people
matters

MAKING AN IMPACT
EMPLOYEE ENGAGEMENT IDEAS THAT MAKE A DIFFERENCE

GUEST COLUMN
Robin Speculand
How to Inspire People?

BIG INTERVIEW
Ayse Birsel
Designer, Creative Director, Speaker &
Author of *Design the Life You Love*

IN CONVERSATION
with **Alessandro Giuliani**
MD, MISB Bocconi

Invest in people, Invest right.

People - Potential - Performance - Profit - PeopleWorks

The biggest asset of an organization is its people. Investing in them is imminent for business growth. PeopleWorks Performance Management Solution helps your organization harness the complete potential of your employees thereby building a high performance workforce.

peopleworks™
New Age HCM for New Age Workforce

Highlights of Performance Management Solution:

Objectivity Goal Management **360° view** **Performance Assessment**

Talent Nurturing **Customization** **Continuous Improvement**

For more information: +91-9916214888, info@peopleworks.in, www.peopleworks.in

Cost Efficient Hiring Process

Our hiring process helps clients reduce
their cost in identifying, hiring &
training employees

One step further!

Expectations, needs, wants, dispositions, attitudes and sentiments – these are abstract yet dynamic concepts that organizations have been trying to understand to design their strategies related to people. From rewards and recognition, to building inclusive cultures, organizations are doing whatever it takes to engage and retain talent.

A Gallup survey points out that 87 percent of employees worldwide are not engaged at work. But why is it that employees worldwide still are unable to engage their workforces? The reasons can be any or many. But it is time to take a step further. Engagement is possible when there is a holistic integration of people, processes and systems on all levels.

To find out what true employee engagement entails, we reached out to global thought-leaders in the employee engagement domain for our cover story this time. And their insights point to factors such as the inability of organizations to comprehend the broader science of employee attitudes and motivations, reliable leadership, mentoring managers, developing a culture of appreciation, adopting a social mindset and many more. As Tanmay Vora rightly points out that "This is a more holistic conversation, and one that really engages the talent by integrating work design, culture, rewards, learning and career development to deliver superior employee experience." We also reached out to HR leaders across different sectors who communicate the key challenges that are faced while communicating and driving employee engagement.

For the Big Interview this time, we have Ayse Birsel, designer, creative director, speaker and author of *Design the Life You Love,* tells us about her journey of becoming an industrial designer and how she extends her design principles to enable people & organizations to design a better future.

This issue also has some critical insights from David Yesford, Robin Speculand, Abhijit Bhaduri and many more esteemed personalities who have given their enriching insights on many themes that revolve around people and organizations.

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

Happy Reading!
Esther Martinez Hernandez Editor-in-Chief

FOLLOW

🐦 → @Ester_Matters
in → estermartinez
✉ → ester.martinez@peoplematters.in
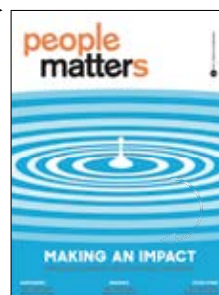
THE COVER STORY (BEHIND THE SCENE)

if there are so many balls then how is it 'one thing'?

ya! more colors!

cant read it still!

Phew

भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT BANGALORE
तेजस्वि नावधीतमस्तु
IIMB

ahlc
Aon Hewitt Learning Center

AON
Empower Results®

Next Generation CHROs

Shape the future of India's HR: develop leaders who drive business outcomes through HR

Prepare for Future Readiness

Gauging impact of macro-trends and disruptions on business and HR

1

Exploring Within

Work with best-in-class HR advisors to accelerate your development journey

Mentorship

Drive HR Transformation

Reconfiguring HR operating models in response to dynamic business demands

Fieldwork

2

Connecting Around

Understanding of business value chain and link with human capital strategy

Lead a strategic initiative to create a tangible impact in your organization

Connect Business with HR

3

Executing Ahead

Shaping your legacy by aligning your vision for the function to the organization context

Shape your Agenda

To participate, nominate or know more, reach out to

IIM Bangalore
Richa Singhal
richa.singhal14@iimb.ernet.in | +91-80-26993817

Aon Hewitt Learning Center
Pooja Chitkara
pooja.chitkara@aonhewitt.com | +91-9717300621

contents

COVER STORY 46

EMPLOYEE ENGAGEMENT

WHAT DOES IT TAKE TO FOSTER A TRULY ENGAGED WORKFORCE?

Employee engagement is not a straight-line process – from behavioral metrics to motivation – there are many factors to be considered while designing the right engagement strategies. In this Cover Story, employee engagement thought-leaders give us their perspectives on what they think will be the core differentiators in employee engagement practices

By **Suparna Chawla Bhasin & Udayan Dhar**

CONTENTS

---

contents

CONTENTS

Dale Carnegie

> ❝**That's the most important degree I have.**❞

— Warren Buffet
on the Dale Carnegie Course

Be the best version of yourself through every stage of life!

The Dale Carnegie Life Cycle curriculum takes you on a transformational journey of self-discovery and personal growth:

- Unleash the Star in You (School)
- GenerationNext (Youth)
- Creating a Professional Demeanour (Fresher/First Time Professional)

- Dale Carnegie Course (Communication & Human Relations Skills)
- Advanced Dale Carnegie Course (People & Team Engagement Skills)
- Dale Carnegie New Start (Senior Citizens)

Contact Us Today!
+91-22-67818113 | corporate@dalecarnegieindia.com | www.dalecarnegieindia.com

Join us on:
f ⓣ ▶ in

Letters of the month

MARCH 2017 ISSUE

Leadership Development is a Lifetime Process

Dr. Marshall Goldsmith's Big Interview was truly enlightening. I thoroughly enjoyed reading every piece of advice and guidance shared by him especially where he explains how a leader needs to 'let go' and how a leader needs to also develop the people around him. The interview is a knowledge basket for those who want to reflect upon and improve themselves, and is a 'must-read' for all aspirational leaders, managers, CEOs and especially entrepreneurs. Dr. Marshall goes on to mention that the biggest flaw in life is 'being in the comfort state' and that one needs to break out of this comfort zone. I truly submit to his thought and believe that leadership development is a lifetime process. Kudos to People Matters for publishing such an inspiring interview!

– Veena Sehgal

It's about 'working on' the business

I enjoyed reading the cover story on the talent management practices in Small and Medium Enterprises, especially Makrand Applawar's interview, where he specifically talks about scaling-up and talent challenges in SMEs. He shares his personal journey and narrates the struggles and successes attained over time. I agree with Makrand Appalwar that the primary challenge for any small business entrepreneur is to sell his idea and vision to the people he wants to hire. Building a strong capable team is of utmost concern and clarity needs to be established with regard to roles and responsibilities. The best advice which he passed on through this interview was 'To start working on the business and not in the business'.

– Suraj Kumar

How to be change agents – creating an inclusive work culture

I could relate with Shachi Irde's article, where she explains how women leaders face difficulties in proving themselves at the workplace. Facts and research further support and adequately analyze the situation for working women. Three predicaments as per research – extreme perceptions, high competence threshold and perceived as competent but disliked – are the rightly stated reasons that undermine women leadership. I agree that change in the mindset is required and the corporate world needs to develop well-informed targeted strategies to successfully navigate inclusion, thereby ensuring gender diversity.

– Shilpa Alag
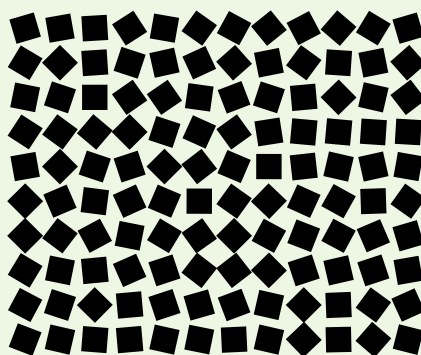
Strategies for successful organizational downsizing

The article perfectly explains how downsizing can be done by illustrating both dos and don'ts from HR and legal perspectives. The article cleared my notion that concept of 'at will employment' does not exist in India. In-depth legal definitions further expanded my knowledge of how companies can downsize in a legit way.

– Neha Thakur

{WRITE TO US NOW BY SCANNING THIS CODE}

AMS*i*NFORM®

DIFFERENT CUSTOMERS OFTEN HAVE VERY DIFFERENT NEEDS.

WE GOT IT COVERED.
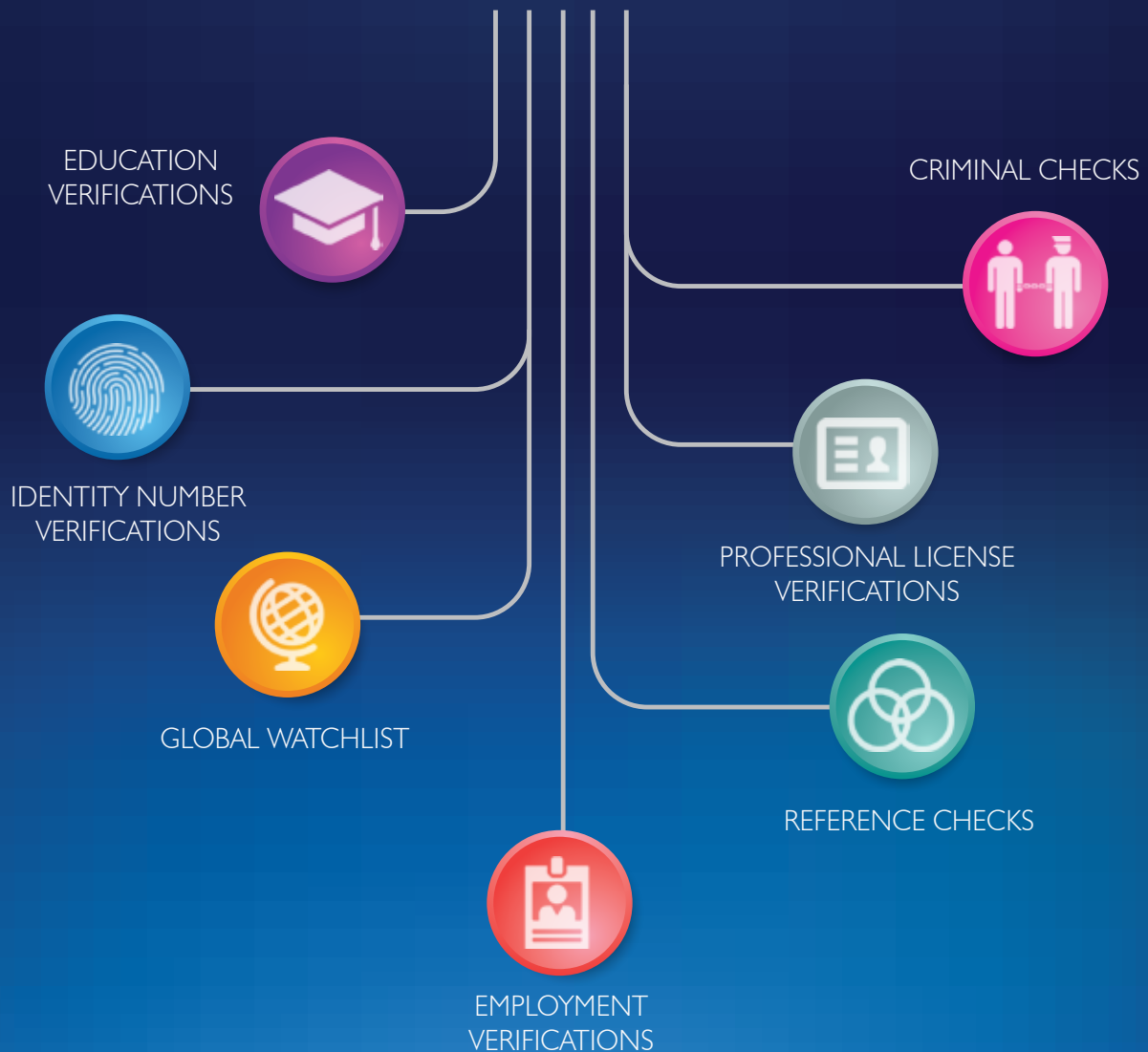
EDUCATION VERIFICATIONS

CRIMINAL CHECKS

IDENTITY NUMBER VERIFICATIONS

PROFESSIONAL LICENSE VERIFICATIONS

GLOBAL WATCHLIST

REFERENCE CHECKS

EMPLOYMENT VERIFICATIONS

JOBS

3 out of 5 employees unhappy with jobs: Study

In a recent survey done by TimesJobs, nearly 50 percent employees surveyed stated that they were unhappy with their current jobs due to 'people', which included their bosses and co-workers. A demographic analysis showed both male and female employees are equally dissatisfied with 'the people factor'. 45 percent male and 40 percent female employees blamed dissatisfaction with job because of 'the people' they work with. 40 percent male and 30percent female employees stated that the fault lies with 'the job/role' at hand. 15 percent male and 30 percent female employees blamed 'the logistics' element of the job, whereas nearly 60 percent stated they have a bad boss, 30 percent stated they have annoying co-workers, and 10 percent said they have disengaged teams.

COMPENSATION

Salary increase to be 9.5 percent in 2017: Aon Hewitt

According to Aon Hewitt Annual Salary Increase Survey in India, the projected salary increase for the year 2017 is at 9.5 percent across industries, a drop from 10.2 percent in 2016. The study, the largest and the most comprehensive of its kind in India, analyzed data across 1000+ companies and has also projected that political and economic changes considering global and Indian economic and political events that includes Brexit, recent changes in the US government and the much talked about demonetization will have an impact on the salary increase for the year 2017. However, despite this dip in the growth of salaries, the Study still projects India as having the highest growth in salaries among other Asian economies like China 6.9%, Japan 2.4%, Malaysia 5.5% and Singapore 4.1%. But it is noteworthy to mention that sectors such as Life Sciences, Professional Services, Chemicals, Entertainment Media, Automotive and Consumer Products will continue to project a double-digit salary increase for 2017.

PARTNERSHIP

Fortis partners with Excelity for payroll & benefits administration

Excelity Global has been appointed as the payroll and benefits outsourcing partner to Fortis Healthcare. As part of this strategic engagement Excelity will leverage its HR outsourcing experience to manage payroll and benefits for 22,000+ colleagues within Fortis Healthcare and other group companies. With this engagement, Excelity further strengthens its position as the largest payroll & benefits outsourcing service provider in the India market. Sumit Sabharwal, CEO (Managed Services) said, "We take pride that Fortis has chosen Excelity as its partner of choice to manage their payroll and benefits operations. Organizations today are looking to streamline their payroll and benefits administration process while gaining process efficiencies and Excelity has been instrumental in doing this on a continuous basis."

LAYOFFS

Aircel announces termination of 700 employees

Aircel, the Indian cellular service announced the termination of its 10 percent pan-India staff strength i.e. around 700 employees. The move was a part of the first stage manpower downsizing. These are the first set of redundancies identified by Aircel to reduce the duplication of human resources meanwhile preparing for the possible merger with Reliance Communications (RCom). The company provided around a week's time to its staff members to agree to the company's severance package that includes a basic pay to allotted for next six months.

LeEco terminates 85 percent employees in India

In the recent announcement, Chinese internet and technology conglomerate, LeEco has decided to terminate around 85 percent of its staff belonging to Indian unit. It has even allowed two leadership exits before which could be their reason for their withdrawal from India. Two top executives who have resigned from leadership posts include Atul Jain, COO of the smart electronics business, and Debashish Ghosh, COO for Internet applications, services, and content. Jia Yueting, founder and CEO of LeEco admitted that LeEco was fast running out of cash and present day mass termination seems to be the result of that. He has even acknowledged so by writing an email to employees, in November 2016, explaining them the situation that the company does not enough cash as they invested into the expansion of ranging from smartphones to driverless cars. The layoffs have taken place in LeEco offices based in Mumbai, Delhi and also at the research and development centers in Bengaluru.

SKILLING

KPMG launches Learning Academy to help organizations upskill

KPMG India has formally launched their Learning Academy which will bring together the company's subject matter expertise with its learning design, and technology skills and capabilities. The intent is to assist other organizations to upskill for future on areas like Learning strategy and transformation, learning program management, learning services: learning design and development, learning branding and communication, and learning infrastructure. Through this initiative, KPMG is looking to deliver over 90 learning programs across five broad clusters — finance, leadership, management and people; forensic, risk, governance and compliance; performance, process, service and quality; and digital and technology.

SHEROES partners with Simplilearn to help women upskill

SHEROES has partnered with Simplilearn to provide women professionals access to various online certification courses as they plan to get ahead in their careers. Over 150 Simplilearn's certification courses can be accessed from anywhere in the world via SHEROES. Users will get access to high-quality, self-paced learning content designed by industry experts in areas like big data, analytics, digital marketing, cloud computing, project management and more. Most of SHEROES members seek growth opportunities as they return to work, WFH, start their own businesses, this partnership will help women to upgrade their skills and enhance their careers.

Coursera collaborates with Google to foster a skilled cloud talent

Coursera, an education-focused technology company has announced collaboration with Google to offer Google Cloud Training courses on its platform. Developed and taught by Google experts, these courses will be available on-demand for any current or aspiring IT professionals and data engineers. Coursera will be launching the first course in the Data Engineering on Google Cloud Specialization, "Big Data and Machine Learning." This course will be the first in a 5-course Specialization. More foundational, intermediate, and advanced courses in infrastructure, machine learning, analytics, and application development are planned for launch soon. Offering these courses on Coursera makes it highly convenient for current and aspiring IT professionals, data engineers, and anyone else to access high-quality cloud training on the latest tools and technologies. Through the Coursera platform, learners have the flexibility to take courses on their own schedules both on their computers and on a mobile app.

DIVERSITY

41 percent Indian businesses have no women leaders: Report

According to a global survey by Grant Thornton "Women in business: New perspectives on risk and reward", about 41 percent of Indian businesses are without any women leaders. The study that surveyed 5,500 businesses in 36 economies ranked India third lowest in having women in leadership roles for the third consecutive year after Japan where only 7 percent of senior level executives are women, and Argentina which has 15 percent. Russia tops the list where they account for 47 percent of senior management team and besides Russia, the other two countries that have significant percentage of women in senior management roles include Indonesia (46 percent) and Estonia (40 percent). The survey also noted that only 7 percent of the senior management (CEO/ Managing Director) roles were held by women in India and the most common roles held by women in India are as Human Resources Director (25 percent) and Corporate Controller (18 percent).

THE PSYCHOLOGY OF JOB SEARCH

Indeed shares insights on job seeker behavior and the psychology behind job search in a talent-driven economy

THE CAREER DECISION-MAKING PROCESS

Candidates make at least 7 major decisions before they become an employee

01 Consider a change

02 Consider your company

03 Consider a position

04 Apply

05 Commit to the process

06 Accept the offer

07 Appear at new job

WHAT LEADS EMPLOYED PEOPLE TO MAKE THE DECISION TO CHANGE JOBS?

People look for jobs when they are inspired by new opportunities or disillusioned with their current job.

The forces against career change are incredibly strong

01 Career changes are high stress

02 We underestimate the potential benefits

03 We overestimate the chance of failure

04 Making a career change is hard work

FACTORS THAT TRIGGER JOB CHANGE

Majorly, people look for jobs either they are disillusioned with their current job role or they are inspired to have a new

Consider job change when they do not get recognized for an accomplishment at work

Think about job change, when they come across positions or jobs that interest them

Consider job change when they feel dissatisfied in their current job

Opt for change when they feel discouraged about their current job situation

Consider change when they find better opportunities in their field

30%

18%

25%

27%

28%

WHAT ATTRACTS CANDIDATES TO A NEW JOB OPPORTUNITY?

Mostly, candidates are attracted by the following:

By Good Pay/Compensation	**76%**
By Flexible Working Hours	**57%**
By Good Location	**56%**
By Meaningful Work	**50%**
By Good Work or Team Environment	**49%**
By Better Company Reputation	**39%**
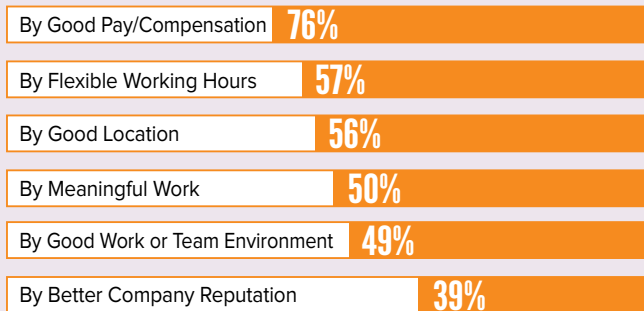
CAREER DECISIONS ARE AMONGST THE MOST STRESSFUL LIFE DECISIONS

As per the research, career decisions are amongst the most stressful life decisions and most people are wired to be resistant to career change

Career Changes

20 Changes in working hours or conditions

23 Trouble with boss

29 Change in responsibilities at work

36 Change to a different line of work

45 Retirement

47 Dismissal from work

0

65

20 Change in residence

29 Child leaving home

30 Foreclosure of mortgage or loan

40 Pregnancy

50 Marriage

63 Death of a close family member

Other Life Changes
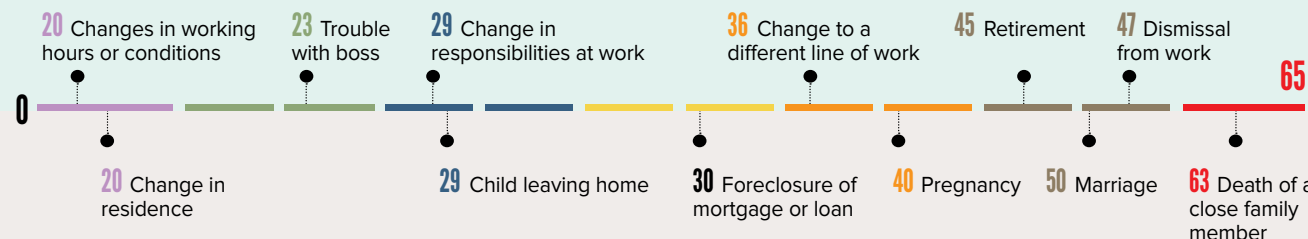
Source: *Indeed Insights*

ON ATTITUDE

TERMINATED

ON APTITUDE

RECRUITED

Use HPCSA and ITC certified Cognitive and Psychometric assessments from Wheebox, leader in online proctored assessment to identify and shortlist true potential of candidates.

Wheebox
Measuring World's Talent and Skill Potential

Over 100 large corporations use Compass BD and Insight 360 for hiring and Competency development.

+91 9971336307, info@wheebox.com
www.wheebox.com

QR

NEWSMAKER OF THE MONTH

Kumar Mangalam Birla -
The real 'Idea' behind 'Vodafone'

For businesses, it about real partnerships. But this is something that seeks to be a make a significant impression when it comes to Prime Minister's digital India and financial inclusion vision.

Vodafone, the UK-based mobile phone operator, has struck a deal to merge its Indian operations with Idea Cellular – a deal that is set to create India's largest telecom firm with 400 million customers and a pan India 3G and 4G footprint. Kumar Mangalam Birla, chairman of the diversified $41-billion Aditya Birla Group and Vittorio Colao, Chief Executive of Vodafone Group Plc., have brought about the merger of Vodafone's India unit with Idea Cellular to create India's largest telecom firm with 400 million customers. Vodafone is set to own 45.1 percent of the combined entity while Idea's parent company, the Aditya Birla Group, will own 26 percent and the rest will be owned by the public.

Kumar Mangalam Birla will be the Chairman of the merged entity, while Vodafone will have its nominee as the chief financial officer, which is yet to be decided. The joint entity will have a combined enterprise value of $23.2 billion. Colao in a statement said that "This is a transformational deal that changes, at the same time, the prospect and future of Vodafone and Idea in India, but also the industrial structure in India." The business deal is stipulated to save an estimated $2.1 billion a year on operating costs and capital investments after four years, and is stated to be completed in 2018.

From a consumer standpoint, the merger is to expected to do some real good in terms of financial health and sustainability of companies, reduced competition, increased revenues, job creation, better service quality, and enhanced customer experience. The combined entity will enable and ensure sustainable consumer choice in a competitive market and will prove of value through technology expansion to include mobile money services. The merger is said to instigate more merger moves in the telecom sector, although such consolidations have been a trend in the recent past where Bharti Airtel bought India assets of Telenor and Reliance Communication, Aircel, and Tata Teleservices and MTS in talks for merging. **Qm**

> The business deal is stipulated to save an estimated $2.1 billion a year on operating costs and capital investments after four years, and is stated to be completed in 2018

KPMG INTERNATIONAL APPOINTS WILLIAM B THOMAS AS CHAIRMAN

KPMG International has appointed William B Thomas as the new Chairman. He has served as Chairman of KPMG's American region since 2014 and has been a member of the Global Board since 2009.

IOCL APPOINTS SANJIV SINGH AS CHAIRMAN

Indian Oil Corporation Ltd., the country's largest commercial enterprise, has appointed Sanjiv Singh as its Chairman. The Appointments Committee of Cabinet approved his appointment to the post for a period of five years. Singh is at present the Director of Refineries at the IOCL.

EDGEVERVE APPOINTS PERVINDER JOHAR AS CEO

Edgeverve, the wholly-owned subsidiary of Infosys Ltd, has appointed Pervinder Johar as the new CEO of the company. Prior to this appointment, Johar was CEO of Steelwedge Software Inc., a cloud-based supply-chain in US.

RELIANCE COMMERCIAL FINANCE APPOINTS DEVANG MODY AS CEO

Reliance Commercial Finance, a subsidiary of Reliance Capital has appointed Devang Mody as its Chief Executive Officer. Prior to this appointment, Devang was heading the consumer business at Bajaj Finance.

CONDUENT INDIA APPOINTS LOKESH PRASAD AS CEO

Conduent Incorporated, a leading business process services provider, appointed Lokesh Prasad as Chief Executive Officer, Conduent India. In this role, Prasad will be responsible for driving India-specific strategy, creating and executing new internal policies, and streamlining the organization through centralization of functions.

SMARTRON INDIA APPOINTS SANJAY JHA ON ITS BOARD

Smarton India has appointed Sanjay Jha, former chairman and CEO of Motorola mobility as an Independent Director. Jha currently works with US-based Global Foundries as CEO and also has been associated as COO with chipmaker Qualcomm.

INTEL APPOINTS PRAKASH MALLYA AS MD, SOUTH ASIA

Intel has appointed Prakash Mallya, currently Director for Intel's Datacenter Group in Asia as the next Managing Director. As the MD for India, Mallya will be leading Intel's effort in establishing new growth areas for the company.

ZOMATO APPOINTS SAMIR KUCKREJA AS PRESIDENT OF ZOMATO BASE

Zomato has appointed Samir Kuckreja, former chief executive of QSR chain Nirula's Corner House, as President of its cloud-based point-of-sale (PoS) system, Zomato Base. Kuckreja is a graduate from Cornell University.

WPP APPOINTS BABITA BARUAH AS COUNTRY HEAD

WPP's Global Team Blue (GTB), a dedicated unit for the Ford business has appointed Babita Baruah as the Country Head. Prior to this appointment, Babita was with JWT as Senior Vice President and Managing Partner, PO1, an independent business unit for PepsiCo.

AMAZON INDIA ELEVATES AMIT AGARWAL AS SVP

Amazon India has promoted Country Manager Amit Agarwal as Senior Vice President. Agarwal was inducted to the Senior Leadership Team in April 2016 and reports directly to Chief Executive Officer and president Jeff Bezos.

SYNECHRON APPOINTS JOHN GAUNT AS CHIEF HUMAN RESOURCES OFFICER

Synechron Inc. has appointed John Gaunt as Chief Human Resources Officer. John has over thirty years of international human resource management experience in Financial Services and Technology and joins Synechron from HCL where he was the EVP of International HR.

KPIT APPOINTS RASHI ANAND AS DIRECTOR-HR

KPIT, a global technology company, has appointed Rashi Anand as the Director-HR. Prior to joining KPIT, she was the Deputy General Manager – HR at Lupin. Rashi's role as Director-HR will focus on organizational interventions.

SHOPCLUES APPOINTS BABU VITTAL AS HEAD HR

ShopClues has appointed Babu Vittal as Head HR. Prior to this appointment, he was the HR Head of Reliance Communications. Babu has also been Flipkart's HR Head for its retail division, and later spearheaded the centers of excellence in Flipkart for compensation & benefits, performance management, & organization design, as Senior Director – HR.

IBM INDIA APPOINTS KANISHA RAINA AS THE TALENT LEADER

IBM India has appointed Kanisha Raina as Talent leader for IBM India and South Asia. Raina has held varied eminent positions in IBM including Global Talent Partner – Research and the position of communication and learning specialist.

QUICK READS

It's official – Maternity boon granted!

With the amended Maternity Benefits Act, 1961, extending the paid maternity leave to 6 months in the organized sector, about 1.8 million women are set to benefit from it in India

By **Shalini Sengupta**

In a much talked about move, the Lok Sabha amended the Maternity Benefits Act, 1961, according to which, women working in the organized sector can now avail 6 months of paid maternity leave — a steep increase from the 12 weeks of paid leave earlier. This move will benefit about 1.8 million women in the organized sector and is set to support the strength of the working women force in India. With this move, India has now reached the third position in terms of the number of weeks for maternity leave after Canada and Norway that have maternity leaves of 50 and 44 weeks, respectively.

According to the amended Bill, a woman employee can take her maternity leave prior to 8 weeks before delivery and in case a woman has two or more children, the benefit will continue to be 12 weeks and she will be entitled to take it 6 weeks before the date of delivery. The Act grants 12 weeks of maternity leave to: (i) a woman who legally adopts a child below three months of age; and (ii) a commissioning mother – a commissioning mother being a biological mother who uses her egg to create an embryo implanted in another woman. The leave period of 12 weeks will be calculated from the date the child is handed over to the adoptive parents or the commissioning mother. This is the first time the Act introduces a mandate that every organization with 50 or more employees will be needed to provide crèche facilities within a prescribed distance. Women employees availing this option will be allowed four visits to the crèche in a day. The work from home option introduced in the Bill allows an employer to permit a woman

employee to work from home, provided the nature of work assigned to her can be done remotely. This option can be availed of after the period of maternity leave, for a duration that is mutually agreed upon by the woman and the employer. The Bill also introduces a provision which requires every establishment to communicate the maternity benefits available to its women employees in writing and electronically at the time of her appointment to the establishment.

While the statistics related to women workforce don't really paint a nice picture, the Bill surely gives a head-start to what needs to be done. India poses a unique challenge when it comes to recruiting and retaining women talent. With nearly 45 percent of Indian women stating that their decision to leave their jobs was strongly influenced by the prevalent notion that women must take care of the household while men must work and provide for the family, the labor force participation rate for women is falling, from 37 percent in 2004-05 to 29 percent in 2009-10. In rural areas, the percentage of women workers is 25 percent, while in the urban areas, it is just 15 percent. Out of 323 total executive directorship positions on the Bombay Stock Exchange, just eight are held by women.

A recent report by PwC on "Winning the fight for female talent: How to gain the diversity edge through inclusive recruitment", reveals that organizations across the world are injecting greater urgency into their gender diversity efforts. Explicit hiring targets have emerged as a core driver in fulfilling these ambitions with 78 percent of large organizations around the world stating that they are actively seeking to hire more women, especially for experienced and senior-level positions. As organizations fight to attract female talent – particularly at levels and in sectors where they're currently underrepresented – we are now seeing competition for female talent escalate to a whole new level. The report also highlights that just talking about diversity as part of an employer brand is no longer enough.

When deciding whether or not to work for an employer, over half (56 percent) of women are looking to see active diversity progress. This rises to 61 percent for female career starters. Meanwhile, 61 percent of women and 49 percent of men look at the diversity of an employer's leadership team when deciding to accept their most recent position. And 67 percent of women explored if their employer had positive role models who were similar to them when deciding to accept their most recent position, rising to 76 percent for female career starters. This factor was particularly important to women working in sectors that are widely regarded as relatively male-dominated, such as FinTech (85 percent), Engineering and Construction (82 percent) and Asset Management (78 percent).

Accenture's 'Getting to Equal 2017' Report reveals that within decades, the average pay gap could close if businesses, government and academia provide critical support to women

On the same grounds, Accenture's "Getting to Equal 2017"Report which includes findings from 29 countries reveals that within decades, the average pay gap could close if women take advantage of three career equalizers - Digital fluency, Career strategy and Tech immersion; and if business, government and academia provide critical support. The research also found that, globally, a woman earns an average $100 for every $140 a man earns. Adding to this imbalance is the fact that women are much less likely than men to have paid work (50 percent and 76 percent, respectively). This contributes to a "hidden pay gap" that increases the economic inequities between men and women: for every $100 a woman earns, a man earns $258, the research shows. In India, the research covered 31 industries, and found that the average pay gap between men and women is 67 percent (men earn $167 for every $100 earned by a woman). Much of this gap is caused by the fact that there are more men than women in high paying functional and leadership roles, in addition to factors such as education levels, industry segment and hours worked. The research also found that applying the three strategies could add $39 billion to women's incomes by 2030.

India is fast developing in its approaches towards women, especially its women workforce. With the new amendments to the Maternity Benefit Act, the path to support women workforce and their potential has surely been laid. 🔶

MATERNITY BENEFIT (AMENDMENT) BILL, 2016

The Maternity Benefit (Amendment) Bill, 2016 provides women in the organized sector the following benefits:

- Bill extends maternity leave for working women from existing 12 weeks to 26 weeks.
- Women who adopt a child below the age of 3 months wil be entitled to maternity leave of 12 weeks
- Establishments employing 50 or more than 50 people will have to provide crèche facility at the workplace or within the radius of 500 meters

The Bill is expected to support approximately 1.8 million women in the workforce in the organized sector

New rules for HR in the digital age!

Deloitte's 5th annual Global Human Capital Trends is a call for HR and business leaders to pull up their socks for the radical transformation that is already underway

By **Manav Seth**

For HR, these are testing times - from expectations, execution, purpose and knowledge, every piece of conventional wisdom in this sector is either being tested or is well on its way to get updated. However, addressing the challenges pertaining to workforce, talent, learning, automation and technology often deprive us of fully understanding the overarching changes that are gaining a feverish pace in the domain. Deloitte's 5th Annual Global Human Capital Trends Report and Survey does precisely that, and paints a picture that helps in comprehending the big trends – prevalent and upcoming – in HR, what to expect in the future, and how to best adapt accordingly.

The report "Rewriting the Rules for the Digital Age" takes into account the inputs of over 10,400 HR and Business leaders from 140 countries and discusses technology, analytics, digital tools, automation, and the future of work extensively.

Findings from the survey and expert opinions are segregated into ten relevant trends, which cover diverse domains like leadership, Artificial-Intelligence (AI), People Analytics, Learning and Development (L&D), Talent Acquisition (TA), and diversity among others.

The Future

The report reveals that talking about the future of workplace and work is indispensable today because the "way high-performing organizations operate today is radically different from how they operated 10 years ago. Yet many other organizations continue to operate according to industrial age models that are 100 years old or more, weighed down by legacy practices, systems, and behavior that must be confronted and discarded before true change can take hold." It says that as traditional hierarchies are redefined, the question "For whom do you work?" has been replaced by "With whom do you work?" The findings are supported by the fact that 88percent of the respondents of the survey believed that building the organization of the future is an important or very important issue, and the percentage who viewed it as very important increased 3 percent from last year. However, only 11 percent of the respondents were of the view that they understood how to build the organization of the future. Another aspect of the future that the report

mentions is the future of work and the increase of augmented workforce. The report mentions that aided by connectivity and cognitive technology, the nature of work is changing and that AI systems, robotics, and cognitive tools will reinvent jobs and role, which will force organizations to reconsider how they design jobs, organize work and plan for growth. 41 percent of the organizations that participated in the survey reported to fully implementing or making significant progress in adopting cognitive and AI technologies, and another 34 percent said they were in the midst of a pilot, however, a meager 17 percent admitted to being ready to manage a workforce with people, robots and AI working side by side – the lowest since the inception of the study.

Leveraging technology & data

The focus on the 'digital' aspect of work will only increase and HR is being asked to spearhead this transformation, which will change the interaction with the workforce and the workplace, the report says. It states that, "HR leaders are being pushed to take on a larger role in helping to drive the organization to 'be digital,' not just 'do digital'". The writing is on the wall, as 56 percent of the companies surveyed said that they are redesigning their HR programs to leverage digital and mobile tools, 51 percent are currently in the process of redesigning their organizations for digital business models, 33 percent of surveyed HR teams are using some form of AI technology to deliver HR solutions, and 41 percent are actively building mobile apps to deliver HR services. Furthermore, the rapid adoption of cloud HR systems means that data will be used extensively for workforce planning, talent management and operational improvement. The analytics of engagement and learning will offer solutions to several challenges, and go as far as enabling organizations to conduct real-time analytics at the point of need in the business process. While 71 percent of the organizations viewed people analytics as a high priority, the adoption has been slow. Recruitment, followed by performance measurement, compensation, workforce planning and retention remained the top challenges that people analytics catered to, but performing predictive analytics, and deploying enterprise scorecards barely changed from last year. Additionally, only 8 percent admit that they have usable data, and only 9 percent believe that they have a good understanding of which talent dimensions drive performance in their organizations; and only 15 percent have broadly deployed HR and talent scorecards for line managers.

The new-age employee

The report notes that the notion and concept of "career" has witnessed a monumental change, the biggest outcome of which has organizations re-strategizing their management of careers and delivering L&D opportunities. Although most organizations are in the nascent stage of this transformation, technology-aided learning has witnessed widespread adoption. However, despite identifying this upheaval in learning and careers,

the capability of organizations to keep up with employees' demands for learning and career growth has dropped 5 percent. "To keep pace with these changes, Chief Learning Officers (CLOs) must now become the catalysts for next-generation careers while also thinking about how to support the overall growth of the business." The report also takes cognizance of the challenges faced by the talent acquisition executives and recruiters, as careers and career models are evolving, and there is a dearth of talent to meet the demand. Notably, attracting the right talent is no longer just an HR function, and has become a business challenge. 83 percent of the executives surveyed stated that TA is important or very important; and in India this figure was the highest at 89 percent. Furthermore, using social and cognitive technologies, integrating video and gamification-based with screening processes and using referrals are discussed in the report.

Diversity and inclusion too has been identified as another essential trend, and is described as an important ingredient for enhancing employee engagement, improve brand value and drive performance. "The era of diversity as a "check in the box" initiative owned by HR is over." This is evident from the fact that the proportion of executives who cited inclusion as a top priority has risen by 32 percent as compared to 2014; 69 percent rate diversity and inclusion as an important issue (up 59 percent since 2014) and 38 percent say that the primary sponsor of company's diversity and inclusion efforts is the CEO. The Indian percentage of respondents who voted inclusion and diversity as important or very important stood at 78 percent.

The capability of organizations to keep up with employees' demands for learning and career growth has dropped by 5 percent

RETHINKING TALENT, TECHNOLOGY & THE WORKPLACE

Respondent ratings of sub-capabilities related to robotics, cognitive computing, and AI

Understanding the future impact of robotics/cognitive computing/AI on talent
- 21%
- 34%
- 45%

Identifying external sources of robotics/cognitive computing/AI talent
- 11%
- 43%
- 47%

Redeploying employees replaced by robotics/cognitive computing/AI resources elsewhere in the organization
- 10%
- 51%
- 40%

Reskilling employees to complement robotics/ cognitive computing/AI
- 9%
- 51%
- 40%

Aligning competency models/ frameworks to account for new robotics/cognitive computing/ AI requirements
- 6%
- 56%
- 38%

● Week   ● Adequate   ● Excellent

HR leaders are being pushed to take on a larger role in helping to drive the organization to 'be digital,' not just 'do digital'

Employee experience & Performance Management

Organizations are integrating several different aspects of the employee experience, and using feedback tools, wellness and fitness apps, integrated employee self-service tools in helping HR and management understand, design, and improve the experience. Creating a journey and experience that satisfies an employee is increasingly become a strong priority, but not everyone is able to hit the nail on the head. Although about 80 percent of the respondents (Indian figure is 89 percent) rated employee experience as important or very important, only 22 percent said that their organizations were excellent at building a differentiated employee experience. Additionally, 59 percent stated that they were not ready or only somewhat ready to address the employee experience challenge. The very next trend that follows this pertains to performance management practices, and states that new practices are becoming transparent and standardized. The realignment and redesign of traditional practices has included agile goal management, continuous feedback, check-ins, and adoption of new models of evaluation

and rewards. 79 percent of those surveyed viewed redesigning of performance management systems as a high priority as opposed to 71 percent from three years ago, and organizations are 10 percent more capable than they were in 2015 to implement performance management. 90 percent of the companies that have redesigned performance management see direct improvement in engagement, 96 percent admit that processes have become simpler, and 83 percent say that the quality of conversation between employees and managers is going up.

The report also analyses the leadership challenges that organization around the world are facing owing to shifting paradigms and new priorities. It says, "High-performing leaders today need different skills and expertise than in generations past, yet most organizations have not moved rapidly enough to develop digital leaders, promote young leaders, and build new leadership models." According to the results of the survey, the organizational capability to address leadership has dropped 2 percent, despite 42 percent of the companies viewing 'leadership development' as very important.

The report is a call for all HR and business leaders to sit up, take notice and contextualize the rapid changes taking place in the HR domain, and what they need to do in order to prevent redundancies. Furthermore, organizations struggling to come to terms with the stated changes, or identifying a starting-point to jump on the wagon have also been offered practical 'Start-here' tips to realign their goals, vision and processes. The report has rich and informative data, which upon careful inspection can provide insights on how the HR community is changing, and how to make the best sense of this change. ℗

Uber's growing HR Nightmare

The recent sexual harassment case at Uber and the complacent attitude of its HR towards the matter has brought into spotlight the startup culture that ends up ignoring strong people management processes. Mostly, at their own peril!

By **Dhruv Mukerjee**

In a fast-paced world of booming start-ups, increasing market competitiveness and the need to constantly match investor expectations has forced most new age companies to have lean working structures. This has often resulted in prioritizing certain functions of an organization over others. Cost incurring functions like a dedicated HR team or finance teams are usually ranked below teams of working professionals directly contributing to the performance of the company. The rush to get the product market-ready and meet consumer preferences is often heavily prioritized. However, this method of organizational design, pioneered and accepted by most start-ups globally has become a norm in the fast-paced business ecosystem — a culture that demands high returns in relatively shorter periods.

But as is the case with most popular systems in place today, this comes with a cost to the company — one that is not necessarily reflected in the company's bottom-line performance but rather, in its ability to and maintain ethical standards of working in the long-run. This problem was recently highlighted as one of Silicon Valley's top performing startup, Uber, that found itself amidst a sexual harassment scandal. This was soon followed with its founder and CEO Travis Kalanick admitting that he required 'leadership lessons' following an incident where he was found treating an Uber driver with not the best form of respect.

The 'devil' in the details

Susan Fowler an engineer with Uber recently penned her journey in a blog post alleging that her supervisor and manager had propositioned her. To make matter worse, her complaints to the HR team within the company yielded no results. The blog claims that the HR and the upper management within the company shrugged off the complaint and cited the manager as a 'high performer', and the incident as a first-time offence. The senior

management within the company didn't feel "comfortable in punishing him for what was probably just an innocent mistake on his part" wrote Sarah on her blog. She was then given the option of either moving to a new team or continue working within the team and face the probability of receiving bad performance review at the end of her review cycle by the same person in question. "I was then told that I had to make a choice: (i) I could either go and find another team and then never have to interact with this man again, or (ii) I could stay on the team, but I would have to understand that he would most likely give me a poor performance review when review time came around, and there was nothing they could do about that" she mentions.

The repeated failure to take any action against the manager in question by both the HR and the senior leadership of the company on the basis of similar allegations filed by other female workers points towards a trend that is all too familiar with companies in the Silicon Valley and other markets. The fact of the matter remains that there seems to be a sanction given to the existence of weak people management policies on the behest of financial performance. Successful technology start-ups like Snapchat and Github Inc. have all found themselves reflecting upon the need of having strong HR policies to ensure that their employees are able to work in an environment that promotes healthy competition, and also safeguards their personal boundaries. Most new age companies have been found deficient in this regard. Unfortunately, Fowler's experience with sexual harassment at Uber does not seem to be uncommon in the tech industry too as 60 percent of women employees in tech sector report receiving unwanted sexual advances, according to the 2016 'Elephant in the Valley' survey reported Tech Crunch.

A problem, which often goes unnoticed in the general coverage of the growth stories of startups, should be addressed before it becomes a symptomatic problem for every new company within the industry.

A case of too late too little?

After Susan's blog was picked up my major media houses and with Uber coming under the scanner, Tech Crunch reported that Uber's CEO Travis Kalanick sent a memo to his employees, informing them of investigations being undertaken and the company bringing in former US Attorney General Eric Holder, and Tammy Albarran, partners at law firm Covington & Burling, to independently investigate Uber's workplace issues. Along with this, Uber's board member and founder of Huffington Post, Arianna Huffington suggested in a tweet that she would also be heading an independent investigation with Uber's HR head Liane Hornsey and the associate counsel Angela Padilla.

But in light of several areas where the Uber leadership has been found faulty, are such stop-gap measures really the solution? Many within

There seems to be a sanction given to the existence of weak people management policies on the behest of financial performance

the industry are doubtful that these investigations would change the status quo, with two early investors feeling "disappointed" and "frustrated" in light of Uber's response to claims of sexual harassment at the company. Their disappointment lies in the fact that Uber has appointed a team of 'insiders' to investigate the allegations of toxic work culture, compromising the transparency and validity of such investigations.

The only way to increase transparency and make the work culture less toxic is to strengthen HR and the management function and ensure that they are cognizant of the work culture. Even if this means investing in setting up HR teams that look beyond managing just the usual recruitment and legal ends of human resource management; and having an HR function that has the voice and the spine to book offenders and actually contribute towards the growth of the company by building employee skillsets in both areas of technical expertise and other areas like leadership and diversity management. But this is not really what the real picture is. Marc Andreessen of the Andreessen Horowitz, a Venture Capitalist firm, wrote in a blog post that "One of the biggest mistakes that new companies make is to fail to take HR seriously." He wrote this back in 2014 and yet, three years down the line, the essence of his statement still comes to haunt the giants of Silicon Valley. 🅿️ⓜ

ABHIJEET LELE

The end of autocratic bossing

Team dynamics change when the team manager is under pressure. And instead of autocratic bossing, a collaborative effort to bring cohesion and synergy with team members is the need of the hour!

"People don't leave companies, they leave bad bosses" remains a quote which is well read but never understood in its totality by organizations. With our blind race for increasing productivity, stress has surely gone up for every job role. Expectations from a human by a human have also gone up not just in organizations but also in our personal lives. It is amazing to see how the dynamics of a team changes when the team manager is under pressure. In such a situation, the manager reveals his true nature subconsciously by becoming either an autocratic boss or a transformational leader depending upon his emotional capabilities. Under pressure, it takes a single negative interaction among a manager and his team members which can push the team's performance southwards. Most of the managers do not understand the fact that they are dealing with humans who possess a dynamic emotional background. Instead, they maneuver team members on a whim. This egoistic dimension of manager leads to autocratic bossing and it is this propensity, which digs the grave of an organization.

Role of skills in globalized world

Globalization has instilled a faith in workforce that jobs are not harder to get if one is equipped with the relevant skills. This belief has strengthened the emotional power of employees and is the core reason why skilled people have stopped obeying an autocratic boss. They simply leave the organization because they always get the opportunities in the global market. Skilled people do not fear corporate monsters anymore. Imagine yourself in 1980's working at Apple under the direct bossing of Steve Jobs. At that time, if you tried to contradict the ideas of Steve Jobs, you would not only miss your promotion but also lose your job. Though, Steve was a successful product thinker he left no stone unturned to boss on his subordinates. Those were the times when an employee had to accept whatever task was given to him irrespective of his contradictory views. But the times have changed now and "skilled employees" have stopped pleasing managers and bosses for appraisals and promotions. If you are still required to please the boss, then you are working in medieval organization which still considers employee as a laborer. It is no more the need of an employee to work rather it is equally the need of organization to get the work done.

Autocratic bossing rises where employees are not capable enough to find a job outside. Hence, the rise of autocratic bossing hints us towards the preliminary sign of dropping skill levels in an organization. At the end, managers must learn the fact that his team members are as much a human

> It is no more the need of an employee to work rather it is equally the need of organization to get the work done

being as he is. An employee can leave his boss any time to find a job in this knowledge economy till he is skilled with contemporary requirements of industry.

Bossing on millennials will never work

If a manager thinks that he should exercise bossing on subordinates because he was trained same way in his career, then the manager is hugely mistaken. Generation gap has played a vital role in deciding how a team member should be treated. Threatening, bullying and harassing subordinates to get the work done do not work anymore. Substantial chunk of modern day workforce comprises millennials who are raised in better environments, are more susceptible to working in adverse environment and do not hesitate to oppose such environments. Moreover, it is a fact that millennials need to know the value associated with their work. Scientifically, it is proven fact that intelligent quotient (IQ) of people is improving generation by generation. This means that millennials have got higher command on intellect rather than their managers. Hence, the traditional way of doing things can be opposed anytime by younger people. At such instance, if autocratic boss emerges within a manager, then conflict is bound to happen among team which will directly influence quality and success of a project. Hence, manager should be humble enough to understand the emotions of an employee. They must work to bring coherence among organizational requirements and aspirations of employee.

Rise of team synergy

Over time, ideology of following leaders has gone down. Though people may follow many leaders on social networking platforms, they do not become their blind followers in real life. This change in society has increased the number of people who may draw insights from various leaders but develop individual capabilities to discern. Therefore, in a team with diversified culture, team members have got individual perspectives to identify and tackle problems. In such situation, if managers try to become autocratic by dictating the terms on how things should be done, then all team members suddenly integrate to oppose the bossing in every possible manner. Team synergy has risen to a new level where members come together in a jiffy to protest against bosses. Take the case of Ford Motor Company which was founded by Henry Ford in year 1903. In those times, contradictions to the thoughts or procedures designed by Henry Ford were considered as disloyalty to the firm. Still, Ford Motor Company flourished because laborers worked as machines with no intention for showing their intellectual capabilities. Imagine what will happen to modern day behemoth, Alphabet Inc. (earlier Google) if Larry Page starts dictating his own terms on employees. Instead, what we observe in Google is just opposite. Here, the leader provides a platform where individuals can share their intellectual thoughts and collaborate with people having similar thoughts to build world class products.

Substantial chunk of modern day workforce comprises millennials who are raised in better environment, are more susceptible to working in adverse environment and do not hesitate to oppose such environment

Collaborative nurturing as a better option

Managers can get things done only if their subordinates believe in doing those things. This demands giving equal footing to team members in decision making. No capable employee will give his best on a task which he never believed in. Even illusive pressure generated by autocratic bossing will not change the dynamics. Instead, what is required is collaborative nurturing of employees by their managers. Managers should understand that their own careers are shaped by success of the team which they lead and their responsibility is to ensure that aspirations of the team members are fulfilled along with the capability development of team members. A good organization will never promote a manager just on the basis of his capabilities to get things done. It will promote a manager to next position only if manager enables a person to fill his own post. That demands continuous caring and nurturing of each and every team member. It is like a job of venture capitalist, who believes investing in diverse projects with complete dedication, sharp focus and a belief that at least one project will taste success. Pm

ABOUT THE AUTHOR

ABHIJEET LELE is Research Fellow in the area of Human Resource Management and Organizational Behaviour at Birla Institute of Management Technology, Greater Noida.

SANJEEV SHARAN

Shouldn't HR professionals aspire career in politics?

Can HR professionals look beyond the standard roles and think of taking up disruptive roles in politics or government?

"This is crazy" or "Are you out of your senses" etc. etc. will be your first reaction to the title! However, it might be surprising today but the future calls for it. The subject is sufficient enough to create ripples in your mind and on the other hand, makes the author more responsible to justify this 'new set of opportunities'. In fact, by touching this topic, I am trying to link the development of society by putting the 'right skills at the right place'!

The HR fraternity has been witnessing HR's evolution – from being a support function to being a business partner. It has been a long successful journey but one that has also been full of challenges and bottlenecks. Let us not forget the contribution and efforts of our erstwhile senior HR professionals of 70s, 80s and even 90s who have laid the strong foundation of HR function to be able to attain this level today. HR has evolved as an enabler and process champion. While the focus has moved on to drive business performance, the focus on behavior and culture has emerged as one of the critical focus areas of HR. Today, HR is no more merely a policy custodian; rather it has emerged as policy influencer. And that is the turning point for HR. It is time now to think beyond the boundaries!

Is it not important to introspect and identify areas of our society that can be influenced by HR professionals and their skills? I strongly feel that it is time for HR professionals to look beyond the standard roles and think of taking up disruptive roles in politics or government, and aspire to become ministers. Yes, you heard it right! Your next ministers should be HR professionals as they are most qualified to be so. And here are number of reasons to support this proposal.

Reason no 1: **Process champions:** While the effective governance of a country, state or province depends upon laying down strong processes and executing them, HR professionals already have the experience of designing processes for organizations of different sizes in different geographies. And irrespective of sizes, HR professionals effectively handle the diverse challenges associated with such ways of working. HR professionals can contribute to the nation by 'isolating the bureaucratic barriers and integrating functions and agencies.' The expertise of designing and developing complex organizational structures by integrating all functional and matrices reporting within departments and cross departments can be a big help while 'stitching government agencies in one.' With the country facing challenges of Red Tapism and loosely integrated structures which have killed the governing ethos and failed the best of the policies, HR professionals can design clearly defined processes where all departments and policies collaborate with each other for the interest of the citizens.

HR is no more merely a policy custodian; rather, it has emerged as a policy influencer

Reason no 2: **Employee champions:** While citizens expect the government and administration to be responsive and sensitive to their concerns, the government lacks mechanism to develop sensitivity, inculcate it into the system and practice it. HR professionals who have been champions of creating sensitivity and responsiveness into the organizations can help in this. They hold the ability and expertise to drive sensitization efficiently. With this expertise, the required governmental efforts towards providing relief measures, driving welfare policies to remote areas will be efficiently designed and implemented.

Reason no 3: **Meritocracy-driven culture:** Lack of meritocracy is another big concern in the government combined with the lack of motivation for officials to excel and outperform. The prevalent culture of "management by rule book" deters government employees to perform and think out-of-the-box. This culture undoubtedly impacts the motivation of employees and hampers development at work. HR professionals can effectively put a measurable KPI-led performance culture. Their skills of designing and driving effective performance management system would enable them to introduce and implement a stronger evaluation system with right metrics which will help in building effective processes for governance. To take it forward, the much needed selection processes for many government jobs can also be reviewed and ameliorated by the HR professionals.

Reason no 4: **Culture drivers:** The culture of a country and its leadership depends on effective execution of cultural processes and policies. With the deteriorating political culture and society getting adversely impacted, it is wise to involve HR expertise. HR professionals are the right people to intervene and correct this by building a positive culture as they can design and introduce right scientific and rational practices and plans. Initiatives to integrate the political willingness with practices for the welfare of society will be another contribution of the fraternity. HR professionals can improve the quality of surveys and review processes and increase empowerment at every level.

Reason no 5: **Conflict & consensus management:** Despite inherent advantages of a multi-party system, governance has been bogged down by conflict and lack of consensus. It would not be wrong to conclude that many a times it also fails due to 'absence of right skill' of the consensus management team. Here, the expertise of HR professionals especially from IR and larger setups can come handy. Being trained on "managing expectations", HR professionals can prove to be much more effective with their negotiation skills.

Though it would be a distant dream but the expertise and intent of HR professionals as

HR professionals can contribute to the nation by 'isolating the bureaucratic barriers and integrating functions and agencies'

government ministers can pave the way for the society to become better. Government mechanisms designed by HR professionals will have transparency, stronger implementation of Dos and Don'ts, inclusive culture, sustainable social welfare policies, quicker decision making process, and greater push to innovation etc. With all these factors, it will not be a wrong option for HR professionals to think beyond the corporate life and jump to a new avenue which can offer them job satisfaction along with opportunities to learn and perform while offering them a platform to create something new and sustainable. **Pm**

ABOUT THE AUTHOR

SANJEEV SHARAN is Director-HR-Globalization Project, HR at ZTE Corporation

LEADERSHIP

It is about building a mindset of inclusivity

In this interview with People Matters, **Carmel Pelunsky,** MD & Global Head of Diversity, YSC, and **Rachna Chawla,** Head of YSC India share their viewpoints on inclusive leadership

By **J Jerry Moses**

In a special conversation with People Matters, Carmel Pelunsky, Managing Director and the Global Head of Diversity, YSC, and Rachna Chawla, Head of YSC India, talk about the importance of business strategy in driving inclusive leadership, and challenges that organizations face while embarking on initiatives related to inclusion and diversity

Q How would you articulate inclusive leadership?

A Carmel: Inclusive leadership is a kind of leadership that helps organizations get the full range of people they need to deliver their business strategy. It also means enabling people to bring their whole selves to work. From a culture standpoint, it refers to leaders who can create a culture that is both accountable and encourages risk-taking.

A Rachna: Inclusive leadership is leadership that encourages experimentation even in the face of failure so that one is willing to take chances. Another leadership attribute is to be willing to listen to everyone, not just the most powerful voice in the room.

Q You mentioned "the range of people required to deliver the business strategy". What is this range?

A Carmel: The range needs to be defined by the leadership strategy – what talent do you need to deliver on your business strategy? The key question to ask is what is the talent we might miss out on, that we desperately need, if we keep recruiting the same people we recruited in the past? Then it is important to look across all types of diversity i.e. gender, cultural, religious, socio-economic; age - we need to think of the full spectrum of society.

A Rachna: This approach ensures that inclusion and diversity doesn't become a tick in the box or a numbers game. The minute we tick the box, it is no longer about the inclusion of the diverse voices or the contribution in decision-making. One of our clients in the financial services sector wanted someone from consumer facing retail to head marketing for them and be a part of the leadership team. It was a difficult decision because it is an insular industry where conventionally talent has moved from one company to another. And for them to take a conscious decision as part of the business strategy, so that the organization could hear the voice of the customer and start thinking in that way was transformative.

A lot of the diversity and inclusion initiatives are about workshops or training programs; we are focused on inputs and outputs rather than on actually having an impact

Q Are there any inclusive leadership interventions that have seen considerable results?

A Rachna: When we define inclusive leadership in the way that we are, then interventions take on a very different form. For example, if you look at the work that we do with leadership teams, even the work of facilitating open, honest conversations and creating an environment of trust in that leadership team becomes an intervention towards inclusive leadership.

A Carmel: At the moment, a lot of diversity and inclusion initiatives are about workshops and training programs. What we're saying is that it is much broader than that – and something as simple as two people who come from different backgrounds or who have had very different life experiences having an honest conversation about a business issue is actually what it takes to create an inclusive culture. And that's much more important than a workshop where participants merely nod and listen to a new framework or model. It is about day-to-day moments or conversations to help people really say what they're thinking and saying, and to be able to disagree in a respectful, courageous yet kind manner.

Q What are some challenges that you have seen companies face?

A Carmel: One challenge is thinking about diversity and inclusion as two separate issues. And to separate from culture and leadership. Another challenge is that the issue is actually very broad and includes issues like politics and legislation. It can get really complex and many of our clients tell us they feel overwhelmed by where to start. For us, our job is to break it down to manageable chunks – because otherwise the agenda is almost too big.

A Rachna: Leadership at the top should be able to see the connection between having these conversations and building a mindset of inclusivity, and business results. Another key thing to remember is that it will create conflict. In one of our client organizations, we are looking to transform their working culture, and one of the ways they are doing it is by bringing in people who are different. One can sense the tensions between the guardians of the old organization and the younger generation who want to take on. So, it is important to have patience and resilience as part of the journey.

Q Why do you think companies are reluctant to change?

A Carmel: I think to actually embark on this journey you have to touch people in quite a deep and a personal manner. And most organizations are scared of that. It is easier to say we do something than to have a difficult conversation. There is a lot of fear in the system about it. So it is important to ask what are you scared about. It is then they realize that it is not a big deal. Often, it is as simple as that and as difficult as that.

Q Are there any trends you've observed in India?

A Rachna: One thing we do particularly well in
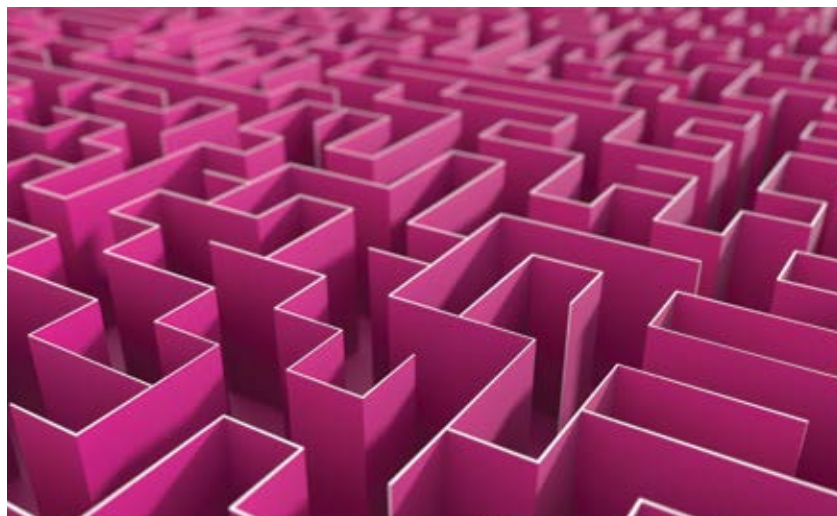
It is a real challenge for women to do sales jobs in India, there is this perception that they will give up in three months or weeks due to the conditions they need to work in

India is regional diversity, although it is largely in urban India. We really struggle with gender and intergenerational issues – which has got to do with socialization and culture. There is still a long way to go especially among manufacturing companies and traditional Indian companies.

It is a real challenge for women to do sales jobs in India, especially beyond the urban centers. There is this perception that they will give up in three months or weeks due to difficult working conditions or social pressures. For an organization to say that they will create an experience where there will be limited working hours, or special facilities and considerations even in a really tough market requires support on the policy level. We have seen exceptional organizations acknowledge and then address these issues, an in the interest of bringing up the contributionof women talent across roles.

Q In terms of impact measures, how are organizations measuring themselves?

A Carmel: We're moving to more bespoke measurements depending on the business and leadership strategies of the companies. We work with companies to identify the metrics that will link their business strategy, leadership strategy and degree of inclusion. Regardless of the specific tangible measurements, a few questions that always need reflection are: Does the culture feel vibrant? Do people in the company feel like they need to watch what they say or are they free to speak their mind? And finally, do they understand how they are contributing to the business strategy through their contributions? **pm**

KRISHNAN BANGARUSWAMY

Que faire – HR?

Is HR is going to make India a super power in the coming decade?

At the recently concluded World HRD Congress in Mumbai, I was the proud recipient of the "HR Professional of the year" award. As I came down the podium, beaming with confidence, many famous HR leaders, Coaches, and CEOs congratulated me. Yes! I was virtually on cloud nine! This award took me one step closer to my career goal of becoming a Global HR leader. Lost in my thoughts, I suddenly espied an elderly gentleman, maybe in his late sixties, seated a couple of rows away. He actually took the effort to come forward and shake my hands. Then he said, almost disarmingly, "Congratulations! What have you received the award for?" I replied, by reflex "For my skills and contribution to the field of HR". I jumped further stating how HR contributes to the sustainable organizational performance and overall societal welfare. I spoke with so much excitement that it must have amused him. He complimented me and slowly shuffled back to his seat. There was something in the way he asked me the question. I let my grey cells judge that he must most definitely be an accomplished person. Though intrigued as to his identity, I went back to my seat to enjoy the rest of the event.

As luck would have it, I bumped into him during the buffet dinner. We occupied a corner table so that we could savor our gourmet meals and have an interesting chat. "I'm Derrick*" and I'm from France. I have come here to attend the event and also to visit this lovely country, India", he said. He went on to speak…mostly about his career. He revealed he had been working in the field of Training and Development for almost 4 decades now, extensively travelling around the globe as a Business Coach and a Trainer. He spoke about diverse topics like cultural differences across the countries, Hofstede's cultural dimensions, Governmental policies, economics, and European social model - specifically about El Khomri law in France. He also spoke about his love for this country…Clearly, this man had immense knowledge and honestly

I had trouble matching him in the conversation especially as a listener.

He asked me, *"What does HR actually do here in India"?* Up went my antenna! The Taylors and Kotters in me sprang up and it was my turn to talk now. Trying to make an impression on him, I spoke about how HR had come a long way from its humble beginnings to the most hotly debated topic in the board rooms. Often considered as a department to support the business in the past, HR today has evolved in a big way– a key shift being *"Working 'for the business' to working 'with the business'".* There has been a huge change in the way HR operates and adds value, especially through the multi legged stool model of

Corporate HR – Shared services, Business HR, Center of excellence, Outsourcing, etc. I also spoke about the unique HR concepts of resource-based view, Best HR Practices, Best fit models and all that. While I was in a flow trying to prove my point of view, I could not help but notice that this person was not convinced. It was evident that he could not see the real value of HR. But the gentleman that he was, he patiently heard through all the HR *gyaan* I was giving him with my limited HR experience. *"So, what else?"* he said after I stopped talking. I was puzzled. I was not sure if he was testing me but I tried answering the question in a different manner. I talked about how HR balances business and people, ethical

practices, CSR initiatives, cultural aspects, etc. He heard me through and asked, "If National and Institutional cultures can influence HR, won't the HR strategy and practices be driven by them inherently? If so, isn't HR a small player in the larger scheme of things?" We debated about this for a while but I gave in after some time given his insights and his vast experience. But clearly, this was one of the most interesting conversations I had with a stranger in a long time. Finally, we exchanged good byes and parted ways.

In the next couple of weeks, I wanted to attempt answering this intriguing question *"Que faire – HR"?* and I'm talking about not just answering this question within the spectrum of HR activities like OD, resource sharing, etc. but as a function contributing towards the larger good of business and the country as a whole. Therefore, *"Que faire – HR"?* — It is not that we do not have an answer to this question but oftentimes it is difficult to express it. HR is not just judged for its performance on Return on Investment alone but also on the Return on Expectation. We are dealing with 'people' and expressing expectations can be difficult given that psychological contracting can be both transactional and relational. It is subjective and complicated since people are free to think and make their own choices. All of these clearly are influenced by national and institutional cultures.

To draw a parallel, HR is like a working government and the organization is like the country driven by business & profit motives. On the one side, HR is expected to promote business with a neo-liberal policy approach that includes increasing organizational effectiveness through performance, identifying STAR talents, Grade and Band allocation, pay for performance, promotion etc. and on the other, ensure justice and equality, faster turnaround, lower investment at an organizational level. Most of the times it never goes hand in hand. Values can be Left/Right, Authoritarian/Libertarian etc. stemming from either Deontology or Teleology. Given the complexity involved, so *"Que faire – HR"?*

I took a step back and reflected on a variety of things. I felt it was unfair to state what HR does from the business perspective alone — because there is a huge dependence on the type of organization, values of its leadership, interests of its stakeholders, etc. For example, HR can be well placed in its people practices in a capital intensive organization rather than in a labor intensive organization, especially taking competitive environment into account. Therefore, the best way to attempt answering the question *"Que faire – HR"*

If national and institutional cultures can influence HR, won't the HR strategy and practices be driven by them inherently? If so, isn't HR a small player in the larger scheme of things?

should be from a holistic point of view — linking individual, group, private sector's workforce contribution to the overall country's economic development including its socio-cultural, environmental and ethical aspects.

Here is my other view on the question - *"Que faire – HR"?*

HR will make India a super power in the coming decade!!! *I say this because:*

a) The Indian government recognizes the role of private sector in its tiger economic policies. As per a report by Crisil, private sector's contribution is as high as three-fourth of the overall GDP. HR plays a pivotal role in building private sector workforce broadly from an ability, motivation and opportunity point of view, be it through best practices or best fit models. So, HR's efforts in hiring the right talents, developing them, creating a high performance culture and retaining talents are directly linked to the development of the country's economic development at some level. The higher the efforts put in by the HR, the greater the overall economic output in the form of Goods and Services.

b) HR helps to cope up with change. The business scenario has constantly evolved. As quoted in the book *Change management and the human factor* by Frank E. P. Dievernich, Kim Oliver Tokarski, and Jie Gong, change is like a totem before which we prostrate and in the face of which we are powerless. Change is directly linked to development and observed as a way of business, more so now, at the time of hyper-competition and free market. Most of the successful organizations today that are 10+ years old are nothing like the way they started. Change is considered to be at the heart of any successful strategy. Therefore, if change is inevitable, then HR as change agents are the game changers in their ability to encourage innovative thinking.... to drive acceptance of change in the private workforce which comprises of close to 80% of the total country workforce in the age group 16 – 60...Fostering a coaching and mentoring culture, HR 'IS' the change agent, challenging the organization to attain greater heights. They wear the caps of both – a conformist innovator and a deviant innovator, and molds the human capital to cope up with change.

HR wears the caps of both – a conformist innovator and a deviant innovator, and molds the human capital to cope up with change

c) While business is driven by profit motives, HR takes the role of being agents of morality driven by ethical practices. HR believes that if an organization can make some decisions, then it must be responsible for the consequences of its decisions. Between the two contrarian views of people are selfish, acquisitive and aggressive by nature vs. people are moral, reasonable and capable of self-governance, HR believes in the latter. It sets precedence through the people practices, instilling values and inspiring individuals to be socially and morally responsible. Responsible behavior translates to responsible individuals. Such individuals translate a greater positive energy in their forward thinking and actions. This in turn translates to a reduced social inequality and thinner disparity. In other words, a happier society! It is this joy quotient which translates to contentment and positivity and has its effect in the overall consumerism and secularism of the country.

d) In the times of globalization, one of the key concerns is the negative effects on Mother Earth, more popularly referred to as 'the race to the bottom'. HR tries to mitigate these negative effects by collaborating with the business and the principal shareholders — be it to reduce the carbon footprint, or to take up Go Green initiatives or 20/20 targets. According to a report, the total contribution through CSR in 2014-15 is a whopping INR 4,368 Crore by over 460 companies. HR makes a difference to the society by recommending the right causes to fund — be it rural development, promoting education or any other philanthropic initiatives. The real bottom line is that it touches the lives of millions of people for a greater, brighter tomorrow! The other way of looking at this is that HR contributes to innovation, brand building and long-term thinking through CSR initiatives – a definitely better way to engage with both customers and employees. The significant point to be noted here is that HR is silently performing the role of a CORE FUNCTION rather than a support function!

e) HR plays a key role in transforming the knowledge and skills landscape of the country to make India a super power. According to a report by the Labour Bureau, the workforce demographics has had a steady increase of young labor force in the country. Currently at 463 million, India is placed 2nd and eventually will compete for the no. 1 position. This is of huge significance to India, considering many developed countries are facing an ageing population. India on the other hand, will have one of the highest young human capital pool for building a greater economy. While this works in our favor, it is important for the leaders to prepare Gen Y and Gen Z to take greater responsibilities. HR plays a transformational role in creating the leaders of tomorrow, be it transfer of knowledge and skills from Baby Boomers or Gen X to Gen Y and Z or promoting younger leadership at board level through mentoring programs or engaging the younger workforce through flexible HR policies or promoting diversity and inclusion or by promoting women in leadership to counter the glass ceiling. All of these promote new forms of organizations such as Technocracy, Adhocracy, Virtual organization and Holacracy for a greater motivated workforce.

Yes, HR is going to make India a super power in the coming decade!!!

While all of it is not driven by HR alone, HR does significantly contribute by championing all of these through its people-centric qualities. HR is self-driven to deliver by touching the lives of talent at a personal level in a profound way. When effectively implemented, HR policies will play a pivotal role in helping our people resources rediscover themselves, take up assignments that give them greater satisfaction, provide the wherewithal to improve their skills and abilities, make them cope better, create a roadmap for inner contentment ...Won't be crossing the line if I say "like a religion in its own right till retirement"!!

This is another attempt by me to answer Derrick. I would love to hear your answers as well. So "Que faire – HR"? ⓟⓜ

References
1   http://www.thehindu.com/business/Economy/only-pvt-sector-investment-can-give-legup-to-economy-crisil/article3649282.ece
2   http://www.epw.in/journal/2014/50/web-exclusives/analysis-corporate-social-responsibility-expenditure-india.html
3   http://labourbureau.nic.in/asc2kch4.html, http://labourbureau.nic.in/asc2k422.html

ABOUT THE AUTHOR

KRISHNAN BANGARUSWAMY is the Global – Talent Acquisition Head, Omega Healthcare.

THANK YOU

for your support in taking the Talent analytics curve a level higher.

people matters

PEER-TO-PEER NETWORKING

26 SPEAKERS

HIGH ENERGY PANEL DISCUSSION

17 SESSIONS

KNOWLEDGE CREATION

250+ DELEGATES

TALENT ANALYTICS CONFERENCE 2017

Presenting Partner
CAREERBUILDER™

Powered by
indeed one search. all jobs.

Diamond Partner
SAP

Category Partners

Knowledge Partner
manipalglobal

Talent Management Partner
cornerstone
realize your potential

Leadership Development Partner
Potentialife

Exhibitors
xoxoday | edify

Associate Partners
EdGE NETWORKS™ INFINITE POSSIBILITIES | JOMBAY | owen

SINDHUJA PARTHASARTHY

Men as allies

But do we have enough men in corporates that recognize the existence of second generation bias against women, stereotypical gender norms and the need for inclusivity at workplace?

Women's equality in the workplace can push global business growth by $12 trillion! – McKinsey

"All men should be feminists. If men care about women's rights, the world would be a better place. We are better off when women are empowered, it leads to a better society" - John Legend

As a passionate champion of gender equity, it is very heartening to hear men acknowledge the need for male champions in the women empowerment movement. It is no surprise that UN too launched the HeFor-She movement, to garner support from men around the world to improve gender equality. But do we have enough men in corporates that recognize the existence of second generation bias against women, stereotypical gender norms and the need for inclusivity at workplace? Do men understand that gender bilingualism is not about screaming feminism? Do women realize that one doesn't have to be anti-man to be pro-woman?

Well, as an educator facilitating workshops that focus on having more women in the leadership pipeline, the biggest lesson I have learnt is the pertinence of engaging men as change agents instead of alienating them, so as to create a gender balanced organization. And this attempt to make men allies calls not just for individual changes but an enterprise wide culture change of dealing with ambiguous paradoxes of contemporary social change. But then, why should men in corporates care about women rights or empowerment?

Mostly, because it makes business sense. Because we are still using decimal points to depict progress in the percentage of women on corporate boards and in C-suite roles. A McKinsey study 'Diversity Matters' that studied 366 public companies across different industries reveals that companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians. Yet another

study by McKinsey titled 'The power of parity" states that women's equality in the workplace can push global business growth by $12 trillion! The report also says that India has a larger relative economic value at stake from advancing equality than any of the 10 regions analyzed in the study. Years of socio-economic research clearly proves that mainstreaming gender diversity in organizations can help fuel creativity, innovation and growth.

But, how do we help men help gender mainstreaming?

1. Explore 'What is in it for them'?: Challenge the 'Zero-Sum mentality', a belief that if one gender wins, the other loses. Only when men start seeing that it's not a war out there and that all genders win because of gender equity, will they contribute. When we are able to show that gender bias can hurt both men & women alike and that there is a value proposition in having more women at the top, will they participate. Women must stop the 'I'm the victim - You are the villain' narrative and seek co-operation form men by helping them explore their self-interest.

2. Shed light on 'male privilege': Many men may not recognize that they do receive certain benefits merely by being in greater numbers in positions of power in the workplace and society. Male privilege seems to be often visible only to women and so it is imperative that men see it too

so that we can eliminate the "fish bowl" effect. Frequent dialogues to facilitate men's understanding of how unconscious biases, assumptions and stereotypes impact partnerships between women and men will go a long way.

3. Break gender (masculine) norms: Psychologist Robert Brannon categorized masculine norms that define male identity in 4 categories; No sissy Stuff, Be a Sturdy Oak, Give them hell and Be a Big Wheel! These norms condition men to associate themselves with aggression, risk, success, achievement, power and physical strength. They play out in different cultures differently, but the ideas such as 'Men don't cry', 'Men will be men', 'You have got to be an achiever' are universal. These norms unfortunately influence them to also suppress emotional expressions, prioritize competition roles over nurturing ones and sometimes not risk sponsoring women. They also might negatively influence a man's ability to acknowledge and seek help during times of stress or depression. Yet men conform to these norms because it

helps them get into the insider group, build network, find sponsors and build solidarity with the men's groups. Not only are the rewards of conformity very high, the fear of rejection and non-inclusivity also makes defiance tough. If an organization's D&I initiatives can show men that they also pay a price for conformity and focus on challenges men face, the need for justice/equality sets in.

4. Norms to biases: A research by Catalyst 'Engaging Men in Gender Initiatives' states that the more men dared to defy some masculine norms, the higher their awareness of gender bias is. The research also mentions that several factors might predict men's awareness of gender bias including defiance of masculine norms, sense of fair play, spouse's or partner's employment status, and having a daughter. Men with higher awareness of bias were also more likely to indicate a strong concern for and aptitude to helping others.

5. Cross-gender mentoring: To start with, assign women mentors for men. Men

who have been mentored by women are likely to be more aware of gender bias than men who have not had this experience. The Catalyst research also reveals that men's sense of fair play predicts whether they were visible to others as champions of gender equity in the workplace, and not their awareness of gender bias. Therefore changing the dialogue from patriarchy to that of sense of fair play is the key. Men who have spent a long time in the leadership ranks also have to engaged in formal mentorship and sponsorship programs in place to help advance high-potential women.

6. Cater to practical & strategic needs of men & women: An inclusive leader shouldn't only constantly keep his eyes and ears open for practical needs of both genders in their different life stages based on their gender roles, but should also have a strategic plan to create a gender balanced organization. So not just granting a sabbatical for a stay at home father but also work towards achieving a target percentage of women to be in the leadership pipeline.

7. Finding champions: Ofcourse, not all men are going to start championing for women. One must look for those male leaders who persistently model inclusivity visibly in their business initiatives. Those seen by peers or colleagues as sensitive supporters of gender equity have to be identified and assigned formal roles as sponsors, mentors and coaches for women. When they are held accountable to build women leaders, there will be a sense of commitment as there is also a personal stake and self-interest in making changes.

The writing on the wall is clear. Companies must seek systemic changes to bring gender equity because it is a business prerogative to engage all parts of the system. The senior leadership group which right now comprises of 80% of men C-suite/Executive roles has to lead the change initiative and bring men and women together for solution-building. However, transformation in the culture, values, attitudes and behaviors take time; and organizations must be prepared to take on this arduous yet rewarding long journey! **pm**

Norms such as 'Men don't cry', 'Men will be men', 'You have got to be an achiever' are universal & influence them to also suppress emotional expressions, prioritize competition roles and sometimes not risk sponsoring women

ABOUT THE AUTHOR

SINDHUJA PARTHASARTHY is an educator associated with Center for Behavioral Excellence at Wipro and an Independent Photo journalist documenting human rights issues.

DAVID YESFORD

Delivering Business Value Through L&D
– 3 strategies to maximize the value of L&D's role

What, specifically, are L&D professionals doing differently in the organizations that demonstrate "readiness" to deal with performance gap?

Learning and development (L&D) professionals will face unique challenges and exciting opportunities over the next few years as changing market forces, demographic shifts in the workforce, and rapidly evolving technologies will combine to assert a new set of demands for developing people. New technologies and new platforms for delivery of learning will continue to be developed and deployed. The expectations of employees for ongoing professional development and steeper, less rigid career trajectories translates into a demand for more frequent, more challenging, and more immediately applicable training that supports rapidly branching career paths. The recent report published by Deloitte University, "Global Human Capital Trends 2015," highlights, among several issues, a pronounced performance gap that separates what executives and organizations need from learning and development organizations, and their readiness to meet those needs. Only a relatively small percentage of L&D organizations are deemed "ready" (by their own executives) to address the business requirements of the next few years. As the report states: "To start with, senior business leaders increasingly see shortages of skills as a major impediment to executing their business strategies. Only 28 percent of the respondents to this year's survey believe that they are 'ready' or 'very ready' in the area of workforce capability. As the economy improves and the market for high-skill talent tightens even further, companies are realizing they cannot simply recruit all the talent they need, but must develop it internally."

Within this performance gap lies both a challenge to adapt and a great opportunity for L&D professionals to upgrade the contributions they make to solving the business needs of their organization. A

> Only a relatively small percentage of L&D organizations are deemed "ready" (by their own executives) to address the business requirements of the next few years
> - Global Human Capital Trends 2015

hint of what this upgraded contribution might look like is foreshadowed in the report: "As companies begin the transformation process, chief learning officers are taking on critical business roles. With a background in employee development, change, and leadership, the CLO of today

wears many hats: chief capability officer, chief leadership officer, chief talent officer, and even chief culture officer."

A Trusted Advisor

What, specifically, are L&D professionals doing differently in the organizations that demonstrate "readiness" to deal with this oncoming performance gap? The first clue is that they are seen differently by their internal clients . . . they are seen as trusted advisors, providing value in solving clients' business problems. Increasingly, L&D professionals are earning the right to behave as internal consultants, engaging in multiple conversations, at higher levels of management, and earlier in the formation of strategy and tactics. This is a crucial difference. In the past, L&D largely provided training services upon demand, after strategy and tactics have been defined. To function as trusted advisors, L&D leaders and professionals have moved out of the training silos and are engaging throughout their organizations. They are initiating conversations that help executives assess current capabilities and competencies, and are discovering, articulating, and defining training needs. For the most part, these L&D professionals have not so much been invited into these conversations as they have earned the right to contribute by demonstrating a set of higher-level skills, knowledge, and attitude.

These professionals don't see themselves as providers of training solutions but as partners in a strategic conversation about defining business goals and selecting strategic targets. They must see themselves in the business of solving problems, and their internal clients must see them as trusted advisors. This approach requires a broader mindset and attitude, a distinct set of consulting skills, and an ever-expanding knowledge base that extends beyond the borders of common HR topics.

A Problem-Solving Attitude

The trusted advisor cultivates a wider, more strategic view of the field of play. This professional is focused on thoroughly understanding the business and strategic concerns of internal clients. At the same time, as they are focused on the disciplined execution of their current projects, they are also focused on producing their clients' required business results. In addition to building excellent training solutions, they are advocates for reinforcement, coaching, and the business success of the learning audience.

Three Strategies

The trusted advisor employs a wide array of skills, concepts, and tools to every engagement with a client. Trusted advisors deploy their knowledge, skills, and attitude in the service of three strategies: Earning Trust, Discovering Motives, and Making Sense of Complexity.

1 Earning Clients' Trust

Trust is earned. It can't be demanded. It is the natural outcome of a history of contribution and collaboration.

2 Discovering Motives

When the business leader trusts the L&D consultant, the information gathering and needs assessment conversations begin to flow freely and naturally. The trusted advisor has the ability to "listen through the noise" and detect the sources of both professional and personal urgency. This leads to a much deeper sense of what is at stake than is possible with a narrower needs assessment conversation.

- **Task Motives:** There are four general business motives. The trusted advisor must discover the specific business goal of the client. Is the client looking to grow revenue or control costs? Is the client looking to increase quality or engagement? Or is the client looking to decrease effort or gain efficiency?

- **Personal Motives:** There are four general personal motives. The trusted advisor must discover the personal motives of the client. Is the client looking for Power, Respect, Approval, or Recognition?

statements that describe how each element of the proposed solution will contribute to solving the business problem and how it will address the task motives discovered in the second strategy.

- **Benefit Statements:** These statements describe how each element of the proposed solution will address the personal motives of the sponsoring business leader, the leader's team, and the participant population.

No Invitation Required

Many L&D professionals are already accustomed to working closely with subject matter experts and executives outside L&D. Many already have surprisingly broad experience in developing training that impacts business performance. Too many L&D professionals are waiting to be invited to contribute their valuable perspective and experience. There are no

> L&D professionals don't see themselves as providers of training solutions but as partners in a strategic conversation about defining business goals and selecting strategic targets

Nothing damages one's prospects more than behavior that seems to say, "Trust me." Wilson Learning's approach to building trust in a client-consultant relationship is based on the presence of four components of trust: propriety, competency, commonality, and positive intent. Trusted advisors have developed and apply a specific set of skills that earn the trust of their internal clients.

- **Propriety:** Be on time, dress appropriately, and match or exceed the client's expectations for professional and personal behavior.
- **Competency**: Share or demonstrate that you possess the capability and experience to do the job.
- **Commonality:** Find a shared basis of interests, beliefs, and values.
- **Intent:** Declare, demonstrate, & express a positive shared intent, i.e., serve the business leader's business goals.

When trust is present, the business leader feels comfortable sharing information and will fully express concerns and be open to exploring contributing issues.

The trusted advisor demonstrates the ability to gather, organize, and summarize a large body of information. This ability, in itself, is a considerable source of value to internal clients. It helps to keep the business problem prominent. It clearly communicates what business problem needs to be solved.

3 Making Sense of Complexity

Now that we know the issue that needs to be solved, it is important to clearly identify how it will be solved and the expected performance gains or other benefits of solving the business problem. We use a simple but powerful approach to help you create a clear and concise statement so the solution and benefits are understood by your clients.

- **Solution Summary:** This is a concise statement of what the solution is and how it will work. This is not every feature of the solution, only the features that matter to the business leader and in solving the problem.
- **Advantage Statements:** These are

barriers to becoming a trusted advisor. All you need to do is widen your attitude and rethink your approach, while putting the application and development skills you already have into use.

Apply those skills to the three strategies of Earning Trust, Discovering Motives, and Making Sense of Complexity, and you will be well on your way to more effectively delivering business value through learning and development. **Pm**

ABOUT THE AUTHOR

DAVID YESFORD is Senior Vice President of Wilson Learning Worldwide. He has more than 30 years of experience developing and implementing human performance improvement solutions around the globe & is the contributing author of several books and business publications.

DR. ANINDITA BANERJEE

Talent Acquisition through a diversity lens

If organizations wish to make talent acquisition more gender inclusive, then it is time to tweak (if not re-design) the current processes!

Even though recruitment goals may have evolved, recruiters continue to stay within their comfort zones, and find ways to fit the "square peg in a round hole"

"I shortlist woman candidates only if my client specifically asks for one". This candid statement came from a recruitment consultant and she had her reasons…"for traditionally male dominated jobs, it takes much less time to put together a short list of male candidates. So it works better from a project completion point of view."

Talent acquisition is one of the most concrete indicators of Diversity & Inclusion (D&I). Having more women entering your workforce is a reflection of an organization's D&I footprint. Many organizations are seriously pursuing their D&I goals and are boldly articulating their diversity policies and equal opportunity employer status. But if you look at the achievement on gender diversity targets, a majority is falling short. So what is going wrong?

The example quoted at the beginning is just one of the possible explanations. Other commonly cited reasons include limited talent pool, talent leakage, resist-

ance from business managers, and women not making the mark during selection. These challenges generally get magnified manifold in crisis situations when there is a need to recruit in large numbers within a short period of time.

These are all valid challenges. However, before you begin to deal with all these challenges, it makes sense to distinguish between what's fact and what's fiction (or rather, folklore!). Given that women are far and few in many of these positions, the spotlight is generally on them. Even a handful of women leaving soon after joining due to marriage or pregnancy or refusing to travel on project tend to get talked about over and over again. Fueled by confirmation biases, people tend to then generalize these challenges for all candidates who are filling 'F' in the gender box.

A few years back, during one of my interviews with the talent acquisition head of a premier company, I was taken aback when he said "band bajake baarati

gaye par khali haath laut aaye… dulhan nahi milee" (the groom's family went with a lot of fanfare but returned empty handed since they couldn't find a suitable bride). This was with reference to his recent experiences at campus hiring, where for two years in a row his team has failed to recruit a single woman candidate. I shouldn't have been so surprised, since the analogies hidden within this statement clearly reflect a biased mind. The unfortunate part was that people driving important aspects of gender inclusion are often not aware of their own hidden biases. On top of that, many hiring managers continue to get incentivized on the number of recruitments and not on the diversity mix of recruitments.

It is day-to-day constraints like these that make talent acquisition team go back to approaching recruitment in a way that has worked for them in the past. So even though the recruitment goals may have evolved, recruiters continue to stay within

their comfort zones, and find ways to fit the "square peg in a round hole".

Today, gender inclusion is a priority and many organizations are focusing on awareness, unconscious bias training, socialization of diversity policies etc. Sensitization is often the preferred way forward. But before embarking on an organization wide sensitization initiative, it may be useful to pause for a moment and ask a fundamental question – What is your vision of a gender inclusive organization?

In case the answer to this is an organization where people are sensitized to the need for gender inclusion, are aware of potential unconscious biases and are familiar with policies around gender inclusion, then sensitization may be the right approach. However, in case the vision is beyond the surface level equality and is one that transcends time, people, functions and crisis situations, then sensitization may not be enough. Sensitization is no doubt powerful. But, does sensitization influence behaviors? Do employees start behaving differently after being sensitized about gender diversity? This dilemma is somewhat similar to the case of sensitiz-ing a smoker about smoking hazards. How many people actually stop smoking due to awareness of its health hazards? Your guess is as good as mine.

So the solution is in moving beyond sensitization towards creating inclusive processes and nurturing inclusive behaviors which will help to create standardized inclusive practices with minimal scope for variations due to individual biases. These will also help in giving people a nudge towards desired inclusive behaviors. However, to make it work, one needs to invest in developing abilities to ensure effective implementation of these redesigned processes.

Now, as a case in point, let me present some practices within talent acquisition that often breed non-inclusion. To make it more context-specific, I will look at jobs which have traditionally been more male dominated.

(a) In sharing job specifications with hiring teams or external hiring partners, business managers often present the profile in a way where it gets perceived as a vacancy for male candidates. Given that you are still far from a stage where the default option can be a mixed bag of candidates across genders, hence the short list that emerges here is often an all-male list.

(b) Job posts are another road block to gender inclusion. Research shows that job advertisements for male-dominated jobs use higher number of masculine words like competitive, dominant etc. which are found less appealing by women. Thus, unless gender agnostic language is used in job advertisements, you may inadvertently be discouraging women from applying.

(c) Job interviews are another domain where women, especially those at junior or middle levels, are often not given a level playing field. For example, comparing interview questions asked across genders for a software engineering based job, the differences were clearly visible. A considerable part of a woman's interview comprised of questions like – Do you have any plans to get married? Who will look after your kids? Or, would your family allow you to travel onsite? Thus, during a typical interview, while a male candidate is getting the time to talk about their technical/managerial capabilities, a woman candidate has to spend a considerable amount of time defending/justifying her decision to apply for the job.

As stated earlier, if organizations wish to make talent acquisition more gender inclusive, then it is time to tweak (if not re-design) the current processes. For example, use existing data to identify the gaps and then design the change. Gender Inclusive talent acquisition is clearly a stepping stone towards greater gender participation in the workforce. But unless you take a hard look at the existing talent acquisition processes through a diversity perspective, your efforts towards sensitization may not yield the desired result. Instead excessive reliance on sensitization may just lead to 'Diversity Fatigue'! **pm**

Unless gender - agnostic language is used in job advertisements, you may inadvertently be discouraging women from applying

ABOUT THE AUTHOR

DR. ANINDITA BANERJEE is heading the Diversity & Inclusion practice at Renaissance Strategic Consultants Pvt. Ltd.
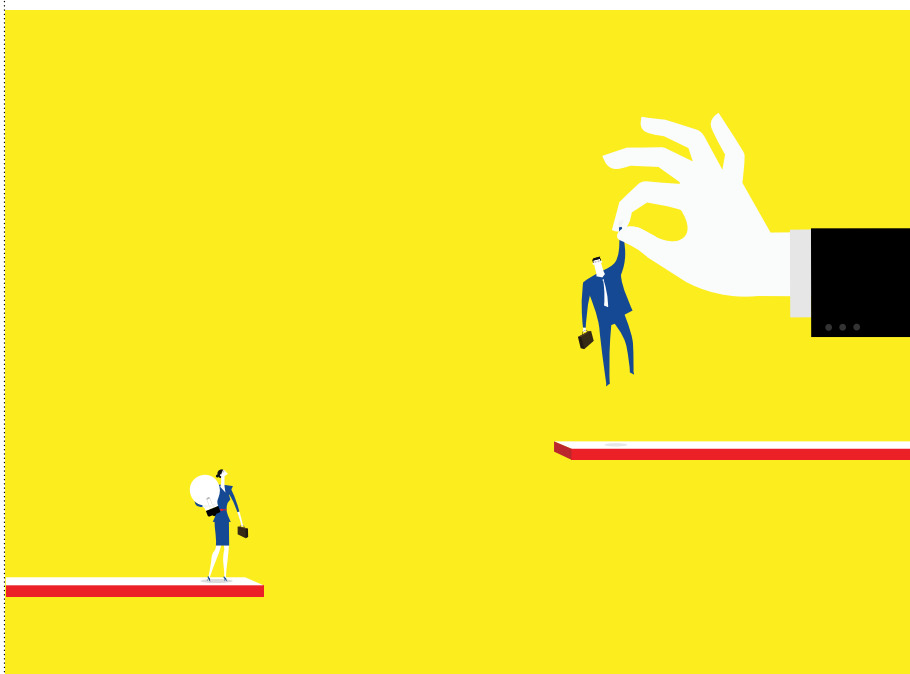
DESIGN THE LIFE YOU LOVE!

In a captivating interview with People Matters, **AYSE BIRSEL** — designer, creative director, speaker and author of Design the Life You Love, tells us about her journey of becoming an industrial designer and how she extends her design principles to enable people & organizations to design a better future

By **Suparna Chawla Bhasin**

Ayse Birsel is the co-founder and Creative Director of Birsel + Seck, an empathy-driven product design studio in New York City that partners with Fortune 500 clients to bring innovation to market. She has received numerous awards, including the IDEA Gold and ID Magazine Excellence Awards and her work features in the permanent collections of the Museum of Modern Art and the Cooper-Hewitt National Design Museum. Ayse has been a speaker at the Aspen Design Conference, Design Indaba, AIGA, and IDSA Conferences.

In this enticing conversation, Ayse shares the philosophy behind her design principles and how she uses her design process to create a meaningful life.

"Life, just like a design problem, is full of constraints—time, money, age, location, and circumstances. You can't have everything, so you have to be creative to make what you want and what you need co-exist. This requires thinking differently, like a designer. – Ayse Birsel

Q You wanted to be a lawyer, then wanted to study architecture but you ended up doing product designing. Tell us something about how you came about choosing this as your career?

A I come from a family of lawyers and that seemed to be a good path initially, but then I realized that I loved to draw and I thought that maybe I should become an architect. But all this changed when a family friend, while having tea, asked me about if I knew anything about industrial designing. I had never heard of industrial designing before, but he explained the concept to me using a tea cup —about how the tea cup has curved edges so that it rests on the lips better, and has a handle so that we can hold hot liquid in our hands without burning ourselves. That was probably the best explanation of industrial design that I could ever get! And this was the moment I fell in love with this human scale of industrial design, and I thought that it would be interesting to do products that people use every day that relate to the body and your work. So that was my switch to industrial design.

Q What does the term 'design' mean to you? It's definitely what you do; but did this become the way you see and think?

A To me 'design' is problem-solving but it is also about being an optimist. Optimism, passion and energy drive design. We designers are holistic thinkers, and we see things in emotional, physical, intellectual and spiritual contexts. Design is about working collaboratively, asking a lot of questions, having an open mind and empathy. These are the things that define how I think as a designer and also how I think in my own personal life.

My life is my work and my work is my life. Design is a way of thinking and is different from the other thinking frameworks.

Q You say that "Life is just like a design problem". How do you use art and design to enable people to reconstruct their lives?

A Our biggest project is our life and this has become my philosophy. This comes from the realization that life, like a design project, is full of challenges and constraints and you can't have everything. It is also about people's needs. A couple of years ago, I wanted to start an experiment on whether I could apply my own design principle of Deconstruction:Reconstruction to my life; and that is how I became my first student in a way. I applied the steps of my process and did my own exercises. Shirley Moulten, who started *The Academi of Life* asked me if I wanted to do a workshop around this, and that was the first time where I taught people about how to design their lives. From that workshop of 12 people, this process became a movement in a way.

We use the four quadrants that help us to think holistically — spiritual, physical, emotional and intellectual. Emotions are how we feel and are linked to the heart. The physical relates to the body and anything that we can quantify as data. The intellect relates to our mind and the thinking process. And the spirit is the soul that is intangible. These are the

Design is about working collaboratively, asking a lot of questions, having an open mind and empathy. These are the things that define how I think as a designer and also how I think in my own personal life

universal truths. When you think in these terms, we make sure that we are thinking holistically. The idea of heart, mind, body and soul covers all the aspects of being a human. So this is like a checklist to ensure that one balances all these aspects. And that's how you deconstruct your life using the four quadrants, using it as a framework which gives you insights about how you think about your life.

Q Your book *Design the Life You Love* is about creating a meaningful life using Deconstruction: Reconstruction™ concept. And you use this concept to help companies and decision-makers break stereotypes and imagine a better and different future. Tell us about how you do this.

A It is actually a creative process and has four steps — the first step is Deconstruction and it is about breaking the 'whole' apart and seeing what it is made up of. The second step is Point of View that is about looking at the same parts from a different perspective (and to me that's a creative shift when you start to see the same things from a new perspec-

tive). The third step is Reconstruction, which is about putting it all back together with the knowledge that you can't have everything and make choices. The fourth step is Expression and this is about how you give form to your reconstructed part, once you have made your choices. This process is a creative framework that allows users to create meaningful lives. The process of deconstructing and reconstructing can be applied to anything. We have deconstructed and reconstructed products and also managements. It really depends what you put at the center of your process.

What I have learnt is that people don't need to be designers to be incredibly creative. Ordinary people are extraordinarily creative but they need one thing, and that is 'process'. You can't ask someone to think creatively without giving them a framework — it's like math, you need to teach equations. Similarly, in design, you need to show people a process. We often say "Trust the process" because no matter how complicated the situation or the problem is, the process provides the value — Deconstruction helps break preconceptions; Point of View helps in thinking about it creatively

using creative tools; Reconstruction reminds that one cannot have everything, so one needs to think what really matters to you and give it a form; and Expression is the vision, a strategy about how to go forward.

Q How do you use this concept when you are working with organizations?
A When you work with corporations and teams, there are often constraints and challenges. But what differentiates our process from other processes is that in design, you approach things creatively. You do not ask direct questions; instead you deconstruct a challenge or a situation together. We don't ask people or organizations to think about things differently; we ask them about things that matter to them and connect those to the values, and we help them visualize their work with creative tools. These are tools that allow people to collaborate together, think and discuss things. It is about creatively bringing people to an understanding — so it's not confrontational but it's about collaboration.

Q You mentioned the use of creative tools. What are these tools?
A The creativity of design is that you have to imagine the future based on what you know and have today. So the tools that help you do that are things like inspiration, which is one of the key tools of design. There are other tools like 'heroes', which enables us to understand our values; then there is 'cross-fertilization' that allows us to see the solution in other contexts and cross fertilize that solution into our own contexts; modeling or using metaphors. In the context of an organization, the metaphor could be of a beehive — the metaphor of a beehive allows us to understand the discipline that is needed (like the bees), and the product that needs to be built (like honey). Such metaphors act as a new toolbox for leaders to see things with a different perspective.

Q You have had the chance to apply your design principles in various verticals. Which vertical or industry do you think is the most interesting one to be working for?
A We usually work with Fortune 100 & 500 companies and out of these the companies that seem to be great matches are design-led companies or those which are in the process of becoming design-led companies. These companies are able to see that through design and design thinking, and design is a differentiator for them. Regardless of the industry we are working with, companies are increasingly investing in design as a strategic tool, not simply as product design.

Today, companies want happier workforce, work-life balance, better work cultures, and want to align their work with the strengths of their people. And this has become a part of our sense of purpose. So we help organizations make better work environments for their employees, enable them to connect to their purpose and use design principles to solve problems and make them more humanistic.

Q Using design thinking is a trend especially in HR. How can design thinking enable HR professionals to move from process developers to employee experience architects?
A To me again, everything is framed with the 'human'. In design, everything is human centered and so my vision of HR is not about being number-centered or performance centered, but human-centered. And again back to that idea of human scale, about collaboration to align on that notion that we all have emotions, intellect and life. HR can use empathy to build organizations where people feel safe and valued and help each other. But most HR is based on giving feedback, but who wants feedback? Feedback is about the past. And Marshall Goldsmith always says that "think about the future" — and that's really about changing and helping others change too. And this is the notion that ties in with my belief system. We are stronger when we are collaborating. And HR needs to do this. **⬤m**

EMPLOYEE ENGAGEMENT

WHAT DOES IT TAKE TO FOSTER A TRULY ENGAGED WORKFORCE?

Employee engagement is not a straight-line process – from behavioral metrics to motivation – there are many factors to be considered while designing the right engagement strategies. In this Cover Story, employee engagement thought-leaders give us their perspectives on what they think will be the core differentiators in employee engagement practices

By **Suparna Chawla Bhasin** & **Udayan Dhar**

Employee Engagement remains the elusive El Dorado for businesses and human resource professionals who are continuously trying to capitalize on their available talent. Sadly though, global surveys by organizations like Gallup and CEB have consistently presented discouraging results.

Gallup in fact calls it the "global employee engagement crisis". The numbers definitely indicate that. According to their 2016 survey, 87 percent of employees worldwide are not engaged at work. This is the reality even when the financial returns of an engaged workforce is evident. Gallup's research goes on to reveal that companies with highly engaged workforces outperform their peers by 147 percent in earnings per share. Companies in the top quartile in employee engagement outperformed bottom-quartile units by 10 percent on customer ratings, 22 percent in profitability, and 21 percent in productivity. They also saw significantly lower turnover (25 percent in high-turnover organizations, 65 percent in low-turnover organizations), shrinkage (28 percent), and absenteeism

(37 percent) and fewer safety incidents (48 percent), patient safety incidents (41 percent), and quality defects (41 percent).

So, why do most organizations find employee engagement a challenge and what can they do about it? This is the question we asked a host of employee engagement experts globally. The insights they shared had some prominent themes that all organizations need to keep in mind while designing their employee engagement strategies.

Focus on trustworthy leadership

According to Michael Beck, "Although there are many important competencies a leader must have to be highly effective, three leadership competencies that have the greatest positive effect on people and their levels of engagement are — when leaders treat people like "people" and not just 'resources'; when they give people autonomy; and when they show sincere appreciation."

How can this be practically achieved? Priya Bates suggest some focus areas — "Training and communicating is essential to ensure that once a plan is built, employ-

ees are instinctively aware that it exists; understand its intention; respond appropriate; and rally behind it. Understand that organizations must ensure there are alignments versus disconnects. Recognizing the wrong behavior can have devastating consequences. And finally, successful organizations with engaged employees are accountable for results. They encourage transparent conversation and dialogue and benefit from the trust that is needed to drive the discretionary effort they are looking for from employees. They are also experts at helping employees share their stories."

What is clear is that the engagement system has less of a focus on ownership (by Human Resources, Communication, Information Technology, Executives) and more focus on integration and collaboration in order to function.

Get smart about employee engagement data

In the present scenario, where there are many vendors offering a number of versions of employee engagement surveys, organizations need to get smart about
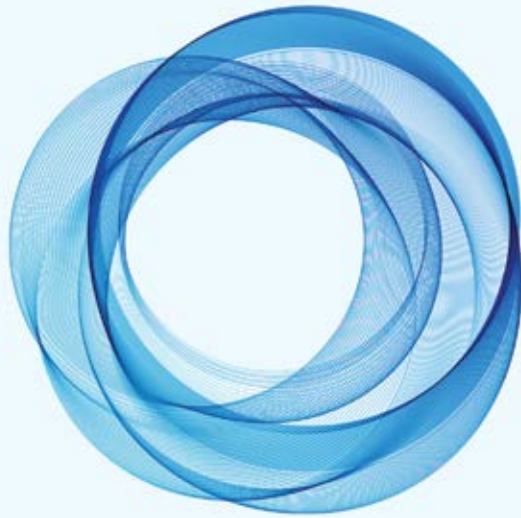
The future of engagement is not about a quick fix to make people happy, but about taking a step back and imagining what is truly possible when people, processes and systems work together to accomplish great things

what they are measuring, and what they are doing with all that data. Once again, the issue of trust becomes important. David Zinger says, "When we make data more personal and owned first by the very person creating it, we need to step up fully and address issues of honesty, trust, and psychological safety in organizations where we no longer hide behind anonymous data gathering approaches. New engagement technologies will function as a trigger to focus on building bonds of trust between individuals and organizations because the organization will not have access to the data without trust. The new currency for data collection for employee engagement will be human trust not large survey consulting fees."

That does not mean we ignore technology though, which can act as a great tool to drive intended results. According to Lewis Garrad, managing technology is the bigger issue, "While the way we measure employee engagement is well established, and the technology we have to measure it is advancing rapidly, the most common issue that organizations face is a complete lack of action and follow up on employee feedback. Indeed, this is a great

way to frustrate people — ask them for their ideas about what they would like to improve and then proceed to do nothing with them. The reasons that organizations struggle with follow-ups ranges from issues related to management capability and intention… The most effective way to address this though is to stop designing employee feedback and engagement survey programs as measurement tools, and start designing them as programs to drive better people management and a more adaptive workforce. When looking at it this way, it is easy to see that very positive feedback can be just as disappointing as negative – because without constructive criticism about leadership, operational efficiency and talent issues, how will the organization improve?"

Take care of your people's wellbeing

It is essential to understand that the domain of employee engagement ranges from initiatives for employee wellbeing, to innovate methods of enabling day-to-day work. Dr. Debolina Dutta says, "Investment in employee wellbeing has been found to pay back manifold, with one direct result being the billions of dollars in savings due

to absence of cost reduction. Effectiveness and efficiency measures for these need to be reported to ensure strong adoption, effective ROI and higher engagement." Dutta also goes on to suggest actions for what can be done within each of these domains. "In the domain of wellbeing, simply offering ergonomic seating, gym facilities and for many, transportation services do not suffice anymore, as these are becoming the new hygiene levels. Increased focus on health has seen an increase in organizations providing wearable devises such as Fitbits and pedometers, increasing trend of standing desks, juice bars, standing meetings and "walk-the-talk" meetings, cycle-to-work schemes, subsidized gym members, periodic health checkups, on-site group classes (Yoga, Zumba, aerobics, meditation, mindfulness classes etc.)."

A lot can simply happen by valuing employees. And once again we emphasize the point of appreciation — as separate from merely rewards. According to Margy Bresslour, "people who give appreciations benefit as well. There is evidence that sharing positive messages with others promote a feeling of happiness in the person delivering the message. The results are simple and intuitive — there's a tremendous amount to gain by appreciating those around you in the workplace. We all want to know that we are valued and appreciated. When you actively appreciate and take an interest in the qualities, characteristics, and work of the people around you, you develop a culture where people love to work and are fully engaged, and where your customers and clients enjoy doing business."

The message is clear. Employee engagement surveys are a trend, but we need to look one step further. According to Lewis, organizations are anyway "overly focused on measurement rather than action. If the next ten years are spent addressing such issues, then we might actually see some progress on making companies a better place to work." Priya Bates wraps it up rather well when she says that the future of engagement is not about a quick fix to make people happy but about taking a step back and imagining what is truly possible when people, processes and systems work together to accomplish great things. While one cannot deny that this will continue to remain a tricky issue in the years to come, we do hope that some of these strategies shared by our experts will help you in your journey of fixing the employee engagement conundrum. **Pm**

References

http://www.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx

Real Time Compliance Management

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

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

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

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

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

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

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

SAP® Certified
Integration with SAP Applications
SAP is a registered trademark of SAP AG

Labour Works™

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

Personal Tracking – An engagement enhancing tool

What if we offered employees a device to help them with their daily engagement, a device that measures what matters & acts like their own engagement version of Jiminy Cricket?

By **David Zinger**

I define employee engagement as: good work done well with others every day. I believe employees are personally responsible for their own engagement while each of us is accountable for the influence we have on the engagement levels of other employees.

Our antiquated methods of survey data and analytics in employee engagement do little to help us measure and master engagement. The bi-annual or annual survey of engagement is a data anachronism resembling a flip phone in the age of smart phones and pulse surveys are at best bandages losing their stickiness to halt the haemorrhaging of useful data.

What if we offered employees a device to help them with their daily engagement, a device that acts like their own engagement version of Jiminy Cricket, which measures what matters?

Let's imagine a day in the life of an employee connected to a personal engagement device:

Prabir wakes up and checks his E-Zone (Engagement Zone) watch to determine his rest and recovery overnight because he wants to know his physical readiness for the day ahead.

His device takes his heart rate and other bio-measures to give him a baseline of physical energy for the day as he arrives at work. Based on the measures, it offers Prabir two suggestions to sustain his energy and engagement for the day.

His engagement monitoring device helps him determine his engagement zone, the period of work between 5 and 90 minutes that is ideal for him to stay fully engaged with a task. It tracks his level of vigor, absorption, and dedication for each task based on the work of Arnold Bakker on work engagement and suggests the length of time Prabir should stay on task before switching to something else. Prabir does this because it helps him stay in the flow and assists him in doing more vital 'deep work' as outlined by Cal Newport, Georgetown professor and author of Deep Work.

When Prabir is working with a team, he gets measures of honest signals based on the work of Sandy Pentland, to determine how effectively his team is working. His device monitors overall psychological safety at work and notifies him when safety may be at risk for himself or others.

The devise both triggers and keeps a measure of Prabir's high-quality interactions based on the work of Jane Dutton and the contributions of these interactions to his energy and the energy of the overall workplace

The next step in employee engagement for individuals and organizations is to fully engage the quantified self
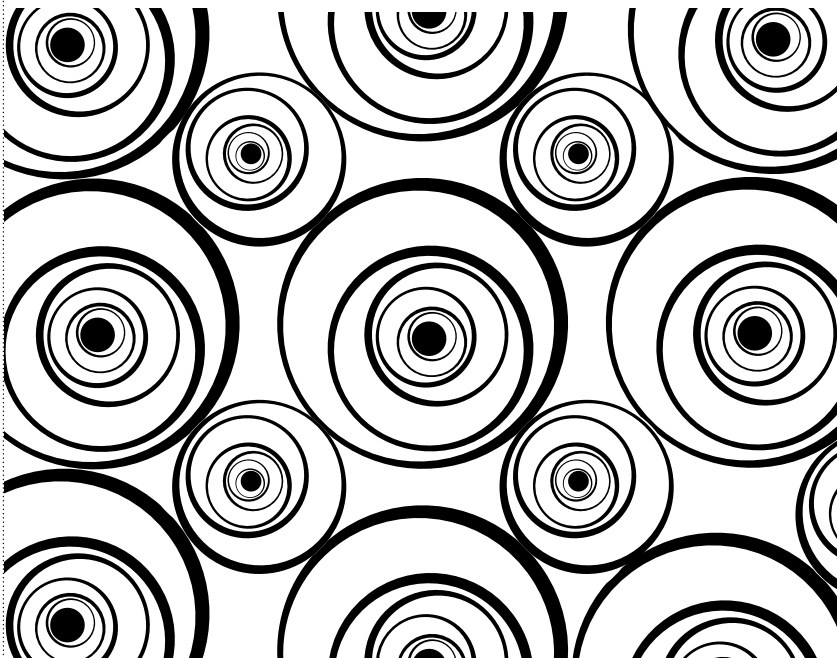
Throughout the day the device takes measure of his engagement. Prabir has his own engagement dashboard, including a personal profile of his engagement strengths and challenges. The device can be configured by Prabir to give him engagement nudges at appropriate times.

Prabir owns his own data but he has the option to aggregate his engagement data with the teams he works with, his department, and the larger organization.

There are additional social and gamification options that he can choose to activate if they help him to be more engaged.

Prabir's engagement device is loaded with notifications and recommendations to enhance and enliven engagement. Over time, Prabir's interaction with his engagement device has created customized and personalized analytic recommendations that guide him in being more effective, efficient, and engaged.

We do not have to imagine most of what was offered in Prabir's day as the technology and research behind it is already available or will be through rapid development and refinement. The current use of health tracking and smart phones demonstrates how engaged people are with mobile technology and tracking devices. According to a research by Deloitte, on an average, people look at their phones over 40 times a day while those in the age group 18-24 years, look at their phones over 80 times a day. And the number of "looks" has been steadily increasing. Moreover, a GfK survey that studied 20,000 people in 16 countries reveals that 1 in 3 people track their health and fitness already with an app or device.

Data is part of the essential lifeblood of an individual, and it should be owned by the individual with an option to share with the organization. It should not be a resource we pay survey consultancies with large fees, only to be returned as slick PowerPoint slides and a generic list of drivers and levers. We need to create and sustain real-time and relevant engagement benchmarks laced with immediate measurement and feedback.

When we make data more personal and owned first by the very person creating it, we need to step up fully and address issues of honesty, trust, and psychological safety in organizations where we no longer hide behind anonymous data gathering approaches. New engagement technologies will function as a trigger to focus on building bonds of trust between individuals and organizations because the organization will not have access to the data without trust. The new currency for data collection for employee engagement will be human trust not large survey consulting fees.

In 2009, roughly when the first Fitbit appeared, I wrote about Sandy Pentland's work on "honest signals"[1] and the application of social measures to determine real-time social and team engagement. His group measured elements like synchrony and mimicry to measure unconscious channels of communication between people.
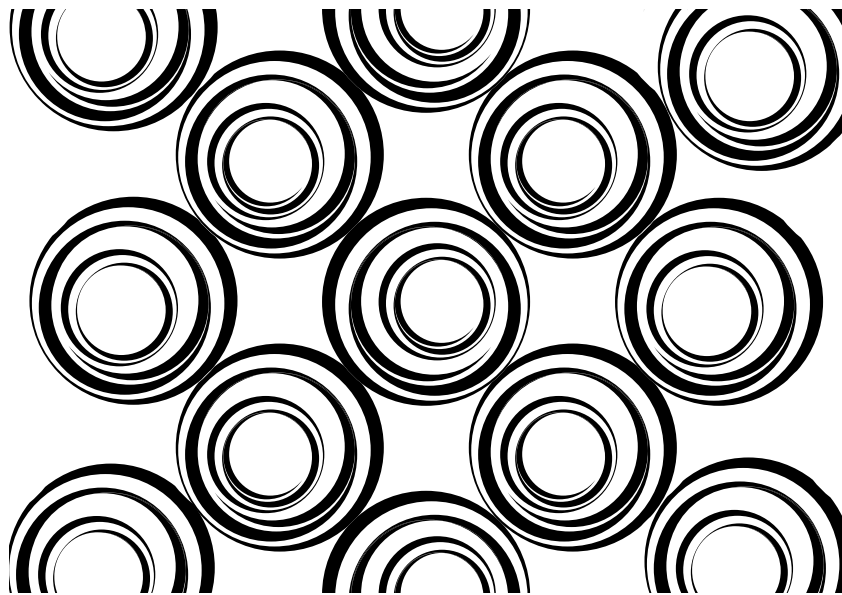
New engagement technologies will function as a trigger to focus on building bonds of trust between individuals and organizations

In the near future, we envision a new generation of management tools that are enabled by the sociometer's capability to produce real-time maps of an organization's information flow and function. These sensible organizations will use these new sensing capabilities to make sure that the sales department really is talking to the marketing department, and that employees aren't overloaded and miserable.

The next step in employee engagement for individuals and organizations is to fully engage the quantified self. Technology challenges in doing this may be less than the ethical and psychological safety challenges that will be required for this to work. This technological opportunity might not only transform metrics and analytics, it may contribute to increased levels of trust and safety for individuals and organizations. Sandy Pentland alluded to this in 2009,

To achieve this, it will take special care to strike a balance between the "big brother" nature of such information and the benefits that can be reaped. We believe that this balance can be achieved by giving employees control of their own information, creating a transparent system with immediate benefits to everyone.

So, how are you preparing for the next big thing in employee engagement? **p·m**

References
[1] http://www.davidzinger.com/honest-signals-and-employee-engagement-part-1-2138/

ABOUT THE AUTHOR

DAVID ZINGER is an employee engagement speaker, educator, author and consultant. He is the founder and host of the 7200-member global Employee Engagement Network. He taught Educational Psychology at the University of Manitoba for 25 years. david@davidzinger.com/ www.davidzinger.com.

COVER STORY

Rethink the "trait" approach of engagement

To view "engagement" from the "trait" angle would imply that organizations need to train recruiters and managers to select employees with a predisposition towards being engaged

By **Dr. Debolina Dutta**

With Gallup and CEB publishing reports of active employee engagement constituting 20-30 percent of the employees, and over 20 percent being actively disengaged, "Employee Engagement" remains a perennial thorn in the side of HR practitioners. Employee engagement rests on the fundamental fulcrum that if staff feels that their needs are recognized and accommodated, they are more likely develop organizational affinity and demonstrate increased loyalty. The linkage between employee engagement and organizational productivity, employee retention, customer satisfaction and developing competitive advantage ensures that organizations and HR practitioners continue to think of new ways to "engage" their employees.

There is an ongoing debate if engagement is a *stable trait, a temporal state* or *a stable state* of individual employees? Many of us are familiar with the perpetually optimistic, energizer bunnies, who always see the glass as more than half-full and exemplify the engaged employee. Thus, to view "engagement" from the "trait" angle would imply that organizations need to train recruiters and managers to select employees with a predisposition towards being engaged. Therefore, trait engagement would present a dispositional antecedent to the state of engagement, while behavioral or state engagement is considered the outcome of the transient psychological frame of mind. Kahn defined engagement as the "psychological presence" of individuals who behave out of momentary attachments and detachments during role performance. The state theory aligns with Kahn's original theory of engagement which postulates that engagement is a dynamic condition influenced by the environment and could fluctuate frequently.

This leads to the question: Is engagement a continuum starting with active engagement, demonstrating discretionary effort to themes and active forms of disengagement, alienation or even radical forms of disengagement (including sabotage)? The positive psychological states of "energy, vigor, dedication, enthusiasm, pride, involvement and efficacy" would thus contrast with "burnout, apathy, exhaustion, cynicism and ineffectiveness". Most HR functions have aligned with the "state" paradigm of employee engagement. Thus, the popular assumption that all HR functions work on is that engagement is something that can be changed, by modifying conditions. To achieve the goal of engaged and productive workforce, HR functions look to develop an integrated strategy around employee working experiences and integrate these with the normal routine of business.

The domain of employee engagement ranges from initiatives for employee wellbeing, to innovate methods of enabling day-to-day work. The

> Employee engagement rests on the fundamental fulcrum that if staff feels that their needs are recognized and accommodated, they are more likely to develop organizational affinity and demonstrate increased loyalty

investment in employee wellbeing has been found to pay back manifold, with one direct result being the billions of dollars in savings due to absence of cost reduction. Effectiveness and efficiency measures for these need to be reported to ensure strong adoption, effective ROI and ergo, higher engagement.

In the domain of wellbeing, amenities offer a range from campus dry cleaning services, bowling alleys, onsite doctors, crèches, masseuses, free food canteens etc. Simply offering ergonomic seating, gym facilities and for many, transportation services does not suffice anymore, as these are becoming the new hygiene levels. Increased focus on health has seen an increase in organizations providing wearable devises such as Fitbits and pedometers, increasing trend of standing desks, juice bars, standing meetings and "walk-the-talk" meetings, cycle-to-work schemes, subsidized gym members, periodic health checkups, on-site group classes (Yoga, Zumba, aerobics, meditation, mindfulness classes etc.). The focus on health

Annual engagement surveys are losing their perceived value & new technology solutions are capturing employee pulse dynamically and on a more frequent basis

makes immediate business sense, since exercising is known to produce endorphins (the "feel happy" hormone) and fitter, happier employees are more productive, reduce absenteeism costs and shrink insurance premiums for medical coverage. Initiatives to support work-life balance are accommodating preferences of the young staff, and include work-from-home, flexible leave schemes, on-site day care centers, hobby clubs, to name a few.

The intense consumerizing of technology and exponential adoption of mobile and smart devices has transformed the ways of working. The shift towards digital platforms for HR processes and functions has been largely driven by the increased value placed by employees on enablement, as office is no longer just at the office and boundaries of work timing are getting blurred. According to an engagement survey conducted to measure engagement initiatives and their perceived value, 75 percent of managers among the respondents reported that allowing usage of smartphone, tablets an BYOD (Bring Your Own Device) resulted in the organization being perceived as flexible

and an attractive employer, and these initiatives were believed to increase employee productivity. Combining the power of the cloud with mobile devices, organizations are increasingly adopting the mobile-ready-intranets. With the mobile-ready intranet, HR is providing more updated information for distributed workforces, thereby reducing geographical and cultural distances between their employees. With most popular HRIS systems being on-the-cloud and mobile enabled, all HR processes from recruitment, performance management, reward systems and even learning has moved onto mobile and cloud systems.

Increasingly, annual engagement surveys are losing their perceived value. New technology solutions allow for capturing employee moods dynamically, thereby assessing employee pulse on a more frequent basis. A large IT organization was reported to include 3 smiley emoticons onto the log-in screen to assess happiness quotient on a daily basis. Mobile-based quizzing gamification
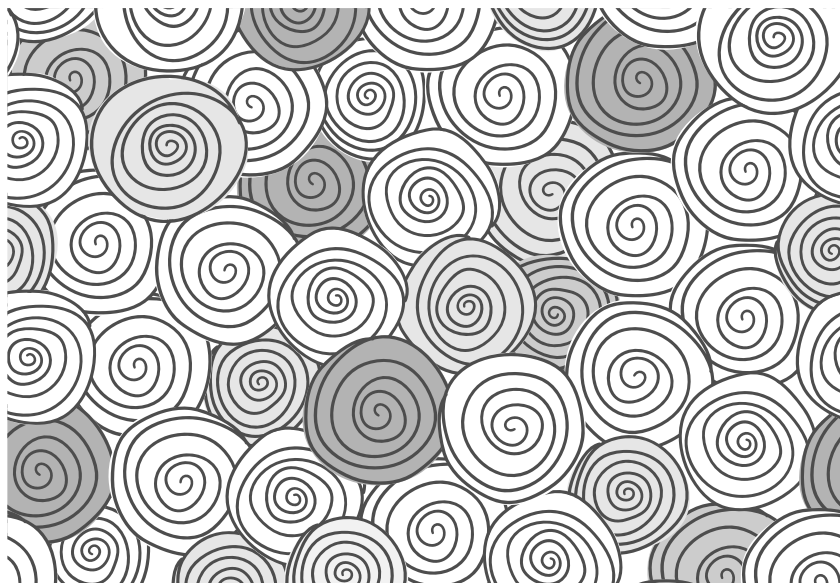
challenge run on an LMS platform was used as a surrogate measure of engagement and a training need analysis was developed dynamically. Big data is allowing organizations to link individual-level responses, integrated with seemingly unrelated data points such as screen saver time, to build robust predictive models to indicate potential attrition. These technology solutions are also enabling HR to assess adoption of wellbeing and other engagement initiatives, take quick feedback and link to tangible organization outcomes such as productivity and profitability.

All of these initiatives to "manage" employee engagement is slowly resembling the 10 headed Hydra that needs to be tamed by the HR practitioners. So, as investments and efforts are made to improve wellbeing, reduce stress, improve work-life balance, all these new initiatives are becoming the new norm and basic hygiene – much like a new head of the Hydra which has to be kept well in line of sight and tamed. Is it therefore time that we re-think and adopt the "trait" approach of engagement? **Pm**

ABOUT THE AUTHOR

DR. DEBOLINA DUTTA is the Director and Head of HR, India at VF Corporation, Bengaluru

Social Mindset: The key to engaging talent

We live in social, hyper-connected and super-transparent world and therefore, adopting a "social mindset" is and will remain a killer app for engaging people

By **Tanmay Vora**

It is more than obvious now that the way people feel about their workplace has a direct material impact on business performance. This simple equation gets even more complex when we think of forces that are fundamentally changing how we work. Our workplace conversations today are dominated by topics like increasing globalization, economic uncertainties, automation, disruptive innovations, social technologies, generational shifts, mobility, people analytics, gig economy and such.

Newer generations at workplace demand different experiences and therefore, organizations are challenged constantly to move beyond traditional engagement programs and think of engagement more holistically. There is plenty of conversation happening today around moving from employee engagement to employee experience, role of design thinking in driving people experiences and creating a differentiating employer brand experience.

These are all worthy topics to take the conversation of talent engagement forward but I think that none of this will be effective in engaging talent unless we address something very fundamental underlying all of these ideas. We live in social, hyper-connected and super-transparent world and therefore, adopting a "social mindset" is and will remain a killer app for engaging people.

Social mindset is about focusing on people more than focusing on process and having a belief that magic happens when:

- We create ecosystems where good people can thrive
- People are aligned to purpose and are clear about how their work contributes to larger objectives
- People have tools and communities to learn what they want to learn and when they want to learn
- Leaders play an active role in building ecosystems for high performance

Real engagement happens when we focus, not on generating engagement, but doing right things that increase human engagement.

To be able to adopt a social mindset, leaders need to be equipped with a deep understanding of how social, networked and self-evolving structures work. Only then can organizational leaders facilitate effective engagement of talent to meet organizational objectives. This is conversation that goes way beyond HR teams focusing narrowly on "employee engagement programs". This is a more holistic conversation, and one that really engages

Leaders need to be equipped with a deep understanding of how social, networked and self-evolving structures work
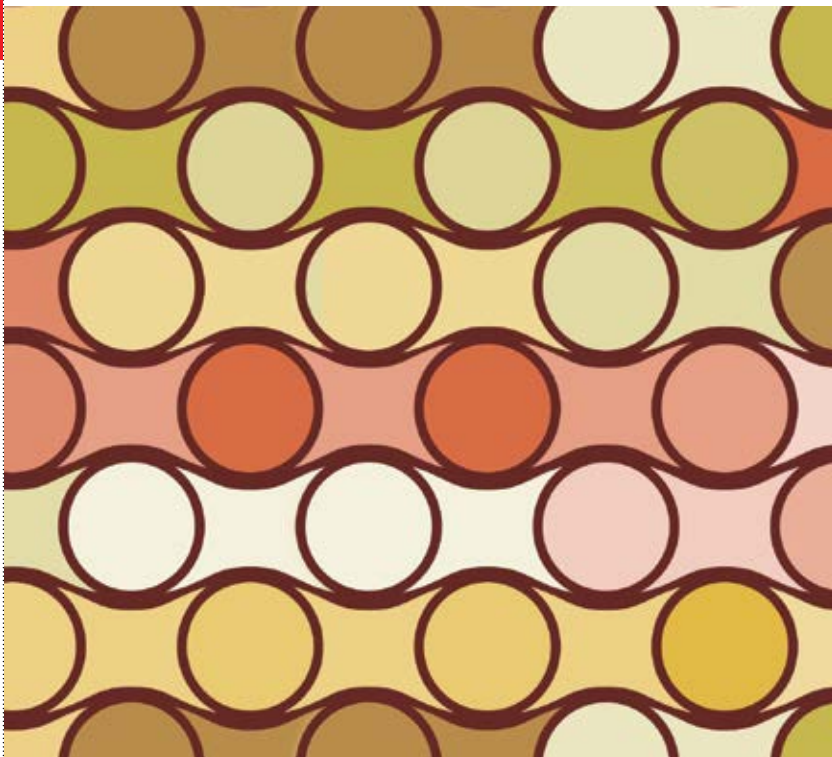
the talent by integrating work design, culture, rewards, learning and career development to deliver superior employee experience. Let us take a deeper look at how social mindset enables each of these and what it means in practical terms:

Work Design: People need a conducive space to perform and how work really gets done is a key driver for engagement. Technology advances have transformed how work is performed, and designing work in a way that engages people is a real challenge and opportunity. Organizations have to relentlessly clarify purpose, how an individual's work enables achievement of purpose and provide autonomy to team members to execute their ideas. People derive sense of control when they have space to do the work in their own unique way and execute their ideas. Social mindset plays a huge role in enabling people to perform. Traditional "once-a-year" feedback mechanisms only disable people. Real enablement happens when people get frequent feedbacks and support throughout the year. Enablement is also about involving people in collaborative problem solving, making goals transparent, seeking their feedback and most importantly, acting on that feedback. The design of organization and work should enable and encourage people to pursue non-linear career paths. Reducing organizational layers, building small teams and empowering them to self-organize go a long way in engaging talent in the long run.

Alignment and Clarity: In an information-intensive world, real empowerment to people is all about seamless communication across different clusters of organizational network. When communication channels are open, people have greater opportunities to clarify their concerns, know the strategic direction and align their local decision making accordingly. Organizations are increasingly using enterprise social networks like Yammer, Microsoft Skype for Teams and Slack to facilitate these critical conversations. Using social tools to not just broadcast but engage in a dialogue is a great way to also build a compelling employer brand. Communication and clarity across the board works like grease to reduce friction, enable clarity and therefore, improve engagement.

Social Learning: People who get the required support to do their work better tend to be better engaged. We have moved beyond traditional one-way forms of training (learning events) to continuous streams of on-demand learning (learning journey) that combine synchronous and asynchronous forms of learning. People don't go to classrooms when they want to learn – they go to corporate learning management systems, micro-learning platforms like Twitter, Enterprise social networks like Yammer and so on. Enabling social learning is about encouraging people to share their work, get feedback, align their practices and learn from these experiences. It is about building communities of practice and encouraging people to work out loud. For this to happen, leaders need to set the right example and become engaged social learners themselves. When organizations get this right, they build a solid employer brand (reputa-

tion) while engaging with their prospective talent pools on external social networks.

Creating Ecosystems of High Performance: Real engagement happens when people are able to play to their potential and deliver superior performances. Effective leadership that works hard to build trust, respects people, engages in seamless conversations and treats people as colleagues and not as "resources" goes a long way in building a performance culture. Social mindset and leadership is about building a fabric of relationships between clusters of networks in organization to facilitate collaboration and performance. It is therefore vital for leaders to walk an extra mile to clarify goals, communicate, build relationships, foster trust, deliver feedback early and often and set right examples.

Social mindset has existed in our societies and communities since ages but often forgotten in the maze of organizational layers, tight bound hierarchies, complex processes and boxed responsibilities that inhibit shared understanding and learning.

Human beings are fundamentally social and therefore, understanding of how social structures work is easy. It is all around us. It is often in doing things we know that we stumble the most! **Pm**

Technology advances have transformed how work is performed, and designing work in a way that engages people is a real challenge and opportunity

ABOUT THE AUTHOR

TANMAY VORA is an author and blogger who is recognized amongst Top 5 Indian HR Influencers on Social Media by SHRM India in 2012, 2013 and 2014. He writes and creates sketch notes at QAspire Blog and tweets as @tnvora. He serves Basware Corporation's India operations as Country Head and Director (Product Development, R&D).

Driving employee engage-ment through leadership

Having an engaged workforce is more about avoiding disen-gagement than it is about boosting existing engagement

By **Michael Beck**

Employee engagement is an interesting topic. But engagement is not something organiza-tions "do" to people. When organizations acquire talent, engagement levels of new employees are already high and the need to "do" anything to get them engaged is absent. They're enthused about being there and are dreaming of ways to make a difference in their new role. There-fore, having an engaged workforce is more about avoiding disengagement than it is about boosting existing engagement. But the more pertinent ques-tion to ask is "Why do people become disengaged?"

For the most part, people become disengaged and disillusioned as a result of a leader's demeanor and comportment – a leader's words and actions. When a leader doesn't respect someone's efforts and ideas, it demonstrates that a leader doesn't value them;

Leadership traits that have the greatest positive effect on people and their level of engagement are treating people with respect and by showing appreciation

it reflects (either intentionally or unintentionally) that an individual and his efforts are unappreci-ated. Further, it also leads to demoralization and signals to efforts being taken for granted. Another factor that deters engagement is when leaders micromanage, which reflects that a person's efforts, judgment, or intelligence are not respected. This lack of autonomy results in hampered creativity which further leads to disengagement.

A crucial aspect to consider when it comes to driving employee engagement is trust, and it is paramount for every leader to demonstrate this competency. If a leader contradicts his own commu-nicated thoughts by his actions, it demonstrates a lack of integrity. In a workplace setting, this raises questions on the reliability of a leader — if a leader claims certain behaviors and values are important to them but then acts in a manner that is at odds

with those values and behaviors, it demonstrates a lack of ethics and probity. And this is one of the core reasons for people to become disillusioned and disengaged. Likewise, when leaders don't ask for opinions and/or ideas from their team members, it shows they are not valued.

Although there are many important competen-cies a leader must have to be highly effective, three leadership competencies that have the greatest posi-tive effect on people and their levels of engagement are — when leaders treat people like "people" and not just 'resources'; when they give people auton-omy; and when they show sincere appreciation.

People are not 'resources'. People are not "resources" to be managed, used, and discarded. Effective leaders understand that everyone, regard-less of title or position, has hopes and dreams, fears and stress, and successes and failures. Effective leaders are empathetic to others and believe that most people want to do a good job. When a leader treats someone like a person rather than a "thing", engagement rises and performance improves.

Give people autonomy. Micromanaging employees erodes respect. A leader needs to trust his or her team to follow through and act responsi-bly. Treating adults like adults (and as profession-als) means communicating clearly and then holding them accountable for results. An effective leader grants autonomy after establishing clear expecta-tions. People appreciate being trusted, become more engaged, and will generally exceed expectations when given the opportunity.

Show sincere appreciation. Recognition is typically offered as a reward and acknowledgement for accomplishments. Appreciation, on the other hand, is generally shown in response to the effort someone makes, rather than for an accomplish-ment. Sincere appreciation is spontaneous and not a part of a recognition "program". Leaders need to appreciate efforts as it communicates respect and value. The impact of showing appreciation is immediate and long-lasting, and it also leads to enhanced engagement and loyalty.

Demonstrating respect, trust, and integrity ensures sustained and enhanced engagement. So while having ping-pong tables may be the cool thing to have, they do little to further the success of a business. Instead, invest in helping leaders excel at bringing out the best in people. �

ABOUT THE AUTHOR

MICHAEL BECK is an executive coach, business strategist, and author of the book, *"Eliciting Excellence"*. He specializes in successor development, execu-tive development, and leader-ship effectiveness. You can learn more about Michael at www.linkedin.com/in/mjbeck or www.michaeljbeck.com

Asia's Largest HR Technology Conference

Be a part of TechHR 17 to network with 1000 delegates and gain insights from the best business speakers & experts from around the globe.

3rd and 4th August 2017
The Leela, Gurgaon

REGISTER NOW
TO AVAIL EARLY BIRD OFFER

people matters
TECHR
2017

TechHR 2017 SPEAKERS

Fons TROMPENAARS
World Renowned Cross-cultural Communication Guru

Kate SWEETMAN
Emerging Leadership Guru
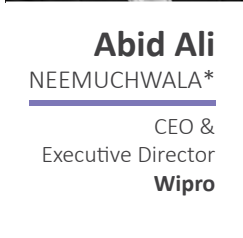
Abid Ali NEEMUCHWALA*
CEO & Executive Director **Wipro**

Josh BERSIN
Principal & Founder **Bersin by Deloitte**

Kimo KIPPEN
Chief Learning Officer **Hilton Worldwide**

Shweta SHUKLA*
Head HR Asia **Netflix**

WHY TO ATTEND
TechHR 2017

- Network with **1000+** HR Leaders
- Listen to **60+** world class speakers
- Meet **70+** service providers in HR tech space
- Choose from **20+** sessions

* invited speakers

techhr@peoplematters.in | www.techhrconference.com | #TechHR17
DELEGATE: +91 124 4412306   **SPONSOR:** rubi.taj@peoplematters.in | +91 124 4148102

Is talent engagement a one-way street?

It is essential for organizations to first segment talent to identify high potential, critical skill and top performers

By **Ashish Ambasta**

Trump, Brexit, Demonetization, Populism – clearly what an exciting time that we are living in. And it's fair to assume that there is ambiguity amongst millennials and young professionals regarding their jobs and careers. Employers too are looking at ways to conquer the chaos when it comes to attracting, retaining and engaging key talent. Technology and automation are disrupting organizations' strategies and re-skilling and up-skilling are not just buzz words anymore, but a critical challenge facing organizations all over the world.

Is it fair to say that it's time for a clarion call for companies to retain high performing and critical skill workers to drive growth? My answer is a big YES! Unless you're able to engage and retain these segments of employees, you're staring down the barrel of despair.

According to the Talent Management and Rewards Study by Willis Towers Watson, India is facing challenges in attracting top performers and high-potential employees. To address this issue, it is essential for organizations to first segment talent in order to identify high potential, critical skill and top performers. Without such differentiation, companies will face pressure in attracting and retaining talent, especially for in-demand roles.

'Career advancement' has emerged as one of the top attraction drivers, both from an employee and an employer perspective, in India. However, often employers fall short in providing them with the right career opportunities and direction. Only 36 percent companies in India agree to have developed effective tools for career management of their employees, according to latest Willis Towers Watson research.

The big question is – what should organizations do in order to understand and analyze the issue of employee engagement?

Gap in implementing talent management strategies

Data from Willis Towers Watson's State of Employee Engagement study reveals that 86 percent organizations and leaders believe that employee engagement is of high priority in their organization and regard it as a crucial input to evaluate performance; however, only half of the employers believe this is actually happening in their company.

Companies need to nurture a culture with a message that failures are acceptable; and that will go a long way in positively impacting learning and innovation

Analyzing the role of leadership in developing, sustaining and nurturing engagement, the study again found a distinct gap between perception and reality. Three-quarters of the respondents had agreed that employee engagement initiatives are driven from top management. A vast majority of the respondents (94 percent) felt that employee engagement scores should be a part of the Leadership goals, however in reality only 38 percent indicated that it happens in their organization. And only 14 percent of respondents indicated that employee engagement is being discussed during business discussions.

Is talent engagement a one-way street?

Companies are progressing in terms of engaging high performers and that's good. But wait a minute, how about employees taking onus of being engaged? Willis Towers Watson's in-depth research in this area provides strong statistical evidence that organizations are increasingly expecting employees to take greater responsibility for their own engagement. A significant 60 percent of the respondents agreed that employees should take responsibility for their own engagement signaling a pivotal need for more collaboration in this space.

If I need to list out mantras for companies and people to arrive at a win-win scenario, I would recommend the following:

Managers need to be better coaches

According to Willis Towers Watson's Global Workforce Study, with effective senior leaders and managers, 67 percent of the employees are likely to be highly engaged. Managing people is not managing machines! People have emotions, aspirations, expectations and more often than not, a fundamental desire to grow and improve. Managers need to be mentors and coaches and it should be an organizational imperative to provide managers

> # If organizations and individuals need to feel good, they got to wake up and smell the coffee. It's all about thriving in this VUCA world

with the requisite training backed by a conducive and enabling organizational culture.

Nurture a fail-forward culture

Majority of the Indian companies focus on short-term goals and objectives, however, to drive business growth and make an impact, it is necessary to challenge employees and allow them the opportunity to fail, learn and improve, especially in non-critical or low-risk areas. Challenges carry a risk of failure but no one wants to face a new challenge unless there is ample opportunity to learn, apply that learning and receive reward and recognition. Companies need to nurture a culture with a message that failures are acceptable; and that will go a long way in positively impacting learning and innovation.

Differentiate rewards!

High performing employees need to know they are being rewarded differently and adequately. Performance-based compensation ties remuneration directly with company goals due to which employees realize the impact they are creating in an organization. Decades ago, legendary singer Nina Simone sang "I am feeling Good". If organizations and individuals need to feel good, they got to wake up and smell the coffee. It's all about thriving in this VUCA world. Let's not rely on just one One Big Idea, because that one big idea may just become obsolete the next day. 🅿ⓜ

ABOUT THE AUTHOR

ASHISH AMBASTA is Director – Employee Insights and Assessments at Willis Towers Watson India

Engaged employees feel valued and appreciated

With studies showing that employee engagement is directly linked to how leaders and managers interact with employees, there is a need to create a culture where employees feel valued and are appreciated

By **Margy Bresslour**

Are you and your employees fully engaged in your work? A number of studies suggest much of the Indian workforce is dissatisfied, causing disengagement, driving unwanted turnover, and costing companies billions of dollars. In *Disengaged Employees May Be Impeding India's Growth*, Steve Crabtree states that "Nearly one-third of the country's employees are actively disengaged." According to a 2012 Gallup study quoted in, *A Looming Threat to Every Indian Workplace*, "32 percent of employed Indians are actively disengaged, and 60 percent are not engaged." In business journal, *Are Your Star Employees Slipping Away?,* Jim Harter and Amy Adkins note that "slightly more than half of employees (51 percent) state they are actively looking for a new job or watching for openings, and 35 percent of workers report changing jobs within the past three years". Even the U.S. Department of Labor states that the number one reason people leave their jobs is because they "do not feel appreciated."

It is worth noting that, while the situation in India has room for improvement, a study has shown that India had a 46 percent engagement rate, putting it ahead of the United States (30 percent) and the world average (34 percent).

Valuing employees: The path forward

These statistics present a sad commentary about the modern workplace. However, there is hope when it comes to building strong organizational cultures that support and retain productive employees as research shows that when employees feel appreciated and valued, they increase productivity and engagement, loyalty, satisfaction scores from customers, and have better safety records.

Studies also show that employee engagement is directly linked to how leaders and managers interact with employees. While Gallup in one of its reports revealed that managers who focus on their employees' strengths eliminate active disengagement and double the number of workers who are engaged; a worldwide study by Towers Watson concluded that "the single highest determinant for engagement is whether or not employees feel that their manager is genuinely interested in their well-being". In *Bringing Out the Best in People*, Aubrey
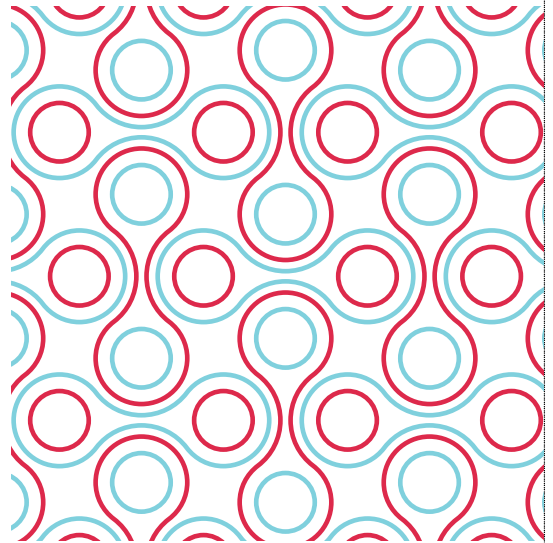
> When we are valued, we gain confidence, feel good, and eagerly contribute; so create a culture where employees feel valued and are appreciated

Daniels explains that, "recognition and appreciation are the most powerful motivators of improved performance. Building a successful business means most of all bringing out the best in people — only people-oriented positive reinforcement in the form of appreciation, recognition and gratitude can do that." In addition to improved work product results, appreciations also lead to positive changes in attitude, relationships and viewpoints, which help build a strong organizational culture.

There's even more good news to share — people who give appreciations benefit as well. There is evidence that sharing positive messages with others promote a feeling of happiness in the person delivering the message. The results are simple and intuitive — there's a tremendous amount to gain by appreciating those around you in the workplace. We all want to know that we are valued and appreciated. When you actively appreciate and take an interest in the qualities, characteristics, and work of the people around you, you develop a culture where people love to work and are fully engaged, and where your customers and clients enjoy doing business.

Steps to develop a culture of appreciation

Gain awareness for appreciation
If you're not in the habit of appreciating people openly, begin by watching for behaviors and attitudes that add value to you and/or the company. Notice your employees doing things that add value to the organization. It could be their upbeat, positive attitude or their hard work. It could be the effort and thought they put into a project. It could be their creative thinking or ideas.

Acknowledge specifics
The most meaningful appreciations are specific and individual. What exactly are you appreciating? You strengthen the message by including specific impacts that the actions or qualities have on you or your organization. Acknowledgments have greater impact when they are delivered specific to an individual contribution than when they are shared to a whole group.

Give meaningful appreciations
Let individuals know you appreciate who they are and what they do. Keep in mind that different people like to be appreciated differently. (This concept is further explained in Paul White and Gary Chapman's, *The 5 Languages of Appreciation in the Workplace*). Some like hearing the words of appreciation or seeing them written in a note; some feel valued when you choose to spend time together; others like receiving gifts; some like to be offered help and support; and others like a pat on the back. Calibrate your expression of appreciation to the recipient's particular style. Sincerity is key.

Clarify roles, responsibilities, mission &vision
Enroll employees in the mission, vision, and values of the organization. Take the time to clarify job roles and responsibilities. Offer a warm welcome to new employees. Getting new employees off on the right track is important to their success in the organization. Acclimatize them to the culture and provide an understanding of how their role fits into the bigger picture.

Follow through on commitments
Following through on commitments builds trust. It also communicates that the other person is important.

Encourage openness
When you listen to others' opinions, perspectives, and feedback, you communicate that you value their thoughts and insights. Someone whose ideas are

considered is more likely to want to continue as an integral part of the team.

Show interest
Employees bring more than their physical presence to work; they bring their life history and their stories and experiences. Ask them about themselves. Connecting with them will help you gain an understanding of their past and present, and their goals for the future. It will help them know that you care about them.

Trust them
Give them the freedom to own their projects. It is empowering to feel a sense of pride when we do good work and take personal ownership of results.

Help them grow
Learn your employees' strengths and aspirations. When you help your employees grow, you empower them. Make sure you are utilizing each employee's strengths. It will bring out the best in them and in turn be of benefit to the organization.

Take the time to appreciate
Meaningful appreciations don't take a lot of time. Words of appreciation typically can be spoken in less than 30 seconds. However, the value and positive impact of hearing words of appreciation can be long-lasting.

> "The single highest determinant for engagement is whether or not employees feel that their manager is genuinely interested in their well-being" – Towers Watson

Be authentic
When those around us are genuine, we tend to be freer to be ourselves. When honesty and authenticity are the norm, we are more creative and open and, as a result, do our best work.

Appreciation reinforces positive behavior
What you appreciate gets reinforced. By offering appreciation, you are indirectly communicating what behavior you'd like to continue to see in the future. When you appreciate you also are giving validation to the recipient of your message. Others' confidence in our abilities helps us see those qualities in ourselves and gives us the strength to take risks and grow.

When we are valued, we gain confidence, feel good, and eagerly contribute. Create a culture where employees feel valued and are appreciated. The payoff for you, the organization, and for your employees is huge. 🅿ⓜ

References
1 http://www.dalecarnegie.in/how_engaged_are_your_employees/
2 https://www.glassdoor.com/employers/blog/the-cost-of-a-disengaged-employee/

ABOUT THE AUTHOR

MARGY BRESSLOUR is the Founder of Moving Messages, a company dedicated to encouraging the expression of appreciation. Margy offers consultation, coaching, and mentoring to create a positive and productive organizational culture where teams enjoy working together, organizations get rave reviews, and everyone experiences improved outcomes. www.moving-messages.com

Focus on employee attitudes

With employee engagement programs overly focused on measurement rather than action, there is a need for organization to rethink their engagement strategies

By **Lewis Garrad**

Employee engagement has been a popular focus area for both HR function and people managers for the last 10 years. For leaders, the promises of improved talent retention and enhanced organizational performance are attractive, particularly as drivers of tangible business outcomes like productivity, innovation and customer service. The logic behind this focus is fairly simple – if employee performance is the combination of individual talent and engagement, then the best way to maximize talent is to ensure that it is engaged.

While this sounds reasonable, and perhaps a little obvious, the reality is that many companies chase improved levels of employee engagement without considering the broader science[1] of employee attitudes and motivations at work. This leads to incorrect assumptions about engagement (and its outcomes), which could be the reason why so many companies have found it difficult to realize the benefits they would expect.

To address this, a deeper understanding of the science behind engagement and other key employee attitudes is needed. In my opinion there are three key points to consider:

• While it is common for HR to hold the view that employee engagement can be described as any positive experience at work, the reality is that most organizations actually measure (and therefore manage) some combination of employee motivation, commitment and job satisfaction[2]. This is important because we know all of those constructs have a range of short-term benefits, but not so many long-term ones. In a meta-analysis exploring the links

It is not just important to be engaged and committed, but also perhaps paranoid enough to avoid complacency
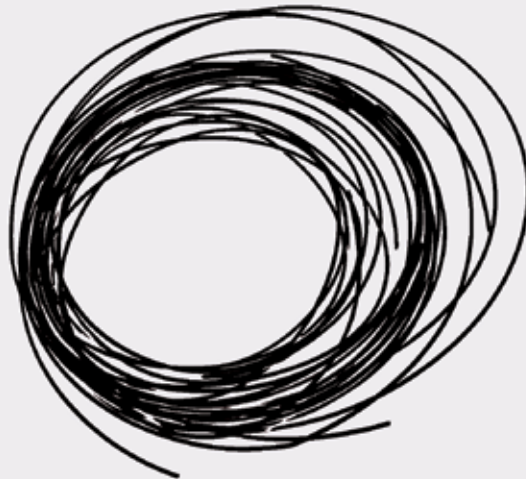
between employee attitudes and performance at work, Michael Riketta[3] at Aston University found that positive attitudes led to higher levels of performance. However, the analysis also showed that the connection between what employee said in a survey and how they performed actually became weaker over time. The implication is that that engagement, motivation and commitment are more likely to be related to performance now than in the future. The consistency of engagement is therefore key.

- Next, although researchers have shown that feelings of commitment such as pride (a concept often measured as part of employee engagement indices) have a positive impact on how persistent[4] and dedicated someone is, they have also shown that they can be problematic at high levels leading to overconfidence or stubbornness. Psychologist have also shown[5] that people who are overly confident or satisfied with how they are doing tend to stop trying quite as hard in future. The message here then is that it is not just important to be engaged and committed, but also perhaps paranoid enough to avoid complacency. For leaders, this requires not only being an organizations greatest cheerleader (to drive engagement), but also its greatest critic (to drive change); perhaps at exactly the same time.

- Last, while the way we measure employee engagement is well established, and the technology we have to measure it is advancing rapidly, the most common issue that organizations face is a complete lack of action and follow up on employee feedback. Indeed, this is a great way to frustrate people — ask them for their ideas about what they would like to improve and then proceed to do nothing with them. The reasons that organizations struggle with follow-ups ranges from issues related to management capability and intention (managers ignoring feedback because they don't know what to do with it) through to challenges with coordination or business relevance (managers getting distracted by other priorities and failing to follow through). The most effective way to address this though is to stop designing employee feedback and engagement survey programs as measurement tools, and start designing them as programs to drive better people management and a more adaptive workforce. When looking at it this way, it is easy to see that very positive feedback can be just as disappointing as negative – because without constructive criticism about leadership, operational efficiency and talent issues, how will the organisation improve?

In sum, my view is that measuring and managing engagement has had a tremendously positive impact, mostly because it has brought focus and attention to the quality of people management in many organizations. However, most programs
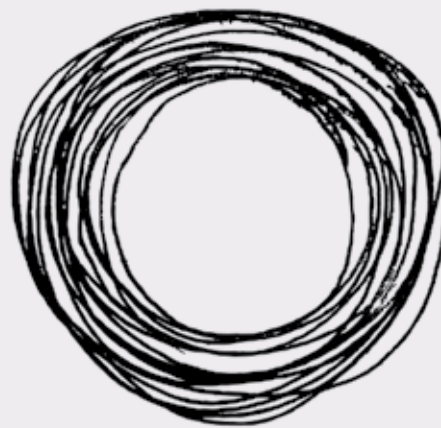
There is a need to stop designing employee feedback and engagement survey programs as measurement tools, and start designing them as programs to drive better people management and a more adaptive workforce

do not really reflect what research tells us about employee attitudes. They are also overly focused on measurement rather than action. If the next 10 years are spent addressing such issues, then we might actually see some progress on making companies a better place to work. ℗ⓜ

References

1   Tomas Chamorro-Premuzic and Lewis Garrad, "If You Want to Motivate Employees, Stop Trusting Your Instincts", Harvard Business Review, February 8, 2017.
2   For example, Gallup has shown that their measure of engagement has a very high correlation with job satisfaction scales – suggesting that is very closely related.
3   Michael Riketta, The Causal Relation Between Job Attitudes and Performance: A Meta-Analysis of Panel Studies, Journal of Applied Psychology, 2008, Vol. 93, No. 2, 472– 481.
4   David DeSteno, The Connection Between Pride and Persistence, Harvard Business Review, August 22, 2016.
5   Ibrahim Senay, Dolores Albarracín, Kenji Noguchi, Motivating Goal-Directed Behavior Through Introspective Self-Talk: The Role of the Interrogative Form of Simple Future Tense, Sage, March 9, 2010.

ABOUT THE AUTHOR

LEWIS GARRAD, a chartered organizational psychologist, is the Growth Markets Lead for Sirota, an employee research and organizational psychology company of Mercer. He specializes in the design and deployment of employee attitude research programs and feedback interventions.

A focus on holistic systems, not targeted programs

People leaders need to be challenged to think beyond programs and instead focus on holistic systems that create the culture and environment where engagement lives and thrives

By **Priya Bates**

Engaging employees is hard work. There, I've said it. After 25 years dedicated to employee engagement and leading conversations globally, I know that there is no magic bullet. There is no one-time quick fix to driving engagement that that leads consistently to an organization's performance.

Let's be clear. When a leader is asking for employee engagement, they are not talking about happy employees, they are talking about productive employees who deliver with pride and passion.

When searching Employee Engagement on the world wide web, what often comes up are lists of engagement programs…the top 15, 25, 49 employee engagement ideas. They include program ideas like volunteering, celebrations, taking team photos, conduct team building sessions, create a magazine, and have fun! Passionate HR professionals take these ideas, choose a few that fit into their budgets, and start party planning. Not too long after, they are working on the next program or event to keep up the momentum when real work sets in and the excitement starts to fade.

People leaders need to be challenged to think beyond programs and instead focus on holistic systems that create the culture and environment where engagement lives and thrives. A system is a set of interacting or interdependent component parts forming a complex or intricate whole.[1] Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose and expressed in its functioning.

So what does that mean exactly? It means that engagement isn't added to a system; it exists because it is a purposeful and intentional part of the system — any disconnects and gaps in the system can easily cause damage or disengagement that eventually impacts performance and service

An Engagement plan must begin by clearly articulating the right measurable goals. Inner Strength Communication helps clients set goals against the following four Ps[2]:

- Performance – What are the business goals that signal success?
- Participation – What do employees need to do (and by when) to deliver those business goals?
- Promotion – What should managers and employees say to customers, friends and family?
- Proud – What about the organization or initiatives will make employees feel proud?

It is not by accident that the goals are linked to the business results. This can set the stage for a different engagement conversation and much different solutions.

> Engagement isn't added to a system; it exists because it is a purposeful and intentional part of the system — any disconnects and gaps in the system can easily cause damage or disengagement that eventually impacts performance and service

Engagement system has less of a focus on ownership, and more focus on integration and collaboration in order to function

Once goals are set, components of the system need to be considered.

Build the foundation

Every engagement system has foundational elements that must exist. What is the strategic plan? Does the organization have a vision, mission, values, culture and beliefs? Are their policies and directions in place to guide behavior? Without clearly articulated foundations in place, it is difficult to define what successful engagement looks like.

Train your people

Training and communication are key elements of engagement. It surprising how many organizations believe that once a plan is built, employees will instinctively be aware it exists; understand its intention; respond appropriate; and rally behind it. When the plan involves change, the truth is that it is more like met with resistance versus support that can often derail an organization's efforts.
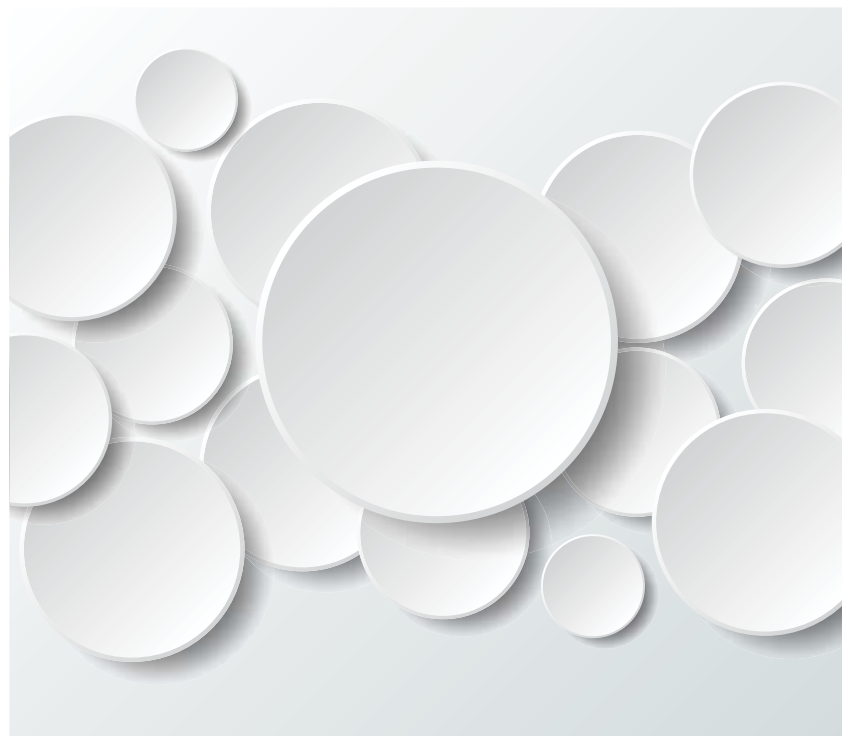
Recognize the right behaviors

Recognition is core to engagement system and need to be reviewed thoroughly. Whether it is a simply thank you or rewards for individual and team efforts, organizations must ensure there are alignments versus disconnects. Recognizing the wrong behavior can have devastating consequences.

Measure and share success

Successful organizations with engaged employees are accountable for results. They encourage transparent conversation and dialogue and benefit from the trust that is needed to drive the discretionary effort they are looking for from employees. They are also experts at helping employees share their stories.

What is clear is that the engagement system has less of a focus on ownership (by Human Resources, Communication, Information Technology, Executives) and more focus on integration and collaboration in order to function.

In North America, has been interesting to see technology companies and start-ups shift their focus from customer-focused system development to employee-focused systems that help drive organizations drive productivity. Initial operational systems focused on building information and enterprise resources systems to create foundational data bases for customer relationship management, supplier management and transportation management. Added to them were a variety of one-off plug-ins to manage learning (Learning Management Systems), recognition (recognition and rewards systems), communication (intranets, websites, mobile apps), research (Survey Monkey) and social sharing (yammer and Jive).

Today's developers are looking at integrated systems to drive engagement that are focusing on creating consistent employee experiences. Finally! A holistic focus on people and the processes to help them perform, participate, promote and be proud.

What does this mean for those passionate about people? Be ready to collaborate. Understand how processes and systems work together to drive engagement or disengagement. Set clear goals to ensure everyone involved is working together and going in the same direction.

The future of engagement is not about a quick fix to make people happy but about taking a step back and imagining what is truly possible when people, processes and systems work together to accomplish great things. **℗m**

References

1, 2   *Priya Bates, Inner Strength Communication Inc.*

ABOUT THE AUTHOR

PRIYA BATES is an award-winning professional communicator with a passion for driving strong performance from the inside out. As the President and owner of Inner Strength Communication, Priya builds strategic internal communication, engagement, branding and transformational change plans that help connect the dots between business strategy and employee delivery. www.innerstrengthcommunication.com/priya.bates@gmail.com

INSIDE STORY
HOW AN INDIAN COMPANY CRACKED THE GAMIFICATION CODE FOR TIME & ATTENDANCE SOLUTION?

It was early 2016. At one of our Master-Mind sessions with industry experts there was a consensus on one thing – the employees resist compliance. Non-adherence to T&A and leave management processes are a big headache to HR managers. It's not just a process issue but people issue. We often see the HR & employees breaking their heads over a petty attendance regularisation!

Dhwani Mehta – Director, Opportune Technologies Pvt Ltd.

While the employees resist the processes, it is also in their benefit. Apart from attendance marking, the compliance adherence keeps a mandate check that the employees are not over burdened with work. Proper and accurate T&A marking also assures that they get their due salary.

The debate was energetic and in those moments, a challenge was thrown to us. Can we make Time and attendance capturing attractive? Can HR automation help in some way? We didn't know the answer, then. But we took the challenge. When I passed it on to our technical team they were ecstatic. They wanted to do something ground breaking, and this was an opportunity for them.

From the beginning, we took the psychology of workplace in consideration. We took help of an NLP expert to create a pleasure-pain map for representative workplace. The high stress levels in today's organisations, faster turn-around time and quick response times were the key issues. On the other hand the pleasure points were only a few.

This led us to the next question: Can we change compliance activity into an employee engagement process? Can we make the T&A a source of pleasure, rather than a pain point?

Our grilling one-to-one sessions with end-users, the employees, and Gen-Y studies suggested us the solution: Gamification of compliance processes!

"Now Compliance is fun"

It was a eureka moment for us all. The technology team at Opportune didn't have to see anywhere, anymore. They went into an overdrive to crack the technical codes. After thousands of hours of untiring effort, late night pizza sessions and numerous argumentations, we now have the next level of T&A solution. While gamification is being used in learning and development and other such HR functions, we were the first to crack it for T&A anywhere in the world.

We always do a beta testing first at Opportune itself. Our technology director Pankaj Shah is a tough task master. He threw all kinds of 'torture tests' and improved the solution even further. Then we put it to beta test with some of our close customers. The tests have gone so well they want to roll it fast in all of their organisations.

Now, in its final version, we have the Cuckoo Tech T&A solution which every Indian can be proud of. A robust & mature attendance solution with a flavour of gamification. It's a different kind of experience. Every correct action on the attendance platform earns points for an employee. Weekly & monthly winners are announced. Here comes the bigger surprise, all the points earned can be redeemed for gifts, coupons, buying stuffs and offers to choose from a large collection.

Like all innovations, it's early time to project how it is going to impact the T&A industry, but I am sure it will help all. Because in today's business scenario attendance marking requirement is much more than just compliance & salary. With services being the key to success in highly competitive business world, it is as much critical that functions report on time, like for the banks, hospitality, call centres, business process units.

Project companies need an accurate time sheet solution, which is the only source for their billing.

Organisation with huge contractor staffing, needs a robust attendance solution to track the deployment of resources to the billing of this contractors. These are just a few examples where attendance can really get complicated & critically linked to revenues.

Our innovation will motivate the employees to adhere to T&A compliance. It is fun to get some points and get a movie ticket for your family, rather than arguing with the administrative managers. The peer comparison on points earned will also put smiles on employee's faces.

On the other hand less number of conflicts will help management to focus on key business issues. The regular and precise marking of attendance will also help in streamlining all business processes. From contractor workforce management to invoicing.

"Gamify your way to employee attendance"

Pankaj Shah – Product Head

We realised that Time & Attendance is a subject of expertise by itself, instead of just being a small function or module of an HRIS system. The need to give Time & Attendance its own identity as a solution was a must, we asked our research & development team to deliver a world class, mature & integrated attendance solution – from biometric on cloud using IoT, to seamless integration with attendance system, handling complex attendance scenario to leave management. Managing all generation of employees in this VUCA time. Cuckoo Tech T&A is the answer. We did this all with great precision & passion to change the way world looks at the attendance system.

We are getting ready for the next master-mind session, looking for next level of challenges. My team is hungry for more.

You can send your suggestions at:
dhwani@opportune.in or +91 9821186599

CHRO pain points on Employee Engagement

In this feature, People Matters talks to HR leaders across different sectors about the key challenges they face while communicating and driving employee engagement

By **J. Jerry Moses**

Employee engagement is a key measure to assess the culture and well-being of a company. Most organizations have a variety of interventions designed to engage, motivate and retain employees. These interventions often include annual activities such as outings, R&R programs and celebration of important personal and professional milestones and festivals. In order to measure the engagement level of the employee, companies have used a variety of tools including sentiment analysis, pulse surveys, engagement surveys, opinion polls, feedback from one-on-one communication with managers and even town halls.

In the new world of work, employers are realizing the need to go beyond traditional and time-tested exercises since they are faced with new business challenges that include catering to a diverse intergenerational workforce, engaging with not just current but prospective employees, and identifying ways of nurturing career paths of individual employees. Avijit Bhattacharya, CHRO, TATA Capital says, "Diversity of the employees, in terms of the economic strata, age, gender and even geographic

> It can be difficult to connect instantaneously, at a single-go with a large employee base, and to ensure a uniform experience for all employees
>
> **Makarand Khatavkar**
> Group Head – Human Resources, Kotak Mahindra Bank

location need to understood and factored into different engagement models today".

As part of this feature on employee engagement, we asked leading CHROs across various sectors as to what were some of their top employee engagement challenge areas. A majority of them noted that there are challenges which are also simultaneously opportunity areas also.

Below are a few common themes that they alluded to:

Differentiated employee experience

One of the fundamental challenges that organizations face today is the challenge of delivering a consistent employee experience for all employees. The problem is acute among companies that have diversified businesses and a large employee base. Makarand Khatavkar, Group Head – Human Resources, Kotak Mahindra Bank says "It can be difficult to connect instantaneously, at a single-go with a large employee base, and to ensure a uniform experience for all employees." In the banking context, he notes that "almost a third of branch banking employees are regularly out on field visits, and visit the branch once a day for a team huddle." Speaking about the problem of communication in the healthcare sector, Jacob Jacob, Chief People Officer, Apollo Hospitals notes that

> Designing new solutions on an ongoing basis is critical to sustained engagement
>
> **Deepak Jain**
> Vice President - Human Resources, Mankind Pharma

only a limited percentage of associates have access to computers and that this is a huge challenge. "More importantly", he adds "ensuring that the right communication reaches the associates through the quickest means possible is an issue."

While the problem of the scale has always been a huge challenge that engagement models needs to account for, it has been further compounded by the fact that employees have come to expect that organizations they work for, treat them as customers first. "That means providing value for them, so that they can provide value for external customers," says Jacob. "Given the context, we need to focus on creating a 360-degree positive employee experience" says Nina Nair, VP and Head – HRD (India & LatAm), 24/7 Inc. That means working on individual career plans, an engaging and fun-filled work culture, and providing the right opportunities.

Need for continuous innovation

The shelf life of engagement exercises is another critical challenge that employers are faced with. Deepak Jain, Vice President – Human Resources, Mankind Pharma asks, "The question is "How do you keep engaging employees in the era of technol-

> Diversity of the employees, in terms of the economic strata, age, gender and even geographic location needs to be factored in different engagement models
>
> **Avijit Bhattacharya**
> CHRO, TATA Capital

> There is a need to focus on 360 degree positive employee experience
>
> **Nina Nair**
> VP and Head – HRD (India & LatAm) at 24/7

ogy disruption?" One has to design "new solutions on an ongoing basis for sustained engagement," he points out. This calls for dedicated focus on the part of the HR team to identify new formats and initiatives. Echoing the same point, Jacob notes that "the challenge is to create channels and programs to cater to a multigenerational and global or mobile workforce"

Companies are already offering a variety of tools to their employees. IBM, for example, provides its employees with a suite of about 80 applications. These 'HR services on-the-go' are an array of services including mobile-enabled learning courses, "Appreciation-Coaching-Evaluation' (IBM's feedback model) app, and even mobile tools to assist outbound travelers. At Kotak Mahindra, engagement tools include peer-peer recognition platform – iApplaud and GIFT work program for managers focused on developing and building managerial capability. At AMD, internal networking tools include SMD CONNECT – a platform used to post blogs, and profiles or stories of employees sharing their experience at work. The trends of companies turning to

> The goal is to appreciate but also share opportunity areas with employees since it is a key driver of employee engagement
>
> **Dilpreet Singh**
> Vice President & Head HR - IBM- India & South Asia

multiple tools based on both, external and internal is likely to continue.

Driving business-specific interventions

Another area that HR leaders see both as a challenge and opportunity area is identifying engagement initiatives mapped to the needs of the company. Most HR leaders would like to focus on these areas in the future. Dilpreet Singh, Vice President & Head HR - IBM- India & South Asia said that one of the key focus areas would be on 'one-to one' career discussions. The goal is to appreciate but also share opportunity areas with employees since it is a key driver of employee engagement. "How do we keep pace on this constructive feedback? - that will be the focus area in the next year" he says. In AMD, the focus is on boosting employee morale via internal communications. Dr. Kiranmai Dutt Pendyala notes that "Comments of appreciation

> Comments of appreciation from leadership team members makes a difference to an employee's morale
>
> **Dr. Kiranmai Pendyala**
> Corporate VP and Regional CHRO, Greater Asia and EMEA, AMD

from leadership team members makes a difference to an employee's morale". S. Viswanathan, Chief People Officer, NIIT Technologies, states that one of the top focus areas in his company context is to "create engagement opportunities and models to connect with the staff working at their client site", since these employees may often work in environments that are outside the control of the company.

Future challenges

HR leaders also are conscious of the challenges that companies will have to face in the future. In the context of the rapid digitization and automation, Nina Nair notes that "Individuals have to take their skills up a notch by being tech-savvy, digitally dexterous, culturally sensitive, excellent communicators and be aware of the global developments". Speaking about the direction that IBM is taking to actively engage

> Ensuring that the right communication reaches the associates through the quickest means possible is an issue
>
> **Jacob Jacob**
> Chief People Officer, Apollo Hospitals

employees in skilling, Dilpreet Singh notes that the company is "aggressively adding key skills and domain experience by leveraging its expertise in cognition to its core process and internal systems". In a world where the ubiquity of social and professional networks has blurred personal and professional space, Dr. Kiranmai points out that "companies will have to learn to navigate new real-time tools. And they inherently carry the risk of impinging on the personal space of employees"

Even as the number of HR technology tools continues to increase with a promise of tackling employee engagement issues, the success or failure of employee engagement exercises will largely depend on the culture of the company, the alignment of these initiatives with the vision and mission of the company. HR leaders interviewed in the story also noted the crucial role of the leadership in building a relationship of trust with employees, which alone can give voice to individuals to further contribute to making the company a happy and engaging place to work. **Pm**

> Creating engagement opportunities and models to connect with the staff working at a client site is a focus area
>
> **S. Viswanathan**
> Chief People Officer, NIIT Technologies

ABHIJIT BHADURI

Is engagement the cause or effect?

Does a higher level of engagement improve performance, or are high-performing employees more engaged?

When people update their profile pictures, they wait with bated breath to see if anyone noticed. The first few likes have to come in quickly. If people have to choose between getting unflattering comments and no responses, they would take it on the chin but would wilt away if no one noticed that their profile photo had been changed. At the workplace, it is a different story altogether. People put in their best, learn new things, and think of clever things to say and do. More often than not the colleagues and worse still, their managers don't notice. This is the talent engagement conundrum.

Organizations have to worry about three major talent challenges. The first is how to woo talented people to come through the door so that they can be hired. Once they have been hired and assigned a task, the organization has to keep them from losing interest in the task and the organization. The second challenge is keeping their talented people engaged. And the last challenge is all about developing people to maximize their potential and talent. Of this, engaging people is the hardest. A manager had once told me, "Talent engagement is like being a stand-up comedian every day. You are never sure, which jokes will get the laughs."

Why engage?

If someone has been hired to do a job, shouldn't they just do their job? While a lot of employees will do the bare minimum they need to do to keep their jobs going, there is a small percentage of employees who hit the ball out of the park. They file for patents, contribute more and are evangelists for the brand. According to Bain and Company, companies like Apple, Netflix, Google, and Dell are 40 percent more productive than the average company. That amounts to a disproportionate impact on the bottom-line.

Are the successful companies able to hire stars who deliver more? Not really. Only 15 percent of an average company's employees are stars. The proportion is barely a percent more in successful companies. What successful companies do differently is that they deploy their top talent across the projects that have the highest impact on the bottom-line. Knowing that the work we do makes a difference is a big high.

Teachers report very high levels of satisfaction and engagement because they believe that they are making a difference to the lives of students. People in helping professions echo the sentiment. Being able to do a job may make people successful,

Talent engagement is like being a stand-up comedian every day. You are never sure, which jokes will get the laughs

but making an impact makes a person feel valued. Knowing that one matters can be a great trigger.

Is engagement the cause or effect?

Does a higher level of engagement improve performance, or are high-performing employees more engaged? According to a research[1] although improved organizational financial and market performance follows high talent engagement, the reverse is also true. In fact, gains in financial and market performance tend to boost certain aspects of employee engagement more than the other way around. Employees who are part of a winning organization naturally tend to walk with a swagger and are more engaged.

Leaders matter – disproportionately so!

Steve Ballmer, former CEO of Microsoft, spent $75 billion in R&D and acquisitions made over a decade but had very little to show for it. The same Microsoft is now regarded as one of the most innovative[2] companies in 2017. The difference lies in the style of Satya Nadella. He described the change in mindset by saying, "The learn-it-all will always trump the know-it-all in the long run."

Over the years, I have looked at engagement surveys and learned from effective people managers what makes them so. Managers who are able to engage their team members often share a few similarities in their behaviors:

1. Tasks & relationships

Being ignored by the boss is likely to make an employee 15 times more actively disengaged than engaged reveals Gallup. Just knowing the projects, the team members are working on, makes the employee seven times more engaged. That does not mean micro-managing the team. Effective managers define the end results and let the team members choose the path that will get them there. Social media is getting many of us used to the dopamine high of constant affirmation and engagement. Effective managers are more like skilled community managers. They know the human being as well as their task portfolio.

2. Inspirational & challenging goals

Working on goals that are challenging is a high. Sometimes the vision of the company can inspire employees. But on a day-to-day basis, employees need to have their larger goals broken down into goals that they have to deliver in the short-term. Mountaineers are not just inspired by the goal of reaching the peak, they are equally excited about the journey and the hardships they have to endure.

3. A coach who can prepare them for success

At the Beijing Olympics, the most impressive victory for Michael Phelps was the world record he set at the 200 meters butterfly event. As he dived in to the pool, moisture entered his goggles and blinded him. He could not see his competitors. Nor could he see the end of the pool and calculate how many strokes would get him there. A miscalculation could cause an injury. Most people would lose
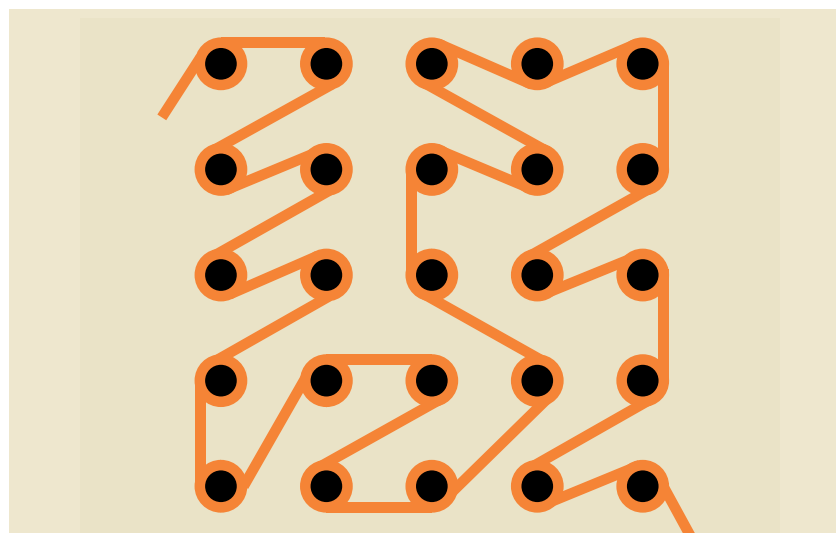
An engaged employee is 44 percent more productive than a satisfied worker, but an employee who feels inspired at work is nearly 125 percent more productive than a satisfied one

their nerve in such a situation. His coach had prepared Phelps for such an event and made him swim in the dark when he was training. It was that experience that told Phelps that he needed 21 strokes to complete the event. He did that and went on to win the gold and set a world record. That is what a great manager can do to prepare his team members for success.

An engaged employee is 44 percent more productive than a satisfied worker, but an employee who feels inspired at work is nearly 125 percent more productive than a satisfied one[3]. We are moving to a phase when machines will use artificial intelligence to allocate tasks and follow up with team members. That routine and repetitive part of the manager's task is going to go away. What may be left behind may be way harder – to engage them by inspiring them. Ⓟⓜ

References

1 Benjamin Schneider, Paul J. Hanges, D. Brent Smith, and Amy Nicole Salvaggio, Which Comes First: Employee Attitudes or Organizational Financial and Market Performance? Journal of Applied Psychology2003, Vol. 88, No. 5, 836–851
2 https://www.fastcompany.com/3067547/why-microsoft-is-one-of-the-most-innovative-companies-of-2017
3 Michael Mankins and Eric Garton, Time, Talent, Energy: Overcome Organizational Drag & Unleash Your Team's Productive Power, HBR

ABOUT THE AUTHOR

ABHIJIT BHADURI is a talent management and leadership coach, keynote speaker and author of the book The Digital Tsunami. He advises organizations on talent development and strategy and has been known for his innovative approaches in creating innovative learning cultures and improving business outcomes through talent management initiatives. www.abhijitbhaduri.com

FOLLOW
🐦 → @AbhijitBhaduri

GUEST COLUMN

ROBIN SPECULAND

How to inspire people?

Do you want to inspire or motivate your employees when implementing strategy – the difference can be the difference between success and failure!

Organizations achieving excellence in execution distinguish themselves by their people being inspired and engaged to take the right actions. Inspiration is the goal, not motivation. Why? In the field of strategy implementation, motivation is mostly extrinsic and short-lived, whereas inspiration is intrinsic and long-term. Organizations today are either disrupting or being disrupted, and as a result, implementing strategy has become even more important as they need to transform. The challenge is that more implementations fail than succeed at a time we are transforming more frequently than ever before

A key challenge for leaders is that during these times of rapid changes, people are suffering from "change fatigue" and leaders need to inspire their people, not just motivate them. Deepak Chopra puts it elegantly, "Instead of motivation, look for inspiration. Inspiration comes from the same word as spirit. When you are inspired, the spirit moves you." Leaders need to move their people to engage in strategy implementation.

In the implementation consultancy I provide to organizations, I constantly see frontline staff being asked to take on new challenges. The leader's responsibility is to keep "fanning the flames of inspiration". The word "inspiration" means to be in spirit, to breathe life into something. When people are tuned into their spirits, they are drawn to perform their best. Leaders need to inspire their people to breathe life into the strategy implementation and aim to generate in their people a sense of urgency and purpose that engages them to take the right actions on their own accord over time. However, most strategy launches only result in motivating people — a quality that has a short-term fuse. In comparison, inspiration is a stronger emotion that lasts significantly longer than motivation and has greater impact. Simon Sinek explains that, "Great companies don't hire skilled people and motivate them; they hire already motivated people and inspire them."

Researchers Eric Garton and Michael C. Mankins state that, "It would take two and a quarter satisfied employees to generate the same output as one inspired employee."[1] Additional

Excellence in execution is achieved by people being inspired and engaged throughout the implementation journey

research[2] revealed that inspired people are more creative, robust and targeted in their work. Nancy J. Adler, Ph.D., S. Bronfman Chair of Management at the Desautels Faculty of Management at McGill University, gave insights in her article "The Arts & Leadership: Now That We Can Do Anything, What Will We Do" where she mentioned that "Whereas 20th-century managerial frameworks focused primarily on motivation, often attempting to identify sets of rewards and punishment that would inspire workers to produce more, 21st-century leaders know that such motivation is not enough. The leadership challenge today is to inspire people, not simply to motivate them."[3]

So, how do you inspire people?

Leaders may attempt to push people towards a desired result through incentives and "rewards and punishment" (as Dr. Adler stated). But although this might have worked in the past for short-term goals, it doesn't work for long-term strategy execution. Excellence in execution is achieved by people being inspired and engaged throughout the implementation journey.

In this rapidly changing world of people being self-directed, the old model of control is being replaced by inspire. That means when preparing to launch your new strategy, first identify which factors will inspire your people and then address those factors. And one is people feeling the new strategy is personal to them. Piyush Gupta, the CEO of DBS Bank in Singapore, believed that to engage his people, he needed to shake hands with almost every one of the 17,000 people (at that time) in his organization. As he did, he personally invited each of them to participate in the execution.[4] Stating other examples, Starbucks CEO Howard Schultz inspired his people by treating them with dignity and respect. Sir Richard Branson expressed passion for his team members by giving them all the tools they needed to elevate customer service within the numerous companies he owns. Google inspires its people by designing a workplace that feels more like home.

Ask yourself these questions about how to inspire your people:

- **Have you shared the passion around the strategy's potential?**
  As a leader, you emerge from crafting the strategy feeling excited about the new opportunities. Transfer that excitement to your people. Become a "state inducer," someone who induces his or her state of mind on others.
- **Have you discussed peoples' ideas and thoughts on the strategy?**
  Sharing the passion is not enough to inspire. Listen and discuss the new strategy with your people. Engage your people in a conversation.
- **Have you provided the new skills?**
  A new strategy means doing things differently and often using new skills. People feel inspired when given the chance to do so.
- **Ask your employees "What can you do to participate in strategy execution?"**
  Keep asking this question. The answers provide guidance and feedback throughout the journey. Then make sure employees can see a clear line of sight between their actions and the effect they have on the strategy objectives.
- **Do you have a "to-stop" list?**
  Empower people to abolish projects and processes that no longer add value under the direction of the new strategy. This also creates the time and resources to focus on what's adding value to the strategy.
- **Have you aligned reinforcements?**
  People must feel they're being recognized for

In this rapidly changing world of people being self-directed, the old model of control is being replaced by inspire

their efforts. Additional work by employees to execute strategy requires additional work by leaders to reinforce the right actions. Effective leaders offer support at critical moments.

In his excellent book Start with Why, Simon Sinek stated that "There are only two ways to influence human behavior: you can manipulate it or you can inspire it."[5] Once people are inspired, there is a greater chance of them being engaged. Don't be like the CEO who was asked how many people work in his organization. He replied, "About half of them!" **Pm**

(The article is adapted from Robin Speculand's latest book and fourth in the series, Excellence in Execution – How to Implement Your Strategy, Morgan James NY.)

References
1   https://hbr.org/2015/12/engaging-your-employees-is-good-but-dont-stop-there
2   http://psycnet.apa.org/journals/gpr/13/3/242
3   http://citeseerx.ist.psu.edu/viewdoc/summary;jsessionid=EE4 00815F9493BD54218D32B283FFE43?doi=10.1.1.505.8017
4   View Piyush sharing this message: http://www.implementation-hub.com/tools_tips_techniques/videos/piyush-gupta-chief-executive-officer-and-director-dbs-group
5   http://www.goodreads.com/quotes/727763

ABOUT THE AUTHOR

ROBIN SPECULAND is an expert in strategy implementation and is the founder and CEO of Bridges Business Consultancy Int. He created the Implementation Hub, the world's first online portal dedicated to strategy implementation.

MURAD SALMAN MIRZA

Discovering the world beyond succession planning
- for conducting effective OD interventions

Should identifying, developing and grooming potential leaders become an 'ingrained exercise' woven within the fabric of organizational culture?

Succession Planning is increasingly being viewed as an organizational imperative to ensure timely availability of qualified and competent candidates who can take up the reins of critical leadership positions upon the availability of relevant vacancies. It is generally seen as a proactive measure that marginalizes 'Replacement Planning' and hedges against the risk of a 'Leadership Vacuum' to ensure a steady stride in achieving strategic goals and objectives. Generally, key steps in the respective context are:

CORE PHASES OF SUCCESSION PLANNING

- Define Succession Planning Goals
- Identify Key Leadership Positions & Relevant Requirements
- Conduct Comprehensive Gap Analysis
- Develop & Deploy Suitable Succession Strategies
- Monitor & Evaluate Goal Attainment

The Challenge
The aforementioned initiatives are often tampered by a heavily skewed focus on streamlining the process of primarily Succession Planning. Normally, this is reinforced by relying on the efficacy of the following aligned functional processes for producing 'suitable' potential successors from the available talent pool:

- Performance Management
- Reward and Recognition
- Training and Development

However, this frequently alienates other functional processes necessary for the robustness of talent pipelines that are the backbone of a productive Talent Management system. The trivialized functional processes in the respective context include: Hiring and Orientation, Career Guidance and Progression, Employee Relations and Engagement, Employee Exit Management. Let's ponder these examples of elements within the realm of Talent Management as follows:

Hiring and Orientation
This is the key entry point into an organization and has a 'ripple effect' for the other functional processes in terms of adjusting to the quality of the inducted talent. Mostly, organizations focus on the fulfillment of the available vacancy by emphasizing direct requirements, however, this 'short sightedness' often overlooks the prospect of employing 'potential successors' who have the basic ingredients that can be nurtured into the desired leadership traits. This foresight is required by both the HR/Talent Management function and the relevant line manager with unambiguous support of the senior management dedicated to a progressive working environment. Otherwise, the adage of 'garbage in, garbage out' will create unhealthy reverberations throughout the organization and exacerbate the leadership crisis by straining the functional processes of Performance Management, Reward and Recognition and Training and Development. It requires proactively synchronizing desired traits with the specifications of the highest position that can be attained within the relevant career path and astutely using onboarding to inculcate a conducive mindset that manifests into meeting/exceeding behavioral and job performance expectations as a treasured member of the organization. In the words

> Organizations focus on fulfilling vacancies by emphasizing direct requirements, however, this 'short sightedness' often overlooks the prospect of employing 'potential successors' who have the basic ingredients that can be nurtured into the desired leadership traits

of Stephen Covey, 'Begin with the End in Mind'.

Career Guidance and Progression

There comes a stage in every employee's work life when he/she starts confronting their 'career fears' and indulges in matching their own priorities with those of the organization to see if it makes sense to stay with his/her current employer or look for better prospects elsewhere. Such 'cost-benefit' calculations are a particular challenge for talent managers who need to ensure that the 'high potentials (HIPOs)' do not opt for leaving the organization since it causes major disruptions with respect to the Succession Planning initiatives. This can become an acute problem, especially, during uncertain economic environment, disruptive changes in top leadership, emergence of agile competitors, acidic organizational politics, inevitable family pressures and corrosive relationships between supervisors and high potentials. Therefore, it becomes imperative for organizations to implement strategies that ensure minimization of talent attrition, especially, among those considered to be top prospects for critical senior positions. This can include timely mentorship from influential senior managers, frequent informal interactions, customizing benefits package within available resources, encouraging productive interaction at suitable professional forums with peers and healthy exposure to growth opportunities. In the words Franklin D. Roosevelt, 'The Only Limits to Our Realization of Tomorrow will be Our Doubts of Today'.

Employee Relations and Engagement

Prodigious talent requires a healthy and supportive work environment for sustained excellence. Consequently, high potentials can be very demanding and persuasive as they realize the true extent of their worth to the organization. While organizations try to ensure that such 'prized assets' are secured against poaching from ravenous competitors and continue steadily on the available career path through insightful engagement strategies; there is also an increased prospect of 'class warfare' with respect to 'talent differentiation' which can be waged by peers who feel marginalized. Their 'internal dissonance' can compel them to creating an unfavorable work environment for high potentials by resorting to Machiavellian tactics. This can have a debilitating impact on harmonious employee relations as a rampant grapevine takes precedence over 'ground realities' and everyone jostles for reliable allies within the senior manage-

Succession Planning is seen as a proactive measure that marginalizes 'Replacement Planning' and hedges against the risk of a 'Leadership Vacuum'

ment/power brokers to secure their future. Succession Planning suffers greatly in such situations and often requires rescue through timely intervention from the top in terms of visibly supporting the functional head responsible for cultivating the next crop of suitable leaders for the organization. In the words of Maya Angelou, 'I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel'.

Employee Exit Management

One of the most overlooked functional processes within the realm of Talent Management is the way in which employee departure is handled within the organizations and how it impacts the potential successors. This varies a great deal in accordance with the specific circumstances that prompt the departure of an employee, e.g., someone retiring after a long and distinguished career is generally given a fond farewell that can include a party peppered with emotional speeches and evocative mementos, whereas, anyone who is fired may not even be accorded the 'privilege' of an Employee Exit Interview/Survey/Questionnaire to gain insightful feedback. Such marked differences in the application of divergent procedures resonate with employees in different ways, e.g.,

high potential peers of a fired employee might feel increasingly insecure since the reason for which their colleague was fired doesn't register with them as a serious transgression and may have been used as an 'excuse' to 'cleanse' the workforce by influential quarters as a consequence of an internal power struggle with rival factions. Consequently, they may be forced to think about the 'shaken' security of their career progression and contemplate the possibility of exiting in a more dignified manner. Measures to counter such deeply rooted misgivings need to be handled very delicately since such 'psychological bruises' are rarely highlighted on any formal forum and tend to linger in whispers between the corridors of power. In the words of Peter Drucker, 'The most important thing in communication is hearing what isn't said'.

The Way Forward

The aforementioned examples provide a sampling of tantalizing challenges that can derail even the best of intentions behind Succession Planning initiatives. Therefore, it is prudent to do periodic 'Quality Assurance' of the Succession Planning process and take necessary corrective/preventive actions in a timely manner followed by an impartial and honest review to curtail any derailment from strategic imperatives.

A more comprehensive and fruitful strategy would be to embrace and incorporate systems thinking in terms of upgrading and synchronizing all the interrelated functional processes, i.e., move from Succession Planning to Succession Management. This would involve the establishment of service level agreements, backed by appropriate policies/procedures, between process owners that include clear performance expectations reflected through the relevant KRAs and KPIs, at the point of 'handshaking' with each other. The following illustration depicts the respective transition:

Succession Planning (Process Focused)

⇩

Succession Management (System Oriented)

The efficiency and effectiveness of the functional processes involved at both the aforementioned stages can be refined by utilizing the following Deming Cycle:

CONTINUOUS IMPROVEMENT

PLAN	What to do? How to do it?
DO	Do what was planned?
CHECK	Did things happen according to plan?
ACT	How to Improve next time?

Source: CRAFTECH BLOG (https://lnkd.in/ejN7dEH)
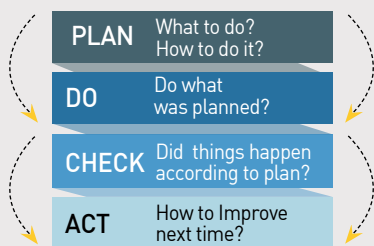
The aforementioned approach ensures that an organization gains more stability, reliability and consistency in its relevant functional processes to deliver the expected level of performance with respect to succession initiatives and thrives under a strengthened Talent Management system. This should be ultimately taken to an ever higher level of excellence where the claims for being 'world class' can hold merit. Such a status can be achieved by planting the roots of Succession within the Corporate Values espoused by the organization. Thus, identifying, developing and grooming potential leaders becomes an 'ingrained exercise' woven within the fabric of organizational culture. This enables the establishment of an 'embedded nursery' for producing skilled leaders who are not only critical to ensuring a bright future for the organization, but also, become worthy ambassadors of the organizational brand. Such a move also converts associated risks with having competent

THE TALENT MAGNET CYCLE

- Healthy Presence of Competent Leaders
- Strengthens the Organizational Brand
- Invites Talent Poaching of Capable Leaders
- Generates the Need for New Top Talent
- Reinforces the Achievement of Organizational Strategic Goals
- Cream of Fresh Talent Attracted and Inducted
- Incentivizes Consistent Focus on Leadership Development
- Ensures the Robustness of Talent Pipelines

A comprehensive and fruitful strategy is to move from Succession Planning to Succession Management while upgrading and synchronizing all the inter-related functional processes

leaders into competitive advantages, e.g., talent poaching is embraced instead of being feared since there is no shortage of skilled successors within the ranks and 'fresh blood' flowing through the corporate veins ensures long term vitality, agility and relevancy in an increasingly unforgiving corporate world. This can be visualized through the above graphic.

Consequently, an organization should eventually strive to achieve the position of 'Succession Leadership' that goes beyond 'Succession Management' and is illustrated as follows:

Succession Planning (Process Focused) → Succession Management (System Oriented) → Succession Leadership (Culturally Driven)
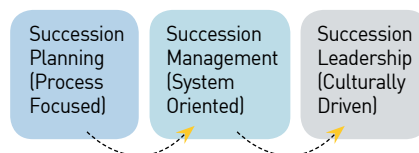
Such a status elevates an organization to being a role model not only within its own industry, but also, in the wider corporate world as an enviable focus for benchmarking.

The Final Words
Evolution is a natural phenomenon and organizations that are prepared to timely synchronize their development with the changing times are the ones with the best probability of assuring continued prosperity. While others languish and anguish over the question of survival; progressive organizations driven by enlightened leaders continue to redefine the boundaries of success with the help of capable potential successors. In the words of Tom Peters, 'Leaders don't create followers, they create more leaders'. ⓟⓜ

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

FOLLOW

in → muradsalmanmirza

OPINION

GURUCHARAN SINGH GANDHI

Politics & Management - Different worlds or not!

Like the long distance marathoner, observers of the corporate race will tell us that there is something fuzzy about a genuine long-term success, which cannot be accounted only by education and lucky breaks

Does the world of political ideologies touch, impact and shape management thoughts of its times?

May be it does, in fathomable and unfathomable ways. Post the two world wars, management got impacted with the flirtations of global political systems with the two poles of political formations — Communism and Capitalism. The fortunes of these two swung with times, with the general opinion in favor of capitalism in the beginning the second half of the twentieth century, and certainly gaining momentum towards the last two decades.

One can argue that the intellectual and philosophical basis in favor of globalization emerged from these ideological beliefs. The notions of rationality of capital, freedom of consumer choice, laissez-faire and a general bias towards the primacy of individual rights to hold thoughts, respect for beliefs, tolerance to dissent, accommodation for alternative narratives etc. got further strengthened with the concurrent rise of democratic and liberal political systems. A lot of what is known as management or leadership literature today was also generated during those momentous 5-7 decades and one finds some patterns in most of them as the basic bedrock — around respect for individuals, allowing space for minority thought, co-creation, bottoms-up approach, so on and so forth. Since the world of leadership literature borrows liberally from the research in humanities, we know that organizations are microcosms of what the society is.

Last few years have seen interesting twists and turns in what were considered as truisms for a very long time. The ideological basis for globalization for instance is shaken. Country after country is flirting with a different shade of political ideology. The left of the center, liberal, open-border, open window space is no longer sacrosanct. The right of all hues – from a moderate

Can a mass shift in political ideology spill over to corporations?

right to a more virulent form of it is gaining traction — barriers to free movement of capital, people are being talked about like no other time in the recent past.

The question to consider is this – Can a mass shift in political ideology spill over to corporations? Does it have the potential to generate new kinds of beliefs around leadership? If the ethos of the liberal left of yore indeed leave an impression on management philosophies and hence played a role in deciding the policies governing workforce management and leadership practices, then will the movement towards a political right have an equal probability of impacting management thought and leadership behavior?

System thinking believes that everything is related to everything else and a small change in one has the power to create a large impact somewhere else. Political ideologies are just too impactful to ignore, and any tectonic and decisive shift in them can be ignored only to our peril. There are models around behaviors, change, leadership etc. that we use, sometimes a tad too literally, forgetting that those may have been influenced by the spirit of the times that they were created. No wonder that too much of echoing and supporting of the mainstream view is called 'political correctness'.

So here are the bits for reflection — if the mood of the world is gauged through its polity, then what do these shifts indicate about the next few decades about that one question that all organizations continue to ask — ''What do our people want?'' Pm

ABOUT THE AUTHOR

GURUCHARAN SINGH GANDHI is the author of national bestseller 'Kabeer In Korporates' and the Head of Learning & Development with a leading conglomerate. The book was recognised in the Best first Published book category at the LIT-O-FEST, a literature festival in Mumbai. www.gurucharangandhi.com

Q & A

Recognize what people are looking for in their careers

Veena Swarup, an accomplished HR leader shares the strategy behind rewards programs in PSUs, and the lessons that can be derived from them

By **Vikas Arora**

Veena Swarup, Former Director (HR) Engineers India Limited, who also served as the General Manager (HR), Oil & Natural Gas Corporation, shares perspectives from her 33 years of experience as a Human Resources Leader in the Public Sector. Besides sharing the wisdom accumulated while leading the HR function, she also brings in a unique outlook from PSUs that work in a more rule-driven and constrained environment when compared to the private sector.

In this interview, she highlights how crystal clear transparency in compensation structures keeps teams motivated, and gives her suggestions on converting constraints into opportunities.

Q In your years of experience as an HR leader in PSUs, how did you know that the rewards strategy worked or not?

A By observing the engagement levels of employees, their productivity and that of the organizations. To some extent, I will also say that the attrition rate shows the level of satisfaction with the rewards strategy. These are a few indicators which show whether the rewards strategy is working or not.

Q Metrics like engagement, attrition, & productivity depend on a combination of factors – rewards may be one of these. How do you know that it is the rewards program that is having a direct impact on a given metric?

A It is important to understand how public sector companies work. They do not have the flexibility to set pay packages. They work within the boundaries set by the government's pay committee, and the wages of employees are pre-decided. Even as employers, if we want to enhance pay-scale, we

can't do that because we are bound by laid down rules and guidelines. We report compliance which is monitored by Department of Public Enterprises, Government of India.

Q **So how do you motivate employees in public sector enterprises? And what motivates employees to join and stay in a company for long?**

A It is because of the transparency in the entire environment and the functioning, including the transparency of the rewards programs. No one gets a promotion out of turn; the ones who get promoted based on merit have to qualify for a set criterion, which is known to everybody. Similarly, they are all given opportunities for growth and development. There is complete transparency and set rules that everyone is aware of — this is what keeps the camaraderie intact, while objectivity and transparency in decision-making makes an employee want to stay and reduces chances of conflict.

Welfare measures are other great source of talent attraction and retention of employees. Public sector companies offer the feeling of a secure future. They of course do not follow a hire and fire policy, which automatically takes away the fear of failure from the minds of employees and gives them the freedom to operate and express themselves at their work. In case of underperforming employees, they are supported and trained to get better. We carry them with us giving them all the opportunities possible. We try our best to skill the employees and place them in the right place and see if it works. We are very committed to employees and their families. Besides the package, we take care of their families in all aspects – through housing townships, schools, medical facilities that encourage community living, and of course by securing their future through loans and advances among many more such interventions.

Q **A common perception is that Public Sector Employees are complacent and do not perform well. However, many *maharatnas, navratnas* (public sector companies) perform really well as businesses – some much more than many private companies.**

A Firstly, PSUs attract the best of talent and this talent is given a lot of freedom and space to work with. People are given ample time to get to grips with their work after joining – they come as management trainees and are given extensive training, orientation towards the company, along with field and on-the-job training besides being groomed well. The longevity of tenure builds camaraderie in the team, and because of the effectiveness of teams, the results are good. I recall, there was a time when PSU's were facing brain drain – they were moving to global companies outside India. At their exit interviews, they cited better compensation as the reason for their exit. But there were many employees who wanted to come back once they had left because of the environment offered by PSUs.

Q **PSUs have strict frameworks, yet, they are able to play within boundaries and create effective rewards strategies. What would you advise other companies that operate within similar frameworks?**

A Effective communication is critical for meaningful results in all interventions. We must be clear in communicating with employees the basis of our decisions and carry them with us to understand that their best interest is the focus of the management within the limited frame work. Once they understand this and are confident that they are getting the best, the outcome of the intervention becomes meaningful. The *mantra* for any successful HR manager should be communication, communication & communication all the time with employees.

Q **Would you go on to say that in the private sector there is an over reliance on compensation to attract and retain talent?**

A I am not sure but if it is, then it isn't a healthy practice. People in their careers are looking for something more than just money — that is, respect for their knowledge and expertise, which must be regarded and admired. **pm**

Jobs of the week

Golden Opportunities Private Limited
Senior Manager- Compensation and Benefits
Location: Chennai
Job ID: 20282153
Description: Responsible for the compensation and benefits with the focus on operational execution.

Jobsplan
DGM / AGM / Sr. Mgr - HR
Location: Kolkata, Bhopal
Job ID: 20277285
Description: Sr. Mgr HR, Talent Acquisition, Mumbai 10-12 yrs Manufacturing.

Continuum Managed Solutions Private Limited
Senior Manager - Compensation and Benefit
Location: Mumbai
Job ID: 20274506
Description: Drive and design competitive compensation and benefits practices in line with business goals.

Vitasta Consulting Private Limited
Manager / Asst. Manager HR
Location: Navi Mumbai
Job ID: 20269668
Description: Talent Acquisition and Induction Leverage employee referrals and job-sites to minimize costs.

New Era India Consultancy Private Ltd
Plant HR Manager
Location: Mumbai
Job ID: 19931593
Description: Must be well versed with Labor laws including dispute settling mechanism under the labour statute.

WEPS
Senior HR Manager
Location: Jaipur
Job ID: 20235239
Description: HR Generalist profile includes Recruitment & Selection, Performance Appraisals, Manpower Budgeting, Payroll, HR Operations etc.

GlobalHunt India Private Limited
Recruitment Manager
Location: Bengaluru / Bangalore
Job ID: 20233478
Description: This is an excellent opportunity to work closely with a diverse range of businesses globally in a challenging role that will see you drive success through effective Recruitment Manager.
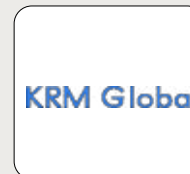
KRM Global
Compliance Management
Location: Ahmedabad
Job ID: 20231768
Description: Candidate should have experience in Statutory Audit: Internal and external audit of statutory compliances.

Jobs of the week

Talent Corner Hr Services Private Limited
Team Lead- Recruitment
Location: Mumbai
Job ID: 20229073
Description: Team Management, Team Review, Team Performance, Mentoring & Motivating the team members to perform better.

Synergy HRD Consultant Private Limited
HR Lead position
Location: Kolkata
Job ID: 20225113
Description: MBA or equivalent education in HR with 12-15 yrs experience as HR business partner & OD with major experience in L&D.

Asiapower Overseas Employment Services
Assistant Recruitment Managers
Location: Mumbai
Job ID: 19018695
Description: Should have experience in Sourcing CV's from Naukri, Timesjobs & Monster Website & Interview candidates.

WNS Global Services Private Limited
Group Manager/ Senior Group Manager - HR Shared Services
Location: Mumbai
Job ID: 19843932
Description: The HRSS Generalist, under limited supervision, will need to add value to our existing processes, continue to build, audit and improve our standardized practices.

Black Turtle India Private Limited
Compensation & Benefit
Location: Hyderabad / Secunderabad
Job ID: 19964586
Description: Responsible for developing, implementing, and monitoring compensation programs designed to meet company and business unit needs.

Hector & Streak Consulting Private Limited
Head HR
Location: Ahmednagar
Job ID: 18997954
Description: Looking for Plant HR having minimum 12 years of experience in HR & IR role.

Jobseekers - To apply for above jobs

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

Employers - To buy Monsterproducts and services

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

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

Past Month's events

India Leadership Forum 2017- Re-imagine not Re-engineer

ORGANIZER: NASSCOM
DATE: 15 - 17 February, 2017
VENUE: Grand Hyatt hotel, Mumbai
KEY TAKE AWAYS: The leadership forum, themed on - Digital Inflection Point: Re-imagine not Re-engineer, presented rich case studies on how global and Indian companies are leveraging digital shifts, and how the technology provider ecosystem can be a disruptive partner for businesses. During the 2-day event, global thought leaders, technology masters and industry veterans not only deliberated on the megatrends and disruptive technologies but also defined the imperatives and expounded on the enablers while decoding the dilemmas through masterclasses, panel discussions and experience zones.

Diversity and Inclusion 2017 - 'A Decade Story'

ORGANIZER: NASSCOM
DATE: 27 - 28 February, 2017
VENUE: ITC Gardenia, Bangalore
KEY TAKE AWAYS: The 10th Edition of the summit themed around "Crystal Ball Gazing: D&I in 2020 and beyond in a connected world" explored a triangle approach of conversations, that brought in the 'enablers', which included conversations around legal and compliance framework, technology and thought leadership; the Dilemmas, which included personal narratives from all walks of diversity on how organizational interventions have enabled people to climb up the ladder; and the Disruptors, where analytics has been used to achieve new heights of D&I, social connectedness to increase productivity at work and, crowdsourcing approach to be truly inclusive.

Align your Employee benefits strategy with the changing workforce

ORGANIZER: People Matters in partnership with Zeta
DATE: 28 February, 2017
VENUE: The Leela Ambience, Gurgaon
KEY TAKE AWAYS: WIth workplace getting more and more complex, and workforce aspirations increasingly getting dynamic, organizations really need to work towards making their benefits more scalable and personalized at the same time.
The roundtable focused on the following key areas:
- The role of technology in redefining the employee experience through benefits
- To develop an understanding about the changing employee aspirations and how to use design-thinking, in order to create employee-centric benefits.
- Maximizing the value of benefits by creatively designing solutions which provide exciting tax benefits.
- Best practices from some of the progressive organizations

Gamification in Learning

ORGANIZER: People Matters in partnership with Pluralsight
DATE: 2 March, 2017
VENUE: The Westin, Gurgoan
KEY TAKE AWAYS: With a majority of the workforce in India's tech industry being under the age of 30, continuous skill development is becoming a huge focus area for businesses. And implementing gamification in learning is the right solution for corporates. Research suggests that globally, more than 3 billion hours are spent each week in playing video and computer games. Another research suggests that 40 to 50 million people in India play games on their smartphones and 3 to 4 million are estimated to be console gamers. Gaming holds attention span better than many of its entertainment counterparts and is fast becoming a channel to engage learners. People Mattes - Pluralsight roundtable highlighted the key trends in gamification in learning and also presented how companies are implementing gamification for their workforce.

I-Step Up

ORGANIZER: Incedo
DATE: 8 March, 2017
VENUE: Incedo Gurgaon Innovation Centre
KEY TAKE AWAYS: Traditionally considered male-dominated, the technology industry does tend to offer greater opportunities to promote gender diversity. It also creates diverse job roles/positions, increased sensitivity, lesser work/life conflicts, with at par remuneration.
On occasion of International Women's Day, Incedo hosted its first edition of women's forum - 'I-Step Up'. The event saw the attendance of veteran women leaders from Mindshare, FICCI's assistant secretary general, inspirational speakers, and other senior HR leaders. The forum provided a platform for exchange of views on women empowerment in professional sphere, where women leaders and participants shared their experiences, challenges and solutions.

Upcoming events

Future of Jobs in India - Enterprises and Livelihoods

ORGANIZER: Confederation of Indian Industry
DATE: 6 April, 2017
VENUE: Shangri La Hotel Delhi
THEME: The conference will provide insight about the employment conundrum in India and will discuss the way forward. The "Jobs Problem" in India is the most important issue that the country is facing right now. It is time to delve upon question like - how to create adequate jobs so that the growth rates across the sectors are maintained? However, adequate and qualitative jobs may only be created when an ecosystem of forces work together to meet the challenge. The Conference will discuss about the high-impact strategies that are required to be adopted to solve this problem and also the policy agendas that that required to be embraced.
HOW TO REGISTER: To register online, visit CII events section.

Workshop on Hiring for Success

ORGANIZER: FICCI
DATE: 6 - 7 April, 2017
VENUE: Hotel Suba International, 211, Chakala Sahar Road, Andheri (E), Mumbai
THEME: WIth employment trends undergoing dynamic changes, it is becoming challenging for recruiters to acquire talent. The traditional ways of hiring are passé in today's world that is mostly driven by technology. The event will discuss the latest techniques and tools in the hiring space and will hone your skills of sourcing, assessing, and recruiting top active and passive candidates, while sharpening your understanding and practice of the core aspects of the hiring process.
HOW TO REGISTER: Visit : http://ficciqualityforum.com/htm/apr6/overview.html or got to events page of FICCI

Training Program on Result Based CSR Project Management

ORGANIZER: FICCI
DATE: 10 - 11 Apr, 2017
VENUE: New Delhi
THEME: The sessions at the workshop will provide training on improving management and effectiveness and accountability of CSR Projects/programs. Also, the sessions will enlighten audience about assessing risks, monitoring progress toward the achievement of expected results and also how to use data for effective management of CSR projects/programs. Result Based Management (RBM) is an effective tool to ensure that an organization's efforts and resources are being channelized in the right direction and in the right manner.
HOW TO REGISTER: To register online, visit FICCI events section.

Innovation for Market Leadership - 1 Day Workshop Southern Region

ORGANIZER: Confederation of Indian Industry
DATE: 5 May, 2017
VENUE: Chennai, Tamil Nadu
THEME: The one-day workshop on "Innovation for Market Leadership' will help in identifying and overcoming people, cultural, process, measurement and other barriers to innovation. The participants will be able to understand the processes pertaining to innovation and how to embed innovation onto the existing processes to create winning products, while extending their innovation umbrella to their customers and partners.
HOW TO REGISTER: Online Registration. For further info, go to NHRD events section

Financial Acumen for HR

ORGANIZER: SHRM
DATE: 18 May, 2017
VENUE: Bangalore
THEME: The program will focus on helping HR and related professionals to understand basic financial management principles and apply them at work effectively. Also, the program will help them to understand key financial information and reports. The ideal target audience for this event would be - HR professionals with about 2 years or more experience who aspire for larger roles in their respective organization.
HOW TO REGISTER: To register online, visit SHRM events section.

Talent Acquisition League Annual Conference

ORGANIZER: People Matters
DATE: 9 June, 2017
VENUE: Taj Lands End, Mumbai
THEME: People Matters is excited to present this year's edition of Talent Acquisition League Annual Conference in June where experts from across the world will deep-dive into the critical aspects of talent acquisition, tenets of delivering the business expectations, future of the talent sources and much more. The Conference will address themes ranging from transforming the talent acquisition function, ways to create candidate-centric strategies, and transforming interviewing, selecting and on-boarding process to maximize effectiveness.
HOW TO REGISTER: https://taleague.peoplematters.in

Lack of soft-skills education hampers people advancement

In an exclusive interview with People Matters, **Alessandro Giuliani,** MD, MISB Bocconi shares his perspectives on the current trends in the education & jobs sectors, and the interface between academia and industry

By **J. Jerry Moses** and **Rhucha Kulkarni**

Q **What according to you is the one big trend in the education sector viz. a viz. the job sector?**

A In the education sector, there is an increasing focus on soft-skills. While companies assess extracurricular activities as much as academics, they are also realizing that soft-skills (including team building skills, interpersonal skills and critical thinking skills)are a key success metric for scaling the corporate ladder, especially in a high-growth environment like India.

Q **Soft-skills are indeed critical to success. What is the right stage to inculcate soft skills?**

A If soft-skills and behavioral coaching can start way before a Master's level, it will help identify people-potential early-on. I can say this because I have personally seen how the lack of soft-skills education hampers people advancement. While it is painful to reject an intelligent person who cannot communicate effectively, the situation also poses a huge loss to the employer, who loses out on a talented employee.

Indians are exposed to the most diverse society that you can find in the world. They are adaptable by nature and know how to *'jugaad'* in order to override challenges. However, the reality shows a gap in imparting formal training because of

which they are not able to put this innate ability to practical use.

Q What kind of opportunities do you offer to enable soft-skill development amongst your students?

A MISB Bocconi has fine-tuned its Post Graduate program and we have increased our focus on what I call 'soft subjects' such as marketing, strategy and HR, which enable students to think critically. And we approach learning in a highly experiential and interactive teaching methodology – we use case studies, group activities, projects, corporate interactions and we also have a soft-skills training program. To complement these skills with in-demand industry-fit soft-skills, there is also an 8-week graded summer internship program and a unique live-projects program, where students get to work on corporate projects. While interactions with foreign students and faculty give students a global perspective, such interactions also foster cross-cultural sensitivity by bringing together diverse mindsets. We turn to extracurricular activities to help our students enhance their behavioral competencies by participating in business competitions and hosting them.

Q There is a lot of focus on data skills — employers want employees to know data sources and leverage data to make decisions. How is the education sector enabling this skill set?

A Developing data skills is certainly more important now than ever. And I see India as the provider of good data analysts for the world. From an educational standpoint, most data-analytics courses on offer tackle the quantitative aspects such as number crunching and analysis but miss out on the business angle i.e. sourcing and understanding the correct data.

MISB Bocconi's course on Business Analytics is ranked no. 4in India (by Analytics Vidhya) and is seeing an increased demand. We have mapped the technical aspects of data with an industry perspective by roping in dedicated faculty for Business Analytics.

Q What is the role that educational institutions such as yours play in nurturing the curiosity for lifelong learning?

A Nurturing curiosity is not easy. Educational institutions must plant the seeds of a continuous learning attitude. At

Corporate placement processes must be re-assessed to ensure that they do not turn only to the high percentile rankers

MISB Bocconi, we try to inculcate a "love for learning" by curating industry-relevant courses. The short-term courses such as the one on business analytics are open to all students and we coach our students to identify the right course and faculty. Our focus is on making learning stimulating and interesting for students, only then can we expect them to develop a lifelong love for learning.

Q What can institutions and employers do to avoid candidate renege?

A This is an issue evolving from a mismatch between the student's job expectations and reality. Most PGPBs or MBA candidates are obsessed with fancy-sounding designations in management consulting or investment banking. They are drawn to alluring packages, although they hardly know what the job or company is about. With corporate interactions, live projects and internships, we help students understand the finer aspects of a job, company culture, job profile, and leadership visibility. We make a concerted effort to make our students

understand that it is not the package that is most important, but finding the correct person-job-company match is. We also conduct activities to help students relate their personality types with company personality by hiring certified trainers and using a color-coding system to define company culture. This activity has helped students to understand the variants of companies and how they fit in. After spending 9 months in the course, a good part of them change their mind about what job to select.

Q Do you think there are any areas of improvement in the interface between industry and academia?

A The HR world has received us very well. MISB Bocconi has received help from industry, whether it has to do with delivering guest lectures or absorbing students into live projects. As far as issues are concerned, most companies in India follow a rigid B-School Tier system. While I understand the necessity in India, which has so many B-Schools, the system runs contrary to the well-rounded student experience that the industry is in dire need of. Despite being a part of a rigorous and globally benchmarked course, students tend to miss out on Tier-1 companies because they are not all 99 percentilers. Corporate placement processes must be re-assessed to ensure that they do not take away from building industry-ready students by only turning to high percentile rankers.

Q What is unique about MISB Bocconi's vision? What are your hopes for the future?

A We believe in bringing innovation to the table and creating unique opportunities. This year we launched a Women's Leadership Scholarship, which mirrors the corporate philosophy of Diversity and Inclusion. Our approach of holistic development will pay off by building industry-ready talent, with global exposure being the key differentiator. We understand the need to continuously upgrade as per global standards, which is where the future of business success lies. We nurture an open mind-set and equip our future industrialists with problem solving capabilities across a wide spectrum. A global outlook, complemented bya keen understanding of local nuances must be the focus for a better business tomorrow. @m

Blogosphere » RASHMI DEVANATH

Influencing stakeholders to make improvements and changes that meet organizational objectives is becoming a routine – a look at what you can do to build winning partnerships!

Building winning partnerships

BLOGOSPHERE

It is over a month since Tim Hortan joined PCL Technologies. Adapting has not been easy. There is no clear structure in the new organization nor has he been inducted in the team in a formal way. The team is diverse and every one appears to be busy. Prior to joining PCL, Tim always worked on clear, short assignments as a special resource. But this time, Tim is feeling lost, lonely and finds himself staring at the laptop screen quite often. At the time of the interview, he had rattled off couple of ideas that he wanted to get started at PCL and now, he does not know where and how to begin.

Influencing stakeholders to make improvements and changes that meet organizational objectives is now becoming a routine function of all employees, including a new joiner like Tim. In addition, the attitude of "might is right" is viewed as being temporarily efficient and ineffective. Hence, influencing effectively is practiced as the ability to move people towards a goal without using position power or coercion. To ensure the organization achieves results consistently, year-after-year, its people need to align with common goals and speak with one voice. Thus, influencing others is not a single instance nor is it easy to earn the trust of stakeholders in business opportunities. Influencing is a process that needs to be diligently followed in a particular sequence to get optimal results.

Here is the *ABC*, the foundational behaviors, of influencing:

Align with opportunities: Pick challenges/pain areas that affect your division. But first, be part of initiatives that someone else is working towards such goals. This acts as evidence that you are interested to contribute and collaborate to others' initiatives. In the process, one

Influencing is a process that needs to be diligently followed in a particular sequence to get optimal results

not only learns the work culture of the organization and the business landscape, but also identifies one's own influencing opportunities. Strengthen your area of expertise and establish yourself as a credible resource.

Be in the network: Know and network with all those who are (even remotely) related to your role. Ensure that you consistently network with people from whom you can learn. This could be people from your day-to-day operations and outside the organization. Do not let your introverted, insecure or cynical nature make you picky while associating with associates. Interact more with people who are not like you and practice inclusivity. It is essential to be approachable and consistent in people interactions.

Communicate to connect: Connect with people by showing enthusiasm verbally and through actions. Internalize active listening skills. This calls for putting one's views and ideas in the back burner and having a complete understanding of stakeholders' thoughts and ideas. Immersion in stakeholders' perspectives is critical to building trust, and is a decisive factor in influencing. Be a perspective builder rather than working from one's own perspective. Another dimension of communication is presentation of information. An effective influencer needs to master the art of making different types of presentations. Being adept at weaving stories, relating the right anecdote, humor, simplifying complex information by using analogies, learning to draw pictures ensures capturing the heart and mind of stakeholders.

Winning partnerships goes beyond win-win paradigm. Be prepared to enjoy the unexpected. Being open to prospects, not just in business sense but also in relationships, helps in building winning partnerships. **pm**

(The opinions expressed in this article are the author's own)

ABOUT THE AUTHOR

RASHMI DEVANATH is Senior Manager, Wipro

What's a workday without Adrenalin?

Presenting Adrenalin - the HR solution that accelerates
business transformation and creates future ready organisations.

Core HCM | Talent Acquisition | Performance Alignment | Talent Development | Social Connect

adrenalin™
Transformative Digital HR