

# people matters

VOL VII / ISSUE 12 / DECEMBER 2016

₹150

## BIG INTERVIEW

Pramod Bhasin  
Founder, Genpact

## WHAT?

WHAT WAS EXPECTED,  
WHAT REALLY HAPPENED,  
AND WHAT WILL HAPPEN.

**JOBS  
SKILLING  
PERFORMANCE  
COMPENSATION**

## SPECIAL FEATURE

Best Practices  
in L&D



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# The year in review!

*"Year's end is neither an end nor a beginning but a going on" – Hal Borland*

**I**t's December already! This is the time when everyone looks back at the months that went by and contemplates on what they achieved or missed, aspired or gained. And this is also the time when we all reflect and start to plan for the coming year.

The same is true when we look back at the things that have happened in India or on the global front — from Brexit, Trump winning the US presidential elections, to demonetization in India, Ratan Tata and Cyrus Mistry spat, demonetization in India, or the disruptions that have taken in digital technology and transformations that organizations have undergone — a lot has happened whether it is politics or India Inc.

To understand how the year was for the various domains, our cover story this time takes a look at the year gone by in terms of trends in sectors like jobs, compensation & benefits, performance management, and skilling. From trend-setting rewards and recognition strategies to new means of executing performance management systems, organizations have truly imbibed technology in their processes and

disrupted many of their processes. But where such trends have generated a momentum, the jobs sector has continued to be torpid despite launch of initiatives like Make in India. However, all in all, the year 2016 was one full of renewed strategies in most of the domains – steady compensation hikes, exemplary pro-women benefits, model skilling initiatives by the government and organizations, among many other initiatives.

For the Big Interview, we engaged in an exclusive conversation with Pramod Bhasin, the Founder of Genpact, where we asked him about building Genpact from the scratch, the power of conviction, achieving competitive advantage and HR's role in architecting a culture of risk-taking.

Our special feature this time is on L&D wherein we look at some distinct learning interventions applied in different instances of an employee life-cycle – starting from onboarding to capability building. This feature captures case studies of the L&D League award winners, progressive organizations that were acknowledged and felicitated for their best learning and development practices and tailored learning interventions.

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)



a life full of questions! i like it but more options please



not bad but i guess i like questions, always !



Phew





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# Management Development Programmes

November 07, 2016 to February. 24, 2017



Title of the Programme	Programme Coordinator(s)	Dates	Venue	Title of the Programme	Programme Coordinator(s)	Dates	Venue
		<b>2016</b>					
Influencing Through the Power of Communication	Sunil Sarangi	Nov. 7 - 10, 2016	XLRI	Creativity, Problem Solving & Decision Making	Tamonas Gangopadhyay	Jan. 16 - 20, 2017	XLRI
Human Resource Development	M Srimannarayana & I S F Irudayaraj	Nov. 14 - 18, 2016	XLRI	Powering Executive Leadership with Ethics and Morals	Fr. Ozzie Mascarenhas SJ and Sr. Doris D'Souza AC	Jan. 16 - 20, 2017	XLRI
Basic Leadership Skills	Fr.S George, S.J & Sunil Sarangi	Nov. 14 - 18, 2016	XLRI	Finance for Non-Finance Executives	Santosh Sangem	Jan. 16 - 20, 2017	XLRI
Leadership Competency for Star Performance	M G Jomon	Nov. 16 - 19, 2016	XLRI	Negotiations Skills Clinic	Jerome Joseph	Jan. 19 - 21, 2017	Mumbai
Interpersonal Effectiveness through Communication Skills	Manish Singhal	Nov. 21 - 24, 2016	XLRI	Financial Statement Analysis	A Kanagaraj	Jan. 23 - 25, 2017	Mumbai
Project Management	Rajiv Misra	Nov. 21 - 25, 2016	XLRI	Get, Set, Go : Winning at New Products	K. Rajeshwari	Jan. 23 - 25, 2017	Chennai
Transforming and Managing Family Business	Atul Arun Pathak, Saroj Kumar Pani	Nov. 23 - 26, 2016	XLRI	Leading and Managing Organizational Change	Rahul Sheel	Jan. 30 - Feb. 1, 2017	Bangalore
Certification Programme on The Art and Science of Competency Based Interviewing	R K Premarajan	Nov. 24 - 25, 2016	Bangalore	HR Audit-Leading to Internal Auditor Certification	M G Jomon	Jan. 31 - Feb. 3, 2017	XLRI
Financial Inclusion, Social Banking & Micro Finance	Prabal K Sen	Nov. 28 - Dec 1, 2016	XLRI	Leading Mindfully	E S Srinivas & Satya Chaitanya	Feb. 1 - 3, 2017	Bangalore
Team Building and Conflict Management	I S F Irudayaraj	Dec. 5 - 9, 2016	XLRI	Lean Thinking & Management	Ajith Kumar J	Feb. 2 - 4, 2017	XLRI
Data Analytics and Visualization	S K De	Dec. 5 - 9, 2016	XLRI	THE AMAZING MARKET MAKERS OF INDIA: Insights and Inspirations	Sharad Sarin	Feb. 6 - 8, 2017	Mumbai
Transformational Leadership	E S Srinivas & J Singh	Dec. 6 - 9, 2016	XLRI	Leadership Excellence through Self-Discovery	Manish Singhal	Feb. 6 - 9, 2017	XLRI
Out-think! - How to use game theory to outsmart competition	Sumit Sarkar	Dec. 12- 13, 2016	Bangalore	HRM for Line Managers	M Srimannarayana	Feb. 6 - 10, 2017	XLRI
Managing Diversity in Workplace	Anita Sarkar	Dec. 12- 16, 2016	XLRI	Basic Leadership Skills	Fr.S George, S.J & Sunil Sarangi	Feb. 6 - 10, 2017	XLRI
Mentoring, Coaching & Counselling for Personal and Managerial Effectiveness	I S F Irudayaraj	Dec. 12- 16, 2016	XLRI	Advanced Corporate Finance	A Kanagaraj	Feb. 13 - 15, 2017	Mumbai
		<b>2017</b>		Effective Performance Management	Pranabesh Ray	Feb. 20 - 24, 2017	XLRI
Beyond Coping: thriving under stress in the workplace	Manish Singhal	Jan. 16 - 18, 2017	Bangalore	Supply Chain Analytics	T A S Vijayaraghavan	Feb. 20 - 24, 2017	XLRI
Empowerment & Leadership for Women Executives	Anita Sarkar	Jan. 16 - 20, 2017	XLRI	Assessor Certification Program on Assessment Centre Approach to Competency Mapping	R K Premarajan	Feb. 20 - 24, 2017	New Delhi

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# Letters of the month



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NOVEMBER 2016 ISSUE

## Cover Story: Aligned?

In any organization, for the top team members to be in sync with each other can be a complicated activity. However, for any successful organization, an aligned top team with a collective goal is essential for organizational efficiency and for achieving optimum business results. Synchronized decision-making at the top helps in aligning business processes throughout the organization.

- ADITYA PAUL

## Top team alignment is fuel for a fit team

The mantra for successful alignment of the top team in an organization is for its members to stop working as individual function leaders, but work towards cross-functional benefits and gains. Some of the practices that help align the top team include having a common mission and core values, a focused strategy, and empowering the function leaders to work towards a common vision.

- PRAKRITI GUPTA

## The Big Interview: Quality of hire is increasingly subjective

The idea of quality hiring is truly subjective. However, the goal of hiring managers should be to make hiring objective with evaluation processes and cognitive personality tests that can improve measurability. In order to improve the hiring quality, HR managers should focus on curbing attrition and identifying the reason as to why

people are not contributing to the shared strategy of the company. It is also imperative to understand the KPIs and search for skills in the talent pool that fit those KPIs.

- ANAM REHMAN

## The Alternative Workplace

Flexibility is a buzzword and many organizations are catering to the well-being of their employees by providing remote working as an option. It is also one of the most lucrative benefits that can be offered to women on maternity, helping them to continue with their careers and remain engaged with the organization throughout their maternity period. Although, many reports state that employee productivity enhances with the amount of flexibility provided, it also has some challenges associated with it. With remote working, organizations can at times lose the sense of control. However, at the end of the day, it all depends on a balanced work relationship between the employee and the employer.

- PALLAV GUPTA



## L&D Trends Study

L&D is going to play a key role in ensuring that employees of a company are able to sustain the company's need to grow. And for that it has to be able to show more business impact. It is good to know that the top two priorities of L&D professionals today is to build organizational capabilities for tomorrow while aligning their L&D strategy more closely to business interventions.

- UPASANA UPADHYAY

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@SAPIndia @Infosys @Ester\_Matters @PeopleMatters2 definitely, need to encourage the deserving one #HRCConnect16 #runsimple

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## LAY-OFFS

## L&T lays off 14,000 employees

Larsen and Toubro has laid off about 14,000 employees, about 11 percent of their total workforce, between the months of July and September this year to reduce under recoveries. R Shankar Raman, L&T Group's CFO said, "Businesses which are not in shape, we are trying to right size (them). If we do believe that it is going to take some time for businesses to get back to normalcy, it is important we reduce the under recoveries. So we are redefining the roles and responsibilities which were found to be redundant." The job cuts have been throughout all services and functions.



Apart from hostile business environment which led to this reduction, automation and digitization of roles have also pushed the company to take this step.

## Startups to hire Iitians, despite the ban



Despite a year-long-ban imposed on 30 startups from participating in the placement process in Indian Institutes of Technology (IITs), the decision has not dissuaded start-ups from hiring more IITians this year. They are still executing hiring plans and scouting talent from the reputed institute. All IIT Placement Committee (AIPC) had blacklisted many companies to take part in the campus hiring process because many startups including Flipkart delayed the joining process and even rescinded their offer letters.

## LAY-OFFS

## HP Inc. to slash upto 4,000 jobs over next three years

In order to bring cost in control with the falling demand in the market for personal computers and printers, HP Inc. has decided to cut 3,000 to 4,000 jobs over the next three years. HP, the hardware business of former Hewlett-Packard stated that the restructuring program was undertaken as they are struggling with a subdued market that has sent its shares down 1.3 percent in extended trading. According to Dion Weisler, HP Chief Executive, HP's core markets are challenged, macro-economic conditions are in flux and the market is facing tremendous pressures.

## eBay lays-off 100 employees in India

US-based ecommerce giant, eBay laid-off 100 employees in its technology centerbased in Bengaluru and is most likely to move the work to other global centers. The laid-off employees were a part of product and tech team in India. According to the statement by an eBay spokesperson, this organizational decision has been termed as a part of global reorganization and eBay will continue to invest in core product and technology development for eBay India with the Bengaluru center to presently focus on eBay India dedicated product and development work.

## JOBS

## LinkedIn signs MoU with Indian govt. to generate more jobs for students

One of the leading professional networking sites, LinkedIn has signed an agreement with HRD ministry to generate more jobs opportunities for students in India. As per the MOU signed between them, LinkedIn's 'Placements' product will be adopted by all Indian colleges associated with the All India Council for Technical Education (AICTE). After giving an assessment test, students will be given direct access to 35 top corporates in India. Already, over two lakh students have registered in less than eight weeks from the launch. The objective of 'Placements' is to assist the best talent in accessing job opportunities, regardless of their location.



## SKILLING

## Tata Trusts, GE Healthcare partner to skill 10,000 youth

Tata Trusts and GE Healthcare has partnered to train 10,000 youth in various technical areas of healthcare over a three-year period. The partnership will focus on bridging the skills gap in healthcare technical or operating staff. GE Healthcare Education Institute (GE HCI) will design, develop and execute these courses through a mix of both classroom training and interactive training exercises. It is estimated that the current requirement for Allied Healthcare Professionals in India is nearly 6.5 million as against a supply of less than 300,000. As per National Skill Development Corporation, by 2018 the healthcare technician demand-supply gap in India will be 445,000.





## INDUSTRY UPDATES



## 60% millennials unhappy with their bosses: Study

Millennials, as it is slowly emerging, is looking for value-based work. And in most of the studies that revolve around them point out that what millennials want and how they want them. According to a recent study by TimesJobs, about 60 percent millennials are unhappy with the leadership style of their bosses. The most common factors relate to the differences in opinion, work styles, and understanding of the tasks among the millennials and their employers. Along with this, 70 percent of millennials surveyed also state they are unhappy with their company's work culture and environment.

## Employees prefer male bosses: Randstad Report

While organizations are worried about diversified workforce, a survey by Randstad has found that 65 percent of employees (respondents) prefer to work with male bosses than female bosses. According to research from Randstad's global Q3 2016 Workmonitor report, from a global perspective, in South-East Asian countries like Singapore, Hong Kong and Malaysia, employees strongly desire to work for male bosses – the percentage which actually exceeds the global average. 75 percent respondents in Singapore, 78 percent in Hong Kong and 73 percent in Malaysia favor working with male bosses. The global average rests at 65 percent in this context.

## Education sector continues long term Y-o-Y growth at 67 percent: Monster Employment Index

According to the Monster Employment Index, online recruitment activities in the month of October 2016 registered a y-o-y growth of 8 percent. The index revealed that the education sector (up by 67 percent)



has been leading in the past few months, over other monitored industries. Online hiring in the BPO sector was up 44 percent along with the logistics industry up by 27 percent, and Customer service professionals up 74 percent. City-wise data show metros taking a lead with Kolkata showing the steepest growth (up 28 percent) while Delhi and Ahmedabad were up by 25 percent and 24 percent respectively. Among the tier-II towns, Jaipur (up by 28 percent) and Kochi (up by 27 percent) have shown significant growth figures. Among industries, Production and Manufacturing showed the steepest decline (down 29 percent) while the IT sector (up 21 percent) declined by 10 points since September.

## DIVERSITY

## Viacom18's new women centric program 'WAVE'

Media company Viacom18 has set new benchmarks in Human Resource policies with the launch of its women centric program titled WAVE or Women at Viacom18. WAVE is a women-friendly work-linked benefits program that includes the increase in paid maternity leave up to 36 weeks or nine months, as well as providing additional benefits for new and expectant mothers in Viacom18 along with various initiatives focusing on the overall safety, wellness and career development of female employees of the company. This is with an aim of bringing in gender diversity and helping women perform to their full potential at the workplace. The policies have already been put to action across all its offices in the country.



## Accenture one of best companies for women to work: Report

Accenture, a global professional services company has been recognized as one of the best companies for women in India to work. According to the list published by US-based magazine Working Mother and women-centric career service AVTAR, Accenture features in the "Top 10 of the 100 Best Companies for Women in India" list which felicitates organizations that are pioneers in providing sustainable careers for women. The company was recognized for providing an inclusive and supportive environment for its more than 45,000 women in India on several categories and was also recognized for its leading maternity benefits and support for returning mothers.

# GLOBAL RECOGNITION TRENDS

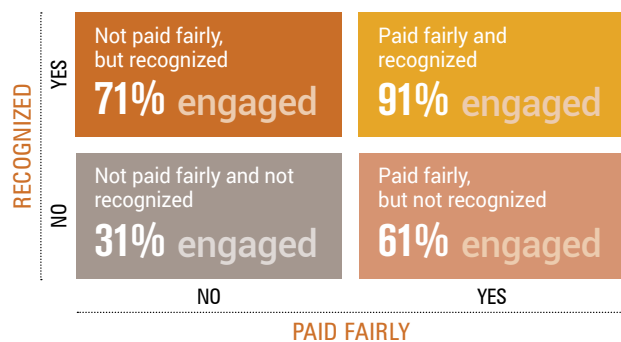
A global research study by O.C. Tanner and Aon Hewitt on recognition trends explores the forms of recognitions, the elements of a sustainable and healthy recognition program, employee expectations, the enablers of successful recognition programs, and the direct correlation between recognition and engagement.

**Demographics:** 478 respondents from five countries (including India) in more than 10 industries across industries participated in the survey.



## REWARDS THAT MATTER!

Employees are more engaged when they are recognized



## What rewards are most effective?

A combination of both monetary & non-monetary rewards is effective

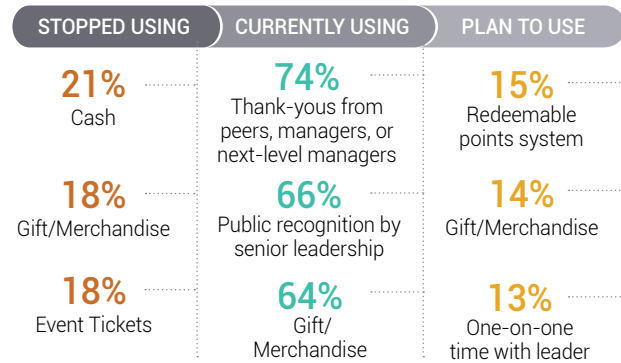


\*Responses do not add up to 100 due to data rounding in analysis process.

## RECOGNITION VEHICLES USED BY EMPLOYERS

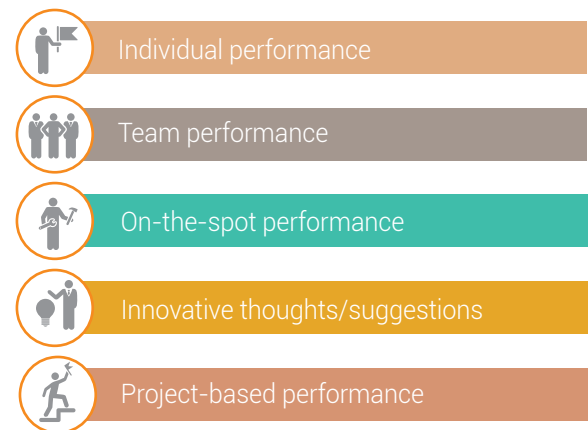
How do organizations use recognition tools?

A list of top 3 recognition tools that organizations have stopped using, currently use, and plan to use



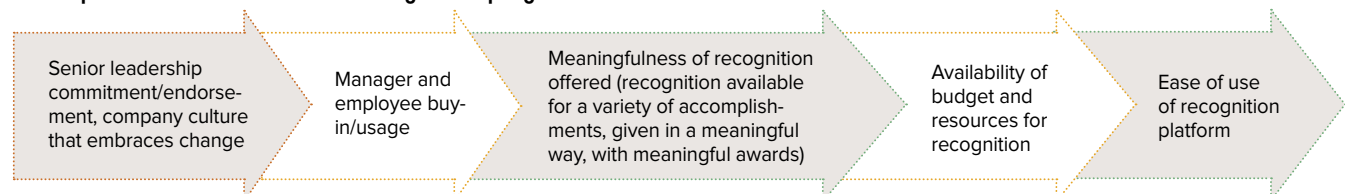
## What do organizations recognize?

Top five situations where recognitions are used



## THE ENABLERS OF SUCCESSFUL RECOGNITION PROGRAMS

The top enablers of successful recognition programs



Source: <http://bit.ly/2fBkv0J>

# Training Need Indicators and Post Training Effectiveness Goes Digital...

A new smartphone enabled application now offers employees and managers a platform to plot their training needs on the go!



Pramod Parkar



Siddharth Mukherji

**E**dify Consultants Pvt. Ltd, a Mumbai based people development and training consulting company has taken this challenge seriously. They have designed and developed a complete training management solution. L&D can now track & measure training effectiveness end to end. From plotting needs accurately to scheduling learning events to measuring effectiveness - this tool works on a total digital platform. It's almost digital ADDIE..

No longer will L&D have to wait for the vague, broad and skewed inputs on people development plans plotted on the annual appraisal by managers. With NODL they can use the intelligent Smartphone Enabled mobile application that guides employees and managers to plot learning needs as and when they are observed.

The investment on training & development is serious business, as human capability & skills is the key differentiator for any organization to capitalize on their results. In the typical current organizational scenarios, it is difficult to get a full & detailed input on what employees seek to learn and how can it impact them with their results. Many HR and L&D professionals have constantly tried to improve on the process of gathering employee development needs, but the same can become too elaborate, time consuming and rarely accurate a task.

Managers complain about the fact that training is seldom designed to address job challenges, and consultants & trainers complain that they do not get adequate inputs to support them design appropriate learning programs to address specific needs.

Edify is a well established training partner to numerous large to medium sized organizations and they participate on design & development across a broad spectrum of learning areas.

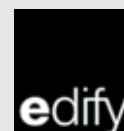
The Directors of Edify **Mr. Pramod Parkar** and **Ms. Alina Menon** are both proficient enthusiastic learning consultants & facilitators who recognized this gap and have launched NODL recently. **Siddharth Mukherji**, the Tech-Head at Edify states that NODL is constructed with a lot of serious thought so as to simplify the process for both managers and employees.

All this makes Training Management accurate, real time and track able, that can support the organization deliver learning that is aligned to goals & strategy.

What definitely appeals is that it is a mobile application & a web based tool that:

- Guides employees to understand and plot their learning needs
- Leads them to the precise area of learning with reasons of how it will support them.
- Allows L&D administrators to access detailed report by designation/levels, by program name, by department, or by any other filter.
- Allows program schedules to be created and sent to mobile of Participants. L&D can now broadcast live messages to all nominated employees on date, time & venue of training
- Helps track attendance and collect training feedback
- Can collate Action plans post training and feed to their Managers & L&D department
- Employees now can complete the process of Training Feedback and Action planning on their mobiles, while 'on the go'

NODL seems like its all set to make a big strike and it sure looks like L&D will finally be able to accomplish much more with training & development. Hosted on a secure cloud, the backend offers users complete security of data. It is an independent tool that an organization procures & uses on a license model.



**Contact Edify on**

+91-9702277871 / +9122-25200406  
siddharth@edifyconsultants.com





NEWSMAKER OF THE MONTH

# Donald Trump - "Making America great again"



QUICK READS

Trump has been more in news for his political positions than his presidential candidature

**I**t was an election to remember. From being a coveted billionaire businessman to becoming the 45th President-elect of the United States of America — he's done it all. He is Donald Trump, the President-elect of the United States, who will be taking office on the 20th January, 2017 — a man we all agree to disagree with, but admire, in some innate sense!

In November 2016, Trump won the presidential general election by earning more Electoral College votes than the Democratic nominee Hillary Clinton, who won the popular vote. Trump won the presidency with 306 electoral votes to 232 received by Clinton and is the fourth US candidate to win the Electoral College despite receiving fewer popular votes than Hillary Clinton. At the age of 70, Trump is the oldest man to assume the presidency of the USA.

Born and raised in the New York City, Donald Trump received a bachelor's degree in economics from the University of Pennsylvania in 1968. He took the responsibility of his family's business and estate in 1971 and expanded the business thereafter. Being one of the richest politicians in the American history, in 2016, Forbes estimated

Trump's net worth at \$3.7 billion. Trump has also been ranked the 156th wealthiest person in the US and the 324th wealthiest in the world along with being on TIME 100, an annual list of the most influential people by TIME magazine.

Trump has been more in news for his political positions than his presidential candidature. During his presidential campaign, one of the starkest of all his political positions and overtly discussed policies has been the issue of immigration. From pledges to building a wall on the Mexico–United States border and keeping illegal immigrants out, to deporting millions of people who are undocumented and illegally residing in the US, Trump has been famously critiqued for his political views on healthcare and foreign policies. Another one of his controversial vows under intense scrutiny was his intention to temporarily ban all Muslims entering the United States, a stance that he later changed to applying to people originating from countries with a "proven history of terrorism against the United States or its allies", or countries "compromised by terrorism". 🇺🇸



# APPOINTMENTS



## **TCS APPOINTS ISHAAT HUSSAIN AS THE INTERIM CHAIRMAN**

Tata Consultancy Services board has appointed Ishaat Hussain as its interim Chairman. Hussain is the director of several Tata companies, including Tata Steel and air conditioning and engineering arm Voltas Ltd.



## **BHARTI AIRTEL APPOINTS VANI VENKATESH AS ITS CEO - RETAIL**

Bharti Airtel has appointed Vani Venkatesh as its CEO - Retail. In this role, Vani will manage and lead Airtel's retail strategy and will also focus on providing seamless customer experience across the retail. Prior to this appointment, Vani worked with Abbott Healthcare (India), where she managed the medical nutrition business.



## **ITC APPOINTS HEMANT MALIK AS THE NEW CHIEF OF ITS FOOD BUSINESS**

ITC Ltd. has appointed Hemant Malik as the new Chief Executive for its packaged foods business. Malik previously led the company's trade marketing and distribution unit and has also worked with the British American Tobacco before joining ITS.



## **TIMES GLOBAL PARTNERS APPOINTS RISHI JAITLEY AS ITS CEO**

Times Global Partners has appointed Rishi Jaitly, the former Twitter India Head, as its CEO. In his current role, Jaitly will be leading the US-based business division of Times Internet Limited and will be responsible for managing various strategic partnerships.



## **OPUS CONSULTING APPOINTS NITIN KULKARNI AS COO**

Opus Consulting Solutions has appointed Nitin Kulkarni as the company's Chief Operating Officer. He will be responsible for formulating and executing business along with operational strategy. Prior to this appointment, Kulkarni held various positions at Infosys.



## **KPMG APPOINTS HR KHAN AS SENIOR ADVISOR**

KPMG, the world renowned consultancy firm, has appointed HR Khan, the former Reserve Bank deputy governor as its Senior Advisor. Khan worked with RBI for 40 years and retired in July this year.



## **TARO APPOINTS UDAY BALDOTA AS ITS CEO**

Taro Pharmaceutical Industries, a subsidiary of Sun Pharma has appointed Uday Baldota, Sun Pharma's CFO, as its Chief Executive Officer. Baldota, who has also been nominated to Taro's Board of Directors, is expected to begin his role as CEO in April 2017.



## **TATA GROUP APPOINTS S PADMANABHAN AS THE NEW CHRO**

Tata Group has appointed S Padmanabhan as its group CHRO. Padmanabhan replaces NS Rajan who resigned from the Tata group following Cyrus Mistry's exit. Padmanabhan has been with the Tata group for over 33 years and will continue with his existing responsibilities of leading the Tata Business Excellence Group.



## **INSIDEVIEW APPOINTS REVATHY REDDY AS HR DIRECTOR**

InsideView, the San Francisco headquartered marketing intelligence solutions company has appointed Revathy Reddy as the HR director for its India operations. Revathy will lead and guide the human resources function for the company.



## **UBER APPOINTS LIANE HORNSEY AS ITS CHRO**

Uber appointed Liane Hornsey, ex-VP at Google & current operating partner at Softbank, as its new Chief Human Resources Officer. Liane has over 30 years of working experience across industries and will now assist in managing the \$66 billion transportation service.



## **NTPC APPOINTS SAPTARSHI ROY AS ITS HR DIRECTOR**

National Thermal Power Corporation has appointed Saptarshi Roy as the HR Director. Roy, in his career of 36 years at NTPC, has held various positions including Regional Executive Director (North) and ER-I Regions, Executive Director (Corporate Planning), and the Head of HR at Projects and Corporate.



## **ZOOM INSURANCE BROKERS APPOINTS SUBHANKAR GHOSE AS ITS CHIEF PEOPLE OFFICER**

Zoom Insurance Brokers has appointed Subhankar Ghose, the former Head-HR of ABP News as its Chief People Officer. In his new role, Ghose will lead the HR function and will also manage administration and information technology.



## **CLOUDCHERRY APPOINTS MALLIKARJUNA N AS CFO**

CloudCherry, a SaaS start-up, has appointed InMobi's Mallikarjuna N as its Chief Financial Officer. Mallikarjuna worked as a senior manager for controllership finance at InMobi and has previously worked with Wipro.



## **GREY APPOINTS NIRVIK SINGH AS THE CEO FOR MIDDLE EAST, AFRICA**

Grey Group, a global communications company, has appointed Nirvik Singh as the CEO of the Middle East and Africa region. Presently, Singh is the CEO of the group's Asia Pacific region since 2009.

DHRUV PRAKASH



# Prevent a Tata-like situation! Here's how!

How can another Tata-like situation be prevented? This article looks at how great partnership can create success even if there are gaps

Succession is hazardous, no matter how well an organization is prepared, and often ends up in a bloodbath. Prediction is not easy but there are opportunities to prevent significant damage to the organization and its public image. In my experience and understanding, the key to success or failure lies in three things getting done well:

**1. Candidate selection.** In my experience, there are three critical factors which determine the probability of success of the best qualified candidates. The first is the ability to deal with complexity. It is necessary to not just be able to grasp complexity intellectually, but to have lived through and managed multidimensional situations. Successors who complain of having found the reality to be very different from what they understood before taking charge may actually be suffering on this account. The second is the ability to manage key stakeholders. In the initial period, there is a significant tension between the successor's need to gain independence and get on with his task and the key stakeholder's anxiety to see that the boat doesn't get rocked in the process. While both sides have the responsibility to ensure success, the successor's skill in mitigating anxieties and building consensus and support where necessary can be the determining factor. The third is learning agility. The temptation to repeat what one has been successful with earlier or do it 'their way' is very strong. This can heighten the initial anxiety of the key stakeholders as well as alienate the team members. The consequent delay in the successor's coming to terms with the new organization and its business/es can be detrimental to success. These competencies are usually the hardest to assess since the projection of past successes into future role is fraught with difficulties.

**2. The successor's approach to taking charge.** In the initial period, there is a delicate balance between learning the



business, getting to know the organization, people etc. and demonstrating one's capability and impact. Overdoing one or the other may cause negative perceptions. Another equally critical aspect is the selection of people the successor chooses to assist in discharging her/his role. The blend of 'old' and 'new', 'thinkers' and 'doers' etc. sends signals to the stakeholders. Also, while there is great temptation to bring in people who the person is familiar with or are like her/him, if the team does not complement her/his competencies and is willing to challenge and debate, the chances of failure are high.

**3. The key stakeholder's approach to on-boarding and assimilating the new comer.** Here, the key is conveying a sense of trust and confidence in the new incumbent, staying close to the situation without 'micromanaging' or stifling the person and creating an environment and structure of communication, review, advice and coaching. Care needs to be taken to ensure that these interactions are supportive

rather than judgmental. A communication structure in which the periodicity, content and tenor are appropriate can lead to an assessment very early on whether the new comer is the right candidate to succeed and if there are irreconcilable differences in the management style. A common mistake stakeholders make is to not convey and resolve discomforts early enough leading to a situation where the ultimate confrontation seems sudden and motivated.

Succession to succeed needs the two, the successor and the key stakeholder, to tango. Any slippage on either side can lead to derailment. On the other hand, a great partnership can create success even if there are gaps.

(The article presents the author's personal views on the generality of succession)

#### ABOUT THE AUTHOR

**DHRUV PRAKASH** is an Independent Consultant to young companies, Board Member and Executive Coach

# Management Development Programme

## December 2016 - March 2017

### IIM INDORE, INDORE CAMPUS

Title of the Programme	Programme Co-ordinator	Date
Train the Trainer	Amitabh Deo Kodwani	Dec 05 - 07, 2016
Supply Chain Management	Hasmukh Gajjar	Dec 05 - 08, 2016
Communication Skills for Managerial Success	Abha Chatterjee	Dec 07 - 09, 2016
Strategic Cost Management	Keyur Thaker	Dec 21 - 24, 2016
Financial Statement Analysis	Keyur Thaker	Jan 03 - 06, 2017
Managing Change and Conflict at the Workplace	Ranjeet Nambudiri	Jan 04 - 06, 2017
Leader as Communicator	Swatantra	Jan 09 - 11, 2017
Communication, Presentation Skills and Report Writing	Shweta Kushal	Jan 09 - 11, 2017
Managerial Effectiveness: Indian Insight	Pawan Kumar Singh	Jan 09 - 13, 2017
Breakthrough Solutions using Theory of Constraints (TOC)	Harshal Lowalekar	Jan 10 - 13, 2017
Brand Management	Ashish Sadh	Jan 16 - 18, 2017
Managing Managerial Performance	Vijay Kumar Gupta	Jan 16 - 18, 2017
A Middle-Path Approach to Industrial Relations: Defining Principles that Make or Break Organizations	Patturaja Selvaraj Srinath Jagannathan	Jan 19 - 21, 2017
Lean Manufacturing	Sanjay Choudhari	Jan 23 - 25, 2017
Corporate Performance Management	Keyur Thaker	Jan 31-03 Feb, 2017
Persuasion: Science and Art	Swatantra	Feb 01 - 03, 2017

Title of the Programme	Programme Co-ordinator	Date
Leadership Development and Social Capital	Nobin Thomas	Feb 01 - 03, 2017
High Impact Leadership	Patturaja Selvaraj Ranjeet Nambudiri	Feb 06 - 08, 2017
Leadership Communication	Madhusri Shrivastava	Feb 07 - 09, 2017
Interpersonal Effectiveness and Team Building	Sushanta Kumar Mishra	Feb 13 - 15, 2017
Strategic Communication	Shweta Kushal	Feb 20 - 22, 2017
Building and Leading Teams	Sushanta Kumar Mishra	Mar 02 - 04, 2017
Learning to Read Behavioural Evidence: HR Analytics for Organizational Excellence	Patturaja Selvaraj Srinath Jagannathan	Mar 06 - 08, 2017
Customer Behaviour and Marketing Strategy	Sabita Mahapatra	Mar 22 - 24, 2017

### IIM INDORE, MUMBAI CAMPUS

Measuring and Controlling Asset Employed: Managing Responsibility Centers	Keyur Thaker	Dec 07 - 09, 2016
Global Sourcing	Bhavin Shah	Dec 19 - 22, 2016
Budgeting and Beyond	Keyur Thaker	Jan 18 - 20, 2017
A Middle-Path Approach to Industrial Relations: Defining Principles that Make or Break Organizations	Patturaja Selvaraj Srinath Jagannathan	Feb 01 - 03, 2017
Senior Management Programme	Prashant Salwan	Feb 06 - 15, 2017
Breakthrough Solutions using Theory of Constraints (TOC)	Harshal Lowalekar	Feb 07 - 10, 2017
Supply Chain Management	Hasmukh Gajjar	Feb 13 - 16, 2017



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Chairman: Management Development Programmes (MDP) Office

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सिद्धिपूर्व प्रवक्तव्यम्  
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IIM INDORE



# The state of talent acquisition in India

NEWS FEATURE



The talent acquisition function within HR has traditionally dealt with ensuring that the right candidates are acquired. But given the urgency within businesses to scale today, it is poised to play a much more vital role

By Dhruv Mukerjee

Companies today operate in a competitive business environment. With changes in technology and consumer preferences, businesses are in demand of quality talent that can support their adaptive and agile plans for growth. The recently launched LinkedIn India Recruiting Trends Report highlights a similar concern. The report states that around 83 percent recruiters surveyed globally state that talent is the number one priority in their companies. This reflects the growing need within organizations to have skilled employees that can support their need to be agile and leverage newer technologies and work design principles to become more productive.

Given the growing need for quality talent within organizations has been more than ever, the influence and scope of the Talent Acquisition function have also evolved over the years. Today its scope not just limited to the act of finding the right recruits. As it grows to become a vital function that has a direct role in supporting business initiatives, it encompasses a rather long-term approach towards hiring and managing talent within the company. Responsible for creating an approach which is aimed at making the company ready for uncertain future recruitment conditions, while addressing the talent needs of today. This has translated into both the TA heads and the front line recruiters paying a close attention to how they source and assess the quality of the candidates they bring into the company.

## Increasing focus on quality of hire

With HR professionals playing a key role in helping businesses achieve their goals, a lot of onus falls on the front line recruiters and Talent Acquisition (TA) heads to bring in the right talent that is in tune with the business demands. Consequently, one finds companies prioritizing quality of hire as one of the most important metrics of performance assessment for recruiters, as the LinkedIn report noted, with time-to-fill being a second most important metric in India. This points towards a major challenge that most recruiters face today. Balancing the need to get quality candidates with a tight time-to-fill criteria often ends up becoming a challenging task. This need has led to recruiters today explore alternative talent pools using mediums like social and mobile platforms to create innovative recruitment drives and identify the right talent for the company.

Delving further on the issue of quality of hire being the top metric for recruiters, the report notes that employers have the highest success of ensuring the quality of hire with employee referrals. "Employee referrals," the study notes, "are still the top source of quality hires. Along with referrals recruitment through the job

## Measuring quality of hire

<b>50%</b>	<b>45%</b>	<b>43%</b>
New hire performance evaluation	Time to productivity	Turnover or retention statistics

Source: LinkedIn India Recruiting Trends 2016

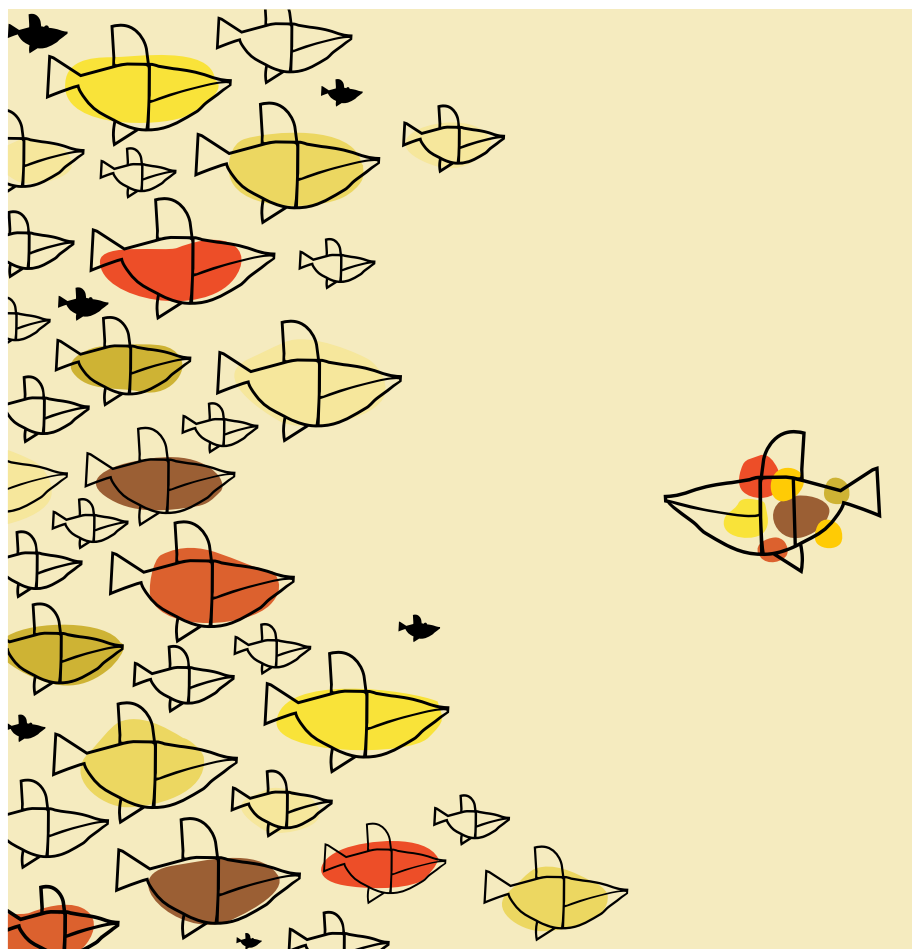


## To ensure the effectiveness of employer branding results there needs to be a successful assimilation of the employer branding efforts with overall branding activities

boards and social media channels like Facebook and LinkedIn today are the three highest sources of ensuring a quality of hire respectively.” India as a country also leads in the total hiring done on the basis of referrals. Pegging the global average at 39 percent the Indian usage of referrals stands at 69 percent. The relatively high market penetration that social media provides along with the presence of strong relationship networks still remains vital for recruiters in India to leverage from. Moving ahead, their strategic use would be critical.

### Leveraging Employer branding

The other important means to attract the right talent within a company is by creating the right brand image of the company as a suitable employer. Although employer branding has often just been a subset of the traditional consumer branding activities, more and more companies in India are slowly waking up to the effectiveness that such initiatives usually have. The LinkedIn report reflects this rising trend. Around 78 percent of the total respondents felt that their brand image has a vital role to play in their ability to attract the right talent, while 72 percent say that it's a top priority for their organization. By using multiple channels



like social media, the companies website and professional networks LinkedIn, recruiters can today create a cohesive employer brand which in turn is effective in reaching out to not just the active set candidates looking for opportunities but also passive talent, one of the biggest talent pools.

But to ensure the effectiveness of employer branding results there needs to be a successful assimilation of the employer branding efforts with overall branding activities. With the involvement of senior leadership in making employer branding activities more relevant for the company, there has been a growth in the assimilation of both marketing and TA functions when it comes to creating a cohesive employer branding effort.

### Moving ahead: External hires not the only solution

As companies move into the new year, TA heads would find the need to create stronger internal hiring mechanisms as it isn't yet one of the priorities within companies. The report states that of their total respondents only 32 percent had a well-defined program catering to the internal job hiring and advancement

programs. This along, with the fact that only 15 percent of the companies having a well-defined program facilitating lateral hires shows a possible talent pool that TA heads are missing out on. Along with deploying an arsenal of suitable options for external hiring, they need to look at streamlining their internal hiring and mobility options. This would help put in structures that help the existing employees of the company plug-in roles that might not necessarily be in their traditional career development plan.

By focusing closely on what talent can be suitable for which position and creating robust channels to source talent, both internally and externally, TA heads can help their businesses reap the dividends of a strong talent acquisition plan. Moving ahead, TA heads would find the need to train their recruiters to deploy more integrated solutions to meet the company's talent demands. With factors like economic fluctuations and evolving workforce demography, recruiters will have to look into an approach that brings together the vital elements of employee referral programs, employer branding and internal hiring and create a cohesive plan which is responsive to changing business needs. 

## Obstacles in attracting top talent

**40%** Finding candidates in high demand talent pools

**38%** Compensation

**38%** Competition

Source: LinkedIn India Recruiting Trends 2016

# Reinventing workplace collaboration

Facebook & Microsoft recently launched their own variants of a dedicated space for people to connect, collaborate and communicate

By People Matters Editorial Team



**L**everaging technology is no longer a matter of choice in today's digital world of disruption. It is inevitable and unavoidable for any company's growth. But choosing the right platform for promoting enterprise and employee collaboration is definitely a matter of choice. However, at the end, it is all about bringing people together – and the best way to enable this is to go 'social'. With teams becoming agile and organization structures becoming flat, the need for tools to enable people to connect, collaborate and communicate are in huge demand.


Recently, the popular social networking site, Facebook, rekindled the way employees connect. It launched 'Workplace', a dedicated secure networking space for companies that is a standalone version of the existing personal Facebook account, and can be accessed only within the internal IT systems of companies. This newfangled platform is endowed with unique features such as a dashboard with analytics and integrations. Along with single sign-on and identity providers that allow companies to easily integrate workplace with their existing IT systems, it has traditional Facebook features and includes news feed, trending posts, groups, messages, Facebook live etc. and can create and share those in groups or via chat. This is set to enable employees around the globe to chat, host virtual brainstorming sessions or share presentations. The starkest attribute of Workplace is that it is mobile and suited for employees who do not

have access to traditional workplace tools such as retail workers, ship crews, baristas etc. and can host multi-company groups that allows for external collaboration and enables multiple organizations to work together.

On the same lines, Microsoft also launched Microsoft Teams — a new chat-based workspace in Office 365 that aims to bring together people, conversations and content. Integrated with the Office applications, it is available to commercial customers with Office 365 Enterprise or Business plans. Microsoft Teams also integrates the features of Office 365 like Word, Excel, PowerPoint, SharePoint, OneNote, Planner, Power BI and Delve to allow people have the information and tools they need at their fingertips. Microsoft Teams is also supported by Microsoft Graph, and intelligent services are surfaced throughout the workspace to aid with information relevancy, discovery and sharing.

Although 'Workplace' and Microsoft Teams are starting in an already crowded market where its formidable opponents already exist and have been doing well, it seems to be causing a stir. Up till now, leading in the game was 'Slack' with 4 million daily active users that basically translated into \$100 million in annualized revenue. According to

**With teams becoming agile and organization structures becoming flat, the need for tools to enable people to connect, collaborate and communicate are in huge demand**

a source, Slack still reports 33,000 paid "teams" currently, compared to the 1,000 companies that Facebook says has been using Workplace in closed testing. However, as of the second quarter of 2016, Facebook had a daily active user base of over 1.1 billion and a monthly active user base of over 1.7 billion and that can be considered as strong competition for any other product in the market. Whether Microsoft Teams will be able to make a mark or not, it is going to be worth the wait as the product will be available in the first quarter of calendar year 2017. 

#### References

<http://newsroom.fb.com/>  
<https://blogs.office.com/>



## DO YOU KNOW YOUR POTENTIAL HIRES?

‘See’ Them first!

“Every man’s watchman - is his conscience”. - Harper Lee

### But, is conscience really an able watchman?

Although we instate security layers to protect ourselves, we somehow miss out on the same in our hiring practices! Can the vital organizational goals be achieved without the ‘right’ people? How do you ensure that a potential candidate is a trustworthy team player? Relying on ‘conscience’ alone is not enough!

### How ‘trustworthy’ are your ‘hires’?

Employees are custodians of organizational processes and intellectual capital, classified information and trade secrets. However, every recruit is initially a stranger. HR personnel ‘know’ what’s visible, through disclosed credentials, interview interactions and referential information. Should we trust strangers, basis subjective observations?

*‘Not Knowing’ your employees - is a mistake - you can’t make! cFIRST, with its top-notch, hi-tech processes, helps you find the most trustworthy ‘fit’.*

### Is your business HR-fraud-proof?

Fraud and ‘wrong hires’ in the work place can lead to:

- Unhealthy or potentially dangerous work atmosphere
- Financial and reputational loss
- Lawsuits
- Illegal dissemination of confidential data
- Identity thefts and misuse of employee information

### What we ‘don’t know’ can hurt!

Unearthing and collecting ‘possibly hidden’ information is a specialized task that needs intensive employee verification, done through specialist background screening agencies like cFIRST. With industry edge, global reach and proven track record, cFIRST safeguards your business!

### CHANGE for better!

Industry-surveys reveal that a staggering number of businesses still employ people without formal background checks. This is a recipe for disaster!

■ *cFIRST - A Leader in Employee Background Verification Services in India - with a noteworthy global footprint.*

### Character matters... - ‘See’ in and out!

Gauging 3 Cs of Character, Commitment and Competence - becomes limited through defined HR practices. Can a ‘character certificate’ define intangible values?

A possible drug abuse, criminal background, strange social media crawls, cults, anger issues, personal hang-ups?

### See first - with the cFIRST edge!

Background verification specialist cFIRST employs state-of-art, cutting edge processes, through ethical, diligent practices - to carry out employee background verification - with absolute discretion.

Headed by tenacious women leaders, Suzanne Moore and Lourdes Fernandes - who understand the ‘soft’ side of HR function as thoroughly as they intuitively recognize the need to ‘safeguard’ their spaces - cFIRST has a 10+ years’ experience of ensuring improved employee quality and regulatory & standards compliance for a host of Indian and global companies, including fortune 500 conglomerates.

Investing in specialized background checks may be an added cost, but it saves your business from the ultimate irreparable damage.

■ *Strong international networks allow cFIRST to carry out reliable employee checks, across the globe.*

■ *cFIRST - ISO 27001:2013 certified, NASSCOM NSR empaneled company with best in-class service quality and excellent turn around times.*

From cross checking furnished details to evaluating psychometrics and social media travails, rigorous background checks, by cFIRST’s refined, tech-backed processes cover it all.



### Checking Systems to Suit Your Specific Needs

*cFIRST - Awarded and Trusted by World’s largest IT Company!*

cFIRST - a market leader - works ceaselessly on its cornerstones of Character, Commitment and Competence - in tune with every industry and hiring profile.

Bangalore-based cFIRST, India’s most admired Background Screening Company, provides soup-to-nuts background verification services to its clients in India, U.S., U.K and across the globe. Ensuring a pleasant on-boarding experience, cFIRST offers unmatched ease, and has successfully served, across different verticals.

### Building a culture of mutual trust...

The cFIRST team ensures 100% client satisfaction with its customer centric approach and exacting, accurate, speedy checks. Dedicated client service teams work directly round-the-clock with clients.

**See the ‘real’ truth - Say ‘yes’ to cFIRST!**

cfirstcorp.com



# Is India Inc. doing enough to move the needle on gender diversity?

ProEves Gender Balance India Study 2016 highlights that the overall woman participation in India Inc. is stuck at 20-22%. Does India Inc. need to do more?

**W**ith increasing realization that addressing the gender gap will deliver higher growth and development worldwide — nowhere more so than in India, ProEves launched Gender Balance India Survey 2016 to gather insights on how companies are trying to bridge this gap. Forty-seven companies across various sectors like FMCG, IT, Manufacturing, ITES, E-commerce and Financial Services participated, making this one of the largest studies on gender diversity policies and programs in India. The study goes beyond understanding the current representation across levels and addresses deeper issues around leadership accountability, enabling policies and programs that support gender balance, and consistency between what employees want and companies provide.

**The survey reveals that the overall woman participation in India Inc. is stuck at 20-22%.**

At the entry/junior and middle levels of management, there is 22% participation which sharply falls to 12-13% at senior and top levels which clearly points to a leaking pipeline from middle to senior levels. Companies have been in the news for introducing practices and programs to attract women and arrest this leaking pipeline. Despite good intentions and policy changes, implementation on the ground has had limited impact so far. Studies in prior years, viz. Catalyst 2015 and Community Business 2014 India Study also

## Only 26% of companies have a returnee program to attract women who are on breaks

reveal similar representation levels. So the Gender Diversity agenda is not truly reflecting in the year on year progression of these numbers.

**Why is women representation in corporate India stagnant? Is India Inc. taking true accountability and actions?**

Over 61% of companies have stated goals on diversity and 83% measure it at an organization level. However, in less than a third of companies, gender diversity is a part of leadership KRA. At the managerial level, 68% companies provide line manager sensitization training and 54% expect line managers to drive gender balance, but only 9% formally recognize managers who drive D&I in their teams. There is little incentive for managers to promote gender diversity at the ground level. Companies with a higher gender diverse representation have two common trends that could be critical for success:

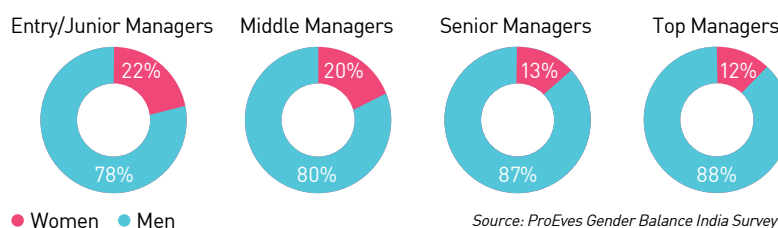
- Tracking the agenda at micro entities like functions, levels, geographies, beyond just the organization level helps in identifying opportunity areas and making tangible progress.
- While business case and targets for gender diversity work, personal buy-in at the leadership level helps in moving the agenda forward faster.

Implementation at the ground level requires a strong partnership approach between business and HR teams.

**How are companies attracting a gender balanced workforce?**

About 83% of companies have a focused diver-

## GENDER REPRESENTATION BY LEVELS 2016 – INDIA



Source: ProEves Gender Balance India Survey 2016



## While 70% of working women leave their careers citing childcare as the main reason, less than 20% of surveyed companies provide daycare support through an onsite or a multi-site tie up

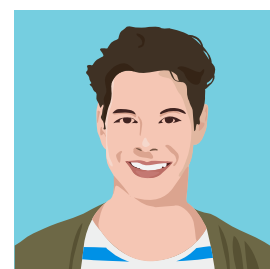
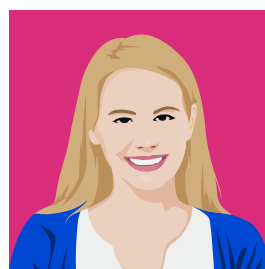
sity hiring agenda and usually depend on search/recruitment partners to achieve this.

- 67% of companies provide unconscious bias training to hiring managers
- 38% of companies run women focused employee referral campaigns
- 26% of companies have a returnee program to attract women who are on breaks and 17% are considering launching one

Companies are leveraging available mediums like company websites, job portals, social media channels to be featured as a preferred employer for women.

### Given that companies are taking proactive steps in hiring a gender balanced workforce, why is women representation stagnant? Is female attrition contributing to the leaking bucket and wiping away progress made in hiring?

The survey takes a closer look at reasons for attrition amongst women. Better career opportunities continue to be the number 1 reason stated by employers for women quitting the organization which is gender agnostic. Relocation, childcare and lack of flexibility are other key reasons cited by employers. ProEves separately reached out to a group of 3000 moms to get an employee perspective.



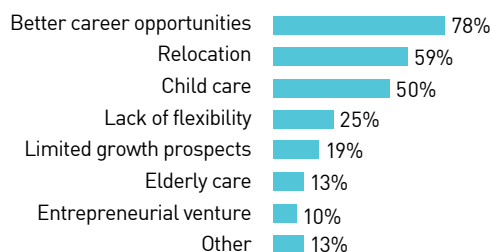
Childcare and lack of flexibility were the top two reasons for women leaving employers.

A recent CTI survey states that 91% of women in India who drop out because of childcare want to come back to work. What is alarming to know is that 72% of women in India do not want to go back to their previous employer for reasons like expectation and performance bias and lack of mentoring and counseling support. Only 26% companies have a returnee program to attract women who are on a career break.

**The next logical question is what are the some of the enablers with respect to childcare,**

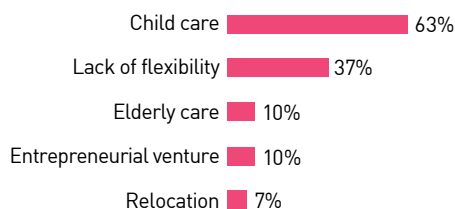
## TOP REASONS FOR WOMEN LEAVING THE WORKFORCE – EMPLOYER AND EMPLOYEE SPEAKS

### Employer's view



Source: ProEves Gender Balance India Survey 2016

### What do Employees say?



ProEves Poll administered on a group of 3000 mothers



## It is important for companies to provide holistic support to expecting mothers throughout the parenting life-stage

### maternity and parental support that companies are providing to retain a gender balanced workforce?

Working parents comprise a large percentage of the employee workforce with an average age of 29 years. This year has been a landmark year with companies participating in the UN Campaign "He for She" and voicing opinions on maternity and paternity benefits. Providing parental support is an important part of the inclusion charter for companies. Companies have a dedicated parental employee resource group and engage with them by providing meaningful childcare and parental support.

**Childcare Support:** While 70% of working women leave their careers citing childcare as the main reason, less than 20% of surveyed companies provide daycare support through an onsite or a multi-site tie up. Almost 66% of the companies currently do not provide any childcare support. Most of these companies would have to act fast with the recent amendments to the Maternity Benefits Act. More companies need to provide for this benefit not only to moms but all working parents.

**Maternity Support:** When it comes to providing maternity support, companies are looking at tangible benefits being provided either within their sector or industry at large and extending feasible benefits to their employees.

- 54% of companies provide 6 months or more of maternity leave. This is in line with the amendments to the Maternity Benefits Act, 1961
- 89% of companies provide medical entitlement greater than Rs. 50,000 for maternity

It is important for companies to provide holistic support to expecting mothers throughout the parenting life-stage. Engagement with the line manager, skip level manager/mentor and HR business partner is an important aspect of providing support.

- 46% of companies provide pre-maternity connect with skip level manager/mentor to understand any work apprehensions that the employee may have while she is on leave and reinforce the organization's commitment to providing support to ensure smooth transition to parenthood
- 51% of companies ensure mid-maternity connect with HR Business partner and/or the Line manager to understand return plans and make the employee feel valued
- When it comes to post maternity connect, only 26% of companies engage in skip level manager/mentor connect.

With women showing high joining back urgency and high current employer aversion, it is important that companies invest in post maternity connect to help women ramp back smoothly and clear any biases that the team may have and understand their flexibility requirements. This real gender fix is not maternity leave but post maternity integration.

### Do employer's policies match the needs of the employees?

The findings with regards to gender representation prompted a question, whether corporate India is doing the right things to promote women participation across levels? To validate this, we reached out to around 3000 women in the ProEves managed online community 'Happy Moms Raise Happy Kids'. We asked employers the top enablers they provided for increasing women participation and asked women what they wanted from employers and this clearly revealed gaps in terms of both policy design and implementation.

While 74% of surveyed employers believe that they provide flexibility as a key enabler and 68% of women desire flexible work arrangements — lack of flexibility is still cited as a key reason for attrition. This implies that while flexible working policies are prevalent, they are not really adopted and employees shy away from using such arrangements. Leaders need to embrace flexi-working as a 'business as usual' practice to set an example for their colleagues down the line.

Around 93% of surveyed women want a month of paternity leave for their spouses to support them through this transition, which is something that both India Inc. and the government should reflect on whether it is possible to drive Gender Diversity by focusing just on women. Real progress on gender diversity will be seen if companies address the exact reasons for leaking pipeline which is childcare and post maternity support and creating an ecosystem where leaders, line managers and employees (80% of who are men) are diversity and inclusion cheerleaders. 🙌

#### ABOUT THE AUTHOR

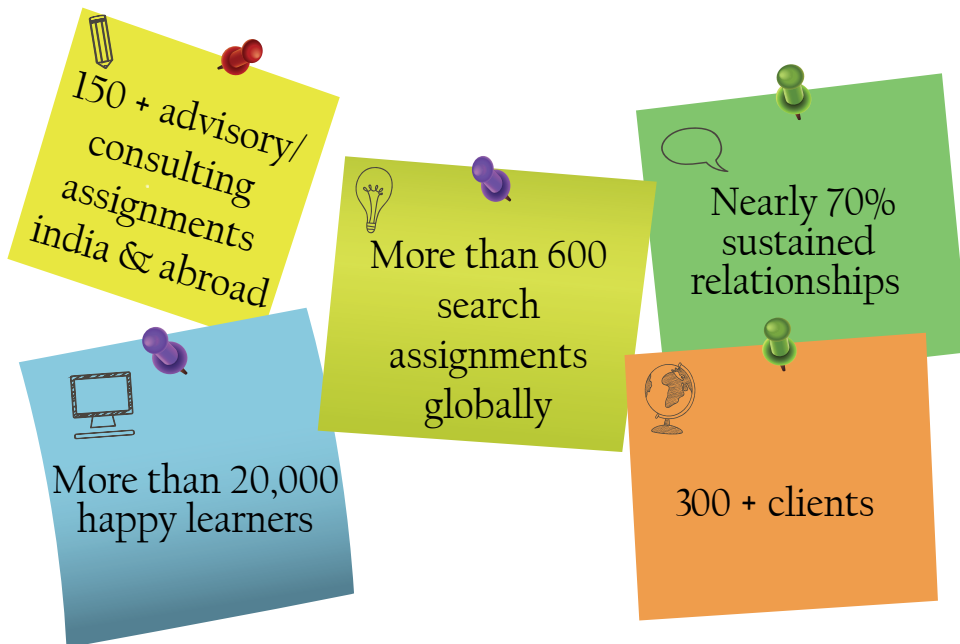
**DIVYA AGARWAL** is the co-founder of ProEves - a startup focused on providing parents with a reliable, flexible and accessible childcare services network "on the go".



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Q &amp; A

# BUSINESSES SHOULD TAKE RISK WITH THEIR PEOPLE

In an exclusive conversation with **PRAMOD BHASIN**, the Founder of Genpact, we ask him about building Genpact from scratch, the power of conviction, achieving competitive advantage and HR's role in architecting a culture of risk-taking

By **Vikas Arora**



**I**t was his vision that established an industry in India. Pramod Bhasin founded Genpact (formerly known as GE Capital International Services, GECIS) in 1997 and is considered the founder and pioneer of the Business Process Management industry in India – an industry that employs over a million people directly & indirectly. What started as an idea to handle GE's back office processes, has now become a USD 2.46 billion revenue-making company. He served as Genpact's President till 2011 and is currently the non-executive Vice Chairman of the company.

In this candid interaction, he talks about the vulnerabilities of running a business, venturing into an uncharted territory, perils of building a infrastructure, handling fast-paced growth, the belief in ideas and capabilities, and the role HR plays in creating a culture of meritocracy and risk-taking.

**Q You started Genpact in 1997 in India, at a time when handling business processes remotely wasn't even heard of. What gave you the belief that it was a good idea?**

**A** You need to have the power of conviction in a good idea. Most good ideas which are forward-looking do not look like obvious solutions and always come with a big set of constraints. If they were obvious solutions, they wouldn't be such good ideas because a hundred other people would have executed those ideas. By the very definition, a new idea is something which requires a new solution. I think it is less about knowing whether it will work or not and more about the conviction to try something new and not worry about failure.

Did I ever think Genpact would grow to the scale it has today? Absolutely not! But if we hadn't tried, we wouldn't have been where we are today. That's how we started this journey.

**Q You practically ventured into a completely uncharted territory. Tell us about it. What were the challenges you faced and how did you trounce them?**

**A** I went to GE with the idea that we could do world-class business processing from India – even when there were no mobile phones, telephone lines, no employees, no trainable people, no office space, and even Gurgaon wasn't known as the millennium city of India. Other than that, the idea was a good one. When GE agreed to give us their back-office processes, they asked us to find 20 people who would do their business processing from India. I said yes, and came back to India but wondered how and from where I would get these people. But we had to try and find these people. We were the pioneers of the idea, and we had to invent everything. So we started with advertising for 20 positions and got 8000 applications. And that's the time we realized that we were onto something big.

Hiring and training were our core competencies, and without them, we couldn't have survived. Every day, we would need a whole new set of people with brand new skills and that's how we started looking for surrogate solutions. For customer service, we went to the hotel industry; for English speakers, we went to schools; for finance and accounting, we went to banks; for supply chain, we went to local logistics people. All the people we chose knew something or the other about the work they were supposed to do and could be groomed — and that's where we put our efforts. So, we took bets with surrogates – on people who didn't have the experience or expertise but only had raw talent. We groomed that raw talent and innovated.

**Q While setting up, what was your biggest support system?**

**A** We were a team of great people. We still are. My best armament was that I had great people who had worked with me back at GE Capital. We ventured out to other industries and our hiring programs were very successful in terms of the acquisition of senior leadership and management. I hired people who were willing to take risks, who were willing to try something new, who were enthusiastic about taking up the challenge of a brand new idea.

## The HR needs to start defining and improving the competitive advantage of companies for the future in a very specific and systematic way

**Q What do you think are the reasons for the talent struggles in organizations today?**

**A** I feel organizations today do not leverage the raw talent that India has. We stand at the peak of the biggest asset than almost any country. India will own 35 percent of the entire world's workforce in the next 10 years, which is truly remarkable.

However, in India, a significant percentage of the people we onboard in our businesses want to join only the government sector and PSUs. And the question that arises is that why does the private sector disillusion them so much? The future talent is going to come from rural India. We are a country of incredible diversity, and I wonder if we adequately celebrate that diversity.

Today, talent has evolved and so have the behaviors. More and more people are hopping jobs and they wear it as a badge of honor. This defies

every thesis we have in HR as to how to build a company, how to nurture talent and how to build capabilities in that talent. There is a need to ask ourselves – Are we ready for the performance and behavioral changes required? Are we ready to motivate the way people want to be inspired today?

**Q Do you think HR today is ready for the behavioral changes in talent that you mentioned? What should the HR do to build that readiness?**

**A** I often say, 'If you don't have a competitive advantage, don't compete'. And that is something HR professionals should also contemplate on. The HR needs to start defining and improving the competitive advantage of companies for the future in a very specific and systematic way.

HR, along with finance, is a department that typically subdues innovation and boldness because of compliance and operational challenges. But, HR needs to start by creating an environment that allows people to innovate and gives them room to experiment. I would like to ask HR

## The advice I will give to young entrepreneurs today would be that they should be passionate about their ideas and never give up

professionals – Do you encourage people to take real risks, get them over the fear of failure? Are you giving people the incentive and motivation to come out with new products all the time? Or is it all something you and I talk about in a big speech, forget about it, and go back to perform based on short-term targets?

HR needs to build leaders for every quarter, every year. And this needs to be measured periodically. The HR today needs to break rules, question the status quo, promote someone out of turn, congratulate people for their ideas, take the risk of executing their ideas, and even reward someone for taking personal risks.

**Q How do you reflect on risk-taking? Do you agree that there are people out there willing to take risks?**

**A** My observation is that in India, we don't take risks. We don't take real risks with careers, with individuals, with ourselves. When I started Genpact, I didn't expect US companies to send us processes from all over the US into India, however,

they did; but I feel that people here are unwilling to move. I feel that India Inc. generally plays it safe. Yet the best careers are built by people who take the toughest jobs, the tough roads, who try something new and different; but we often reward people who display opposite behaviors.

I feel an environment where room is given to people to experiment and fail is what encourages mavericks and success. Businesses should take risks with their people. It always sends a very strong message to the workforce and does wonders to their motivation levels. And talent matters more than experience. It is about giving power to people. And this is where HR has a role to play – to architect that culture.


**Q What are the core attributes that HR should build for attaining competitive advantage?**

**A** To begin with – speed, action and impatience are the essentials that HR needs to have. One needs to get impatient every morning one wakes up, and say that 'I want to do things differently'. Don't have a fear of failure. The impact of fear, of not taking a bet is often greater than the fear of failure. Have a crystal clear idea of your core competitive advantage. For India, it is the talent it has. If organizations are able to harness it well, thinking of ways to enable them to be successful and get the best out of them, HR can take this country to be a truly great power in the world. We never gave up at Genpact and there were many instances when it could have ended. We made mistakes but we bounced back. And this is what the HR needs to have – to take risks and leap ahead..

**Q What, today, do you think is the untapped space, where something like a Genpact can emerge?**

**A** There are tons of spaces. One is virtual business models, arising out of India, wherein we run business based on the talent base here, but they are full-scale businesses in the US. As of today, we serve other customers; tomorrow, we should be doing their business for them. We could do it in banking, marketing companies, consulting companies, analytics companies. So you would have a sales and marketing front there, backed by talent here.

**Q What is the advice you would want to give to entrepreneurs? How can they take real risks?**

**A** The easiest thing to say in this world is that it won't work and very few people will have the ability to say it will. That's the core difference between trying something new vs. incremental improvements in something that has already been done. The advice I will give to young entrepreneurs today would be that they should be passionate about their ideas and never give up. 



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# Ensuring a harmonious work environment

## Introducing the 'DISTURBED' framework

It is imperative that organizations manage 'employee rage' situations effectively as a part of operationalizing talent management strategies

Organizations are complex entities and each is governed by a unique set of dynamic circumstances that include both the controllable and uncontrollable factors. One of the key controllable aspects is employee well-being, which is a significant aspect of the overall equation for corporate success. Any undesirable shift in their behaviors at the workplace can be a sign of simmering misgivings that can manifest at unpredictable times and have the potential to seriously damage the 'Employer' brand in addition to critically disrupting workplace harmony. Therefore, it is imperative that organizations manage 'Employee Rage' situations effectively and efficiently as an important part of operationalizing the talent management strategies. This article focuses on providing a systematic approach to mitigating 'Employee Rage' situations, e.g., visible anger, demonstrative frustration, verbal discontent, virulent online postings, displayed aggressiveness, vented disagreements, violent confrontations, demeaning behavior, unethical measures, destructive tendencies, etc., by deploying the 'DISTURBED' framework to ensure a

harmonious workplace within progressive organizations. It has the following nine elements:

- D**etection of potential/actual 'employee rage' situation
- I**nvestigation by a competent team
- S**ource identification for realizing root cause
- T**aking approved action after discounting alternatives
- U**niform application of the agreed solution in all affected and suspected areas
- R**eviewing progress periodically for timely corrections
- B**anishing residual negativity, fear and resentment from the workplace
- E**ngaging employees in an open dialogue through various mediums on an individual, group, functional and organizational level
- D**evising robust preventive measures as a consequence of the open dialogue and research of proven best practices

The aforementioned nine elements are divided into the following three main phases:

### Realization Phase

This phase focuses on ensuring that any problematic areas are timely identified and examined through an insightful study to provide a thorough assessment of the nature and magnitude of the presented challenge(s).

### Resolution Phase

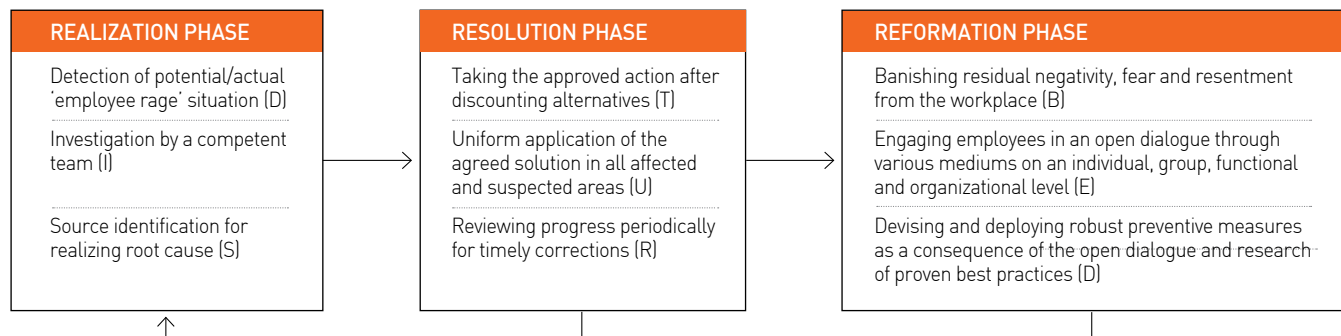
This phase focuses on ensuring that the presented challenge(s) is/are comprehensively addressed and concrete corrective actions taken to resolve areas of concern in an effective manner.

### Reformation Phase

This phase focuses on ensuring that any lingering and/or wider implications of presented challenge(s) is/are proactively addressed to minimize/eliminate the occurrence of similar situations in the future.

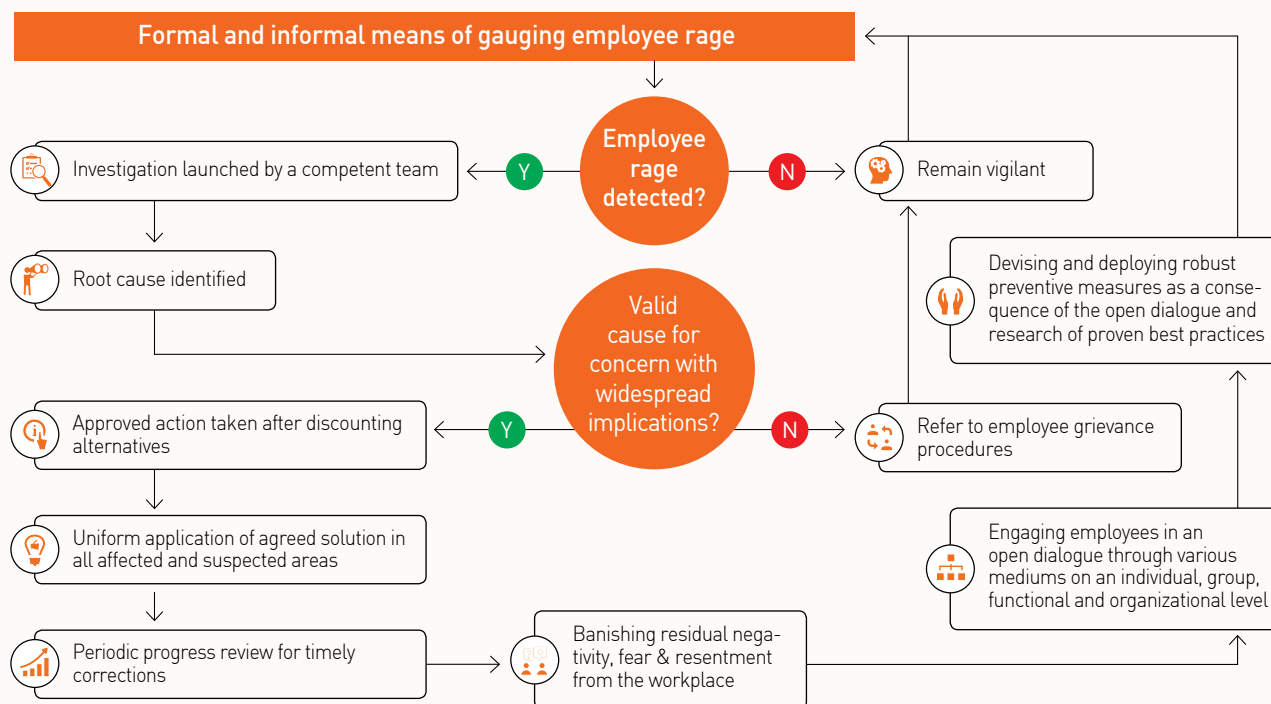
The actual process of curtailing 'Employee Rage' situations can be realized through the flowchart on the next page:

## THE 'DISTURBED' FRAMEWORK





## PROCESS FLOWCHART OF THE 'DISTURBED' FRAMEWORK



## Any undesirable shift in employee behavior at the workplace can be a sign of simmering misgivings that can seriously damage the employer brand

Let's re-visit the three phases to see how the flowchart enables the effective management of 'Employee Rage' situations.

### Realization Phase

The organization reinforces its management system with a series of formal and informal techniques to gauge the potential of an 'Employee Rage' situation.

Upon detection of an 'Employee Rage' situation by the HR/Talent Management function, an independent team is formed by the Head of HR/Talent Management to conduct an impartial investigation into the respective situation and find the actual root cause(s) that has/have the potential to adversely impact employee relations and the workplace environment. Once the complete picture of the situation emerges,

a formal report is completed and sent to all concerned, e.g., senior management, functional head of problem area, involved parties, etc. This leads to the Resolution Phase.

### Resolution Phase

For localized impact, applicable employee grievance procedures are engaged and the situation is resolved amicably. In case of wider implications, a formal review is held under the leadership of senior management and all feasible options are considered by invited participants. At the end of deliberations, the most appropriate solution is authorized by the senior management to implement through robust corrective actions in all affected and suspected areas. The respective





## The framework is a 'baseline' upon which future strategies can be effectively established, developed, implemented and monitored

process is carefully monitored and periodically reviewed to avoid derailing, and ensuring timely completion of desired measures in an efficient and effective manner. This leads to the Reformation Phase.

### Reformation Phase

This pertains to long-term assurances against challenges that have the potential to jeopardize the seamless functionality of a progressive organization. It is triggered once the identified 'employee rage' situation(s) has/have been effectively resolved and involves an honest scrutiny of the organization's core values in terms of their continued relevance and being open to change in case of any significant lagging elements. It requires an empathetic ear to employee voices and devising robust solutions that are carved out of the best available options; and it demands transparency and the willingness to be held accountable for genuine concerns propounded by aggrieved employees who are the true saviors of the organization's coveted 'Employer' brand. It also involves a 'deep cleanse' of the entire organization

through an honest and methodical audit that identifies lingering areas of distress and/or potential hazards for the future and astutely suturing the looming gaps with robust preventive measures.

### Achieving professional solace!

The aforementioned framework has been presented as a 'baseline', upon which, future strategies can be efficiently and effectively established, developed, implemented, monitored, reinforced and improved to complement the various initiatives within the Talent Management domain. Let's commit to being a corporate role model for an invigorative work environment that is a bastion of professional solace! ☺

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ABOUT THE AUTHOR

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

## ARE YOUR EMPLOYEES ENRAGED?

SOME TECHNIQUES TO MEASURE IT



### Examples of Formal Techniques

- Employee Surveys
- Focus Groups
- Exit Interviews
- Brainstorming Sessions
- Performance Appraisal Meetings
- Management Review Meetings
- Union Grievance/Negotiation Meetings
- HR Incidence/Disciplinary Reports
- Industry/Competitor/Functional Benchmarking
- Relevant Academic Research Review
- Applicable Law Review
- Workplace Improvement Methodologies, e.g., Kaizen, Quality Circles, 5S, Suggestion Schemes, etc.
- Individual Counseling Sessions
- Key Stakeholder Formal Feedback (Customers, Suppliers, Shareholders, Peers, Colleagues, Regulators, etc.)
- Psychometric Testing/Employee Profiling
- Sensitization Trainings
- Whistleblower Hotlines
- Change/Intervention/Transformation Impact Audits/Studies, e.g., Staff Reduction, Technology Incorporation, Employment Equity Studies, Organizational Justice Studies, Senior Leadership Changes, Industrial-Organizational (I-O) Psychologist Reports, HR Audits, Organizational Restructuring Impact Studies, Merger & Acquisition Studies, etc.

### Examples of Informal Techniques

- Mentor-Mentee Engagements
- Corporate Social Events
- Lunch Chats
- Staff Bonding Excursions
- Social Media Monitoring
- Random Networking
- Active Grapevine Monitoring
- Employee Engagement Activities
- Cyber monitoring
- Corporate Activities Volunteering Monitoring
- Support Network Informal Feedback (Family, Friends, Acquaintances, etc.)
- Open Q&A forums with senior management

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05





# BEST PRACTICES IN **LEARNING AND DEVELOPMENT**

This special feature contains detailed case studies of winners of the People Matters L&D League Awards. It documents how these companies are creating innovative practices to reshape their L&D interventions and impact business performance in a meaningful manner

By **Vikas Arora & Dhruv Mukerjee**




**L**earning is a continuous process and takes place throughout an employee's lifecycle — it starts from the first day an employee is inducted to the company and continues till the individual leaves.

In this special feature, we look at some distinct learning interventions applied in different circumstances and in different instances of an employee life-cycle — starting from onboarding to capability building. This feature captures case studies of progressive organizations that used tailored learning interventions in their own companies. They are all united by two common threads — one, all these interventions had a clear business impact; two, they are all winners of People Matters L&D League Awards.

The distinct circumstances that have been highlighted in these cases include:

- Learning while onboarding
- Anytime, anywhere learning
- Business-driven learning
- Developing future leaders

These case studies of the winners of L&D League Awards highlight the problem statements of the company's L&D team, the solutions that were implemented, and their impact to the business. 

#### About L&D League Awards

The L&D League Awards 2016, a People Matters Media property, is a platform that recognized and rewarded the best learning practices within organizations for making a clear business impact. For the year 2016, 270 applications were received across five categories out of which one progressive organization was selected as the winner for each category. Out of all the applications received from 181 unique companies, 15 were shortlisted (3 each for each category) by an 8-member jury panel for the final round of an interview, and the final 5 winners were selected.

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*Note: IDFC Bank won in the "Culture transformation" category, but didn't express interest in participating in this feature.*



**AXIS BANK – BEST IN ONBOARDING SOLUTION**

# SETTING CAMPUS RECRUITS ON A PATH TO SUCCESS

## PROBLEM STATEMENT

**“How to create a cadre of future leaders to sustain growth?”**

Axis Bank was not facing a shortage in their talent or leadership pipeline, but wanted to be future-ready and create a strong leadership bench from within the organization.

## SOLUTION

### The Axis Ahead Program

Abiding by the philosophy of creating leaders rather than employees, the bank focused on hiring Management Trainees (MTs) who could be groomed for leadership roles. Axis Ahead program was initiated with this objective in mind wherein the Management Trainees would gradually transform to mid-level key stakeholders followed by rapid progression towards the top half of the leadership.

But when a trainee is hired from a premium campus and is intended to be a leader in the future, it is expected from him/her to contribute to the business from the very first day. The MTs at Axis Bank faced similar expectations and were placed at levels where their performance would be judged relative to their colleagues who had work experience of almost a decade.

Thus, the program had to be structured in a way where Management Trainees were upskilled during the onboarding stage. This would not only train them for the challenges ahead, but also give them a strong understanding of the industry, culture, and create customized learning processes for them.

### Program structure and key features

The program had to be structured in a way that it created a win-win situation for both the company and MTs and also enabled the MTs to succeed – first as Axis employees and then as Axis leaders.

The company introduced the General Management program as a part of the learning curricula for MTs. The duration of the induction in this program was kept at nine months to the give MTs exposure to cross-functional stints and finally the opportunity to decide the career they would like to pursue irrespective of their specialization, as opposed to the previously existing practice of deciding their final role and department prior to their joining.

Basis the set of Axis Leadership Practices (ALPs), a discussion stage and interviews were introduced when hiring from campuses. These set of competencies were used internally by the bank to differentiate key areas of growth for leaders. Onboarding and on-the-job training included classroom sessions, on-the-job stints as well as one-on-one interactions with senior leaders for a clear alignment to the business goals. Also, a project team was exclusively dedicated to

look into the challenges and opportunities related to Management Trainees and campuses.

## IMPACT

The Axis Ahead program has been one of the longest and most successful running management trainee programs in the BFSI industry.

The tangible results have been recorded in the following areas:



### Retention

The Axis Ahead MTs have higher retention than any other MT program. The attrition levels are also lower than the normal attrition level of the bank.

**50**

### Strong pool of leaders

Over 50 SVPs/VPs have been created from this cadre and the number of middle management leaders from this is over a 100.

**3-4**

### Steep growth curve

The Axis Ahead graduate MTs reached the top deck of leadership in 3 to 4 years lesser than their peers on an average.

**2X**

### Nurturing high performers

The MTs who were exposed to nine months of induction and on-the-job training were top performers. Their average performance ratings were twice the organization average.

Over & above the tangible outcomes, the Axis Ahead program has also helped India's third largest private sector bank to attract and engage the best minds from tier 1 campuses across the country, bringing in diverse minds to the fore. This has also helped create a robust leadership pipeline and helped put a strong succession plan in place.

## TAKING IT STEP BY STEP

Steps taken by the L&D team of Axis Bank to create future cadre of leaders

- Analyze the objectives of creating this program in depth
- Identify the right campuses for the Axis Ahead program
- Create stringent parameters to hire the right set of candidates
- Onboard MTs with an objective in mind
- Assign MTs training & roles basis the objective
- Continuous feedback and talks to check on the progress
- Intervene in case of a learning need or role clarity
- Smooth transitioning into their first role
- Tracking the progress on the role undertaken
- Assisting in cross functional movement
- Creating Axis leaders for future



BAJAJ ALLIANZ GENERAL INSURANCE – BEST IN RE-DEFINING TECHNOLOGY IN LEARNING

# LEVERAGING LEARNING TECHNOLOGY TO ACCELERATE SALES

## PROBLEM STATEMENT

**“How to address the learning needs of the salesforce anytime, anywhere to drive productivity?”**

Bajaj Allianz General Insurance had launched new products with industry first features and revamped existing portfolios to stay ahead of the increasing competition in the industry. Training the salesforce about these new offerings was necessary, or else the company would have faced an approximate 16 percent decrease in revenue if these product portfolios were not pushed aggressively.

## SOLUTION

**Creating and implementing MobiBuZZ, a mobile and collaboration platform**

Bajaj Allianz decided to create a native mobile app, which they call MobiBuZZ for addressing the learning and development needs of employees. The app emerged as a cost-effective, sustainable and scalable prospect than classroom trainings.

Conducting workshops in physical classrooms for over 7500 employees spread across the country presented major budgetary and logistics concerns to the company. Physical trainings would also not see 100 percent participation with employees missing parts of the workshops due to sudden business exigencies. The time taken to cover the entire sales workforce spread across the length and breadth of the company would go into months. The traditional training expenses were also increasing but not necessarily having the requisite returns. It was also necessary to engage employees in continuous learning during the year instead of the traditional one off training programs. A native app build from ground up would also give the organization the flexibility of adding or removing features in a shorter time and lesser cost with robust security controls as compared to an off-the-shelf product.

## Features of the platform

The platform allows for both content sharing & e-learning interventions, and acts as a social collaboration tool.

The platform has four distinct learning tracks:

- **Knowledge Gateway:** This channel has information on the company’s products and services, industry-related content, sales stories & changing customer trends
- **Workplace Guru:** This channel has content on everyday work skills to make people more effective
- **Leadership Circles:** This track talks about best practices and everyday challenges that leaders face at the workplace
- **Mixed Bag:** It hosts interesting and employee-contributed stories on the events around the company

The content is shared under the respective categories in the form of articles, podcasts, videos, photographs, pdf files, word documents, excel sheets, presentations, etc.

By virtue of this content, the platform facilitates three distinct forms of learning

- **Mobile-learning:** Considering it is a mobile app, it facilitates an anytime, anywhere learning culture.
- **Self-learning:** Employees can consume information at their pace, and the knowledge shared is broken down into small bytes to make it more consumable for employees.
- **Social-learning:** Employees also learn from each other with constant idea-sharing and their opinions on others’ ideas.

It also facilitates social collaboration as employees can share their own content, like, comment or share any post and has interactive built-in features like polls & feedback, groups, quizzes, rewards and recognition, etc.

## IMPACT

The adoption of the mobile learning app saw a correlation to increase in revenue and an increase in employee engagement.

## Cost benefit analysis of an Off the shelf software vs. Building a native app

	Off-the-shelf software	Native app
Cost for first year	30 lakhs	25 lakhs
Cost for second year	27 lakhs	7 lakhs
Cost for third year	27 lakhs	7 lakhs
Additional costs	Customization costs	Manpower cost
<b>Total Cost</b>	<b>&gt; 1 crore</b>	<b>40 lakhs</b>

## 60 lakhs

Money saved in second and third year by using native app instead of an off the shelf software

The business directive was to increase the Health and Home insurance penetration in India. To this effect the company launched a “Health and Home” campaign that was applicable to all employees. MobiBuZZ aligned itself to this organization objective and was the Digital Learning partner in this initiative. At the end of the campaign, the company looked at 6 month pre-launch and post launch period. During this time, MobiBuZZ published 290 content pieces for Sales Enablement that led to business seeing an incremental performance:

27 percent - Increase in incentive earned by sales employees as compared to the previous FY

95 percent - Employees using MobiBuZZ on their smartphones.

The mobile app has created an inclusive environment, enabling continuous social learning all driven by a robust gamification & analytic engine to ensure engagement of employees through the year. 📱





SABMILLER – BEST IN L&D RE-ENGINEERING

# ENHANCING BUSINESS METRICS AND PEOPLE CAPABILITY

## PROBLEM STATEMENT

**“How to positively impact the technical global Key Performance Indicators through quicker transition of talent in the packaging team to take enhanced, complex and enlarged roles?”**

Given that packaging operations impact almost 80 percent of the benchmarking global KPIs, the first area of focus was on improving the way the packaging team was structured, standardizing the ways of work and building people capability. The restructuring exercise that was proposed meant enlarged roles for the incumbents and another potential benefit to this restructuring was that it would resolve the continual conflict between engineering and packaging teams on responsibility vs. accountability of packaging business metrics. Evidence from three large breweries had suggested this in view of improved efficiencies, uptimes, and production reliabilities post a similar restructuring.

The need of the hour was to prepare the soil for such a transition in the other breweries and develop in-house talent to take up enhanced roles. The need was also to induce a step change in key business metrics that would contribute positively to the bottom-line.

## SOLUTION

### Creation of a Technical Development Centre

The Technical Development Centre was built with an objective to give a comprehensive, meaningful and holistic feedback to participants clarifying their role expectations and share developmental inputs to prepare them for the next level. But capability-building could only begin by assessing all the incumbents in a scientific and objective way and then imparting the necessary training. The company followed the following steps:

#### 1. Creation of the ‘Competency Guide’

The purpose of the guide was to prepare a holistic reference guide to the behavioral and technical competencies expected from the different managerial levels. It provided robust competency-based role requirements and an objective measurement (and development tool) for the existing and potential role holders.

#### 2. Tool design & development

While game design in new media is quite common, the application of gamification in offline tool development was a novel attempt. The organization developed a simple framework to do this:

- 1) Identifying the game goal
- 2) Preparing the game context/plot
- 3) Interaction & play format
- 4) Rules & tools of play
- 5) Game testing

Each tool kept the participant at the heart of the design process and ensured that it provided a realistic context for assessment. Few examples of the technical games developed were video case analysis, card-based game simulating factory meetings, and an auction-based business metrics game.

#### 3. Rollout of ‘Development Centre’

A two day Development Centre was rolled out where 17 participants were assessed on 17 competencies through the 8 tools. A panel of 8 in-house assessors was also engaged in calibrating the competency levels.

#### 4. Upgrading the positions & appointments of suitable candidates to these roles

The Development Centre was timed such that the future role holders would get adequate time to settle in their new roles before the onset of the peak season (between April and June). Detailed

development plans were prepared for the employees and regularly tracked by at least three other stakeholders. Each development action item was also linked quite clearly to a business metric.

## IMPACT

There was a marked improvement in Technical Business Metrics as well as the transition of people into newer roles was successful:

People movements to the next level



Improvement in TPO compliance



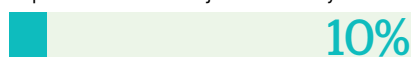
Improvement in Total Packaging Hygiene



Improvement in labeling DPMO



Improvement in Unadjusted Factory Efficiency



Reduction in Total Bottle Breakages



The positive feedback received in the Packaging Development Centre led to the business request for Technical Development Centers for Engineering Team followed by Plant Managers and Brewery Supply Chain Managers.





VEDANTA - BEST IN ACCELERATING LEADERSHIP DEVELOPMENT

# ADDRESSING THE DEMAND OF HAVING A STRONGER LEADERSHIP

## PROBLEM STATEMENT

### 'How to upgrade leadership competencies to sustain business growth?'

For Vedanta, the impact of changing business conditions and gaps in their leadership and career development plans was felt directly by its financial performance. In order to address such problems, the company needed to increase the efficacy of its leaders while streamlining leadership development processes across the organization.

## SOLUTION

### Building an in-house Talent Management Framework

The manufacturing company chose to build an in-house talent management framework, supplemented by external expertise to integrate leadership development efforts across all levels by bringing the top, middle and new managers into a seamless process of leadership development. In tune with their belief that talent is a dynamic mix of potential and performance, the aim was to create a system that would address the core gaps in their systems and processes of leadership development.

#### Program structure

As a first step, Vedanta sought to establish a Talent Review Council (TRC) that would oversee the design and execution of the newly created Talent Management Framework. It was formed as an apex body constituting cross-functional members from management committees and SBU heads along with other key functional heads. The council was entrusted with the responsibility of reviewing the framework at regular intervals and ensuring a smooth implementation of various leadership development programs that fell under the framework.

Along with this, Vedanta brought in various programs that helped the company map and identify prospective leaders and then build their competency levels accord-

ingly. The company created nuanced mapping and identification framework, called the Competency Assessment and Development (CAD) program which became the starting point of identifying and assessing their employee's leadership competencies and matching their roles accordingly. These assessments helped the company to identify the existing gaps within their leadership programs and these were addressed by using techniques like the creation of Action Learning Plans (ALPs), coaching, conducting competency-based training and providing options like e-learning and job-rotation.

These competency development programs were then supplemented by platforms where leaders and HiPos could interact with the senior leaders and by deploying algorithms, top performers were assigned mentors to help them cultivate and build their leadership potential. It also helped employees to build a strong connection with the company's culture, values, and business themes, while also enabling them to network and understand more about the vision of the company and how it is realized across levels. The effectiveness of these initiatives was measured by gauging the change in performance levels and by using performance cards created along with Aon Hewitt.

Creation of Technical STAR pool by way of Technical ACTUP has created a future-ready technical leadership pool. Under the aegis of this program, eligible employees are evaluated through an Assessment centre in association with external party on technical competency framework developed in-house for smelting job family. Another focus has been on developing women leadership, and a Women Council has been created which identifies the best talent available and grooms women employees through structured initiatives.

## IMPACT

The overall impact of executing a Talent Management Framework helped Vedanta to address some its core leadership problem.

## Benefits of creating the Talent Management Framework

Some of the projected benefits anticipated from creating an In-house Talent Management Framework were:

- Integrated leadership development by focusing on reaching out to all managers including Top, Middle & First Time Managers
- Is adaptive in nature and can be tweaked in accordance to the changes in business conditions and demographic preferences
- Wide scope that accommodates external consultants to address key needs at appropriate stages of the program
- The in-house team is better positioned to understand the needs of the company compared to an external party

An improvement in the company's financial performance was also observed.

**80%** The overall Leadership Effectiveness Index as of FY15-16.

**70** Number of mentors in FY15-16. Increased from 30 in FY12-13 to 55 in FY 14-15. 200 employees are currently mentees.

**2.5 Crores** Reduction in hiring budget for senior leadership positions.

Came down to 1.5 crores in FY 15-16 from 4 crores in FY1213.

The creation of an in-house Talent Management Framework along with other programs like the STAR exchange program, internal job rotation, and talent mobility through IJP (Internal job posting) has also helped Vedanta reduce its dependence on external consultants for leadership development while creating a sustainable process of meeting the leadership demands of the business.

GEETHA RAJAGOPAL



# You want to be a Strategic Business Partner? Consult, don't transact!

Business leaders need strong HR Business Partners, who are functionally sound, understand the business inside out and more importantly consult, not transact!

*"If the Human Resources function wishes to earn a seat at the table, it needs to be more strategic."*

**H**ow often have you and I heard these phrases? And if you have been around the industry for close to two decades like me, you must be wishing that this term was never coined. Despite knowing the obvious, the perception of Human Resources is that of an administrative, tactical and reactive function, which gets into a frenetic state of busy-ness during the annual compensation cycle, potentially a massive recruitment effort and/or a re-structuring exercise to drive the much needed change communication. The nail in this coffin is your introduction. Often, when I introduce myself as a Human Capital Partner, the immediate response is 'Say what? HR and Admin right' or 'Can I send you my CV, I am looking to make a change' or the classic 'Ah! I am not sure of what you do, if you don't recruit or pay or train'? Needless to say, any future explanation is lost in the noise. The intent is not to disparage our trade but profess a shared belief, that in this era, where HR still has a less than positive impression, we have to push ourselves to take the HR Business Partner agenda to the next level.

Be it Information Technology, Banks, BPOs or Manufacturing, business leaders need strong HR Business Partners, who are functionally sound, understand the business inside out and more importantly consult, not transact!

## What is Consultative Partnering?

Srinivas Raman, Contact Center Operations leader, has been incubating a new process capability over the last 6 months. The business has completed hiring of the



The perception of Human Resources is that of an administrative, tactical and reactive function & HRBPs need to take the HR Business Partner agenda to the next level

first 200 recruits; domain training and the recruits are slated to hit the floor in the next 4 weeks. Given the steep ramp, the Recruitment Team, had to provision for starting bonuses/additional perks to make the offer/s viable and meet their batch volumes. During the last operations review, Srinivas

and his leadership team noticed a lot of attrition 5% voluntary attrition per month. Most of this attrition peaked around the time the recruits were slated to graduate from the training. The entire team was up in arms, concerned with their ability to meet the client needs with this leaky pipe.

## As his HR Business Partner (HRBP), what is your next course of action?

- Review the starting bonus/perks and compensation – institute a retention plan
- Study the hiring profile/compensation offered/type of attrition – demographics etc.
- Contact Center Attrition is known to be high – buffer the recruitment numbers to ensure we plan for attrition backfills
- Conduct focus groups to see what issues people have.

This is not a drill, this is a real situation and you know what, there are no right answers! But as HRBPs, we often fall into the trap of doing the transaction – we are likely to choose option (a) or (c) and hit the execute button. The next step is to put in place an expensive retention plan and seek funds from the CFO who is likely to balk at the costs, given an ever increasing wage bill.

In the above scenario, the team in question chose to use a data-driven approach. They sifted through mounds of business data – recruitment numbers, their demographic profile, attrition data, compensation offered vs. past compensation, the starting bonus amounts, and relevant business metrics for the people already taking calls etc. The data analysis revealed that while the issue had manifested itself as high attrition, the real problem was elsewhere:

- The profile itself was too superior to the type of work responsibilities defined.
- Compensation was not commensurate with the educational backgrounds and experience we wanted to hire. We had ended up hiring people with negative salary increments and attractive starter bonuses – who left as soon as the dollars hit their accounts.

Imagine the impact if we had just continued to hire with the same profile

**2X** That's the number of HRBPs in organizations compared to 2007

**80%** That's the number of HRBPs who are not strategically effective

## Consultative partnering is about appreciating the customer's point of view & providing end-to-end advisory, solutioning and execution

and same compensation philosophy or top it off, given more incentives like retention bonuses.

Consultative partnering can be defined in a myriad of ways. Merriam Webster dictionary defines it as providing professional or expert advice, comics define it the art of looking at your watch to tell you the time, but for me, it is about appreciating the customer's point of view & providing end-to-end advisory, solutioning and execution.

There is enough evidence to state that the Human Resources function and the HRBPs role have evolved over the years – HR has moved from being an administrator, field HR staff, emergency manager to a business partner. Business strategies and talent strategies are linked so intrinsically that it has become critical to provision for highly capable HR staff that can provide the right level of strategic partnership. The need is further compounded by the metamorphosing workforce landscape, changes in the work environment, rate of changes deployed within a given business etc.

However, despite the level of awareness and investment, the outcomes have not necessarily improved. A research by CEB does a nice job of reporting on the good & the bad on the outcomes. The good news is that as compared to 2007, organizations have nearly twice as many strategically effective HRBPs. On the flipside, more than 80% of HRBPs are not strategically effective. CEB reports that the human resource professionals tend to have similar self-assessments and the investments organizations have made to develop and acquire strategic human resources talent, have not always led to strategic effectiveness.

### How does the HR function or the HRBP become more consultative?

#### Framework for Consultative Human Capital

Given the above definition of Consulting, a Consultative Human Capital Leader needs

## Organizational barriers to strategic effectiveness of HRBPs



### Application Barrier

Clarity on how to apply their competencies

**38%** HRBPs have clear expectations for their role

### Partnership Barrier

Misaligned expectations

**22%** of line leaders ask HRBPs for strategic insights

### Functional Barrier

Tensions between HR functional group inhibit coordination

**28%** of organizations are effective at coordinating activities across the HR function

### Enterprise Barrier

Little cross-functional collaboration

**31%** HRBPs work with non-HR peers on strategic activities

Source: Unlocking HR Business Partner Performance in the New Work Environment, CEB  
<http://bit.ly/2FPbwe0>

to demonstrate the following competencies or skills along with HR domain knowledge.

- Customer focus**
  - Business Acumen:** Using insight of the business environment & organization to improve talent and business outcomes
- Collaboration**
  - Stakeholder Management:** Persuading and influencing line partners and other key stakeholders within business and human resources
- Design Thinking**
  - Innovative Solutioning:** Leveraging

## Top HRBP Competencies

- Business acumen
- Talent Management acumen
- Leadership
- Innovation for the enterprise
- Data judgment
- Leveraging professional networks

priorities. But that should be OK! He gets it; I am bogged down these days.

[ ] You want to engage the business in an open dialogue, but you have a ready set of slides to walk them through with limited time for discussion or Q&A.

[ ] You are keen on getting the client to sign off on your offering or your project plan, and how is that important or relevant is not your concern? You are focused on achieving your goals.

[ ] The client is sharing their business situation, while you are mentally figuring which capability or offering can be sold to this guy.

Many of us at varied points of time would have said X to one or more of the above statements. Just remember, the cardinal rule as a consultant is to not step in a discussion with pre-conceived opinion or agenda. This is especially tough, as we balance stakeholder mindshare, limited time and multiple business priorities.

## Impact effective HRBPs can have

Most effective HRBPs can boost:

Employee performance by



Employee retention by



Profit growth by



Revenue growth



and work with the right set of stakeholders to solution the right process and workflow to prevent a repeat of the same.

### • Optimistic attitude

All of us as individuals are wired differently. Some see the glass as half empty and some as half full. I belong to the latter community. Basis my experience, business leaders don't want to hear what cannot be done, instead they want you to show them the path out of the woods. The pressure is hence on the HRBPs to offer a kind ear and an optimistic solutioning mindset and feasible, innovative solutions to business problems. This does not mean we have to say 'yes' to everything. Determining the need and brainstorming collaboratively with the business is the first step in the right direction. At the end of the day, optimism and attitude go a long way in differentiating you as a reliable partner.

We will always experience change in the workplace, the only constant we can come to expect. Your adeptness to embrace and deal with changes requires you to maintain a positive outlook even during adversity. By doing so, you are able to uncover different approaches, tap into unfound potential, as well as manage stress effectively. You are likely to leave a strong and lasting impression on your business, and someone who is sought after.

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#### ABOUT THE AUTHOR

**GEETHA RAJAGOPAL** is the Founder and CEO, Aspahan Consulting

## Neutrality requires 'trust' and trust requires you to set aside your pre-conceived notions, biases, ego, self-interest and focus on the relationship

new solutions for the broader enterprise

- *Workforce Analytics*: Applying data based insights to enable business decision making
- *Project discipline*: Driving the program/project across a time-scale

These competencies are self-explanatory, but, in order to be able to deploy these competencies and skills in the day to day interactions with business, leaders, employees, peers etc. and be truly differentiated and consultative, remember the following foundational principles:

### • It is not about you – it is about the client

If at any point of time, you have found yourself in the scenarios outlined below, mark X in the open brackets below:

[ ] I have a 30 minutes meeting with my business leader. I have to ensure we close out on the hiring of the CFO for my Mumbai business, sign off on the engagement plan and approve the exit dates for the legal personnel? I am not sure I have time today to discuss his issues or

### • Trust can exist, only when self-interest is low

Seems simple enough, but how do we live this. The basic mantra here is neutrality. Your business is relying on you to provide an absolutely neutral perspective to the topic at hand. Neutrality requires 'trust' and trust requires you to set aside your pre-conceived notions, biases, ego, self-interest and focus on the relationship. As Human Resources, you are best suited to understand the trials and tribulations facing the business leader. For example, in the case of Srinivas Raman's contact center issue, your role as a consultant is not to prove to Srinivas's team, your job is not to position the innate skill in finding the real root cause analysis or call out the process gaps of the recruitment team or blaming the business for writing inaccurate job profiles. Either of these approaches will not win you friends, as your perception will be that of a person not taking accountability, the TA team will slot you as someone who is likely to throw their team under the bus and you will be seen as self-serving. Our role in this situation is to prevent the talent hemorrhage in the contact center business





**If you get the culture right,  
the rest of the stuff will just  
take care of itself.**

Tony Hsieh, CEO, Zappos

**GET YOUR COMPANY'S  
CULTURE RIGHT WITH  
QILO - WORLD'S FIRST  
CULTURE ENABLING  
PLATFORM.**

- Manage and change behaviours and attitudes
- Increase speed of business execution
- Align individuals to organisation's vision
- Abolish follow-up syndrome
- Real-time performance feedback and coaching
- Recognise, collaborate and celebrate success
- Real-time engagement and analytics



Q &amp; A

# Big change, Best path – Managing transformational change

**Warren Parry**, Managing Director, Global ChangeTracking Lead, Accenture and the author of *Big Change, Best Path* talks about his patented change map, complexities of change processes, and applying change maps to manage change in organizations

By **Vikas Arora**

**W**arren Parry is the Managing Director, Global ChangeTracking Lead at Accenture and the author of the book *Big Change, Best Path*. From his decades of research in the field of Change Management, Parry has developed a way to visualize where people are in their change journeys on the dynamic “Change Map”

In this interview, Parry talks about the myths of change management and the complexities of change management processes, identifying where people are on their change journeys, and the necessity of customizing one's efforts when managing change.

**Q Why did you venture out in the field of change management at a time when the word VUCA wasn't even prevalent?**

**A** I ran leadership training programs all over Europe for a number of years, and it was at that moment I realized that there were two ways of building a consulting practice – either hire a lot of people and assign different projects to them or deliver intellectual property. And I chose the latter. I started ChangeTrack Research, we registered 16 patents, developed a unique IP that nobody else had, and spent 25 percent of our turnover on research and development.

**Q Tell us about the patented intellectual property**

**A** If one really wants to understand change, one needs to identify as many people as possible who are on those change journeys. That's what we did. We asked questions from thousands of people, scoring change tracking questionnaire and collected data. Once we had the data, the challenge then was to visualize it. That is what we did in the patents — we developed a way to take large amounts of data about people on change journeys, and visualized them in a simple way, which we call the change map.

**Q Tell us more about the change map. How does it work in a practical scenario?**

**A** This multi-dimensional change map was built for comparing data across teams, organizations and change programs and represents the various patterns we identified through an extensive analysis of the data received. In the map, groups undergoing different change initiatives fall under in different clusters – represented by different regions on the map viz. 'off-track', 'unsustainable', 'on-track', 'high performance'. Within these segments, there are multiple regions which exist and different efforts are needed to reach high-performance for every region. Unlike linear, one-dimensional tools, the change map encompasses 44 different dimensions. So, when we do change tracking, we ask people to fill out a questionnaire and we take that data and we analyze it. When people answer the questionnaire, we turn it into positions on the map, which is codified knowledge. We build an understanding of all the good, bad and ugly that can happen. So, we give that insight to line managers in the form of a visual map and then we talk about the actions that can be taken.

**Q You have spoken at length about the myths of change management. How can one overcome them using the change map?**

**A** A common myth that organizations have is that if people are engaged, then it's enough for them to go through the change process. But engagement cannot be measured in a linear manner. Change management is not a linear process in which we can identify things that are causing dissatisfaction and then take blanket measures to remove them.

Consider this example: you have very engaged employees, but all of them are engaged at different levels; so what you need is the same level of engagement among all employees. Let's say I take 5-6 different groups, and all of them are at 50-60 percent engagement levels but they are positioned in different areas of the change map. For instance, one group is in the "in the dark" position, which means that the team is very engaged, the leadership is good, the team members are passionate, well-resourced, but the problem is that they don't understand the mission. So for this group to move to high performance, all you have to do is help make them understand the mission better. You are free to use whichever tools you would want to, be it communication, one-on-one discussions and so

on, but the map helps you decipher which area you need to work on for which team. Another group may fall in the "yes-but" category, which is an area where everyone is passionate and everyone is highly engaged, everyone wants to understand the vision, but they are currently constrained by resources. So the intervention to take them to high performance will be different. Now juxtapose this to your own organization, where your HR department might be in "In the dark" region and your sales team might be in the "yes-but" category – and you might be using the same linear approach to take them to high performance.

**Q Suppose someone's position in the change map is identified. But then how does that team/individual move from that position to a "high performance"?**

**A** There are clear recommendations to enable movement from one position on the map to another, and these recommendations are very specific to the organization. What the map also enables is tracking the movement from one position to another real-time. Whenever the current position is to be determined, all the stakeholders can be surveyed and the current position can then be plotted. So, one can check the progress of adapting to the change.

If one really wants to understand change, one needs to identify as many people as possible who are on those change journeys

We are also working on places where organizations can predict that if they do these things, where they will end up in the map. There is a lot of predictive analytics that is being factored into the tool as it is being upgraded. So for a change leader, this will become available soon real time like Google Maps.

**Q Your book is titled 'Big Change, Best Path'. What exactly is the best path?**

**A** In short, it is the "high performance" region, right at the top of the map. The path to "high performance" varies depending on where you are, to begin with. A roadmap from "in the dark" to "high performance" is different than the roadmap from "downward spiral" to "high performance". Sometimes, it is also a conscious choice the organization has to make – what is the best path for the company. For some companies, it is about high performance, while others want to make just enough profit to stay in business and be comfortable. **cm**


*(With additional inputs from Jayesh Pandey, Managing Director – Accenture Strategy, Talent & Organization)*



# WHAT?

A recap of the year 2016 across key HR domains – Jobs, Skills, Compensation and Performance, & expectations from 2017


By **People Matters Editorial Team**



**L**ooking back and asking critical questions is a necessary part of calibrating actions for a better future. This is the year in review! For the last cover story of the year, we look back at the year that was, in terms of challenges, trends and strategies that shaped the year 2016; and also anticipate 2017 as the year of new possibilities.

For many, 2016 started as a year of redefinition – of talent acquisition and talent management practices, performance management, skilling, digital disruptions, rewards, women empowerment at the workplace. From increasing investments in recruitment technology, engaging passive talent to redefining reward strategies and benefits espe-

cially for women at the workplace, and reevaluated strategies for the millennial generation, the year has seen trends that have significantly changed the expectations that we have for the coming year. But the year was also marked with certain setbacks in terms of jobs, unbridged skill gaps, unsolved challenges related to talent attrition and evolving workforce expectations.

In view of the shifting business and market dynamics, we bring this cover story – a summary of the expectations and the developments across the key HR domains – Jobs, Skills, Compensation and Performance, and assess as to what was expected from 2016, what was really delivered, and what to expect from 2017. 



# Jobs

The year 2016 saw a steady increase in hiring, but ended with continued talent shortage, albeit lesser compared to last year. A look at how the job market fared and the expectations from 2017

By Vikas Arora

**2**016 started with a very bullish hiring outlook by employers in India. 70 percent organizations had proposed to increase hiring across all levels in 2016, according to the Aon Hewitt Decoding Hiring Trends Study 2015. When compared globally, India also had the most positive hiring outlook (at 41 percent) in the last quarter of 2015, as reported by the ManpowerGroup Employment Outlook Survey.

It was the strong performance trends in 2015 that laid down the expectations from 2016. We look at some of the key macro-industry trends from 2015 that shaped 2016.

## REWIND: WHAT WE THOUGHT WAS IN STORE?

### Talent shortage - Creating an imbalance

Although there was an increase in demand, it was met by an almost equal increase in talent shortage, somehow creating an imbalance between the demand and supply of talent. ManpowerGroup's Talent Shortage Survey, 2015 revealed that 58 percent HR leaders in India had a difficulty in

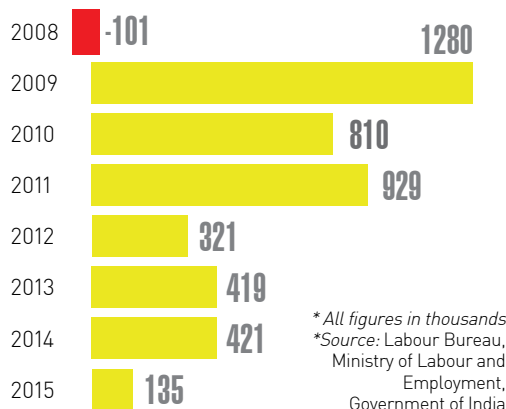
filling jobs last year. Besides the lack of available applicants for jobs, skill shortage, lack of experience, and compensation expectations were the other reasons why talent was in short supply last year, making it difficult for companies to meet their talent needs

However, employers had not taken (or were planning to take) enough measures to address these challenges at the end of last year. Only 2 in 10 employers adopted recruiting strategies for utilizing previously untapped talent pools.

### Lack of enough jobs

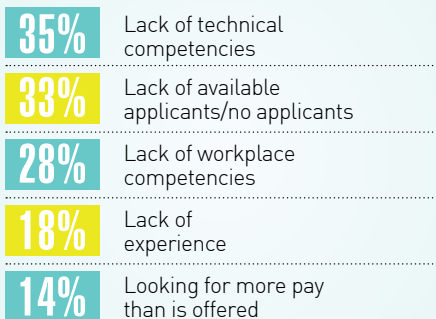
2015 had also seen a huge slowdown in terms of job creation – so much so that the quantum of jobs created across 8 key industries had been the lowest since recession. Jobless growth was to become a major point of discussion in the year to follow.

## New jobs created in 8 key sectors in India



Only 2 in 10 employers adopted recruiting strategies for utilizing previously untapped talent pools at the end of 2015

## Top reasons of talent shortage in 2015



\*This is APAC Data (Not just India)  
Source: Global Talent Shortage Survey 2015, ManpowerGroup

## What is jobless growth?

The concept of jobless growth or jobless recovery was coined by Nick Perna in early 1990s. It refers to an economic phenomenon in which a country's economy experiences growth while maintaining or decreasing its level of employment.

India is undergoing such a phase with India's GDP growing steadily at above 7% every quarter, but this growth didn't translate into an increase in jobs created in the market. Not only India, but the US is also grappling with a similar situation.

\*Source: Wikipedia



### Slowdown in attrition

Attrition was recorded at 16.3 percent in 2015, according to the Aon Hewitt Salary Increase Survey 2016. What was positive was that this happened to be the lowest since the year 2009, but the negative was that key talent attrition increased significantly from 5.9% in 2014 to 7.3% in 2015.

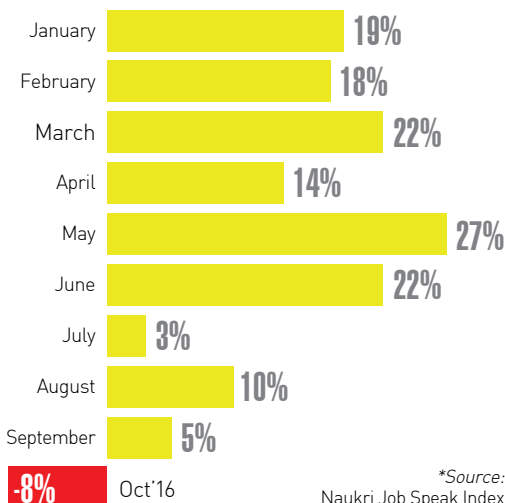
There were prevalent gaps in talent acquisition in organizations. And the Aon Hewitt Decoding Hiring Trends Study 2015 revealed that 93 percent leaders agreed they weren't doing enough to address these gaps. The expectation in 2016 was that the crude situation of talent shortage be addressed. There were also expectations of recruitment metrics to evolve, with 'quality of hire' surfacing as a strong competency metric of recruiters, and expected to proliferate even more.

### PLAY: HOW DID 2016 REALLY PAN OUT?

There is still a talent shortage, but the country has come far. The employers reporting talent shortage has decreased by 10 percent vis-a-vis last year – now 48 percent HR professionals in India have a difficulty filling jobs as compared to 58 percent in 2015, according to the ManpowerGroup Global Talent Shortage Survey 2016. And this has happened despite a consistent increase in hiring numbers month-on-month (except October). Illustration 1 showcases the increase in hiring numbers in 2016.

### Month-wise hiring activity in 2016 compared to 2015

An increase in hiring activity was observed month-on-month, the only anomaly being October



### Top 5 jobs employers found difficult to fill

In 2016	In 2015
IT Personnel	Sales Representatives
Sales Representatives	Engineers
Engineers	Technicians
Skilled Trades	Skilled Trades Workers
Accounting & Finance staff	IT Staff

*\*This is APAC Data (Not just India)*

*\*Source: Global Talent Shortage Survey, ManpowerGroup*

Some industry trends were also observed in 2016, outside the scope of macroeconomic hiring activity.

### 2016 saw the rise of the “continuous candidate”

Millennials have formed a major part of the discourse in HR for a few years now, with multiple infidelity traits being associated to them. The discussion amplified even further in 2016 with the Deloitte Millennial Survey reporting that two in three millennials expect to leave their current jobs by 2020. This cumulative response of 7,700 millennials from 29 countries around the globe which came at the start of the year was a reality check for most businesses. In India, the number is even higher than the global average– 76 percent in India as compared to the global 66 percent.

ManpowerGroup called this infidel group of people as “continuous candidates”, defining the term as people who are always looking for the next job opportunity. Globally, 1 in 3 candidates is a continuous candidate in this world, the study found out. Compensation and career advancement opportunities were revealed to be their biggest motivators for changing jobs.

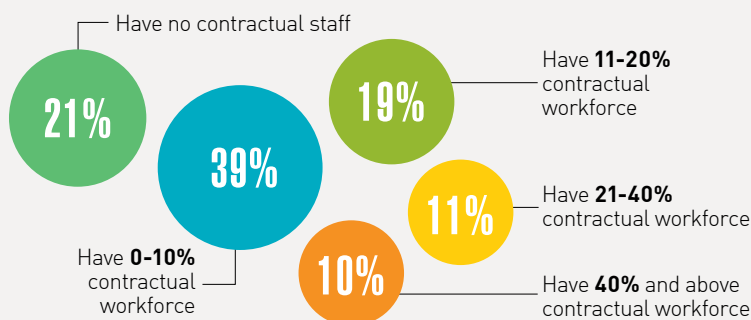
### Initiation of the gig economy

The ‘uberization’ of workplace or the rise of the ‘gig economy’ as many call it, was also an interesting feature of 2016. With the workforce expected to comprise of 50% millennials by 2020 and this segment of the workforce favouring a flexible working arrangement, there was an increase in the people working on jobs like they were gigs.

**Despite a 10 percent decrease in talent shortage from 2015, it still stands at 48 percent entering into 2017**

## Distribution of contractual staff

Percentage of employers who have hired contractual workforce



\*Source: India Skills Report 2017

The number of contract workers in organizations has risen from 20% to 25% in the contingent workforce in the past two years, according to the India Skills Report 2017. It can be argued though that the majority of these workers are centralized in a select few organizations – with 60% of the employers having less than 10% of their workforce as contractual employees. The India Skills Report 2017 says that India might be a little far away from becoming a gig economy. But with 43 percent employees feeling every job is temporary (ManpowerGroup's Continuous Candidates Report), organizations may have to move towards that direction.

### Focus on candidate experience

Organizations realized the importance of 'engaging with passive talent'. Aon Hewitt-People Matters Decoding Hiring Trends Study 2016 reveals that with 48 percent organizations stating that when passive talent is engaged effectively by competitors, it is a threat to losing top talent. Gerry Crispin, Principal and Co-founder, CareerXroads in the People Matters Big Interview for August 2016 corroborated this by revealing results of the Candidate Experience Survey 2015. According to the global study, 78 percent of candidates with a positive experience encourage others to apply, but 40 percent of those with a negative experience go out of their way to discourage people not to apply. A positive candidate experience also has a direct business impact, especially if the business is consumer-facing. The study had revealed that 25 percent of candidates who have a bad experience discontinue all the relations with the organization, which meant the candidate would cease to be a consumer if not engaged with effectively. Giving the successful example of Hilton's candidate engagement practice, Crispin said, "Hilton engaged in a white glove treatment of all candidates and the business discovered that over the following year, the candidates they did not hire spent another 130 million dollars with Hilton as the

**The hiring intent has increased between 7 and 10 percent in India Inc. on an average, according to the India Skills Report 2017**

hotel chain's customers." This was a critical trend that emerged that organizations had to embrace, and the organizations that haven't, will have to.

## FAST FORWARD: WHAT ARE THE JOB MARKET PREDICTIONS FOR 2017?

India Inc. continues to be bullish with hiring. Comparing globally, hiring will be strongest in India as 32 percent of organizations report a positive hiring outlook, according to the Manpower Employment Outlook Survey.



### Percentage increase in hiring numbers across industries

0-5%

- FMCG
- Manufacturing (durables, other non engineering)
- Pharma and Healthcare
- Others and Diversified

6-10%

- BFSI
- BPO, KPO and ITES
- Engineering and Automotive
- Hospitality (including aviation, tours and travels, hotels)
- Internet Businesses
- Software, Hardware and Information Technology

11-15%

Core Sector (Oil and Gas, Power, Steel, Minerals, etc.)

16-20%

Telecom and allied

\*Source: India Skills Report 2017

According to the India Skills Report, the hiring intent has increased between 7 and 10 percent in India Inc. on an average. There has been a percentage increase in hiring numbers across all sectors, with almost every business in every industry showing an intent to hire at a similar or greater rate than last year. See the illustration to know sector-wise percentage increase in hiring intent.

Besides an increased hiring intent, the talent acquisition function will take a more strategic turn, because it won't only be the acquisition of key talent that will be a competitive advantage to companies, but how an employer engages with passive candidates and taps the untapped talent pools will be detrimental. People Matters foresees the following trends in talent acquisition in the coming year:

#### **Increased focus on establishing the employer brand**

39 percent organizations are increasing their wallet share in 'branding and marketing', revealed the Aon Hewitt-People Matters Decoding Hiring Study 2016. 29 percent companies surveyed have cited building and communicating their employer brand as one of the most important activities of the organization. Organizations are also investing in building the employer brand internally to decrease external dependencies for sourcing and using their employees' networks to source talent. 33 percent companies plan to increase spend to further utilize employee referrals for sourcing talent.

A testimonial of an increased focus on establishing the employer brand was given by Arne Christian van der Tang, the group HR Head of TomTom. In his interview to People Matters, he had suggested the importance of re-establishing the employer brand of the company, which was once the global leader in navigation systems. Given the critical impact of being a top employer, the company had gone ahead to dedicate a six-people marketing team that looks after the employer branding activity of the organization.

#### **Increasing investment in recruiting technology, not recruiting professionals**

The Aon Hewitt-People Matters Decoding Hiring Trends Study 2016 also revealed that recruitment budgets are increasing in 67 percent organizations. But the budget is not being spent predominantly on increasing the size of recruitment team; only 21 percent of companies report wallet share increase for 'recruitment team cost', thereby adding to margin pressures.

To aid recruiters in keeping up with the business need of hiring talent, organizations are increasing investment in HR technology/platforms to bring process efficiencies in recruitment processes. 42 percent organizations report an increase in wallet share for this component. Digitizing recruitment processes also creates




## **Organizations are moving towards measuring 'quality of hire', with 30 percent organizations wanting to track 'quality of hire' consistently in the coming year**

an opportunity to utilize the skills of the Talent Acquisition team differently. With technology driving the operational part of the recruitment cycle, TA professionals can now play a more strategic role and be 'trusted talent advisors to business'; something which is the third most important recruitment priority for organizations.

#### **Quality of hire**

Organizations are moving towards measuring 'quality of hire', with 30 percent organizations wanting to track 'quality of hire' consistently in the coming year. So metrics to measure talent acquisition teams will have to evolve. Organizations currently measure quality of hire through "new hire performance evaluation (50%)", "time to productivity (45%)" and "turnover or retention statistics (43%)," according to the LinkedIn India Recruiting Trends 2016 Study.

In a nutshell, 2017 will witness more of job changes, an evolution of the recruiter role, a focus on quality, and not only quantity, looking at untapped talent pools, nurturing that talent, and getting the best out of the raw talent that the rich demographic dividend of the country possesses. 



# Skilling

The year 2016 has been a witness to an ongoing mismatch between employers and job seekers. A look at how India fared on the skilling sector in 2016 and what's next

By Monalisa Deka

India currently holds the distinction of being one of the youngest nations in the world with the largest youth demography. According to India Skills Report 2016, although the employability index did not show a huge improvement from last year, the percentage did rise to 38.12 percent from 37.22 percent. With a population of 1.3 billion of which about 0.8 billion in the working age, India needs to churn maximum out of this young demography, which can only take place through focused skilling measures and initiatives. There are numerous initiatives which have been launched like Skill India, Career centers, Make in India etc., however the future depends on how successfully these initiatives can be implemented in order to have a skilled workforce for a strong, sustainable and developed nation.

The year 2016 has been a witness to an ongoing mismatch between employers and job seekers.

In many professions, both high and low skill, employer demand was greater than the supply of candidates. The claim was supported by Fortune magazine which stated that the 2016 job market looked bright for workers and that the year will be a great time to be on the hunt for a new job. To find out what exactly employers are looking for, and what it takes to successfully land a job, LinkedIn looked at billions of data points and analyzed the hiring and recruiting activity to predict the top 10 skills to rule 2016 (Global & India specific).

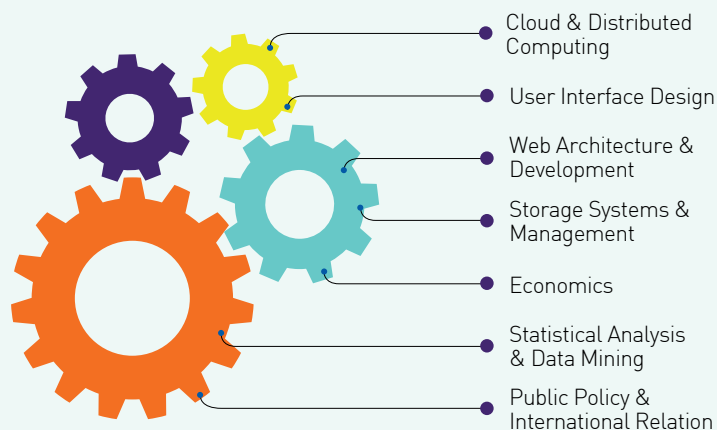
Cloud computing was the top skill which was expected to drive employment in the IT sector in India. Cloud was expected to move to the next level in 2016, in terms of application containerization, and infrastructure automation for agile delivery and driving IoT. It was anticipated that cloud would become the default choice for mobility services, disaster recovery, archival and non-production workloads. User Interface Design was foreseen to be at the second place and web architecture and development framework at the third position.

Along with these, the demand for skills in Storage System and Management (fourth in the list) was predicted to remain high in India while demand for Statistical Analysis and Data mining professionals (fifth in the list) will surge in 2017. Algorithm design grabbed sixth place while networking and information security found seventh position in the top Ten Skills list. Apart from the above stated technical skills, it was also projected that the year would see a rise in PR and communication skills of professionals and was placed at eighth position meanwhile Economics remained at ninth place of the top Ten Skills of India according to LinkedIn. Lastly, professionals in Public policy and International relations were expected to see a rise in demand in the job markets for India.

**In 2016, out of all the students entering the job market across the country, hardly 2 in 5 met the criteria of employment set by the employers**

## Top 10 skills for 2016

The hottest skills predicted for the year 2016 on LinkedIn India



Source: LinkedIn

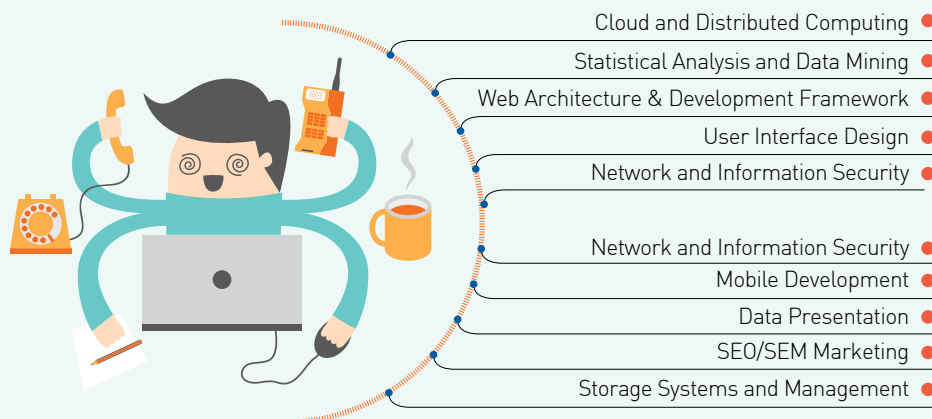
## 2016 – THE TRUE PICTURE

Year 2016 under the Modi Government saw many initiatives in the space of skilling, job creation and most importantly in terms of linking skilling to jobs. Although a lot of predictions had been made for the skill sets that would rule the year, there were a few skills which underwent changes in withholding their position in the hierarchy.

**Marketers in less demand:** According to LinkedIn, the global top skills predicted for 2016 witnessed some trends in the job market. While marketing skills like marketing campaign management, SEO/SEM, and channel marketing were in high demand in 2015, in 2016, SEO/SEM as a skill

## Top 10 skills for 2017

These are the hottest skills that can get you hired in 2017 according to LinkedIn



set dropped almost five points in the Global Top Skills of 2016, along with marketing campaign management completely dropping off the list.

**Data and cloud-based computing skills still remained important:** Cloud and distributed computing has remained at the no.1 spot for the past two years and is the top skill on almost every list including France, Germany, India, Ireland, Singapore, the US, and Spain. Following closely on its heels is statistical analysis and data mining, which came in no. 2 in 2015 and no.1 in 2014. These skills were in high demand because employers needed employees with cloud and distributed computing, statistical analysis, and data mining skills to stay competitive.

**Growing importance of User-Interface design:** UI design ranked no.14 in 2014, no. 10 in 2015, and ranks no.5 in 2016. Data has become central to many products and this has created a need for people with user interface design skills who can make those products easy for customers to use. E-commerce players have been the major anchors of this trend in India. A user interface design with a focus on personalizing technology augments interest in products and it is evident that the mobile first mentality and changing dynamics of communication are major reasons behind the development of user interface design trends of 2016.

**Machine learning is the most wanted skill:** Although not much talked about earlier, machine learning was found to be one of the most wanted skills in 2016. With businesses harvesting enormous amounts of data, the demand for machine-learning specialists who can build adaptive algorithms and extract the value of this new data is increasing.

As per India Skills Report® 2017, out of all the students entering the job market across the country, hardly 2 in 5 meet the criteria of employment

## The India Skill Report 2017 states that the year 2017 will see a rise in skills such as 3D printing, artificial intelligence and the Internet of Things in specific industries in the years leading up to 2020

set by the employers. By 2025, India's demographic dividend is expected to contribute 25 percent of global workforce. Therefore, the magnitude of the challenge is enormous. The real issue we are faced with is not the lack of jobs but lack of employable, skilled talent that can keep pace with the fast expanding industry. According to NSDC, the growing skills gap in India is estimated to be more than 25 crores workers by 2022. With about 1.2 crore individuals joining the workforce every year, tackling the pressing issue of skills gap is imperative as it could derail India's growth story. The factors that are contributing to the skill-gaps are:

### 1. Mobilization

This is one of the main factors that have made the workforce less responsive towards skilling initiatives. Low willingness to migrate, less salary at entry level, lack of recognition of long-term premium associated with skilling, lack of recognition of long-term premium associated with skilling have attributed altogether to skill gap.

### 2. Low employer-buy in

This is one element which every employer should focus on to differentiate whether an employee has acquired skills on the job or he has learnt them through formal training.

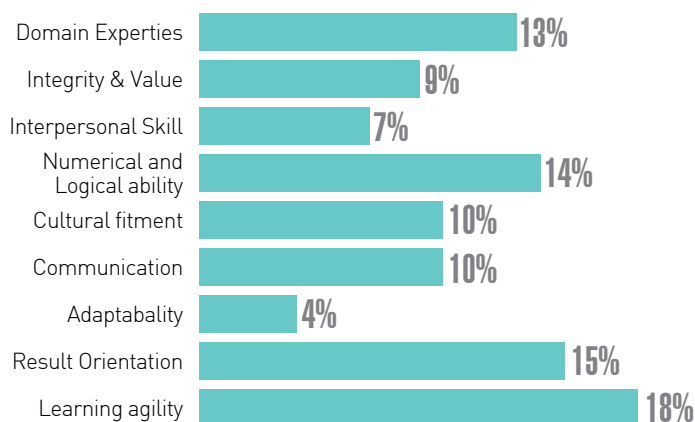
## Skilling initiatives across sectors

Government, corporates as well as academia has come up with a few noteworthy initiatives to curb this skill gap in India

Government Initiatives	Corporate Initiatives	Academic Initiatives
The ministry of skill development and entrepreneurship has announced the launch of an online platform- <a href="http://www.indiaskillonline.com">www.indiaskillonline.com</a>	Ola has signed a deal with Haryana government to skill 10000 men and Women	Coca cola university has announced the skilling of 350000 people by Dec 2017
MOU has been signed between MSDC and ISRO on a nation-wide space distance learning program	Tata Trusts and GE healthcare have joined hands to bridge the "Skill Gap" in healthcare sector	Maharashtra board has decided not to fail students in SSC, instead they will provide skill training to them
The govt. is launching 50 India international skill centers across the country to help in foreign placement	Vedanta aligns with Pradhan Mantri Kaushal Vikas Yojana for skill development	Symbiosis University of applied sciences becomes the first Skill Development University
Rise India in partnership with the Rajasthan government is planning to launch skill building centers across the state to connect with young people and focus on building their skills in the agriculture and automotive industries	SBI and Oracle India in collaboration launched "D-Change" program to support "Skill India" and "Digital India"	

### Skill required by Employers

Government, corporates as well as academia has come up with a few noteworthy initiatives to curb this skill gap in India



### 5. Lack of training infrastructure

Costly infrastructure and the lack of manpower to train candidates is another issue leading to skill gap.

### 2017 - WHAT'S NEXT?

With technology adoption engulfing the whole world, disruptions such as robotics and machine learning, rather than completely replacing existing jobs are likely to replace some of the tasks, freeing workers to focus on new tasks and refine their core skill sets. The India Skill Report 2017 states that the year 2017 will see a rise in skills such as 3D printing, artificial intelligence and the Internet of Things in specific industries in the years leading up to 2020. With regard to the overall scale of demand for various skills in 2020, more than one third (36 percent) of all jobs across all industries are expected to require complex problem-solving as one of their core skills, compared to less than 1 in 20 jobs (4 percent). Overall, social skills such as persuasion, emotional intelligence and teaching others will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. Content skills (which include ICT literacy and active learning), cognitive abilities (such as creativity and mathematical reasoning) and process skills (such as active listening and critical thinking) will be a growing part of the core skills requirements for many industries.

As per projections, over 109 million incremental people will be required in India alone, across 24 sectors by 2022, yet only 4.6 percent of people have undergone formal skill training. India still follows the age old tradition of learning on the job through informal networks

### 3. Scalability

Getting the right kind of training partners, effective stakeholder management, obtaining buy-in from the corporate sector who did not realize the opportunity in this space till very recently, scaling up and alignment of aspirations to current jobs is important.

### 4. Talent mismatching

India houses over 1.2 billion youth yet there are many jobs that remain unfilled due to the absence of the right candidate. Industries should have strong ties with academia and learning institutes to provide the right set of training and make the candidates employable.



## Skills CHROs must acquire in 2017

Parag Pande, Accenture's Human Resource Lead for India and global lead for Learning and Talent Development Operations shares his opinion on what are the top skills CHROs should acquire in the year 2017.



### Digital

With digital disruption sweeping industries, digital skills will ensure that latest technology advancements such as analytics can be used to develop an insight driven approach to talent management, and focused initiatives that deliver a strong business impact.



### Business acumen and Strategic thinking

Will provide the ability to align talent strategies with business goals, and take decisions today that support long term growth goals. A strong foundation of business and financial acumen helps a CHRO take a long term view over multiple horizons for the larger talent agenda.



### People orientation

Will enable the balancing of employee aspirations with business needs. Humans are at the Centre of the digital revolution and hence a CHRO is uniquely positioned to design a talent agenda's that discover, inspire and groom best people to lead the path of innovation and business growth.



### Collaboration

In an ecosystem driven business environment, it will enable the



co-creation of ideas and initiatives for collective progress and market leadership.

### Cognitive flexibility

In a rapidly evolving and increasingly ambiguous market context, it provide the agility needed to thrive, and drive innovation and change. Cognitive flexibility allows one to adapt to external change easily, and find the smartest paths to results.



### Result orientation

Will enable an outcomes driven approach that reflects a true partnership with the business. A strong bias towards accountability, action and execution will ensure that every opportunity is maximised.



### Change leadership

Will help companies stay ahead and harness new opportunities. A dynamic CHRO who leads from the front, anticipates and experiments with change and inspires others to thrive in the face of ambiguity in times of unprecedented change.



### Brand Ambassador

A CHRO should become the brand ambassador for the talent agenda both internally and



externally - visibly promoting the people practices and talent offerings. Harnessing the power of visualization a CHRO should continuously inspire others to get involved and believe in the outcomes and translate the larger vision to reality.

### Emotional intelligence

Emotional Intelligence helps a CHRO understand the pulse of the people and stakeholders, empathize better with others, engage in meaningful conversations, and enhance outcomes. High level of EI enables a CHRO to build consensus across the ecosystem through critical problem solving for the multiple everyday challenges



### Creativity & Innovation

Will channelize organizational creativity to solution finding, with design thinking. Creativity is the ability to reframe the situation and take innovative approaches to solving complex problems using a combination of imagination and practicality, Design Thinking is a new approach that every organization should start thinking about to fuel its innovation goals.

and thus needs to gravitate towards a formal system for rapid improvements in productivity through the medium of technology. There is a need to link training and job creation gaps in order to accommodate the 18 million Indian youth entering the workforce for the first time during the next decade. This indeed calls for an urgent re-structuring of the skill ecosystem. Also there is an immediate need to leverage the better half. And if we really need to discover talent from this gender, special attention should be given in not only skilling of women but also on their re-skilling in order to make them employable.

The biggest wealth of a young nation like India is its workforce. In order to get constant returns from this wealth, we need to strategically invest into its growth plan. With only 40 percent of the people joining workforce being considering employable, India has a huge potential and an even bigger task of providing vocational training. Skilling the workforce and making them

**As per projections, over 109 million incremental people will be required in India alone, across 24 sectors by 2022, yet only 4.6 percent of people have undergone formal skill training**

competitive at the global stage should be the best investment plan in order to bridge the skill gap. Alongside government and corporate sector, universities and training centers need to come up with many path-breaking initiatives to make India a skill hub. 

#### References

<sup>1</sup> <https://wheebox.com/logo/ISR-2016-small.pdf>





# Performance Management

Looking back on the transformations that businesses have undergone in the realm of employee performance reviews, one finds that companies have been striving to create more intuitive performance review systems that not only help them push employee productivity but also help them in charting a successful journey of professional growth

By Dhruv Mukerjee

Organizations and HR professionals, in specific, have always had a tough battle when it comes to pinning down the right way of assessing employee performance. Till today, the jury is still divided over the right way to conduct performance reviews. With a direct impact on other components of the employee's experience within the company like compensation and engagement, performance management systems have been in a state of constant flux and improvement. Given the strong need to support business growth, HR professionals have begun to modify current performance management systems to capture the contribution of employees in a holistic manner. Traditionally done using tools like rating systems and annual reviews, 2016 had markets witnessing companies shifting from structured, generic and periodic reviews to more personalized and real-time performance gauging mechanisms.

## 2016 - The year that was

Performance initiatives are often characterized by components like regular feedbacks and personalization of assessments that help to improve employee productivity and in creating short-term goals for improvement. Companies across industries are rethinking their performance review mechanisms. In 2016, organizations questioned the viability of the bell-curve, did away with annual performance reviews, attempted to create their own personalized performance assessment methods that prioritized regular feedback, created short-term goals to measure employee performance and included the scope for improvements on a real-time basis.

## Drivers of Change

The year witnessed HR professionals across the board reassessing the viability of annual reviews in context to their company's vision of growth.

## Devising new performance assessment systems – a trend in 2016

Company name	Key features
Accenture	Accenture hoped to create a performance development framework that worked on a real-time basis rather than assessing performance on an annual, forced ranking basis. This resulted in the creation of an internal app which facilitated performance conversations between the managers and employees on a real-time basis. The internal app is also used to help people within the organization to relay feedback effortlessly.
GE	GE created PD@GE – a mobile app through which managers could have frequent conversations with their employees on goals to be achieved. The main aim of the app has been to enable a culture of constant improvement.
Deloitte	Deloitte created a new performance reviewing mechanism for identifying and addressing three key aspects of measuring performance: recognizing, seeing and fueling performance. The aim was to reduce the impact of "Idiosyncratic Rater Effect" by structuring new ways asking managers as to what they would do rather than what they think.
IBM	IBMs Checkpoint facilitates continuous feedback throughout the year. Checkpoint ensures that employees are given regular feedback across the year on the basis of five parameters: business results, impact on client success, innovation, personal responsibility to others and skill development.
Adobe	Adobe aimed at creating a system that helped managers to convey the expectations of their employees clearly. By creating a strong 'give and receive' feedback, and providing employees with opportunities for personal and professional development, their performance system seeks to improve employee productivity.

And one of the biggest challenges for most has been that they end up holding employees accountable for past performances in accordance to annual goals, often at the expense of improving current performance and taking a wider scope of performance into analysis. As a result to this limitation, HR professionals are slowly getting convinced of the opinion that performance assessments consisting of regular feedback along with expansive short-term goals help change the focus of the company – from being obsessed with assessments to focusing more on building the capabilities of a workforce. According to a report by Bersin by Deloitte, it is estimated that globally, about 70 percent of multinational companies are moving towards this model, even if they haven't arrived at a final system quite yet. This shift throughout the year has been broadly attributed to the following reasons:

#### ***Dynamic business ecosystem***

Ranking-based performance management systems don't take into account the varied work of an employee. Most organizations are currently at the helm of undergoing transformation due to evolving business conditions. As companies enter the realm of business disruptions, employee KPIs require agility and fluidity to be able to respond to changing business needs. Following a continual performance management system that focuses more on feedback sessions to improve rather than waiting an entire year to assess employee has been a major contributing factor towards the shift.

#### ***Scope for better collaboration***

Conventional ranking systems result in narrowing the field of performance analysis and pits employees against each other rather than creating an incentive for employees to collaborate and work cross-functionally. With the bell curve pressing managers to reward only select few out of a highly motivated team, such performance review systems end up demotivating employees.

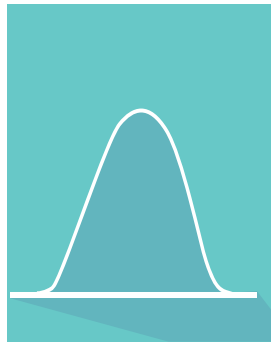
#### ***Cumbersome process***

The shift away from traditional performance review processes has been partly due to the bureaucratic nature of such processes that make performance management and review systems cumbersome. Often, these rigid performance management systems are seen as time-consuming, excessively subjective and demotivating. Bell curve assessments often involve categorizing huge chunks of the company's workforce into different ranks. In such cases, it does little to improve the performance of employees and may even undermine their performance as employees struggle to keep up with ratings, worry about compensation, making it difficult for them to make sense of performance feedback and work efficiently.

#### ***Impact***

The impact of the above-mentioned drivers of change has been felt across sectors. A recent study done by PwC on Performance Management in

### **What about the bell curve?**



The bell curve, a technique of segregating employees into high performers, moderate performers, and bottom performers has often been at the center of most debates on performance management. However, today, leading companies like Accenture, Microsoft and Deloitte, even GE that initially adopted and promoted the use of rank based performance appraisals have ditched the technique as it hinders employee growth and creates unnecessary fear in their minds, often leading to high attrition rates. Although bell curve gives a comparatively straight forward answer to the question of appraisals, many today feel that it provides a narrow view of the employee's capability to perform diverse activities while also being a cumbersome process for HR professionals to implement.

## **In 2016, organizations questioned the viability of the bell-curve, did away with annual performance reviews & attempted to create their own personalized performance assessment methods that prioritized regular feedback**

India reveals that around 52 percent of the respondents surveyed have made changes or are planning to make changes to their existing performance management system while almost 16 percent have done away with individual ratings. The report noted that most companies in India today have the intent to make systemic changes indicating that bold approaches to performance evaluation and management will be a priority. Explaining the shift in preferences, Padmaja Alaganandan, Partner with PwC and leader - People & Change Consulting Practice in India states that "these changes are attributable to a growing discontent with the current systems and processes – only 12 percent of organizations state that they found their current performance management systems highly effective in meeting set objectives." Companies today are looking at creating innovative rewards and appraisal models to boost employee motivation, which in turn influences their productivity. All this is hinged on a robust performance system that is relevant for the company and helps them in creating a culture where genuine performance is awarded while underperformance is improved through continuous feedback and a regular managerial interaction.

To deal with a multi-generational workforce along with competitive business conditions, companies today intend to shift towards a more flexible performance management. Having a top to bottom, rigid and narrow structure of assessment using a

## What is Idiosyncratic Rater Effect?<sup>i</sup>

One of the biggest challenges to traditional rank-based performance systems, the Idiosyncratic Rater Effect refers to the inherent psychological barrier that make managers rate their employees on various parameters like work commitment and collaboration, and not on the basis of their objective performance but on the understanding that the manager has of such parameters. For example, if a manager has to rank the employees on the basis of their engagement with clients, rather than objectively ranking their performance, numerous studies have shown that managers end up ranking them on the basis of what their own understanding of engagement is. This creates a problem when the company's entire workforce appraisal system is dependent on managers creating ranks based on their idiosyncrasies.

Source: HBR

## A recent study done by PwC reveals that around 52% of organizations have made changes or are planning to make changes to their existing performance management system while almost 16% have done away with individual ratings

rating based approach to assessing performance loses its relevancy when it comes to companies which today want to be lean and agile. To sync performance management with the objectives of the company, many have rehashed existing processes to make them more relevant for their employees. This has translated into the year 2016 performance management being characterized by three broad shifts:

**1. More managerial attention:** One of the cornerstones of moving beyond fixed performance review systems has been the growing need to increase employee productivity. And managers are at the very center of this change. As companies are growing at faster rates, it becomes important for managers to hold one-to-one conversations with their teams, giving a more regular feedback and monitoring performance more periodically. With this in mind, new performance management systems are designed to be lean and in bringing managers closer to their employees for better and regular performance checks.

**2. Creation of short term goals:** Companies have traditionally followed the cycle of creating goals for its employees and then marking their performance on the basis of its fulfillment on an annual basis. But as companies seek to become more agile and responsive to changing business conditions, assessing performance on the basis of annual goals is almost counter-intuitive. Companies today seek to create short terms goals which are dynamic in nature. This shift has also been reflected in the job descriptions that are created. As a result, employees have to wear different hats and often end up having a fluid set of responsibilities. A

performance management system that isn't able to capture and reflect this diversity in simple terms would soon be rendered useless.

**3. Making performance management more employee-centric:** As performance management is deeply rooted in the idea of assessing the business impact of the employees, traditional rigid forms of assessments often overlook the aspect of helping employees better their performance. With the increased application of concepts like design thinking in reshaping people management processes, performance management systems today aim to create an evaluation process while keeping the employee as the center of it.

### 2017 - The road ahead

If companies already believe that making performance management systems more fluid, agile and employee-centric, shouldn't that be an easy step forward in the evolution of performance management systems? Well, a closer look suggests that this is not that easy.

Moving ahead, HR managers will have to pay close attention to how they evolve their performance management systems. Even though the traditional way of assessing performance may not be suitable in the current contexts, they still have to keep its benefits in mind. The problem is that removing a fixed annual system of performance review just for the heck of it is no solution. Although these systems provide blanket assessments rather than individualized reviews, most managers are comfortable with the system. This comfort with the system often brings in inertia, making a shift to newer performance systems more difficult. These reasons often stop HR professionals from jumping into the bandwagon of changing existing performance management systems.

We are still to see what the coming year has got to show the world. As HR professionals head into the New Year, monitoring developments within performance reviews becomes imperative. The problem with newer tools and techniques is that we do not have enough data to prove their benefits in the long run. But what is important to understand is that the external world of businesses is fast changing. Times like these would mandate organizations and HR professionals to back to the drawing board and create performance review mechanisms that make sense for them and their company. Moving ahead, HR professionals would also need to keep in touch with the latest developments in the field of neuroscience (studies into the human mind) to understand employee behavior in a wholesome manner. With all this information, they would then have to reshape performance management systems that help them achieve their targets of meeting business expectations while helping employees to have the right job growth opportunities. 

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# DESIGNING EXPERIENCE AND ENGAGEMENT TOTAL REWARDS CONCLAVE 2017

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# Compensation & benefits

2016 witnessed some exemplary initiatives by organizations in the compensation and benefits space. We look at some of trends that made a difference and anticipate some trends for 2017!

By Vani Vyas

2016 saw an evolving compensation and benefits scenario as companies redefined and relooked at their strategies for this domain holistically. Reward strategies have been looked at in new light by organizations and have started being treated as the key components that aid business functioning. The year saw the emergence of reward trends such ESOPs, health and wellness programs, maternity benefits and rise of flexible benefits in companies, however, benefits largely remained pro-women, especially maternity related benefits that were introduced by organizations in view of the Maternity Benefit (Amendment) Bill 2016 that was passed by the parliament.

On the compensation front, 2016 was good year for India as it remained largely unaffected by global economic slowdown owing to incessant inflow of FDI under government's 'Make in India' initiative as per the Michael Page report. In March, foreign direct investment saw a 20 percent jump to US\$ 40.46 billion (2.7 trillion INR), compared

## Overall Salary increase of 10.8 percent in 2016

Year	Net salary Increase	Inflation
2016	4.7%	6.1%
2015	4.5%	5.9%

Source: Towers Watson 2015-16

## The Salary Panorama

In the backdrop of volatile markets, the challenge for corporates in 2016 was to judiciously use their limited salary budgets as frequent shifts in the salary pay structures were caused due to wide talent crunch in the market. As per Towers Watson 2015-16 Asia-Pacific Salary Budget Planning Report, India saw an overall salary increase of 10.8 percent. Factoring inflation of 6.1 percent, the net salary increase in 2016 was marginally higher at 4.7 percent as against 4.5 percent last year (2015), when the inflation was at 5.9 percent.

India's energy sector projected the highest salary increase in 2016 with 11.50 percent. It saw some big changes after the Government's push towards the sector, primarily in the renewable energy space. Pharmaceutical and Health Sciences witnessed projected salary increase of 10.90 percent. The high tech sector in India particularly saw an increase of 0.70 percent in salary at 10.7 percent (as compared to 10 percent in 2015) and this was largely driven by new technologies such as wearable devices, cloud computing etc. combined with the government's initiative 'Digital India' that propelled the demand for talent, compensation and performance. The financial services sector in India saw a modest increase of 0.40 percent in 2016.

Adopting a microscopic view, growth in salaries primarily occurred in five sectors — startups with (15.6 percent), followed by life sciences (11.6

**In 2016, 58 percent of multinational companies offered some flexibility over benefits and 24 percent are planning to incorporate this**

with US\$30.93 billion in the 2014/15 fiscal year as reported by the Wall Street Journal. The key sectors that experienced major growth were the financial services sector, as more non-banking financial companies (NBFCs) established themselves, along with the healthcare sector. So far, the estimates point to India being steady amidst the global volatile environment as India's gross domestic product is projected to remain steady at 7.6 percent in 2017 as well.

Sector	Actual Salary Increase 2016	Projected Salary increase 2016	Year on year increase
High Tech	10.00%	10.70%	0.70%
Energy	11.00%	11.50%	0.50%
Pharmaceutical & Health sciences	10.40%	10.90%	0.50%
Finance Services	10.00%	10.40%	0.40%

Source: Towers Watson 2015-16

percent), entertainment media (11.2 percent), Hi-tech (10.8 percent) and consumer products (10.8 percent). On an average, there was 10.3 percent salary increase across sectors as revealed by the 20th edition of the Annual Salary Increase Survey in India 2016 by Aon Hewitt<sup>2</sup>.

### Benefits and Rewards

Salary is not the only element that provides value proposition to the employees; along with it, additional benefits and rewards also play a strategic role. Rewards and benefits programs acted as key players in 2016. The five strategic compensation and benefits trends<sup>3</sup> that drove business success in 2016 were segmentation and differentiation, flexibility, health and wellness, communication and analytics, and decision-making. Employee segmentation and pay differentiation were the key factors as with limited salary budgets, organizations were unable to dole out the one-size-fits-all increases. Flexible benefits were one of the greatest engagement tools that offered wide array of benefits to employees. The Thomson Online Benefits<sup>4</sup> indicated that over the last ten years Flexible Benefits has become one of the most promising ways to reward employees. Today, 58 percent of multinational companies offer some flexibility over benefits and 24 percent are planning to incorporate this into their organization. Health and wellness programs were another trend for many organizations that became increasingly popular in 2016. Many organizations implemented wellness programs and affirmed that such programs increased organization's productivity. According to People Matters and Truworth Wellness study, 91 percent companies have wellness benefits, 71 percent offer regular health check-ups and around 69 percent offer education and awareness on healthy lifestyle.

Stock-based incentives were another popular reward trend. Employee Stock Options and its variants such as stock grants, stock purchase plans gained momentum. This reward system enabled employees to earn wealth greater than the compensation offered by the company and offered the freedom to link employee rewards with individual and company's performance.

Also, under benefit arena, pro-women benefits saw a massive leap in 2016. With the Maternity



### Flipkart offered ESOPs to over a third of its workforce

Flipkart, one of the popular online marketplace, offered ESOPs to over a third of its employees with the aim to retain company's critical talent



In 2016, about 35-40 percent of Flipkart's 10,000-odd white collar employees received stock options. Flipkart slashed the cash component of variable pay by up to 40 percent and replaced it with stock options. After marketing and discounts, a cost on employees is the largest area of expense for many e-commerce companies and startups.

## Salaries in India are projected to increase by 10 percent in 2017 according to a report by Willis Towers Watson – India's 2017 projected salary increase is highest when compared to the other developed and key emerging markets in the Asian region

Benefit (Amendment) Bill, 2016, increasing the maternity leave with full pay from 12 to 26 weeks, several companies came up with their own lucrative benefits for working mothers.

Many organizations followed the league of the Maternity Benefit (Amendment) Bill, 2016, and devised their own solutions to allow women more flexibility at the workplace.

Schneider Electric for example has developed an engagement model that the company initiated allowing all women employees going on maternity leave, with a buddy, to ensure communication with the organization was maintained and that the right role was identified before they rejoined the organization.



### Best Companies for Women in India 2016

Young Mothers at Workplace revealed the first edition of Best Companies for Women in India (BCWI) Study 2016 conducted by AVTAR Group & Working Mother Media

#### The Top 10 Best Companies for Women in India

1. Cummins India	7. Intel Technology India
2. Deloitte in India	8. Mindtree Technologies
3. EY India	9. Morgan Stanley
4. Hindustan Unilever	10. People Combine Educational Initiatives
5. IBM India	
6. ICICI Bank	

## Work-life balance strategies in 2017



55%

Flexible working hours



47%

Work from home and remote access



42%

Organizations offering Wellness program

Source: Salary employment outlook report 2017, Michael Page

**Salaries in India are projected to increase at 10 percent in 2017, which is the highest compared to other developed and key emerging markets in the Asian region**

Technology has played a significant role in enabling companies. Genpact's 'Returning Moms Program' offers women the choice to work in shifts in their first year at office after a maternity break, along with the freedom to choose company locations closest to home for work. SAP Labs has a 'Run Mummier' app assigns official buddies to expecting mothers who advise them on the benefits available to them. It facilitates interactions during maternity leave and also enables coaching facilities for employees on returning to work while Infosys's Sapphire mobile application allows women going on maternity leave to stay connected to the company. The app keeps the employees up-to-date on organizational developments and projects that they can join when they return.




### The trends to watch out for in 2017!

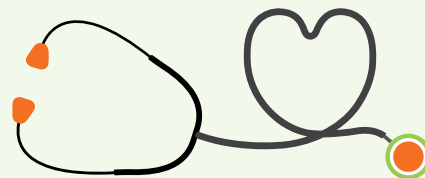
**Compensation trends:** Salaries in India are projected to increase by 10 percent in 2017 according to a report released by leading global advisory, broking and solutions company Willis Towers Watson. When compared to the other developed and key emerging markets in the Asian region, India's 2017 projected salary increase is highest. The other countries that make up the top five in this group are Indonesia at 9 percent, Sri Lanka at 8.9 percent, China at 7 percent and the Philippines at 6.4 percent.

According to the 2017 Michael Page India Salary and Employment Outlook report, overall, the annual salary hikes are expected to be between 6 and 15 percent across all disciplines. Start-ups will typically offer a 10 to 15 percent increase in fixed salary to candidates from bigger organizations, but the actual cost-to-company could be higher with

## Employee health benefit trends to watch out for in 2017


The focus of employers in 2017 will be on optimizing the following healthcare benefits for employees

-  Large employer premiums
-  Telehealth services
-  Consumer-Directed Health Plans (CDHPs)



the inclusion of stocks. Switching between similar organizations brings a 15 to 25 percent increase for candidates, depending on seniority levels. The pharmaceutical sector continues to project higher salary increases as compared to most other sectors at 11 percent, while the financial sector is likely to remain well below average at 8.5 percent. The projected salary increase in the high tech sector for 2017 is likely to be the same as the previous year at 10 percent.

**Employee Benefit Trends:** As per projections, voluntary benefits will be in high demand by employees in 2017 as well. Voluntary benefits are benefits that are presented by an employer but paid partially or solely by employees through deferred payroll. In 2017, it is projected that the scope of voluntary benefits would widen as it would include critical illness insurance, short-term loans, education loans, lifestyle benefits such as health club memberships, legal services, pet insurance etc. Also, companies will offer payroll deductions to cover the expense of wearable technology.

With increasing competition for talent, it will be a challenge for organizations to optimize rewards and benefits programs that attract, retain and engage talent. And along with tangible rewards, organizations will need to realize the importance of intangible rewards such as appreciation, recognition and empowerment. 

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Q &amp; A

# A unified approach to people management in M&A processes

With a special focus on India, **Mark Oshima**, Managing Partner, Aon Strategic Advisors & Transaction Solutions, and **Sharad Vishvanath**, Regional MD & Partner, Aon Strategic Advisory talk about the challenges that an M&A process creates for HR professionals, and ways to overcome them

By Dhruv Mukerjee



**M**arkets have witnessed diverse mergers and acquisitions, both on a global and a national level. With recruitment giants like Randstad and Monster.com becoming one, along with the rapidly evolving startup ecosystem, HR professionals today are being increasingly tasked with the responsibility of managing employees across geographies. Following is an excerpt from an engaging conversation with Mark Oshima, Managing Partner, and Sharad Vishvanath, Regional MD & Partner, Aon Strategic Advisory, where they reflect on some pertinent issues pertaining to people management and other challenges that HR professionals face during M&A processes and in times of change.

**Q Mark, given your experience and expertise of looking at markets across the globe, what are some of the pertinent challenges that you see HR professionals facing when it comes to people management during M&As?**

**A Mark:** People in charge of transition processes often face multiple challenges today. In light of the different management styles being practiced by the different

## HR leaders need to know that it is not just about providing employees with the right kind of information, but rather about forming a leadership connection

companies, a major part of the role that HR professionals need to play today consists of creating uniform policies for issues like structures, job roles, modes of compensation, employee training, and career goals. The primary challenge for HR today is in assimilating the different work styles and cultures successfully, and creating a new system that works well for the entire organization moving forward.

In addition to this, to make any transition process successful, the HR needs to ensure that a proper communication channel is established, allowing the organization to share information and details of the M&A with their employees. We often see that organizations undergoing a merger focus on communications, which is crucial. However, the mistake they make is in the way they convey information. More often than not, they decide to take all the information they have and dump it

on employees, expecting the information to be enough for employees to understand the implications the transition process will have on them. HR leaders need to know that it is not just about providing employees with the right kind of information, but rather about forming a leadership connection. Employees need to understand who their leaders are and whether they actually care for their employees. A weak connection between the workforce and the leadership transitioning in M&As can lead the workforce to second-guess the leaders and, at times, to high attrition.

**Q Sharad, for the problems that Mark just pointed out, how much of it is pertinent to the Indian markets?**

**A Sharad:** Within the Indian market, one finds that the challenges are similar but are of varying degrees. This also

stems from the fact that the markets in the West are more mature, while in India, companies are still learning. So if I were to look at aspects of people retention, the tendency is to say that the brand name would be sufficient to retain employees. The usual thought within most Indian companies is that retention during M&A processes would either happen because of the brand or can be done by creating time bound aspects. But the fact has remained that this has not yielded the best results on retention. It therefore becomes important for HR professionals to look at retention programs differently.

One key aspect that should be stressed in parallel is that HR professionals have to play multiple roles during this period, all within the same timeline. As an HR leader, one needs to break down the challenges and identify the imperative business goals that would impact employees the most. Dealing with such issues on a priority basis can help HR professionals to follow a systematic route of people management, rather than putting out fires as and when they come.

**Q According to you, what are some of the effective ways for HR professionals to ensure that the communication levels are seamless across the organization?**

**A M:** When organizations undergo mergers or acquisitions, it is important that the strategic rationale behind the deal is communicated to the employees to build their trust and ownership in the process. This is important so that people understand why the deal was done and help employees understand what's in it for them. This also ensures that employees have a context to the changes that are happening around them.

Beyond this, the information that should be communicated to employees can be put in the form of a pyramid. At the bottom of the hierarchy lies safety and security. Answering critical questions like 'do I have a job?' 'What will my job entail?' and 'Can I ensure that I will be gainfully employed?' becomes an important job for HR professionals. Once their basic queries are answered, employees need to know more about their current and future work structures. This consists of conveying details on compensation, management, and role within the organization. And ultimately, at the top of the pyramid are questions like 'How do I advance?', 'What is my career aspiration?', 'How will the change in the organization allow me to advance in my career and affect my

personal goals?' HR professionals need to answer the questions they can, and for the questions that they can't, they should set up processes through which they might obtain the answers. Building trust through communication is crucial during these times.

**Q What are the challenges that HR professionals face specific to the compensation aspect of M&A? What do you think are some of the solutions to that?**

**A M:** HR plays a vital role in bringing together two varied sets of expectations and processes to create a unified approach to people management across the final entity. And a crucial component within this relates to employee pay. One of the safest methods during this period is to create a culture where employees are paid for their performance. Rather than creating an ambiguous reward mechanism, building a clear productivity driven approach helps HR professionals

of skill sets that are required. What they require today is what we call integrated thinking to distributed problems. Problems are distributed throughout the organization and yet one needs to be able to think about them in an integrated and synthesized way. In addition to this, HR professionals need to understand the financials of the takeover deal in order to understand its impact on employees and people management processes better. They should be able to translate the change they envision creating into hard dollar terms. Only then can they create a good buy-in from business heads and allocate the right budget for such initiatives.

Finally, they also need to have great influential skills. Once they translate the economics of the deal into how it affects people, influencing their senior leaders and their managers to pay attention to the changes that they intend to make becomes vital. It at times requires HR professionals to be better salespeople. **S:** The only thing I would like to add, which is very relevant

## HR plays a vital role in bringing together two varied sets expectations and processes to create a unified approach to people management

build a proper transparent rewards culture within the organization. This gives an incentive to employees, still unsure of their future, to realize that the company is still standing behind the employees. The upside is that the pay is higher for good performance, which also motivates the employees.

**S:** From a Total Rewards perspective, it becomes critical for HR leaders looking at rewards integration to do so by looking at the structure as a whole. Once the complete picture is taken into consideration, HR professionals would be capable of making the right compensations decisions that retain talent while staying within the budgetary guidelines.

**Q What are the skills that you would want HR professionals managing such transformation processes to develop?**

**A M:** I think the job of an HR professional is more difficult today than it ever has been. Part of that is due to the wide range

to India, is that HR professionals need implementation skills that span over medium- to long-term periods of time. By this, I mean that any M&A process is a two or three-year journey and not a six-month exercise. The plan creating new management policies should also be aimed at addressing vital long-term issues. The ability to strategize for the long-term helps HR professionals to build contingencies and budget accordingly. In times of mergers or acquisitions, putting capital to the right use becomes an even more pressing business reality. For this, HR professionals need to have long-term plans in place. In addition to this, the ability to multi-task becomes a fundamental skill that HR professionals would need when an M&A process is being undertaken. This becomes crucial in India as most companies do not have dedicated HR professionals who look at the M&A processes. **Om**

# 1. THE DICTATOR

The Dictator rules the office with an iron fist. They think they always know best and are rarely open to suggestions or collaboration. Their close-minded, opinionated nature stifles innovation and drives away valuable employees.

## Worst Traits of The Dictator

- ✓ Condescending
- ✓ Overly vocal
- ✓ Close-minded
- ✓ Poor listener
- ✓ Argumentative



## How to Defeat The Dictator

- ✓ Ask directed questions that guide the conversation
- ✓ Know your facts, and present them in a non-threatening way
- ✓ Discuss issues in private rather than in front of a group
- ✓ Remain patient and level-headed when conversing
- ✓ Stick to a schedule so they have limited time to talk

# 8 TYPES OF TOXIC MANAGERS

Identify the toxic managers at your workplace

By Reuben Yonatan &  
People Matters  
Editorial Team

# 2. THE DRAMA QUEEN

The Drama Queen is moody and flighty. Their emotional inconsistency makes them hard to gauge, as they either blow everything out of proportion or are overly enthusiastic, leaving employees stressed and confused.

## Worst Traits of The Drama Queen

- ✓ Unpredictable
- ✓ Stubborn
- ✓ Impulsive
- ✓ Exaggerative
- ✓ Self-destructive

## How to Defeat The Drama Queen

- ✓ Keep conversations strictly business
- ✓ Ignore their attention-grabbing antics
- ✓ Highlight the positive rather than the negative
- ✓ Ask for directions and clarity in writing
- ✓ Build good rapport by delivering quality work





## 3. THE MICROMANAGER

The Micromanager is usually a hard worker; but has control issues. They are constantly making employees perform unnecessary tasks and intervening in their day-to-day activities, reducing productivity and disrupting workflow.

### Worst Traits of The Micromanager

- ✓ Controlling
- ✓ Distrusting
- ✓ Overly critical
- ✓ Short-sighted
- ✓ Fails to delegate

“People leave managers, not companies

- Marcus Buckingham

When key talent attrition being recorded at 7.3 percent for 2015<sup>1</sup>, and the cost of replacing a salaried employee being as high as 6-9 months worth of salary on average<sup>2</sup>, It becomes important to look at the common traits of some managers who may be intoxicating the workplace.

### How to Defeat The Micromanager

- ✓ Be proactive and give project updates before they ask
- ✓ Gain their trust by displaying advanced understanding and achieving project goals
- ✓ Show your knowledge by offering suggestions on how to improve processes
- ✓ Outline each team member's responsibilities before the project starts
- ✓ Ask questions that make them think about the big picture

## 4. THE TWO-FACE

The Two-Face seems nice at first until you realize how passive-aggressive they are. Their fear of confrontation often leads to miscommunication and an unfriendly work environment.

### Worst Traits of The Two-Face

- ✓ Poor communicator
- ✓ Resentful
- ✓ Sarcastic
- ✓ Devious
- ✓ Hostile

### How to Defeat The Two-Face

- ✓ Ask for specific feedback on your work
- ✓ Set up group meetings so multiple people can voice their opinions
- ✓ Communicate confidently and constructively with them
- ✓ Address the root of the problem rather than each passive aggressive action
- ✓ Use humour to diffuse a situation and acknowledge the passive aggressive act



[1] Annual Salary Increase Survey 2015-16, Aon Hewitt  
[2] Society for Human Resource Management



# 5. THE LOUD MOUTH

The Loud Mouth is all talk. The motto is "Do as I say, not as I do." They set a terrible example, but hold employees to ridiculously high standards and are quick to criticize, creating a lack of trust, respect, and motivation.

## Worst Traits of The Loud Mouth

- ✓ Disingenuous
- ✓ Deceptive
- ✓ Makes excuses
- ✓ Arrogant
- ✓ Hypocritical



## How to Defeat The Loud Mouth

- ✓ Research & ask others about standard company policies and procedures
- ✓ Set up a workflow where each team member is held accountable for their duties
- ✓ Create detailed agendas with time slots for each task so meetings don't run long
- ✓ Guide the conversation towards the employee's areas of expertise
- ✓ Give physical cues about how busy you are, and shift your focus to other things

?

**WHAT  
TO DO  
IF YOU  
ARE...**

# 6. THE AIRHEAD

The Airhead is forgetful and always unprepared. They rely on team members to get the job done, and make little effort to improve their skills or take the lead, leaving employees frustrated, over-worked, and resentful.

## Worst Traits of The Airhead

- ✓ Disorganized
- ✓ Lazy
- ✓ Apathetic
- ✓ Incompetent
- ✓ Forgetful

## How to Defeat The Airhead

- ✓ Set up calendar events for important deadlines and meetings
- ✓ Identify their strengths and find ways to better play to them
- ✓ Set aside time in your schedule for last minute emergencies
- ✓ Simplify reports and meetings to make them concise and direct
- ✓ Learn to say no when you don't have time to take on extra responsibilities





## 7. THE LONE WOLF

The Lone Wolf is great at improving the bottom line but doesn't like to work with others and encourages an "every man for himself" environment. Instead of seeing success as a team effort, they measure individual productivity, creating an overly competitive work environment.

### Worst Traits of The Lone Wolf

- ✓ Uninvolved
- ✓ Gives poor directions
- ✓ Overly high expectations
- ✓ Aloof
- ✓ Refuses help

#### ● Senior Manager

Watch out for these traits in your peers, yourself and also in the mid-level managers ('n-1's).

#### ● Mid-level Manager

Watch out for these traits in yourself and your manager ('n+1's').

#### ● Individual Contributor

Watch out for these traits in your manager ('n+1's').

Self-introspect, and constructively help others introspect to eventually intoxicate the workplace

### How to Defeat The Lone Wolf

- ✓ Encourage collaboration amongst fellow co-workers
- ✓ Initiate group conversations in-person and via email
- ✓ Propose team goals in addition to individual goals
- ✓ Discuss your detailed quarterly plan and receive written approval
- ✓ Confirm project expectations and directions in writing

## 8. THE SCATTERBRAIN

The Scatterbrain is extremely passionate, so much so that they are constantly coming up with new ideas, but never following through on any of them. Their constant "innovations" create distractions and make it hard for anyone to focus.

### Worst Traits of The Scatterbrain

- ✓ Unfocused
- ✓ Easily distracted
- ✓ Makes hasty decisions
- ✓ Disruptive
- ✓ Inefficient

### How to Defeat The Scatterbrain

- ✓ Ask them to prioritize each project and then suggest realistic deadlines
- ✓ Ask questions about how new ideas will impact team goals & bottom line
- ✓ Be honest about your bandwidth & time needed to produce quality work
- ✓ Offer your own suggestions on how to improve processes and increase productivity
- ✓ Stay organized and send a weekly plan to your boss to confirm you are on the same page



## Decoding HR process re-engineering

**EVENT NAME:** Technology enabled HR process reengineering – A revolution

**ORGANIZER:** People Matters

**PARTNERS:** EdGE Networks

As the business environment gets disrupted by newer technologies, it only makes sense to improve organizational processes in order to achieve efficiency. And this can only be done by creating newer systems, piloting them for a fixed period and then making the necessary changes in accordance to the feedback received. This re-engineering of processes is slowly becoming an industry norm and HR has been no exception to it. Driven by the need to adopt newer technologies, HR processes across industries are at different stages of being re-engineered. But this can lead to a lack of clarity on what and how re-engineering of HR processes should take place.

In view of this, People Matters, in partnership with EdGE Networks organized a roundtable discussion on HR process re-engineering. Ester Martinez, CEO and Editor-in-chief of People Matters began the discussion highlighted the need to use technology in a way that improves efficiency than complicating processes. But the lack of clarity on the right modality of re-engineering HR processes still remained an issue. To address this growing concern, one that was also echoed by many of senior leaders present in the

audience, the roundtable had Suman Mahadev Akkiraju, AVP – HR, and Kavitha Venkatachalam, Lead - Workforce Careers and Talent Management from HCL share a case study on re-engineering HR process at HCL.

Suman and Kavitha took the stage to explain that within HCL, the initial reengineering processes removed departmentalized working style of the HR function. But that was not the complete solution. They highlighted that although centralized HR tech software was used, HR professionals were still unable to reap any advantage. This required a complete re-engineering of HR processes and use of concepts such as design thinking. Post the case study session, Ester Martinez facilitated the discussion touching upon topics like empowering people with digitization, design thinking to drive purchase decision self-service HR, and also addressed the need to create a business mandate for the re-engineering of HR processes. The closing note was given by Arjun Pratap, CEO & Founder, EdGE Networks where he commended the leaders present in the room for recognizing the need for HR process re-engineering driven by technology. He highlighted that this openness will enable an ecosystem that will amplify human potential and transform business. 📞

## Upcoming Events

### 15th December 2016

**EVENT NAME:** Are You In the List 2016 - CHRO Masterclass & Awards Evening

**VENUE:** Crowne Plaza, Gurgaon

**WHO SHOULD ATTEND:** CHROs, HR Heads and other Senior HR Leaders

**SPONSORS:** DDI, Cornerstone OnDemand, Jaipuria Institute of Management, AMS Inform, Monjin, Mancor Consulting, Edge Networks, C2C, Potentiallife, CIMA, GiftXoXo

### 19th January 2017

**EVENT NAME:** Total Rewards Conclave 2017

**VENUE:** Leela Ambience, Gurgaon

Event theme:

**WHO SHOULD ATTEND:** CHROs, HR Heads, Total Rewards Leaders, Compensation & Benefits Heads and other Senior HR Leaders

**SPONSORS:** BI Worldwide, OC Tanner, Qilo, The Fuller Life, Zeta, GiftXoXo, PeopleCart, HOD, Willis Towers Watson, Pinnacle Rewards

### 8th and 9th December 2016

**EVENT NAME:** NHRDN 20th National Conference

**VENUE:** Grand Castle, Palace Grounds, Bellary Road, Bangalore

**EVENT THEME:** Spirit of Entrepreneurship

**WHO SHOULD ATTEND:** HR Heads, TA Heads, HR Managers, Senior HR Leaders, Government Officials

## Creating plans for tomorrow

**EVENT NAME:** FICCI Conference on HR Best Practices

**ORGANIZED BY:** FICCI

**MEDIA PARTNERS:** People Matters

Technology and its increased application today have altered modern businesses in more than one way, and organizations are increasingly adopting technologies to ensure sustainability. For HR, this means adapting swiftly to the changing dynamics of the business environment. And for the HR to remain relevant, it needs to play a crucial role in leveraging opportunities that this changing environment brings. One of the prime challenges that organizations face these days is in understanding the right talent fit for the company and engaging the talent post hiring. In order to

address the complexities brought in by the constantly evolving tech and business world, Federation of Indian Chambers of Commerce & Industry (FICCI) organized a conference on HR Best Practices on 7th & 8th of November, 2016 at Federation House, New Delhi. The two-day event was attended by senior HR professionals along with representatives from both the government and academia, and consisted of many enriching discussions on the challenges and solutions that the business and HR faces. With the event themed around helping HR professionals to figure out best practices, the event saw a range of critically important sessions that helped in facilitating the exchange of ideas and perspectives between the speakers and the audience. The event was kicked off with a inaugural session with addresses from Dr.

A Didar Singh, Secretary General, FICCI, Prithvi Shergill & Madhavi Lall (Co-chairs-Conference committee) and Saugata Mitra & Premlesh Machama who shared their views on making organizations meaningful and future ready.

Many relevant problems related to talent like the mismatch between demand and supply of talent between the academia and industry were also addressed at the event. Anurag Malik from E&Y spoke on the topic of 'Future of Work' and how automation and robotics are having a great impact and Unmesh Pawar, Global HR Managing Director, Accenture gave insights into Accenture's restructured performance management system. Overall, the two-day event conveyed a strong message that HR professionals need to gear up and embrace new practices for the growth of the organization. 📞

# Navigating HR tech adoption in India

**EVENT NAME:** The rise of the digital organization: A webinar

**ORGANIZED BY:** People Matters

**PARTNERS:** SAP

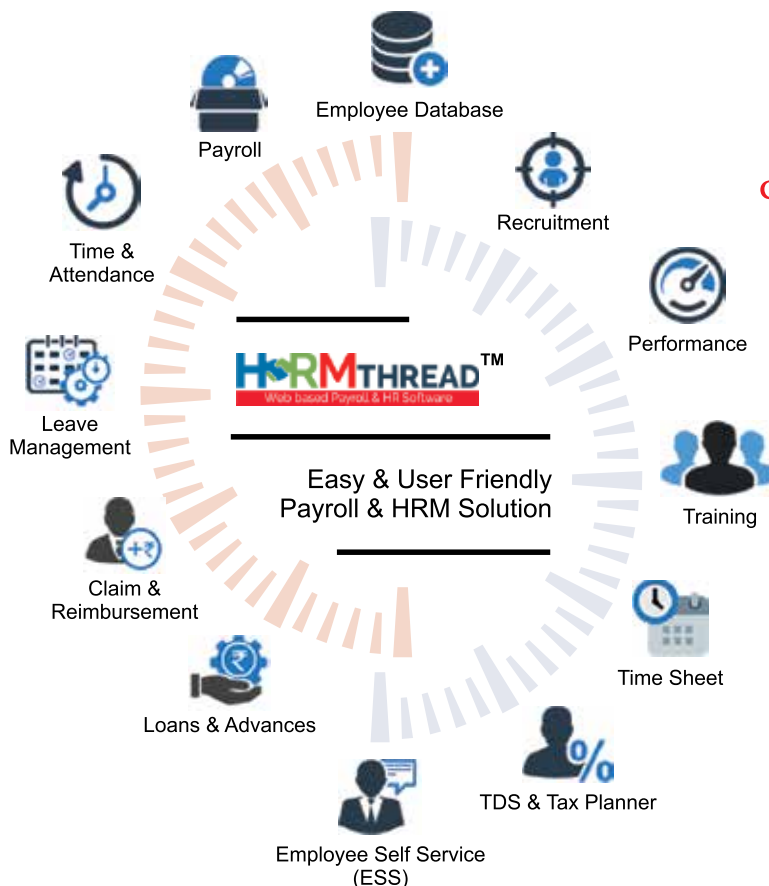
Organizations today are redefining the way they function. With the impact of technological advancements being felt across the spectrum, companies today are rapidly leveraging opportunities, especially cloud computing and analytics. And HR has been no exception to this trend. Digitization of processes has been one of the most sought after transformations that companies are undertaking today. The rise of the digital technologies including social, mobile, analytics and cloud SMAC have presented new business opportunities as well as new challenges for companies. And for HR professionals, the benefits of digitizing human capital management processes are immense. Moreover, as businesses decide to become 'digital first', it becomes impera-



tive for organizations to contextualize the digitization processes before implementing an organization-wide adoption initiative.

In order to address such growing complexities, People Matters in collaboration with SAP conducted a webinar on the theme of "The Rise of Digital Organization". The webinar covered the key insights derived from a joint study on the adoption of HR technology within companies in India. Sharing the key findings of the People Matters-SAP HR Technology

Study 2016, Ester Martinez, CEO & Editor-in-Chief, People Matters facilitated the webinar and stated that HR professionals today are more responsible for technological adoption than their CEOs and that the CHRO is the biggest influencer of HR Technology investments (83 percent) followed by the CEO (71 percent). Rajat Kapoor, Country Manager of HR Solution Architecture and Advisory at SAP SuccessFactors explained that the adoption of technology within HR processes in India has been the highest in the areas of core HR services like payroll and attendance management along with performance management and recruitment. Learning & Development is another function which is witnessing growing investments in HR technology. Revealing more facts from the Study, the speakers also mentioned that an overall increase in the adoption of technology within businesses rose from 90 percent (in 2015) to 98 percent (in 2016).. The two speakers also elaborated on how companies today can successfully leverage a digital-first business environment. 📱



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## Jobs of the week



### Piramal Enterprises

Senior Manager-HR / AGM/DGM-HR

**Location:** Hyderabad / Secunderabad,

**Job ID:** 19521623

**Description:** Aligning HR strategies and practices in line with business goals and targets, Managing the talent acquisition for pan India operations across the verticals & domains.



### Recruise India Consulting

Manager / Sr. Manager Employee Relation (female)

**Location:** Chennai

**Job ID:** 19585593

**Description:** Conduct investigations for Chennai site in close collaboration with the Head of ER.



### 2COMS Consulting Private Limited

HR Assistant Manager

**Location:** Navi Mumbai

**Job ID:** 19611037

**Description:** Total Generalist HR Profile & Little bit Admin Exp is mandatory.



### Indus Towers

HR Manager

**Location:** Noida

**Job ID:** 19479789

**Description:** Adherence to Indus HR policies & procedures at circle level- Should demonstrate 'Conscious keeper' role.



### Vitasta Consulting Private Limited

Manager / Asst. Manager HR

**Location:** Navi Mumbai

**Job ID:** 19644212

**Description:** Employee Life Cycle Management, Talent Acquisition and Induction Leverage employee referrals and job-sites to minimize costs.



### Flexi Partners

HR Manager

**Location:** Bengaluru / Bangalore

**Job ID:** 19643824

**Description:** Experienced in handling Industrial relations, Handled core Generalist profile as well as recruitment of blue collared employees.



### Asiapower Overseas Employment Services

Recruitment Managers

**Location:** Mumbai

**Job ID:** 19598992

**Description:** Experience in Recruitment Co dealing with Overseas Recruitment will be an added advantage.



### Superior Talent Resources, Inc

Recruitment Specialist

**Location:** Bengaluru / Bangalore, Chennai

**Job ID:** 19118564

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## Jobs of the week



**Sampoorna Computer People**  
Employee Relation Manager  
**Location:** Chennai  
**Job ID:** 19540549  
**Description:** Responsible for resolving and in specific cases managing end to end complex employee relations cases (e.g. redundancies, grievances, disciplinary, etc.)



**New Era India Consultancy Private Ltd**  
DGM Human Resources  
**Location:** Mumbai  
**Job ID:** 19585127  
**Description:** Candidate should be Full Time MBA, He/She should be well versed with Corporate HR Role.



**Emids Technologies Private Limited**  
Associate L&D Operations  
**Location:** Bengaluru / Bangalore  
**Job ID:** 19615094  
**Description:** Min of 1- 2 years of experience in L&D Co-ordination skills & back-end support.



**Talent Corner Hr Services Private Limited**  
HR Generalist  
**Location:** Mumbai  
**Job ID:** 19612163  
**Description:** End to End recruitment, Vendor management, Follow up with consultants, Follow up with candidates for Interview etc.



**Akshay Software Technologies Limited**  
Talent Acquisition Manager  
**Location:** Bengaluru / Bangalore, Udupi  
**Job ID:** 19639634  
**Description:** 8 to 10 years hands-on experience in recruitment (both lateral & fresher) - Not an HR Generalist.



**Golden Opportunities Private Limited**  
AVP / Manager Learning and Development  
**Location:** Bengaluru / Bangalore  
**Job ID:** 19623546  
**Description:** Incumbent should have good experience in Learning and Development and implementation of learning curriculum in Banking Domain.

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# Workforce analytics: From theory to practice

Workforce analytics is a new domain for the human capital departments. This article looks at how workforce analytics can prove to be a game changer for the HR function

By **Sudipta Ghosh** and **Saurabh Bansal**

**T**alent is top of mind to senior executives, and that is more evident than ever today. Results from PwC's Annual CEO Survey show that 34 percent of the CEOs are extremely concerned about the availability of key skills. Return on workforce is gradually declining as labor cost has risen from 28.2 percent to 29.9 percent over the last year. There is a growing need for actionable insights into the workforce and various organization are starting to realize the importance of the information that they already have about their own staff.

Workforce analytics is the new domain for the human capital departments. It has now gone beyond simple data reporting and surveying to advance modeling. More than half of the participants in the PwC survey felt that creating or maturing their workforce analytics function is a strategic priority for the next one to three years.\* The old approaches of gut feel and doing what everybody else is doing is not sufficient anymore. It requires development of innovative and customized workforce solutions for specific workforce issues faced by various organization across industries. It covers various kinds of activities from benchmarking to advanced analytics to comprehensive workforce surveying.

Workforce analytics covers the entire employee lifecycle – from talent acquisition to performance, learning management to retention and is designed to assist the organizations in solving critical workforce and business objectives. These involve targeted analytics, modeling, and forecasting requirements to address the top workforce concerns. Analytics around total rewards enable the organization to optimize across different benefits and compensation options.



**Workforce Analytics accelerate the path to insights by integrating big data, advanced analytics, and compelling visualizations in tangible and intuitive software packages**

Every talent analytics and predictive service has one goal in common: apply advanced analytic techniques to solve a critical workforce problem and thereby, demonstrate the value of talent analytics to the entire organization.

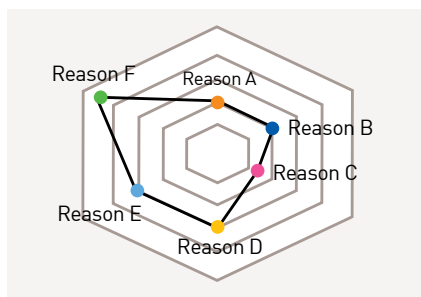
The human resources analytics solutions can be broadly categorized into the following:

- Attrition risk analysis
- Quality of hire analytics
- Payroll analytics
- Workforce planning
- Reward analytics

## **Attrition risk analysis**

Certain amount of voluntary employee turnover is expected due to people changing jobs for many considerations: family, convenience, compensation, growth opportunities, and more. However, before a high performing resource starts looking for a new position, there are usually some leading indicators that start to emerge before the actual attritions. If these early warning signals could be identified and interpreted, then it could help in identifying the high risk employees, which help in preventing attrition.

Attrition risk solution uses advanced statistical modeling to see the correla-



tions that lie hidden in the data including demographic data, compensation, commute, performance, attendance, and many other attrition variables. Then one can cross-reference this data with historical trends, to see which indicators are most relevant. These solutions can even let you simulate the use of different retention tactics, to assess initiatives before you make investments. The dashboards and other visualization tools make it easy to get and share the information.

Attrition risk analysis not only helps in identifying the potential risk cases but also helps in identifying the root causes of attrition. This information can be used to find the skills gaps and in determining whether the learning and development programs are capable of arresting the resource flight. This would help companies to develop contingency plans, treating turnover as a potential business risk. Finally, it will help in managing the overall headcount more effectively to align turnover, voluntary or otherwise, consistently with organization's workforce planning strategy.

### Quality of hire analytics

The employment market for high quality people is very competitive. Organizations need to be sure to hire the right employees, and they need to do so quickly. This can lead to a difficult situation as under the pressure to hire quickly, organizations often sacrifice the quality of their hires. Such a situation could be avoided if we can predict in advance the key attributes of a successful recruiting profile and which recruiting sources would yield the ideal performers.

Quality of hire analytics solution can help in finding the appropriate resources using advanced statistical modeling that lets one see the correlations among various attributes in the data. The initial process is to identify the pivotal roles in the organization, defining success for them, and building hypotheses as to why some new hires perform better than others.

This is followed by applying statistical techniques to the performance, payroll, employee survey, and other data to test the hypotheses. By looking at performance assessments, demographic data, survey results, and more, one can create an optimal hiring profile reflecting the key factors that define success in various organizations. Finally, we can predict net future value for each of the candidates by rating all the potential hires on the key factors to provide the recruiters an indicator of the potential hire's value for the organization.



### Payroll analytics

Payroll analytics solution provides immediate financial benefit to various organizations in IT/ITES as well manufacturing organizations where adherence to shift timing has direct implications on the revenue. In these organizations, the time booked by various employees is carefully tracked and directly linked with the payroll systems. The time sheet data is a rich source of data about what work

is getting done by whom and what the workforce productivity levels are. There are certain workers who misuse the system through time clock fraud, or by abusing pay policy and payment rules. Such companies can lose a lot of revenue due to this and the financial implications can be serious. They might see excessive claims for overtime. Unfortunately, standard checks and management practices find it difficult to catch the defaulters. In fact, most companies don't even know how much money they are losing through time misuse.

Payroll Analytics can provide timely alerts to the senior management to take timely action and avoid any such incidences in future. Payroll Analytics applies advanced statistical algorithms to spot inconsistencies in time reporting, based on comparisons to public and private data. Rather than relying on back-end processes and reports, managers can use Payroll

According to PwC's Annual CEO survey, 34% of the CEOs are extremely concerned about the availability of key skills

Analytics to flag potential wrong doers and take timely action.

### Workforce planning

The demands of business have a tremendous impact on the workforce requirement of the organizations. Organizations need to change not only the number of workforce required but also the type of different resources required. Some organizations might switch from hourly retail employees to salaried positions as part of a new consultative sales program. Each move would have real implications for HR, the workforce and the business.

Workforce planning is a process that aligns HR programs with business objectives. Advance forecasting solution can predict the future market demand of company's product and services in the future. These projects can then be used to predict the future requirements of different types of resources. Having identified the workforce requirements, organization

Attribute	Profile 1	Profile 2
Role	Supervisor	Manager
Experience	3 years	5 years
Home Town	Different from work location	Same as work location
Education	Undergraduate	Postgraduate
Cost To Company	\$180,000	\$219,000
Value	\$125,000	\$325,000
Net Value	-\$55,000	\$106,000





## Workforce analytics covers the entire employee lifecycle – from talent acquisition to performance, learning management to retention

can change the full-time mix of employee profiles to part-time mix for optimizing the overall cost.

Workforce planning is becoming an integral part of the annual/rolling plans prepared by various organizations which would require the application of techniques like forecasting, scenario planning and what-if analysis. An example is retail sector where there is a lot of seasonality due to holiday and festive seasons when there is sharp increase in footfalls and store staff needs to be augmented accordingly.

### Reward analytics

Over the years, there has been an increase in the variety of benefits packages that employers offer. Certain benefits that motivate one set of employees may not be that appealing to a different set of employees. Interests vary not only by life stage but also by location, job category, and other groupings that may not be clear.

Rewards analytical techniques can predict which features offer the optimal combination of value to employees and cost-saving for employers. This allows organizations to identify the unique combination of rewards (health benefits,


compensation, leaves, bonus etc.) that will allow them to engage and retain employees and save costs. It can also enhance recruiting efforts and lead to better employee engagement — even while saving money for the company and providing a quantifiable return on investment. Employees feel valued as the organization is giving them an opportunity to choose their benefits based on their preferences. However, this involves tracking and analyzing the compensation and benefits decisions made by employee. This gives organizations deep insights into the aspects of a total reward package that are valued by each employee group. Further, this can be linked to the attrition analysis and valuable employees who are at risk of leaving the organization can be retained by suitably structuring their overall benefits package.

### Challenges in adopting workforce analytics

- **Operational & cultural readiness:** Many organizations find it difficult to imbibe the culture of adopting a new way of managing resources, hence they need to undergo a change management exercise to take all stakeholders on board before operationalizing the solutions.

- **Data quality:** Human resources data lie in disparate systems ranging from payroll systems, performance appraisal applications to various spreadsheets and flat files. The quality of results is directly related to the consistency, accuracy, timeliness of the data and can quickly erode confidence of business users in the efficacy of the data analytics.
- **Readiness to spend:** The analytical tools and solutions along with the readiness to invest in building teams require investments in time and resources on a continual basis, hence some organizations are not willing to do the requisite investments. Organizations should look at the benefits that they would realize, both tangible and intangible, if they implement workforce analytics solutions.
- **Finding the right people:** Organizations are facing issues in finding resources who are skilled in data discovery, predictive modelling, statistical solutions and data visualization skills. It is very important to find the experts who not only understand the key human resources issues relevant to the organization but also build the applicable workforce analytics solutions.

### Conclusion

Businesses can create competitive advantage by harnessing the power of data and analytics to make better and informed decisions. Workforce Analytics accelerate the path to insights by integrating big data, advanced analytics, and compelling visualizations in tangible and intuitive software packages. Organizations can start their workforce analytics journey by choosing any one or more solutions organizations can then develop an analytics roadmap to gradually reap the benefits. It would certainly make a significant difference and become a game changer in its quest towards having a high performing workforce. 

### References

PwC report "Trends in People Analytics"

### ABOUT THE AUTHORS

**SUDIPTA GHOSH** is the Analytics Leader and Partner with PwC India, with wide range of experience in managing and architecting complex large scale data and analytics implementations in sectors like FMCG, Hospitality and Direct Marketing.

**SAURABH BANSAL** is a Senior Manager with PwC's India Analytics practice with more than 11 years of experience in leading projects in automobile, consumer goods, energy, manufacturing and retail industries.

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- Labour License Capacity exceeded
- Medical Check up not done
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- Work Order expired
- Work Order Capacity exceeded
- Female worker entry during night shift
- Debarred worker entry

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VIBHAV SINGH



# “Hey oldie! You just got fossilized”

– Stagnating view of baby boomers. Step up HR!

Building productive working relationships between diverse generations is one of the key HR challenges

**O**ur inclination towards psychological homeostasis seldom pushes us to accommodate and assimilate workplace diversity. Do we really engage in the process of knowing others? As a matter of fact, we do not. What we actually do is to indulge in ‘barter’ understanding. This psyche manifests itself when our thinking and behavior is guided by age stereotypes. And this becomes explicit at the workplace when, in their treatment of the older generation, the younger generations label them as fossils and subject them to age stereotyping. This has made older employees a vulnerable group, especially when they are trying to break the stereotypes and keep pace in a dynamic business environment.

Current trends show that Baby Boomers are still at the helm in leadership positions. Though their average age has declined over the years, CEOs are still old enough to be bracketed with the older generation. Industry-wise break-up of the average CEO age confirms that in the technology sector, it is 45.2 years; in telecommunications, it is 45.7 years; in the material sector, it is 53.7 years; and in the utilities sector, it is 52.5 years. In the context of organizational demographics, mitigating the adverse impact of age stereotyping in order to build productive working relationships between diverse generations is one of the key HR challenges. However, notwithstanding the wide acknowledgement of this challenge, there remains an absence of systematic approach to address the issue of generational diversity.

## Is the evolution of baby boomers unnoticed by HR?

There is a popular belief that baby boomers prefer to remain in their existing paradigm and do not like to imbibe new ways. Often, phrases like ‘they are less flexible and agile’ are used to describe their outlook. In reality, baby boomers have kept pace with the demands of the changing business dynamics at both cognitive and behavioral levels. They are less rigid in their dealings and seek to explore different ways of addressing issues and problems.

**Even the most experienced HR managers, at a subconscious level, can be guided by the stereotype of older workers being poor performers**





## Training and development of older workers is considered as a 'sunken' cost as they are believed to lack the ability to learn new things

But managers paying heed to negative age stereotypes tend to avoid talent management of older workers. This may have detrimental consequences as the workforce may miss out on the skills that come with accumulated experience. Training and development of older workers is considered as a 'sunken' cost as the older workers are believed to lack the ability to learn new things. Moreover, even the most experienced HR managers, at a subconscious level, may be guided by the stereotype of older workers being poor performers. It is also an undisputed fact that employers are also wary in their treatment of older employees because of the prospect of potentially damaging consequences of litigation over issues of age-discrimination. It is clear that HR systems and practices have not addressed generational issues proactively. Awareness must translate into policy and practices. Affirmative actions or the traditional approach to addressing workplace diversity are not enough and this aspect of workplace diversity calls for a few unconventional methods.

### The HR needs to step up!

- (a) **Communication circles:** Cross-functional communication circles can be formed along with cross-generational groups that can come together to discuss intergenerational differences. These groups can be instrumental in reducing age stereotypes and perceived intergenerational gaps.
- (b) **Storytelling:** Stereotypes form when people fail to contextualize. Storytelling can be an effective approach to understand socialization contexts of generations. Stories can help in understanding situations and the reasons behind different kinds of thinking and behaviors.
- (c) **Dissemination of information:** Information about employees across generations can be disseminated through an organization's employee portal that can facilitate cross generational interactions.




#### (d) **Identification of pressure situations:**

HR managers should identify existing and potential pressure situations in which age stereotypes guide the course of events. Identification of such pressure situations can help HR personnel to devise correct measures to deal with them.

#### (e) **Avoid forced acceptance of diversity:**

Though acceptance of diversity is a key challenge for HR and organizational leadership, it should not be forced upon the employees. Proactive initiatives to spread awareness of diversity and encouraging its acceptance are essential steps.

#### (f) **Formation of cross-generational work teams:**

Managers should encourage forming cross-generational work teams, which would provide a platform for employees of different generations to interact and know each other better. This can lead to quality and in-depth engagement amongst generations and can also result in eliminating misconceptions. 

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[http://www.forbes.com/2003/03/31/cx\\_wt\\_0401exec.html](http://www.forbes.com/2003/03/31/cx_wt_0401exec.html)

#### ABOUT THE AUTHOR

**PROF. VIBHAV SINGH** is Assistant Professor (OB & HRM) at IIM Trichy





# Gamification Lessons from Dr. Angry Birds

It would be worth imagining if there were any elements of Angry Birds game design that we could reflect and apply in the real world™ in domains like organization change, culture or employee learning

**W**hat are the odds of a 'serious' adult getting actively engaged in slinging strange looking birds at a bunch of pigs hiding under precariously placed structures? Well, as it turned out, this apparently 'redundant' and 'lame' mission when designed as a digital game became a worldwide rage and an epic money guzzler, turning around the fortunes of Rovio. With close to 3 billion downloads and epic follower counts across all demographics and cultures, there ought to be a merit in exploring some of the secrets behind its intriguing design especially from a human motivation perspective. And, it would be worth imagining if there were any elements of Angry Birds game design, that we could reflect and apply in real world — may be at our workplaces, products, websites, blogs, society to garner a larger engagement (if not epic like this game!) within our employees, customers and fellow citizens. This in fact is also what Gamification means to me — *observing the elements that make some great games so endearing and applying the same principles in real world, opening amazing possibilities for human learning, motivation and engagement.*

Here are a few excerpts from my imaginary and insightful conversation with the legendary Angry Birds on Secrets of Successful Gamification.



"Remember the game had a very simple but engaging narrative? We birds were mad and angry as our eggs got stolen by the naughty pigs. So we went all out slinging hard at pigs!"

## Learning #1 – Weave a Story

We all love stories and love to be a part of them. Curating a larger (sometimes even a larger than life) purpose or a captivating narrative around the core mundane tasks can just be the right spark to set the user engagement stage on fire later. Isn't it harder to motivate someone for a sustained period to do a string of tasks or exhibit certain 'ideal' behaviors just to win some random points? From saving the planet, turning around a business as a virtual CEO, mentoring massive online followers or simply finding one's own version 2.0! Gamification powered by captivating narratives stand a better chance at giving a compelling and sustainable reason for the players (users) to be a part of something bigger than the usual.



"You remember...every time you had a new bird to play with, there was a little hint on your screen on how to sling and our secret powers? And you got it like a pro in a few shots!"

## Learning #2 – Welcome Onboard!

One way to ensure stickiness to your gamified environment is to give your new players a great onboarding experience which can seamlessly familiarize them on the rules, win states and tools with bare minimum effort. The impatient users of today's age are not the ones to read lengthy manuals, dragging FAQ pages or even lengthy tutorial videos. The early experience and the interface must be highly intuitive to get the user started and bag some quick yet meaningful early wins. At their first date with your gamified product, the user ought to feel comfortable, smart and yet curious to explore more.



## Rovio in Numbers

600M

Game downloads in 2014

2.8B

Game downloads since 2009

170M

Active monthly players

90+%

Brand awareness

27.5M

Facebook followers



1.6B

Youtube views

4B

Toons video views



"Though you saw the game in just a single frame with a handful of characters, it had some amazing level of detailing of each character and events. The different faces of birds, the way the trajectory of our slings unfolded, the explosions, the monkeys, balloons and the of course the great fall of mega structures and the agony of pigs under them! You could feel action- just about everywhere!"

## Learning #3 - The Devil is in Detail

Even though your workplace plot or real life subject may be limited- a Plain Jane product, a company's website, an online accounting course, a serious social cause – they all have their little components which when made to look 'play-like', can be given some sort of life, a character or a metaphor – acting as a great scaffold to the original plot. For example, a product demo video as a war briefing, course levels as alien superpowers to unlock, may be some engine roaring simulation effects as we explore the tech specifications of a heavy duty SUV/bike or simply a priceless smile of a child slowly unfolding as you progress through the donation payment process! Every user action and touch-point is an opportunity to imagine harder and gamify!



"Remember, with each passing level you had a new set of limited birds (Red, Chuck, Bomb, Matilda...) with unique superpowers to bust more sophisticated structures including the criminal piglets of course! But, YOU had the choice and autonomy to strategize, to hit the most suitable part of the structure with the bird you deemed fit. There was a clear sense therefore, that there can be more than one way to crack the ultimate goal. Also, you could even go back in game to replay past levels to earn that extra star! Within some broad rules, you enjoyed the freedom and control to pace your journey, to be the master of your own fate."

## Learning #4 - Boost User Autonomy

Game-like experiences, just like games are most engaging only when they are voluntary. User consent and autonomy hence are one the most crucial X factors for a gamification effort to be successful and sustainable. It is thus recommended to add enough avenues for your users to express their unique creativity- to explore, to fail, try new paths rather than follow a pre-decided road to your content. It is better for the user to sense a tactical depth than the same old task with some points and a 'mandatory to play'

clause thrown in. And lastly, just like we 'choose' to play our favorite games, users must have a choice of 'not to play' if the experience is not worthwhile. The easiest way to kill a gamification effort is to push it down the throats of your players! It is no longer game-like if one 'has' to play or play only to a script.



"I bet you enjoyed the little creative ways the game reacted to your smallest of actions. The noisy chirps from all of us, the contemptuous laughter of the surviving pig(s) once you lose, the screeching sound your sling makes when stretched to max, your points making a glorified entry from the smoke of clouds, star count for each level to know how spectacular or ordinary your win was. The game was 'intelligently' speaking to you – at all times!"

**Gamification can give a Plain Jane product some sort of life, a character or a metaphor – like a product demo video as a war briefing or course levels as alien superpowers to unlock**

## Learning #5 - Feedback Loops

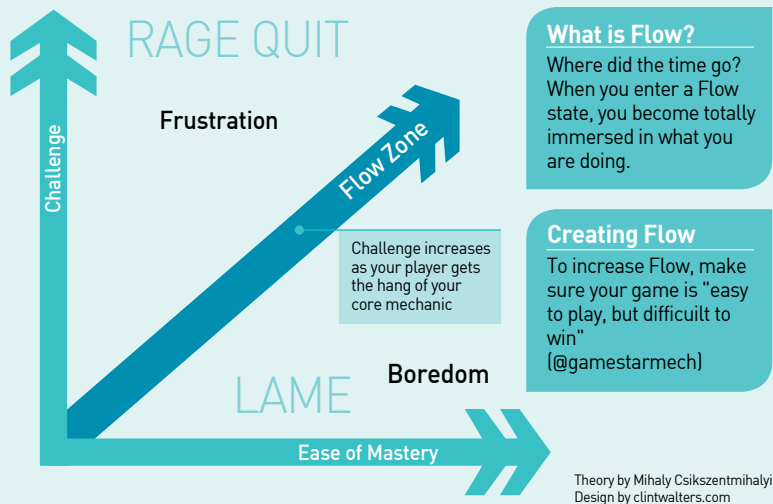
How eager will you be to upload photos on your social network if all your contacts can still see them but not like, comment or share? Likes, Retweets, Shares, Comments, Applauds, Trolls, a thank you note or just a tiny emoticon — feedback is everywhere and it indeed is a vital engagement thread. The opportunity to give your users a feedback is immense — to encourage, tease, glorify, challenge, amuse, or surprise. But sadly, while gamifying this aspect is largely underutilized or more often oversimplified in form of predictable points or elementary congratulatory, try again, welcome or thank you messages.

Well spread out, creative and iterative feedback loops in sync with the narrative keeps the gamified environment 'alive', interactive and empathetic, laying deep foundations for long-term engagement, neural associations and habit formation.



"I bet there were times when you entered a new level and saw humongous concrete structures with only a handful of sling shots- and you almost gave up! And then you tried and failed a few times and then... Whoa! You

## COGNITIVE FLOW &amp; GAME DESIGN



The easiest way to kill a gamification effort is to push it down the throats of your players! It is no longer game-like if one 'has' to play or play only to a script

nailed it! But guess what? The next level threw an even more obscene challenge which you felt will be your ultimate skill threshold and then...you thwarted it again and marched ahead! It was as if you were on a roller coaster! Challenge and triumph playing on loop!"

## Learning #6 – Stay in the 'Flow' Zone

Users slowly evolve in their skills with more familiarity and experience. Hence, smart gamification designs incrementally throw in the right amount of complexity and win states – to keep the skill levels adequately nourished as well as challenged – also known as the 'flow zone'.

A limited or poor appreciation of target audience's profile and capabilities while designing win states and reward policies can often get a reasonably seasoned player into either a state of boredom or frustration. Both of these emotions can naturally trigger withdrawal symptoms from games as well as game like environments. Handing out points or rewards just about for anything, predictable challenges after some early wins, major rule loopholes, over-glorifying relatively average achievements — all of these can make the game experience too easy and boring. On the other extreme, too many rules or disclaimers in your game or win states, no early win opportunities, too many controls and dashboards, poor instructions — all

sound like a lot of mental fatigue, anxiety and futility than a worthwhile challenge.

Getting the 'flow' right requires a deep sense and pulse of your target audience's skill and learning curve. Test runs with a sample audience, success and failure rate insights, using elements of surprise and unpredictability and ongoing game feedback from users must be a part of design review to tweak and possibly evolve the game's challenge factor in order to keep maximum players in the 'flow zone'.

*Thumb Rule – Make your gamification easy to play but difficult to win!*

## Gamification vs. Pointsification

*A sustainable gamification needs smarter storyboards than sleeker leaderboards.*

Interestingly, we did not see the PBL (Points, Badges, Leaderboard) in the list above, which sadly is perceived as the most convenient way to gamify a task or process. The harsh reality, however, which is backed by academic research, proves that it is in fact hard to expect a sustained long-term engagement by just slapping some extrinsic motivators like points, badges and leaderboard on a task. PBL indeed is a potent tool but only as one of the 'mechanics' to power an engaging gamification plot, largely to keep achievements quantifiable and comparable – better termed as 'Pointsification', if done in isolation.

Successful gamification as we see is more holistic in its approach, dwells deep in to understanding the core human drives in action while gaming, and then bases its worldly application on the same fundamentals, giving a compelling intrinsic incentive to fuel the desire to collect, save or showcase the eventual badges, points or ranks. Great games and gamifications therefore, blend principles of rewards, habit building with incremental chunks of knowledge and experiences that eventually are entrenched into our long-term memories.

If done in the right spirit and expertise, gamification can help bring a 'play like' yet an intelligent and productive environment to wide ranging domains like organization change and culture, employee training and learning, education, sales, recruitment, service competitions, product campaigns, customer loyalty, health and fitness to even social welfare and development.

Imagine a world where you can wake up to see a metamorphosis of your daily checklist, career goals, sales targets, health resolutions or community initiatives into possibly a quest to conquer, a monster to shoot at or a thrilling worldwide countdown race to zero hunger!!

Sounds more than just a game!

Thank you Dr Angry Birds 🐉

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# Blogosphere » V. MOHAN SRINIVASAN



The ability of organizations to achieve success through maintaining perfect balance of commitment to delivery ratio is known as "Say/Do ratio" which should equal to one

## The Say/Do ratio equals to one

**C**oincidence is God's way of remaining anonymous" said Albert Einstein. However, the concept of 'coincidence' may not fly in a business context. The reason being that in this fast growing economy, the occurrence of success through coincidence poses a huge challenge of uncertainty and bad surprises are seen as definitive failures. Therefore, the need is to commit for results confidently and ensure achievement of the same predictably. In other words, the ability of organizations to achieve success through maintaining perfect balance of commitment to delivery ratio is known as "Say/Do ratio" which should equal to one.

What happens when Say/Do ratio does not equal to one? Then either 'Say' tends to be more than 'Do' or vice versa. When 'Say is more than Do', it means it is over commitment and under delivery. On the contrary, if 'Say is less than Do', then it amounts to under commitment and over delivery. Neither one is desirable. The reason being, when the commitment is more than delivery then it shows lack of planning and execution. However, when the delivery is more than the commitment, then it is deemed to be lack of governance and process in predicting the capacity, forecast, estimation and so on. A fine balance between commitment and delivery, therefore between 'Say' and 'Do' should be consistently equal to one.

This brings forth two very important aspects:

First, growth for an organization means increased level of commitment to its customers and all stakeholders that would necessitate improved level of delivery assurance to meet the commitments made. If you view this from Say/Do ratio, both numerator as well as denominator must be increased over a period of time, reliably, keeping the market demand and competition in view.

**Mature organizations develop an internal culture and sustain the same over a long period of time so as to achieve balance of commitment to delivery**


Second, it is not just enough to increase both Say and Do but it is very important that the organization strives to strike a perfect balance between them. This is a very interesting challenge for the management as well as for the employees in the organization. Mature organizations develop an internal culture and sustain the same over a long period of time so as to achieve balance of commitment to delivery. Individuals in these organizations demonstrate healthy and positive leadership behaviors which play a pivotal role in ensuring Say versus Do parity.

Some positive leadership behaviors, indicative of the above, resulting in a change of organization culture can be:

**Responsiveness to demands of innovation:** Success is a function of responsiveness to timely market leading innovation, as demonstrated by individuals of the organization. Their emotional association to the innovation is key to this success. They should continuously innovate through learning new technology, processes, tools and techniques. Customers are smart and demand more for less. Hence organizations need to make higher levels of commitment to their Customers as well as deliver them. Courage to this effect is bestowed upon organizations that have people who habituate innovation in their job roles.



**Leadership at every level:** People leaders in organizations play a vital role in leading the culture change. In organizations where leadership is strategic constituent of success, the vision set out by the head of the organization is religiously translated into strategy and action, which are plugged into every business transaction, both internal to the organization as well as external. Leaders, at every level, however small or big their teams may be, actually become evangelists to this vision and act accordingly.

In summary, a persisting Say/Do ratio equals to one over a long period is so important for organizations to stay relevant in business and to reap prosperity through gaining Customer's confidence. It therefore requires to promote a transformational culture of continuous learning, develop exemplary leadership at all levels, demonstrate agility with speed as well as be sensitive to changing needs of Customers. 

(Disclaimer: The views expressed in this article are mine and my employer does not subscribe to the substance or veracity of my views)

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