, Labour Welfare Fund, PF, ESI, etc.



Jobs of the week



Black Turtle India Private Limited
AVP - HR Business Partner
Location: Delhi
Job ID: 18142388
Description: Leaders to understand organization priorities, Have functional knowledge of Business HR practices.



2COMS Consulting Private Limited
Sr.Recruiter (Non IT)
Location: Hyderabad / Secunderabad
Job ID: 18043949
Description: Hands on experience in End to End Recruitment, Sourcing / Screening profiles according to the job specifications.



Hector & Streak Consulting Pvt Ltd
Sr Manager HR
Location: Navi Mumbai, Mumbai
Job ID: 15501879
Description: MBA s with over 10-12 yrs of work experience. Person currently working on Generalist Role to other related areas like Labour Laws End to end HR Function etc.



Sampoorna Computer People
Manager HR
Location: Hyderabad / Secunderabad
Job ID: 18516726
Description: Responsible for developing strong working relationship with the General Manager, management team and employees.



Fujitsu Consulting India Private Limited
Performance Management Advisor / Manager
Location: Bengaluru / Bangalore, Pune
Job ID: 18483320
Description: Project Managing timelines across Global Delivery center w.r.t performance appraisal program and provides advice and recommendations to local HR teams.



iQuest Management Consultants Private Limited
Sr. IT Recruiter
Location: Pune
Job ID: 18490398
Description: 3-4 years Experience, Proven recruiting experience, Should have team handling experience of at least 10 peoples.

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GAUTAM GUPTA



Role of people in execution excellence

Execution excellence plays a decisive and key role in creating competitive advantage for businesses

Execution is a specific set of behaviors and techniques that companies need to master in order to have competitive advantage

motivation, creativity, rigor and drive. Thus, it becomes imperative for the leaders to showcase such attributes and lead from the front while driving execution excellence. A concrete vision and leadership conviction is critical here, which also has the potential to solve challenges and dilemmas. Creating a team that believes in doing things differently (faster, easier and more accurate) is vital as people with similar mindsets can synergistically collaborate and promote execution excellence. Close monitoring and control is another key parameter as this ensures that creativity and flexibility is kept within bounds and one does not lose sight of targets and time-lines. Excellence is characterized by adherence to time-lines and it is important for the leader to keep this in perspective. There should never be a compromise between cost of excellence and achievement of results within set deadlines.

An interesting survey by HBR clearly points out that 3 out of every 5 companies (out of 1000 companies surveyed over 50 countries) rated their organization as weak at execution – that is, when asked if they agreed with the statement "Important strategic and operational decisions are quickly translated into action," the majority answered no. However, there are organizations that excel at execution. GE prides itself on driving rigor, operational excellence and enhanced customer value as part of its execution strategy with 'people' at the core. It has outlined 40 high impact projects that will enhance speed to market, improve the quality of products and services, significantly reduce costs and drive competitive advantage for the company and its customers. Google, as part of its relentless

With increasing and intense competition in the marketplace, businesses and products are becoming highly commoditized. Differentiation is the key and products and services that cannot distinguish themselves from the others in its 'peer' category have hardly any takers. Technology, location, product and service features, distribution channels, infrastructure contribute in a limited way towards competitive advantage as they can be easily replicated. High degrees of customer focus and relentless innovation have become the cornerstone of execution excellence and people are at the center of both customer focus as well as innovation. It is no secret that execution excellence today plays a decisive and key role in creating competitive advantage for firms and businesses. As a matter of fact, execution excellence is the only sustainable competitive advantage with people and organization culture at the forefront.

Excellence is not about doing different things but doing the same thing differently. This is, largely influenced by people attributes such as

pursuit towards execution excellence, encourages every employee (Googler) to innovate. They are expected to spend a sizeable chunk of their time and energy on pet projects and then run many of those to see if there are customers who will salute them.

Larry Bossidy and Ram Charan in their much acclaimed book 'Execution: The Discipline of Getting Things Done' define execution as a specific set of behaviors and techniques that companies need to master in order to have competitive advantage. Dialogue, according to them, is the core of culture and basic unit of work; and how people and leadership talk to each other determines how well the organization will function.

John Spence, author of the highly acclaimed book "Awesomely Simple" has made a strong reference to the role of 'talented' people towards business success. He defines business success in the following way:

Talent x Culture = Profit

In his book, John states that finding and recruiting top talent must take into consideration the five C's of talent.

that seeks to recruit and train the best within a specified time-frame. This, however, needs to be in line with the organization's expansion plans.

- A 'fast track' mechanism through which top potential can be channelized for quick transition into leadership roles. This may include exposure to challenging assignments early on in their careers.
- An internship program that provides a window to talented people to come in and work before they can be considered for hiring.
- Assess competencies of potential talent through 'assessment centers' (as against an 'off-the-cuff' approach) for role fitment.
- Study the best practices in 'peer' organizations for talent acquisition and retention.

A critical issue to point out is that business execution is a process without an end. Broad strategy and direction may not waver but the priorities and their implementation may change due to the dynamic nature of business. A business execution plan ensures that people know these priorities and are constantly focused on them. It is imperative that an organization's goals, people and work pro-

THE 5 Cs OF TALENT

The characteristics which should be taken into consideration when finding and recruiting top talent, as highlighted by John Spence in "Awesomely Simple"

Competence: Skills and abilities in an area that is highly valuable in the marketplace with an intense desire to enhance skills and knowledge at every possible opportunity.

Collaboration: Team work is mandatory and not an alternative. People must engage effectively in teams, collaborate for knowledge and information sharing both within and outside the organization.

Communication: Communication is defined as the ability to ask meaningful questions and then listen for the answers. It is also the ability to lay out simple, clear and logical arguments – all while connecting emotionally.

Character: Success in execution and business depends on the trustworthiness of individuals and teams. It is absolutely imperative that people conduct themselves with absolute integrity in every situation.

Commitment: Highly committed people do not see their work as a job but instead as an adventure, a quest, a higher calling. This is also manifested through a strong 'can-do' attitude, embracing risks and taking setbacks as opportunities for learning.

It is, therefore, recommended that talent acquisition needs a major thrust in organizations that have set their eyes towards execution excellence. Some of the aspects that need consideration, from a talent acquisition and retention viewpoint are:

- Constantly seek and be on the look-out for top talent through associations and representations, universities and colleges.
- A global hiring program in the organization

cesses are clearly aligned since they constitute the essential elements of successful strategy execution and a more profitable business.

People performance is a core aspect of execution excellence i.e. the right people in the right jobs doing the right things day in and day out. Aristotle has succinctly remarked - "We are what we repeatedly do. Excellence, then, is not an act, but a habit." 🧠

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ABHIJIT BHADURI



The insane possibilities of Virtual Reality

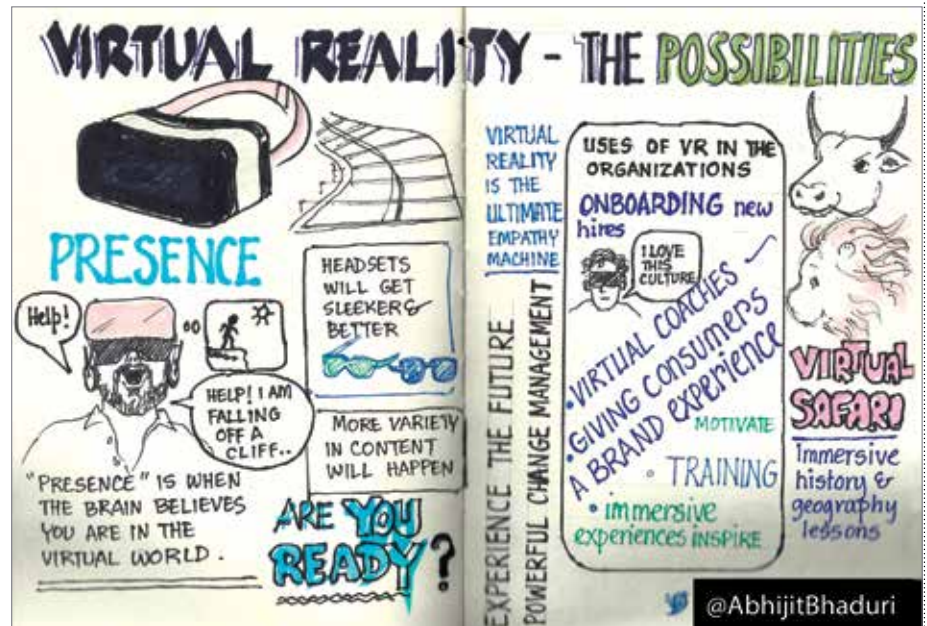
This is a good time to get used to the possibilities of the next big thing after mobile phones. This is the time to experience the power of Virtual Reality

When I stepped into the Virtual Reality lab with my colleagues, I was skeptical about why it was such a big deal. I had seen 3D movies before and how different would this possibly be? Someone handed me what seemed like an oversized version of welder's goggles which also had earphones that sealed off all external sound. I looked at the world I had entered. It was a roller coaster ride. Truth be told, I always avoid these rides in any theme park because it makes my stomach churn.

I could move my head and look around my virtual world. I could see that I was sitting in a trolley that was to go on a railway track that ran through the mountains. Then the trolley started to move and the virtual ride started. As the cable car gathered speed I found myself unwittingly clench my fists as the cable car swerved to avoid obstacles as it turned the sharp corners. The cable car was passing through a valley. I looked down and notice there was a sheer drop. I felt my fear of heights kicking in. I forgot that it was only a game and I could remove my headset whenever I pleased. But I was grabbing my chair (in reality) to avoid falling off into the valley. I was paralyzed with fear until someone seemed to yank me back to reality. The headset was off and my connection with Virtual Reality (VR) was snapped shut. I was back in the familiar world and smiling sheepishly at my colleagues who were amused to see me still sweating. I had experienced what geeks describe as "presence".

You experience "presence"

How does VR work? You wear a head-mounted-device (HMD) that we will call a VR headset. Think of it as a set of binoculars with headphones strapped to your face so completely that you only see the 3D images and hear the accompanying sounds that are fed to your eyes and ears. This tricks the brain into believing that you are



Over the next 2-3 years, the hardware will get sleeker and start to look like the shades you can buy at the opticians. Eyewear will get miniaturized and fashion designers will make all of it look extremely cool and desirable

present in the virtual world. The result is that the user experiences "presence" i.e. the threshold where the user's brain cannot differentiate between the physical world and the virtual.

Hardware and software

Facebook has just made Oculus Rift available to consumers. And the shelves are flooded with headsets from HTC, Sony, Samsung, LG, and Google Cardboard viewer to name a few. No doubt others will

follow. There are currently two issues with the VR sets. The headsets, actually called head-mounted-devices (HMD), look too bulky. Remember the clunky and gigantic mobile phones of the early years? That's where the hardware is. Over the next 2-3 years, the hardware will get sleeker and start to look like the shades you can buy at the opticians. Eyewear will get miniaturized and fashion designers will make all of it look extremely cool and desirable.

The second challenge is there is not

enough VR content to go with it. It is like having access to YouTube and only a couple of short clips to watch. So why should we care? That is because VR experience is more than just a video. VR allows people to step inside the virtual world of stories and the experience of it can be transformative.

Not surprisingly Deloitte Global predicts that virtual reality will have its first billion-dollar year in 2016, with about \$700 million in hardware sales and the remainder from games and other VR "experiences." It estimates headset sales of 2.5 million units this year.

The ultimate empathy machine

VR allows people to step into another person's shoes and be a character in that world. So you could experience the fear that someone experiences in a bad neighborhood. Or what it feels like to ride a giant wave as an Olympic surfer. You do not need to travel anywhere to experience someone's world. It may be possible to teach people how to have empathy – a major leadership skill of the digital world. VR when combined with great storytelling, can change how charities can raise funds for natural calamities.

It has the power to change the interaction of consumers with their brands. Imagine being able to try out different pieces of furniture and decide which one looks best in your home or office. Imagine being able to take a VR holiday to the Serengeti National Park in Tanzania only to be startled by a crouching cheetah on the tree above your head. Maybe we will have two kinds of holidays – a VR holiday and a physical holiday. Imagine being able to take your bedridden loved one to experience a world they can experience without having to get off the wheelchair.

Education, Exposure & Experience

The biggest disruption will be in the L&D space from schools to the workplace. History and Geography taught through VR will allow the student to experience what it feels like to be inside the Pyramid of Giza in Egypt and in the rainforests of Amazon in one afternoon. Imagine the transformative power of bringing this education to a child in a remote village or the slums. How dramatically it could be what education is not.


In the corporate world it could be used to simulate the negotiation scenario and

teach the team ahead of time what challenges to avoid. If you dread speaking in public, wear the VR headset and practice giving your speech in front of your CEO or even an auditorium full of hecklers (if you are an unpopular politician). VR could help people get over their fears by building their immunity with progressive increases in levels of difficulty.

The celeb professor can be brought into every B-School to teach the subject he or she is known for. Coaching and mentoring when done with VR can become exponentially more effective and in a much shorter time. The company onboarding experience can be made unforgettable when powerful storytelling is combined with VR technology. Stepping into a story is truly an unforgettable experience. Imagine what a master storyteller like Gulzar could do with this technology. Or if you could experience what it feels like to compose a piece of music with AR Rahman in his studio.

A demonstration of the product to the customers is possible. The maintenance crew can be taught how to fix the broken machine by letting them peer under the hood. Medical students could practice their surgery in an Operation Theater recreated in the virtual world. The soldiers can be mentally prepared for fighting in alien conditions through VR training. The trauma of war and conflict can be healed through the VR experience.

Start playing

Right now the hardware is clunky and the software is inadequate. But that is how the medium will evolve. This is good time to get used to the possibilities of the next big thing after mobile phones. When you see the arrows on a film <like this one> you can click on the arrows to get a 360 degree view of that world. Better still get hold of a Google Cardboard viewer and strap an Android phone to it and experience the power of Virtual Reality. Then let your imagination take over. 



SCAN HERE TO EXPERIENCE VR

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It may be possible to teach people how to have empathy – a major leadership skill of the digital world. VR when combined with great storytelling, can change how charities can raise funds for natural calamities



LAURIE RUETTIMANN



The four components of company culture

Company culture is a manifestation of intellectual and human accomplishment. But what are the four integral components that make a true company culture?

You want to tell me that your company has a culture. I say that culture is bigger than work. It's the manifestation of intellectual and human accomplishment. It's the pursuit of truth and beauty. This article will cover the four components of company culture: creativity, collaboration, curation and continuity. But these four elements are only possible to discuss once you do the basics: pay people well, treat them with dignity and protect their civil rights.

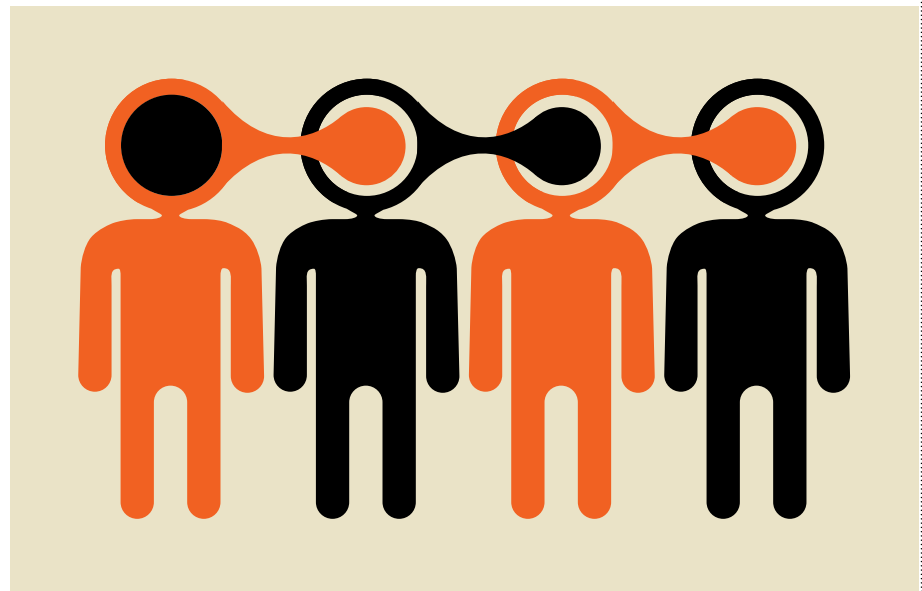
Creativity

I'm not talking about the kind of creativity energy that emanates from a bunch of knowledge workers — under the age of 30 — sitting in a room and talking about video games. (Those workers are imaginary, by the way. They wouldn't be in a room talking about video games. They would be wearing headphones and playing those games.)

I'm talking about creativity that hits you in the face and expects you to apologize for being in the way.

Great cultures are driven by artists who are on a relentless search for truth and beauty. The best artists are both selfish and selfless, seeking to satisfy an internal desire for excellence while simultaneously believing that their quest will benefit all of humanity. And, by the way, those artists come in all shapes, sizes and ages. They're not just Gen Z interns, born after 1995, with poor posture and acne. Creativity is subversive, coarse and shocking. Creativity is enmeshed with contradictions and complications. Creativity is authentic and abrasive. Creative people can be reasonable and charming; however, bold and original thinking often starts from a place of discomfort and despair.

But you don't have time for creativity. You don't even want your employees to make eye contact. You want them to



Stop bragging about your company's awesome culture unless you have a commitment to embracing the fearless creativity required to sustain it

communicate on slack so you can document it. Creativity eats up organizational time and patience. Creativity kills systems required to sustain capitalism. Your company is up against release dates and timetables. You have to ship widgets and chunks of products. I don't know any CEO or HR leader who has time for artistic or imaginative thinking beyond his ego. What you call creativity is activated laziness. It's nothing more than a slavish pursuit of modern trends meant to outgun your competitors. And that's okay. Activated laziness is often enough to win your vertical. But truly creative people who work for excellent cultures don't have time

for your imitative and uninspired hunt for what's next. So please stop bragging about your company's awesome culture unless you have a commitment to embracing the brash and fearless creativity required to sustain the backbone of an intrepid culture. And, let's be real, you don't.

Collaboration

Collaboration is the second component of a great company culture. It's about having a vision but also compromising for the greater good. But nobody collaborates at work when employees fight for a 3.8% merit increase. And nobody works with human resources professionals if we lie

to our workers about a “fair and impartial performance review system” and act as if we’re doing them a favor by barely keeping their wages above inflation. If you want to create a great culture, start with the basics. Try collaboration, which is rooted in trust. How do you get your workers to believe you? Well, as HR professionals, we could all start doing our jobs a little better.

What’s our job? Work isn’t a democracy. Employees are rarely shareholders with voting rights. We are the first line of defense against unchecked hegemonic corporate power run amok. We are the descendants of the modern civil rights movement. Our jobs are cool. Our jobs are noble. We do important things like protect workers and end discrimination. We make history without making up fake stuff about culture.

But okay — you want to talk culture instead of trust and collaboration? I would ask: How many women serve on your board? How many LGBT leaders do you have? How many workplace accidents have you had? What does your HR data say about fair pay and equal opportunity in your company? What are you doing to improve disabled and long-term unemployment? Your job is to ensure that every employee — or applicant — is treated with respect and dignity. Not just the CEOs but the chief toilet scrubbers and the chief parking attendants, too. So praise good work across the board. Embrace organizational strengths. But be honest and transparent about your weaknesses — all of them — from hiring to promoting to paying people. And stop trying to make culture a thing before you make collaboration a normal behavior in your workplace.

Curation

A few years ago, I read an interesting book by Dr. Grant McCracken. It’s called *Chief Culture Officer: How to Create a Living, Breathing Corporation*. The author believes that companies need specialized workers, supervisors and leaders who understand cultural anthropology. Those new workers could create a culture that has a competitive advantage. And those employees could minimize organizational risk, too. That’s an interesting and groundbreaking perspective, which probably is never going to happen. Most CEOs and leaders believe that they are cultural ambassadors — “Chief Experience Officers.” They think it’s their singular job to instill a set of values into their organization, not yours.

When your CEO thinks he’s your dad and your boss, there’s a problem with culture right there.

There are a few companies who have been influenced by Dr. Grant McCracken



Culture relies on curation. Organizations need a dedicated team to curate amazing ideas in a creative and collaborative environment to sustain culture


and have hired chief culture officers and cultural anthropologists. So, who speaks truth to power? Who advocates on behalf of good ideas? Who tells CEOs when there’s a horrible idea or product that will hurt a company’s culture? (Probably nobody. Or maybe the CEO’s panel of advisors, who are just glorified sycophants.) And that’s okay. Most companies operate that way. But culture — the big movement you brag about, which is more than just beer and ping pong tables — relies on curation. Your Chief Curation Officer, which is a new job that I just invented, systematically dismantles nonsense and advocates for the good stuff.

But without a dedicated team to develop and curate amazing ideas in a creative and collaborative environment, you don’t have a culture. You just have a normal workplace.

Continuity

We have talked about creativity, collaboration and curation. The final component is continuity. Do you work for a company that drinks its own champagne? My industry is thick with founder’s syndrome. Everything is great when you have a founder and a CEO who’s in the fishbowl conference room and inviting employees out for drinks. That man is visionary.

But what happens when he exits with a truckload of cash? Plenty of organizations can survive a founder’s exit. Such companies exist. They survive. Names don’t matter.

If you want to create an amazing company culture, think about how you can make succession planning come to life. Look at your leadership pipeline and ask them to forge a real and authentic connection with those kids who drive creativity and collaboration within your organization. If your company can’t move forward without its founder, you barely have a company — let alone a culture. 

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LAURIE RUETTIMANN (LFR) is a former HR leader turned influential speaker, writer and strategist. She owns a human resources consultancy that offers a wide array of HR services to human resources leaders and executives. She is the creator of “The Cynical Girl” and “Punk Rock HR” (retired), which Forbes named as a top 100 website for women. She is also the author of “I AM HR: 5 Strategic Ways to Break Stereotypes and Reclaim HR.” Meet Laurie at TechHR on 4th and 5th of August 2016 in Gurgaon.

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To solve the problem of poor quality, how many bosses explore feelings of subordinates and not just the obvious facts of poor quality?

The facts of feelings - Part 2

In the last blog we made the point that most leaders, by not considering the impact that 'feelings' have on a situation or an outcome, may be losing out on critical insights.

So let's now explore the insights that 'feelings' give us.

Feelings usually arise as a result of unmet expectations or thoughts that disturb equilibrium; and these usually signal a need for change – more so if a feeling persists for a long time. By understanding feelings, information relating to inherent motivators that drive behavior, experiences and thoughts that block change, reactions that arise out of values/beliefs/perceptions etc. is assimilated. And unless this underlying world is explored, understood and taken into consideration, leadership cannot be effective.

Let's examine a situation often experienced at work.

A subordinate who feels disregarded, dismissed, put down, or even humiliated by his boss most often does not churn out great quality work as a lot of his time & energies are taken up coping with negative feelings.

What therefore is the visible manifestation of this situation? — very often poor quality output.

What is the boss's likely response in this situation? — The boss responds to this visible manifestation by terming it 'Poor quality!'

And **how** does the boss respond in reality? Surprise! Surprise! — With feelings of frustration, disappointment and anger, which unfortunately also get communicated through interactions, and further strengthen the existing negative feelings.

It is then not hard to imagine that this cycle culminates in a situation where an efficient subordinate becomes a poor performer and ultimately leaves a boss (not the organization), only to create a situation where everyone involved is at a loss.

My point is that to solve the problem



Unless the underlying world of feelings is explored, understood and taken into consideration, leadership cannot be effective

of poor quality, how many bosses explore feelings of subordinates and not just the obvious facts of poor quality. You would agree that in this example, the cause of poor quality could be a host of feelings that the subordinate is experiencing.

Disengagement at work is a commonly observed and experienced. Leaders experience this in the form of unplanned leaves, poor quality discussions in meetings, incomplete initiatives, lack of accountability etc. Yet they wait for a particular time (annual engagement surveys) to give them some pointers around handling issues in a structured way.

Undoubtedly, this is critical and must be done – and especially so as most of our leaders are well trained in using the

analytical part of the brain. So organizations create annual engagement surveys workgroups/ leadership councils/ engage consultants etc. to create solutions – but leaders will be loathe to get facts around their subordinate's emotional patterns. Such facts are usually squarely dismissed.

More and more research is pointing out very incisively that greater engagement can only happen when emotional processes in relation to people are involved. If it is the leader's role to remove any impediments that appear in the path of their subordinate's goals – feelings **MUST** be understood and managed.

The case for understanding and regulating feelings is fairly well established. The question therefore to ask now is how can this be done – considering that leaders are not expected or equipped to be counselors.

The starting point at the very least for people in leadership roles is to be tuned into the feelings of their team. Sharpening observation skills will at the least enable leaders to be aware of emotional cues. The next step is to not disregard them, but simply explore them.

So, the next time your subordinate or colleague comes to you upset and communicates in a tone or pitch infused with feelings – ask him what happened? Reflect on the feeling before going into the facts of the case. And then observe for yourself – the issue may just get resolved easily than you imagined! 🧐



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