

people matters

VOL IX / ISSUE 2 / FEBRUARY 2018

₹150

BEAT THE ODDS

Know why
business
transformations
fail and what
you can do to
succeed



BIG INTERVIEW

Karl Mehta

A serial entrepreneur,
investor, engineer, and the CEO
and Founder of EdCast

SPECIAL FEATURE

Rewardian and People Matters
Research on Total Rewards

INTERVIEW

Ram Ganglani

Founder & Chairman,
Right Selection

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Of generating a new value!

Reorganization to me is shuffling boxes, moving boxes around. Transformation means that you're really fundamentally changing the way the organization thinks, the way it responds, the way it leads. It's a lot more than just playing with boxes.

- Louis V. Gerstner, Jr.

Transformation is a process, a journey, a discovery — and all this doesn't take place in a vacuum. It requires us to indirectly and directly connect to all those around us. And it in this 'connecting', the true paraphernalia of transformation exists.

In a business context, transformation goes beyond cumulative changes — it is about reexamining, amending and reassessing the business and operating models to create value in times of disruption and volatility. Transformation is about sustenance that comes from agility, innovation, and the ability to anticipate the future. And the success of any transformation lies in integrating goals, insights, processes, technology and talent. For any transformation project to materialize or succeed, organizations need to consider the key process changes, transformational strategies, and the other critical factors that

work on strategic, tactical and operational levels. Stakeholder buy-in, a conspicuously defined scope and breadth, a well-groomed plan, a robust and aligned culture, and transparency in communication throughout the transformation journey are just a few explicit factors that make successful transformations. Through our cover story this time, we bring insights and perspectives of thought-leaders who collectively state that in absence of a clear goal and without the future in mind, transformation efforts will turn obsolete even before organizations embark on the transformation journeys.

For the Big Interview this time, we have Karl Mehta, a serial entrepreneur, investor, engineer, and the CEO and Founder of EdCast, who shares his insights on the education space, the learning ecosystem, and skilling initiatives. This issue also features Erica Volini, US Human Capital Leader of Deloitte, who talks about the rise of network of teams, the importance of sustainability in HR, future of work, and the biggest challenges facing HR in the future.

Our special feature this time is People Matters – Rewardian Study, "Trends in Employee Recognition" designed and conducted with the objective to understand how leading companies in India approach recognition programs at every level. The study focused on three aspects of employee recognition programs: Strategic Positioning, Technology Imperatives, and Impact Analysis, and showcases that recognition programs are an integral part of an organization's strategy that should reflect the company's culture, and also integrate well with the business goals and values.

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

Happy Reading!

Esther Martinez Hernandez EDITOR-IN-CHIEF

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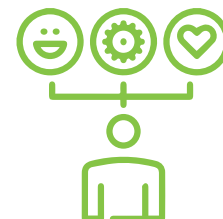
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THE COVER STORY (BEHIND THE SCENE)

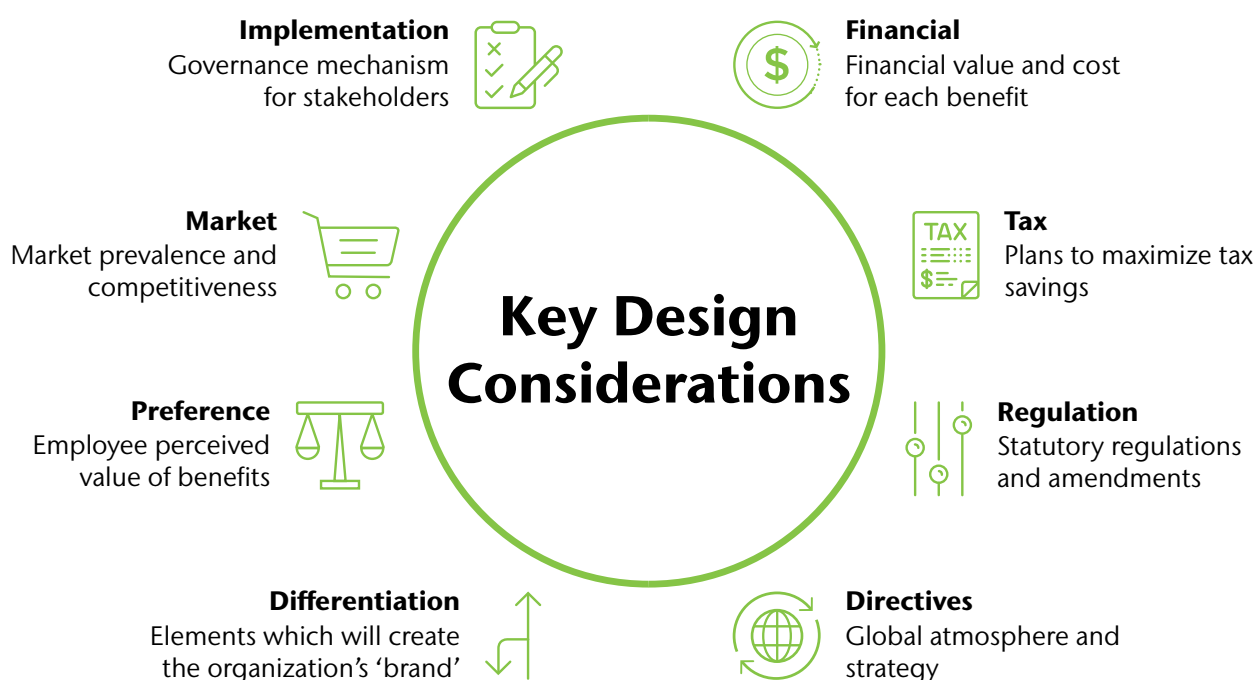


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COVER
STORY
44



WHAT CAUSES TRANSFORMATIONS TO FAIL?

BY SUPARNA CHAWLA BHASIN

46 It is the Organizational Shadow that makes transformations fail
DR. PV RAMANA MURTHY, SVP & Global Head - HR, Taj Hotels Resorts & Palaces

48 Failure to Launch - A perspective on the successes of transformation initiatives
SHARAD VISHVANATH, Group Head - Digital Banking - Analytics & HR, Au Small Finance Bank

50 An agile transformation process & culture is key
DEBASHISH BANERJEE, Partner, Deloitte

54 Transformation is not Version 2.0
SIDHARTHA SHISHOO, VP - People Function, Genpact

56 Transformation programs and the reinvention of organizations
ARJUN PRATAP, Founder & CEO, EdGE Networks

58 A multi-step approach to transformation journeys
SAMIR NAKRA, Director - Performance Excellence, HR, RBS

60 Transformation require paradigm shifts
SUVRO RAYCHAUDHURI, Assistant Vice President - HR, Parkway Healthcare India Pvt. Ltd.

62 Carrot & Stick of Sustainable Transformation
ANITA S GUHA, VIO Talent Advisor, IBM India Limited

64 Transformations require a mindset change
DILPREET SINGH, VP - HR & HR Head, IBM India/South Asia

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THE BIG INTERVIEW

24

Driving the "Netflix of Up-skilling"

Karl Mehta, a serial entrepreneur, investor, engineer, and the CEO and Founder of EdCast

By Ester Martinez & Suparna Chawla Bhasin

INTERVIEW

76

The learning connection

Ram Ganglani, an entrepreneur, businessman, mentor, and the founder & chairman of Right Selection

By People Matters Editorial

NEWS FEATURE

- 18** Great Expectations - Salary Trends 2018
BY SUPARNA CHAWLA BHASIN & DRISHTI PANT

- 20** How much is too much? - Death by Overwork
BY MANAV SETH

- 22** Seventh Central Pay Commission - Recommendations: Resistance all around
BY MANAV SETH

LEADERSHIP

- 28** The Reflective Leader - Discovering the Unknown Quadrant
BY RAGHU RAMAN, Group President, Reliance Industries

THE ROAD LESS TRAVELED

- 30** People are Made of Steel - Stretch Them - A Simple Philosophy of Development
BY VISTY BANAJI, Founder and CEO of Banner Global Consulting (BGC)

FUTURE OF WORK

- 34** The workplace of the future
BY NANJAPPA BS, Vice President & Head, Employee Relations at Infosys Ltd.

HR BRANDING

- 36** HR Brand Evangelist: The Must-Have Role in 2018
BY ABHIJIT BHADURI, A bestselling author, influencer and leadership coach

STRATEGY & INSIGHTS

- 38** The Balancing Act - Relevance & Excellence in the digital world
BY MURAD SALMAN MIRZA, An innovative thinker and an astute practitioner in areas within and associated with the fields of Organizational Development, Talent Management and Business Transformation



SPECIAL
FEATURE
78

A Total Rewards Roadmap

- Trends in Employee Recognition Programs

BY PEOPLE MATTERS EDITORIAL

INFOGRAPHIC

- 80** Employee Recognition - Future Trends
- 86** AKSHAY WADHWA, Head - Total Rewards, India and Emerging Markets, Sun Pharma
- 87** ARVIND USRETAY, Director, Willis Towers Watson India
- 88** ASHISH MITTAL, Head - Total Rewards & Performance Management, Aviva India
- 89** AYAN MAJUMDAR, Director - Rewards (Emerging Markets, Global Product, Technology and Operations), Pearson
- 90** JANESH KUMAR, CHRO, Airtel Payments Bank
- 91** SHIKHA SHARMA, Director - Compensation & Benefits - India & Japan, American Express
- 92** SIREESHA CHANDANA, Corporate Director - L&D and Engagement, Taj Hotels Resorts and Palaces

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ERICA VOLINI
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STRATEGY & INSIGHTS

- 41** To do away with Turnaround Sorcerers
BY DR. ALFREDO BEHRENS, Lecturer at Harvard Business School Publishing and a Professor of Cross-Cultural Leadership at FIA Business School, São Paulo

INTERVIEW

- 42** Future of work is the biggest challenge for HR
ERICA VOLINI, US Human Capital Leader, Deloitte LLP
BY J JERRY MOSES

STORYTELLING

- 66** No creativity, no theatrics, just plain business speak
BY INDRANIL CHAKRABORTY, Founder of StoryWorks, a communications consulting firm

CORPORATE SUFI

- 68** Lost in Transition
BY GURUCHARAN SINGH GANDHI, Author of national bestseller 'Kabeer In Korporates' and the Head of Learning & Development with a leading conglomerate

Employee Engagement

- 72** A proposed new logic for employee engagement
BY FONS TROMPENAARS, A Dutch-French organizational theorist, management consultant, and a cross-cultural guru

REGULARS

- 04** From the Editor's Desk
- 10** Letters of the month
- 12** Quick Reads
- 96** Knowledge + Networking
- 98** Blogosphere



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Letters of the month



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JANUARY 2018 ISSUE

Don't Just Skill - Educate

Lately, a lot of focus of both the government and the corporates has shifted to training and upskilling people and making them ready for jobs. Visty Banaji's article is befitting as he talks about the aim of education in his article. He rightly points out that if education is to make a lasting and fundamental impact, it must impart these four capabilities to students — Healthy skepticism, Understanding the topography of knowledge, Valuing 'the Other', and Kindness beyond kin and kind boundaries. Truly said!

- NIDHI MEHTA

MasterCard's strategy should be emulated by others

Michael Fraccaro in his interview gives a true account of why MasterCard is at the forefront in the financial space and also reflects that understanding technological requirements of the business is essential for developing an effective talent strategy. It is interesting to know that AI is being leveraged by MasterCard as an opportunity which has had a positive effect on employee engagement because their employees now have an opportunity to get trained in new skill-sets and get to focus on things that actually create more value.

- RASHMI SINGH

New dilemmas in the war of talent

Fons Trompenaars has put an important

issue on the plate — of changing aspirations of the newer generations, and that big organizations need a lot of catching up to do. He aptly states that power-oriented 'family' culture and role-oriented hierarchical structures or the so called 'Eiffel Tower' prevalent in many big companies needs to change. But the most insightful point the article makes is that the global image that many big companies are projecting is not finding many takers in the millennial generation, especially because they do not offer the freedom to develop one's own persona.

- ANAND MISHRA



What Maslow can teach us about leadership?

Raghu Raman very beautifully extends the concept of Maslow's hierarchy of needs to leadership styles of the future. The article mentions that humans are social creatures and every moment of the human life is shaped by a need to be part of a larger whole. Raghu Raman appropriately states that humans are hard wired for likeability and approval as these competencies are existential while also being driven by group approval or an 'external score-card' that guides their behaviors. A true and real picture.

- REHAAN SINHA

twitter

Arvind Usretay@ArvindUsretay

Thanks @PeopleMatters2 @Ester_Matters for the opportunity ! It's been a very engaging day.

Gautam Ganglani@gautamganglani

Thank you Ester for your friendship & the highly valued collaboration of you & your awesome @PeopleMatters2 Team #gratitude #happiness

Chester Elton@ChesterElton

More meeting some great people @PeopleMatters2 in Mumbai It's been a great day #totalrewardsandwellness

Jonathan D'Souza@imjondsouza

#TRWC2018 @PeopleMatters2 @Ester_Matters Thank you for the awesome conclave !

Urvi Barbhaya@urvi85

Kudos to @Ester_Matters and the entire @PeopleMatters2 team for an amazing event. Always good to learn for such conferences. #TRWC2018

Rachel Abraham@rachel_gia

Simply loved it! #MyTakeaway - Time spent with someone matters, make it matter #TRWC2018 @chesterelton Thank you!

paras khatri@ParasKhatri

Won the #contest of Most Learning bites posted on #Twitter during #TRWC2018, Thanks @PeopleMatters2 @Ester_Matters #Klay for the honors. #gratitude #learn&share

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And to sign off, don't forget to #appreciate everyday! Thank you one and all for #TRWC2018.

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COMPENSATION

TCS & Infosys employees get 100% & 95% of variable pay

In a major move, all employees of Tata Consultancy Services (TCS) in India will be receiving 100 per cent of their quarterly variable pay. With TCS delivering a strong performance in the third quarter, the move to reward employees across all verticals and units with a 100 percent variable payout is a significant gesture. TCS has reported a profit of Rs 6,531 crore, a 1.3 percent sequential growth along with lower attrition rate that fell by 0.2 percentage points to 11.1 percent in the last quarter. TCS also added 1667 employees during a time when the IT industry has taken a significant hit from global and economic events. On similar lines, Infosys,



India's second-largest IT player has given 95 percent of variable pay in the December quarter, which is the highest level of payout in the past nine quarters. Infosys reported a 38 percent rise in net profit to Rs 5,129 crore in the October-December quarter, and higher gross job additions in December quarter at 12,622 employees, higher than 10,514 employees added in the September quarter.

REPORT

Jobs may rise but quality, automation a concern: Report



Projecting a pick-up in the domestic job market, UBS Securities India has raised concerns on the quality of such employment and has flagged risk from a global shift towards automation. According to the report, job creation could push up GDP growth towards 7.5 percent and Nifty earnings growth at 12-15 percent over the next five years. The report estimates the creation of 4 million jobs annually over the next five years. The report has identified four broad areas that can help drive job creation which includes traditional/local services like banking, retail, logistics and IT; housing/construction; textile/apparel manufacturing, and public/social services. As per UBS, about 13 million people will enter India's working-age population annually over the next five to six years.

JOBS

Over 15% Indian BFSI workforce to be in newly-created jobs in 2022

EY's 'Future of jobs in India: A 2022 perspective' report, jointly commissioned by FICCI and NASSCOM provides an overview of the job creation rates across various sectors including BFSI and the new jobs that will emerge in the next five years. The key highlights from the report with respect to BFSI in India are — a 20-25 percent of the existing jobs will face existential threat; 68 percent of the respondents surveyed stated that supply chain optimization through exponential technologies such as chatbots and blockchain is transforming the Indian BFSI sector; Robotics/automation and social and mobile technologies are the top technologic trends that the industry is adopting; New jobs roles in BFSI sector would include cyber security specialists, credit analysts, robot programmers, blockchain architects and process modeler experts; and some of the threatened jobs in the BFSI sector are of data entry operators, data verification personnel, teller, cashiers and underwriters.

FRAUD

SEBI bars PwC from auditing listed firms

The regulator for securities market in India, SEBI has imposed a ban of two years on PwC from auditing listed companies for a period of two years. The decision came after the probe in the decade-old Satyam accounting fraud case in a software services company that became India's biggest corporate scandal. The order by SEBI states a two years ban on entities or firms practicing as chartered accountants in India under the brand and banner of Price Waterhouse from directly or indirectly issuing any certificate of audit of listed companies, compliance of obligations of listed companies and intermediaries registered with SEBI. However, SEBI has clarified that the order will not impact audit assignments relating to the financial year 2017-18.



SKILL DEVELOPMENT

NSDC partners with McKinsey's affiliate GIF for skill development

National Skill Development Corporation (NSDC) has signed a memorandum of understanding with the Generation India Foundation (GIF), a non-profit affiliate founded by McKinsey & Company. The collaboration will offer training, placement and tracking of up to 5,000 candidates. The trainings under this program will be funded by the Skill India Mission under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY). This partnership will focus on skilling the unemployed youth, aged between 18-29 years, through short-term training programs, and also targets entry-level professions.



HIRING

India, the third-most optimistic nation in hiring: ManpowerGroup



According to a survey by ManpowerGroup, India is the third most optimistic nation in hiring in the first quarter of 2018. Nearly 22 percent of employers are expected to hire talent in the next three months,

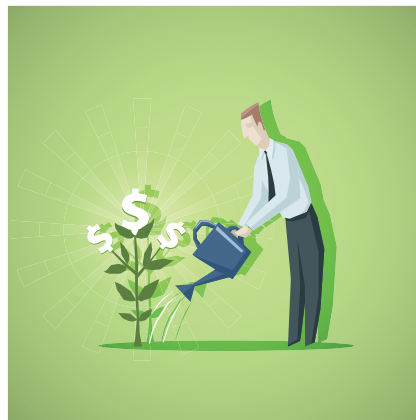
and an increase in the staff numbers is expected in seven industry sectors all over the country. Additionally, a strong 27 percent net employment outlook is expected with service employers. The ManpowerGroup Employment Outlook Survey puts Taiwan (with a 25 percent net employment outlook) as the most optimistic country with regard to hiring intentions for the first three months of 2018, followed by Japan at 24 percent. The survey reflects hiring confidence among employers, and calculates the net employment outlook by “subtracting the percentage of employers anticipating a decline in total employment from the percentage expecting to see an increase.” The survey suggests that job-seekers in India might have more opportunities than they have had so far and that employers are also expecting payroll gains during the first quarter of 2018.



FUNDING

Zeta invests in HR services firm PeopleStrong

Bhavin Turakhia promoted Fintech startup Zeta that offers digital employee solutions has invested an undisclosed amount in PeopleStrong HR Services Pvt. Ltd. The investment comes a little less than a year after the domestic private equity firm Multiples Alternate Asset Management had picked up a majority stake in PeopleStrong for about Rs 400 crore. Multiples Alternate Asset Management and mortgage lender HDFC Ltd together own about three-fourths of PeopleStrong. This is Zeta's second strategic investment bet over the past seven months. The firm had earlier made an undisclosed investment in ZingHR, a cloud-based employee management platform which leverages technologies such as machine learning in recruitment and HR analytics.



FUNDING

UpGrad to raise \$40m in its first external funding

As online adult education and up-skilling startup UpGrad looks to scale its operations, it has begun discussions with potential investors for its first round of external funding. It is planning to raise about \$40 million (Rs 266.11 crore) in a deal

HRMS

Government launches e-HRMS for its employees



The central government has launched an electronic Human Resource Management System (e-HRMS) for its employees. This HRMS will enable all central and state-government to see their employment details, service books, leaves, General Provident Fund (GPF) and salaries online. The employees will now be able to apply for different kinds of claims, reimbursements, loans, advances, leaves, leave encashment, LTC and tour advances, all on a single platform; and also update data, track status and match details instantly. The central government has taken this step of automating the Human Resource Management System to bring all employees of the Government of India onto the digital platform so that the manual system of handling personnel management is dispensed with.

that is expected to close by the end of the first quarter of the current calendar year. The capital will be utilized for building UpGrad's global technology platform, investing in courses and content facilities and studios, offline and online marketing, and towards the creation of up to 50 offline UpGrad XChange centers for offline engagement and networking. The company is currently backed by Ronnie Screwvala, who has so far invested about Rs 100 crore into the company and has committed an additional Rs 200 crore.

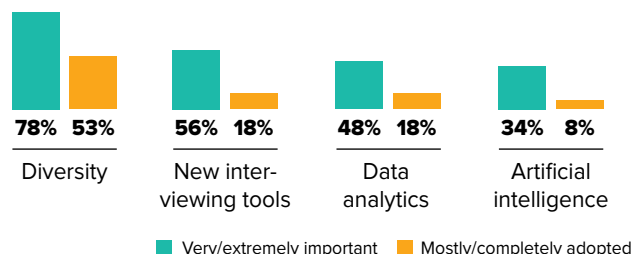


THE 4 TRENDS CHANGING HOW YOU HIRE IN 2018 AND BEYOND

LinkedIn's Global Recruiting Trends 2018 reveals the four trends that are shaping the future of hiring and recruiting, identified on the basis of numerous expert interviews and a survey of 9,000 talent leaders and hiring managers across the globe

4 trends shaping the future of talent acquisition

The trends below are the four that will most shape how you hire in the years to come



Diversity without inclusion and belonging doesn't work

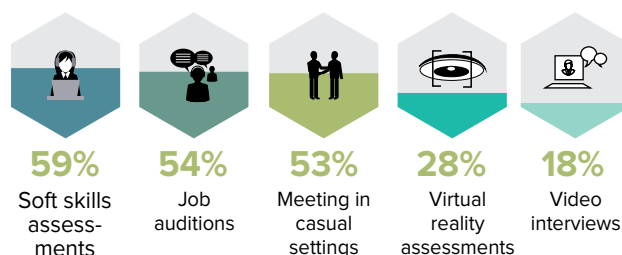
Diversity, became 'diversity and inclusion' and today has expanded to 'diversity, inclusion and belonging'

Top reasons companies focus on diversity



Reinventing the interview

Five techniques have come on the scene to improve the traditional interview models



Data is the new corporate superpower

Companies use data to answer all sorts of talent questions: to better understand attrition, skills gap, and offer-compensation issues

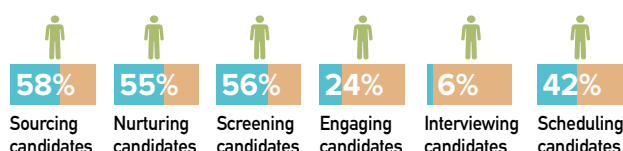
Top uses for data in talent acquisition



Artificial Intelligence is the secret workplace

This next-generation technology helps recruiters work faster by automating administrative tasks, and smarter by generating insights they wouldn't think of alone

Where AI is most helpful



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NEWSMAKERS OF THE MONTH

From success to succession - Ajit Jain and Gregory Abel



Hard work pays off! Berkshire Hathaway executives Ajit Jain and Gregory Abel have been appointed by Warren Buffett to the company's board as vice chairs. Buffett has mentioned that the new board members are "part of a movement toward succession over time, and they've both got Berkshire in their blood." Here is what's unique about them!

Ajit Jain, is the Executive Vice President of Berkshire Hathaway's Stamford-based reinsurance division National Indemnity Co., and will now be the Vice Chairman of insurance operations of the company's board. Ajit was born in Orissa, is an alumnus of IIT-Kharagpur and received his MBA from Harvard University in 1978. His career spans over thirty decades and he has been associated with organizations like IBM, McKinsey & Co, apart from Berkshire Hathaway with which he's been working since 1985. Jain has been known for his "capacity, speed and decisiveness" and Buffett has often praised Jain for his business acumen and "unique brain for insurance business." In an annual letter to employees, Buffett wrote that "Ajit has created tens of billions of value for Berkshire shareholders. If there were ever to be another Ajit and you could swap me for

him, don't hesitate. Make the trade!" Jain has added \$100B to company value since 1985. Jain has also established the Jain Foundation, a non-profit organization that seeks to cure limb-girdle muscular dystrophies caused by dysferlin protein deficiency, a condition that affects one of his sons. In May 2017, Mittal formed In-Depth Genomics, an organization that provides free whole-genome sequencing and analysis to people with rare diseases.

Gregory Abel, who leads Berkshire Hathaway's Energy unit, will now oversee all of the conglomerate's non-insurance business operations as Vice Chairman. Abel joined BHE in 1992 and held the position of Chairman of the Berkshire Hathaway Energy unit from 2001-2018, Chief Executive Officer from 2008-2018 and President from 1998-2018. Abel, a Canadian, holds a bachelor's degree in accounting from the University of Alberta, is a certified public accountant from AICPA and also a Chartered Accountant.

Both Ajit Jain and Greg Abel are being considered as possible successors to Buffett, who will turn 88 in August. But there would be position for only one, and who that person would be, time would tell. 🍷

(Compiled from various online sources)

Both Ajit Jain and Greg Abel are being considered as possible successors to Buffett, who will turn 88 in August

APPOINTMENTS



TATA MUTUAL FUND APPOINTS PRATHIT BHOBE AS MD & CEO

Tata Group has appointed Prathit Bhohe as the Chief Executive Officer and Managing Director of its asset management business, Tata Asset Management Ltd. Bhohe is currently the Senior General Manager at ICICI Bank, and has spent 11 years at ICICI Bank.



QBE APPOINTS VIVEK BHATIA AS CEO

Australian Insurance giant QBE has appointed Vivek Bhatia as its CEO for Australia and New Zealand business operations. Bhatia is currently the CEO of icare and was formerly the Chief Executive of Australian underwriting operations at Wesfarmers Insurance.



XEROX INDIA APPOINTS RAJ KUMAR RISHI AS MD

Xerox India has appointed Raj Kumar Rishi as Regional General Manager and Managing Director of Xerox India. Prior to this appointment, Rishi led Hewlett Packard's India print business and headed HP's consumer business for four years.



KIA MOTORS APPOINTS KOOKHYUN SHIM AS MD & CEO (INDIA)

South Korean auto maker Kia Motors has appointed Kookhyun Shim as the Managing Director and Chief Executive Officer of India operations. Shim has over 30 years of experience in the automotive industry and has recently served as the Head of Kia Motors Manufacturing Georgia Plant Coordination Group.



PHILIPS INDIA HEALTHCARE APPOINTS ROHIT SATHE AS PRESIDENT

Philips India has appointed Rohit Sathe as President - Philips India Healthcare. Prior to this, he was the Senior Director of Strategy, Key Accounts and International (SAARC) Business of Johnson & Johnson Medical India and is a seasoned leader with almost two decades of work experience.



RADIX APPOINTS SANDEEP RAMCHANDANI AS CEO

Radix, the domain registry firm, has appointed Sandeep Ramchandani as its new global CEO. Sandeep has been a part of Radix and has been the VP and Business Head of the company. Prior to Radix, Sandeep has worked with LogicBoxes, an enterprise consulting business.



NPCI APPOINTS DILIP ASBE AS CEO

National Payments Corporation of India has appointed Dilip Asbe as its whole time Managing Director and CEO. Asbe has previously worked with Euronet and Prizm Payments and had joined NPCI as its first employee and as CTO.



ADITYA BIRLA GROUP APPOINTS SANGEETA PENDURKAR AS CEO FOR PANTALOONS

Aditya Birla Group has appointed Sangeeta Pendurkar as the CEO of its Pantaloon Fashion Retail. Pendurkar was the former MD at Kellogg India and has held senior management roles at Coca-Cola India and HSBC Bank.



ACCENTURE APPOINTS RAHUL VARMA AS SENIOR MANAGING DIRECTOR - TALENT

Accenture has appointed Rahul Varma as Senior Managing Director - Talent. Prior to this, Rahul was the company's talent and learning officer and is also the founder of Accenture's HR Academy Network across India, Philippines, China, South Africa and nine other European countries.



BAJAJ FINANCE LIMITED APPOINTS S PASRICHA AS CHIEF-HR

Bajaj Finance Limited has appointed Sukhjot S Pasricha, the Vice President HR and Admin, InterGlobe Aviation Ltd (IndiGo) as the Chief of Human Resources and Admin. Pasricha began his career with the Vardhman Group, Spice Communications, and then joined Airtel.



DHFL PRAMERICA APPOINTS SHARAD SHARMA AS SVP & HEAD-HR

DHFL Pramerica Life Insurance has appointed Sharad Sharma as SVP & Head HR. Prior to this appointment, Sharma has been the EVP & Chief People Officer of SBI Card and Head HR for GE's BPM unit and also led the HR function of the credit card JV between GE Capital & SBI.



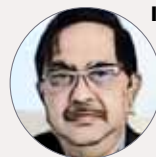
RPP INFRA APPOINTS P MURUGESAN AS COO

RPP Infra Projects Ltd has appointed P Murugesan as its Chief Operating Officer (COO). Murugesan has a career spanning 15 years and has significant experience in managing corporate communications, employee relations, and welfare.



ISRO APPOINTS K. SIVAN AS THE NEW CHAIRMAN

Indian Space Research Organization (ISRO) has appointed K Sivan as the Chairman. Dr. Sivan has been recognized for the development of PSLV and GSLV rockets.



INNOVITI APPOINTS NEERAJ CHANDRA ON ITS ADVISORY BOARD

Innoviti Payment Solutions has appointed Neeraj Chandra to its advisory board. Neeraj is an alumnus of IIM Ahmedabad and IIT Kanpur and brings over 30 years of experience in sales, marketing & business roles across Asia & Middle East.

Great Expectations - Salary Trends 2018

The projected pay hike for 2018 is being pegged at 10-15 percent across most sectors — a significant increase from 8-10 percent in 2017. A look at more projections in this space

By **Suparna Chawla Bhasin**
& **Drishiti Pant**

2017 saw a lot in terms of global political and economic volatility and the concomitant fluctuations in the job market. In India particularly, from demonetization, the institution of the GST regime to Trump's mandates on the H1B visa program, the fluctuations (massive lay-offs, contracting talent pools) in the business ecosystem mirrored the employee and employer sentiments alike.

Yet, the tumultuous 2017 still triggered excitement on many aspects and was a landmark year for many reasons especially for Indian employees and employers. From the passing of the Maternity Benefit (Amendment) Bill 2017, the extended maternity benefits, transformed business models to a robust adoption of disruptive technologies and automation, the year measured a stark and renewed interest of employers in rewards segment. The year also ended on a positive note as the hiring sentiment picked up during the last months of the year. The Manpower Group's India Economic Outlook estimated that there was a dip in the employers' hiring intentions in the first three quarters of 2017, before rising again in the October-December period. It also reflected on hiring that bounced back to 24 percent in October-December from a mere 16 percent in the period between July-September.

2018 seems to be the year of adjustments and uplifting of the lowered talent acquisition and management sentiments. Speculations reveal that recruitment landscape recovery is to continue from the end of 2017 to 2018, and organizations in the sectors of manufacturing, fintech, and start-ups will execute robust hiring in 2018.

However, a significant boost in anticipated in the pay hikes. The projected pay

Hiking up

Projected Salary increase 2018:	10%
Actual Salary Increase 2017:	9.4%
Professional services firms will lead the way with biggest pay hikes, projected at	10.7%
Life sciences and automotive:	10.6%
Vehicle manufacturing:	10.4%
High-technology sector:	9.9%
Banking and Finance sector:	8.6%
Hospitality/restaurants/travel:	8.9%
Engineering design:	8.8%
Cement:	8.6%
Transportation/logistics/shipping service:	8.6%

hike for 2018 is being pegged at 10-15 percent across most sectors — a significant increase from 8-10 percent in 2017. While Mercer and WTW are in agreement on the projected salary increases, Aon Hewitt's India Salary Increase Survey predicts that the upcoming appraisal season will see employees getting a projected average increment of 9.6 percent, up from 9.4 percent in 2017. The Aon survey also reveals that 71.9 percent companies reported salary increase budgets to be same as 2017 thus maintaining that the competitiveness of pay will continue to be a top reward challenge for firms.

Willis Towers Watson's report states that although salaries in India are seeing a decreasing pattern in the year-on-year salary increases, India's projected salary for 2018 is still the highest in the Asia Pacific region while salary projections for other countries is being pegged at — Indonesia at 8.5 percent, China at 7 percent; The Philippines at 6 percent, and Hong Kong and Singapore both at 4 percent. Echoing a similar sentiment, a latest Salary Trends Report¹ by multi-national software and data firm ECA International (ECA), also reveals that Asia-Pacific countries dominate the top 10 spots in the global rankings with above-inflation salary increases. It ranks India in the second place globally behind Argentina with a projected 7.2 percent rise in real salary and reveals


that India is expected to give workers a 4.9 percent real-pay increase in 2018. In terms of increments, KPMG reveals that the average projected increment for the year 2017-18 was 9.7 percent, while the highest increment of 12.5 percent was reported by the e-commerce sector.

While this highlights the overall predictions for salary trends, let's take a closer look at the industry wise trends for 2018 and the projections as per few leading companies.

Industry specific predictions

According to the report by Willis Towers Watson, Energy, FMCG and retail sectors lead as the highest projected salary increase seen in these sectors is at 10.5 percent. And financial services sector is the only sector where the projected salary is at 9.1 percent, less than the overall estimated rise.

Aon Hewitt India Salary Increase Survey projects that professional services firms are leading the way with the biggest pay hikes, projected at 10.7 percent. Life sciences and automotive/vehicle manufacturing which have forecast hikes of 10.6 percent and 10.4 percent respectively, follow. Further, the high-technology sector is projecting an average hike of 9.9 percent in 2018. When compared to other sectors, the Banking and Finance sector is likely to have a lower projected pay hike, at 8.6 percent. The other sectors with lowest projected hikes in 2018 include hospitality/restaurants/travel at 8.9 percent, engineering design at 8.8 percent, cement at 8.6 percent and transportation/logistics/shipping service at 8.6 percent.

While a decline in the salary increase for low performers is becoming a trend, the year-on-year salary increase for top performers continues to increase in line with the pay-for-performance agenda. Although projections and predictions provide an early insight to trends that will shape 2018 strategies, it is still a little early to get a clear picture as the upcoming budget will also influence the total reward strategies of companies. 

¹ <https://qz.com/1128811/the-salary-trends-for-india-us-and-uk-europe-and-asia-in-2018/>

I'LL BE THERE FOR YOU, 'CUZ YOU'RE THERE FOR ME TOO!



SO NO ONE TOLD YOU LIFE WAS GONNA BE THIS WAY
YOUR JOB'S A JOKE, YOU'RE BROKE
YOUR LOVE LIFE'S DO-A
IT'S LIKE YOU'RE ALWAYS STUCK IN SECOND GEAR
WHEN IT HASN'T BEEN YOUR DAY, YOUR WEEK, YOUR
MONTH
OR EVEN YOUR YEAR, BUT
I'LL BE THERE FOR YOU
(WHEN THE RAIN STARTS TO POUR)
I'LL BE THERE FOR YOU
(LIKE I'VE BEEN THERE BEFORE)
I'LL BE THERE FOR YOU



In the good old days, a TV show about 20 somethings called FRIENDS dominated every sphere of our lives...

Fast forward 14 years -

Move over Rachel, Ross and Phoebe, today's world is all about decision trees, neural networks and deep learning.

'Central Perk' is now a virtual experience you share with your best friend living in another continent, while the 'new Rachel' is a bot who communicates with AI-powered 'Gunther', who generates a customized blend of coffee on the basis of your genetic profile and previous coffee & muffin choices. 'Phoebe' is happy to sing while you wait for your order to be delivered to your home. But don't forget to tip! (She's happy to take Bitcoin or Ethereum).

Okay, so we are not quite there yet but we know there are people who have the potential to build this world.

They are currently precocious students hard at work on the Manipal ProLearn PG Diploma in Data Science. They spend their days mastering R, HADOOP, Hive, Scala, Storm and other X-men character-like tools as they gear up for the placement season, when giant corporations will battle with the nimble, cutting-edge startups to ensure that the candidates accept their employment offers.

If you are looking to recruit quality Data Science talent, we have approx. 100 students undergoing a rigorous 11 month program (degree awarded by a top ranked Indian university¹). Placement season is happening this February. To book your slot in this placement season, please contact: anoopa.ballal@manipalglobal.com

¹ <https://timesofindia.indiatimes.com/city/mangaluru/manipal-top-among-private-indian-universities-in-q5-world-rankings/articleshow/59051351.cms>

How much is too much?

- Death by Overwork



In China, the government's official figure of people dying from toiling too hard was at a staggering 1600 per day in 2014

days off in the month leading to her heart failure; while in December 2015, a 24-year-old ad agency employee jumped to her death owing to intense work pressure. The government's white paper released in 2016 concluded that nearly 20 percent of the workforce is at a risk of dying and almost half do not take any paid leaves. Almost 12 percent were reportedly working more than 100 hours overtime a month, a figure which was accused of being misleading, since most overtime happens off the record. In China, the government's official figure of people dying from toiling too hard was at a staggering 1600 per day in 2014. Korea regularly witnesses incidents of blue collars employed in postal services, transportation and construction dying of working too much, or causing fatal accidents while driving or at their places of work. Health experts have agreed that anything more than 80 hours of overtime per month significantly increases chances of death by overwork.

While the concept of literally dying from overworking isn't identified as a serious issue in India, it doesn't mean that the threat, and occasional tragedy, is absent. Workplace stress, financial problems and relationship woes have been identified as some of the top causes of suicide in India. In 2016, in separate incidents, top employees at Encyclopedia Britannica and Bank of America Merrill Lynch India succumbed to the massive work pressure. Back in 2014, in a survey conducted by (then) Towers Watson, nearly half the employees in India admitted to being under 'excessive' pressure at work. About a third of them attributed the same to 'overwhelming productivity demands' from employers.

A study conducted by Chestnut Global Partners India (CGPI) and Society for Human Resource Management (SHRM) pegged major stressors in workplace as: Disrespect at the workplace, lack of work-life balance, overtime, inability to process constructive feedback from manager, lack of

Overworking has been a phenomenon that has plagued the workplace for long now. The latest being a Niigata (Japan) Pref. education board official who died on the job after 125 hours overtime. We take a look at this malignant phenomenon and understand the impact of unethical demands of employers on employees

By Manav Seth

Can you die of working too much? While asking such a morbid question right at the beginning might seem like a build-up to a more nuanced and careful answer, unfortunately, it is not. In many parts of the world, the question isn't rhetorical and the answer is a serious 'yes'. In many Asian countries, the problem of death by overwork, either by direct impact or leading to a suicide, is so widespread that they have specific terms in Japan (Karoshi), China (Guo lao si) and South Korea (Gwarosa) for the same.

In Japan, the phenomenon has caused hundreds of death every year 1970s, and has routinely flared up in the public discourse. The latest being a Niigata Pref. education board official who died on the job after 125 hours overtime. More recently in October 2017, labor inspectors ruled that the death of a reporter in 2013 was caused due to working 159 hours overtime and taking just two

support from manager and when opinion is not considered/participation is stifled. Furthermore, it noted that despite a high organizational productivity loss due to stress, companies have low awareness on the addressing the issue, have difficulty in justifying the ROI and face difficulties in deploying initiatives across geographies.

A Culture of Overworking

A quick look at the history and ideologies of India, South Korea, China and Japan reveals the common connection for such reverence towards work. All these countries have witnessed a combination of struggle, poverty, war and inefficient resource management at some point in the last century. The citizens of these countries value hard work, loyalty and the need to outperform competition more than others – because it equates to the question of survival.

Such factors have fostered a culture that puts precedence on working hard at one's job, even if at the cost of health, family, relationships or hobbies. Just like how the concept of time is perceived differently in different countries and cultures, what constitutes hard work, and how it must be undertaken, is defined differently as well. In all the mentioned countries, the amount of time one spends working in the office usually determines the chances of the next promotion or raise, and not many tend to gamble with it.

The acceptance of a stressful workplace is deeply engrained in all stakeholders, and there is hardly any protest or attempt to alter the status quo. While there is evidence to show that working longer hours leads to less productivity and efficiency, employees continue to put their health on the line.

Course Correction

There is only so much the law can do to ensure that the workers can actually benefit from it. The real power to change the paradigm lies with organizations and employers, which is a bit of a catch-22 situation. Assuming that there is genuine motivation towards greater work-life balance, how does one change this perception of hard work? How do organizations realize that disconnecting from work is important, beneficial and healthy? Turns out, a lot of interesting and innovative experiments are already underway. Organizations are increasingly taking the holistic health of their employees with utmost importance, and incorporating elements of technology (Fitbit and BP Canada), gamification (EMC), mental health (Delta Hotels), or something as simple as walking (Google).

Such programs are essential for two reasons: one, they cater to unique new-age issues that employees face today; and two, they are more effective than the tick-in-the-box health and wellness policies of the past. As found by the CGPI-SHRM study, most existing wellness programs focus on awareness, and simply provide access to

infrastructure geared towards health and wellness, or worse, emphasize on the same sporadically, and offer their employees rigid, unimaginative and formal programs that do not create the desired impact. However, policies that look after the well-being of employees, to keep stress at bay, need to be rooted in the following values to be truly effective:


- **Flexible culture:** Building a strong, open and accommodative culture that values efficiency, productivity and innovation over long working hours, without forcing employees to accept the conventional perspective on what entails hard work, is the first step towards a stress free workforce.
- **Supporting employees:** Supporting employees not only in their roles, but helping them manage their careers, finances, physical and mental health will evoke a deeper sense of loyalty and satisfaction.
- **Communication:** Understanding what employees want from their jobs, managers,

Health experts have agreed that anything more than 80 hours of overtime per month significantly increases chances of death by overwork

workplace, colleagues and teams is critical to design a program to support them. Timely feedback mechanisms and transparency must be the two other indispensable features of the program.

- **Tools and Technology:** The employer needs to provide enough flexibility in order to allow employees to follow and see through the tasks. This is where wearable and interactive technology, engagement platforms, special office spaces and inculcating healthy habits will be helpful.

Bottom-line: A Long Journey Ahead

Although only instances from selected countries have been mentioned, instances of people losing their health, and worse, life, are likely to be found throughout the world. While it certainly looks like India, South Korea and Taiwan are following into the footsteps of Japan, and will in all likelihood, have a similar pressing challenge on their hands in the future; there is still time to turn the ship around. However, in order to successfully transition from the work-first attitude, there needs to be a willingness to do so. Nonetheless, despite the tragic deaths that have made news in the past few months, signs of a positive change, led by companies, governments, and societies are visible and worth exploring. 

Seventh Central Pay Commission Recommendations: Resistance all around

The uncertainty regarding Minimum Basic Pay seems to be far from over. We take a look at how the situation reached an impasse

By Manav Seth

The recommendations of the Seventh Central Pay Commission have been at the eye storm ever since they were made public over two years ago. They have managed to ruffle feathers across a wide variety of stakeholders, and the deadlock regarding minimum basic pay is yet to be resolved. Undoubtedly, the commissions, set up every ten years, have an astronomical task cut out for them and their recommendations might not be able to please every last government employee. But if the intensity of resistance to the recommendations of the last two commissions is anything to go by, it might be time to overhaul the complex process of revising wages of government employees. Let's take a look at a pressing issue for the government and its employees.

Central Pay Commissions

Before we get on to comprehend the present situation, let's take stock of concept of Pay Commissions. The procedure goes something like this: Every decade, the government appoints a commission, usually consisting of representatives from diverse fields, to decide the new set of remunerations for government employees. The commission has a time period of eighteen months to submit their report, which consists of a new salary matrix, adjusted for inflation and also recommends a suitable increase in minimum basic pay, dearness allowances, House Rent Allowance (HRA) etc. The recommendations are then mulled upon by the government, and accepted, in their entirety or partially. State governments usually follow suit.

This time around, the 7th Central Pay Commission (7th CPC), headed by Ashok Kumar Mathur, a retired Supreme Court Judge, submitted its report in November 2015, and had reached a figure of 2.57 as the 'fitment factor', and in effect suggested increasing the minimum basic pay from Rs. 7,000 to Rs. 18,000. It also recommended that of a total of 196 allowances, 52 be abolished and 36 be abolished as separate identities by merging them in other allowances. In June 2016, the Cabinet approved implementation of the recommendations over pay and pension with effect from 1st January 2016, but held its decision regarding allowances. Furthermore, in June 2016, the Ashok Lavasa Committee for Allowances was constituted to review the recommendations of the commission. In April 2017, the report was submitted to the government, and released to the public in June 2017. The approvals to modifications and recommendations pertaining to increase in allowances were approved subsequently in May and June 2017. The Ministry of Finance notified the allowances under the 7th CPC with 34 modifications in July 2017, which were implemented from that month itself.

The Bone of Contention: Minimum Basic Pay

These numbers have been at the core of the debate. The employees feel that the fitment factor calculated by the 7th CPC is too low, and want it to be raised to 3.68, which would, in effect, raise the minimum basic pay to Rs. 26,000. The government is opposed to the idea, as the revision of wages is already proving to be burdensome on the

The 7th CPC recommended increasing the minimum basic pay from Rs. 7,000 to Rs. 18,000 and abolishing 52 of the total 196 allowances, and subsuming 36 with other allowances



exchequer. Furthermore, there were also protests on the date of implementation, as some states like Rajasthan chose to implement the new salary structures from January 1, 2017, as opposed to 2016 recommended by the commission.

The National Anomaly Committee (NAC) was set up by Arun Jaitley in September 2016, to resolve anomalies in the implementation of the recommendations of the commission. However, owing to elections in Gujarat and Himachal Pradesh, the functioning of NAC has been stunted. There are various reports of the committee announcing its decision on the matter within the coming weeks, and the implementation of the same from the next financial year. After contradictory reports emerged regarding whether the committee will actually go through with the decision to increase the minimum base pay to Rs. 21,000 pm, the government clarified in October that since the demand for minimum pay and adjustment of fitment formula beyond the recommendation of the 7th CPC are not considered an anomaly, they cannot come under the purview of the NAC.

The government then sought to pacify concerns of the nearly five million central government employees and a greater number of pensioners, and floated the idea to form another high-level committee to look into the pay structure; and now, the government is considering a proposal to raise the salary of all central government employees up to pay matrix level 5, beyond the 7th Pay Commission's recommendation".

Trouble with Armed Forces


The Pay Commissions have a record of evoking sharp reactions from the armed forces with their recommendations. The issue of representation of armed forces in the commissions has long plagued their functioning, peaking after the implementation of the 6th Central Pay Commission. The recommendations of the 7th CPC regarding the armed forces were jointly called out for their 'several glaring inaccuracies and anomalies' by the Chiefs of Army, Air force and navy in a memorandum to then Defence Minister Manohar Parrikar in December 2015. Despite intense consultations, there was no consensus on the issue, and eventually in September 2016, the three chiefs decide to not implement the recommendations until the anomalies are addressed. The issue saw a heated debate and discussion among various sectors of the government and armed forces, and made news throughout 2016 and first half of 2017. After revising the pay scale, and rectifying the raised anomalies in the field of pension and disability allowances, the government finally notified the implementation in May 2017.

If the confusion regarding the implementation of the 7th CPC recommendations were not enough, reports suggesting that the government was mulling over doing away with the very concept of pay commissions have started doing rounds. This was also suggested by the 7th CPC Chairman Justice Mathur, who favored a yearly increase in accordance with the current data and price index. The



The central government employees up to the pay matrix level 5 will be entitled to a pay hike beyond the 7th Pay Commission's recommendation, while employees above the pay matrix level 5 will continue to get the salaries according to the pay panel recommendation

reports stated that instead of a decennial commission, a new system and formula for increasing the wages would be implemented, one of which was adjusting salaries and pensions when the Dearness Allowance crosses 50 percent. However, in January the government clarified in a Lok Sabha Q&A session that it was not considering any such proposition but the ambiguous wording of the answer has added fuel to the fire. As of yet, there is no clarity whether the minimum base pay will be increased, and when the potential hike will come into effect from. States of Bihar, Maharashtra, Madhya Pradesh, Uttarakhand, Uttar Pradesh, Haryana, Tamil Nadu, Gujarat, Rajasthan, Odisha and more recently Jammu and Kashmir are all at various stages of implementation of the recommendations of the 7th CPC.

In the past few months, though, approvals have been given to increase the wages of several sectors of the employees, namely, teachers and professors, judges, and others. Several clarifications and modifications also ensued to dispel concerns regarding allowances. It remains to be seen who will blink first, and if the same system of pay revision will remain in place for the future. 

Q & A

DRIVING THE “NETFLIX OF UP-SKILLING”

In an exclusive interview with People Matters, **KARL MEHTA**, a serial entrepreneur, investor, engineer, and the CEO and Founder of EdCast, shares his insights on the education space, the learning ecosystem, and skilling initiatives

By **Ester Martinez & Suparna Chawla Bhasin**

Karl Mehta is a serial entrepreneur, investor, and engineer, with over 20 years of experience in founding, building, and funding technology companies in the U.S. and international markets. He is the CEO and founder of EdCast, a leading knowledge network, and Code for India, a non-profit organization that inspires global engineers from leading technology providers to donate their time to create solutions to real-world problems. Karl served as a White House Presidential Innovation Fellow, selected by the Obama Administration during the inaugural 2012-13 term. He was also appointed by Governor Brown to the Workforce Investment Board of the State of California. In 2010, Karl won the "Entrepreneur of the Year" award for Northern California from Ernst & Young. He is also on the boards of Simpa Networks Inc., and the Chapman University Center for Entrepreneurship and advisor board of Intel Capital. He is the co-author of the book "Financial Inclusion at the Bottom of the Pyramid".

EdCast is an AI-Powered knowledge Cloud for unified discovery, knowledge management, and personalized learning. EdCast uses Artificial Intelligence and its curation engine to bring together organizations' internal learning content, expert insights along with millions of external resources into an easy-to-use, personalized learning experience, and knowledge platform.

Q Your experience in founding, funding and architecting technology businesses spans over 20 years. How did you get involved in the education and learning space?

A The business world is transforming rapidly—everything that can be automated is getting automated. The dynamism and forces of AI, robotics, and 3D printing has disrupted the status quo, and pushed outdated processes into oblivion. But the workforce training process hasn't kept up with the pace of change. We are entrenched in the knowledge economy where we are required to learn and apply new knowledge daily. However, this pace of change is surpassing enterprises' ability to keep up and they are not adopting new technologies fast enough or investing in the resources that can enable them to grow. People in organizations lack expertise in the fields that will drive their businesses forward. Organizations are not investing in enterprise-wide knowledge, while many business leaders push against investing in L&D programs. The future of the corporate workforce lies in building a knowledge network, which also creates a culture of knowledge-sharing that develops tech-savvy learners to their full potential. Such changes require a platform for continuous learning at the individual, organization, national levels, and global scale to help achieve the full potential of every human being on our planet. That vision and mission excited me every day.

Q How did the idea of EdCast come about?

A The estimates reveal that 2.5 billion content pieces get uploaded on the Internet daily. Essentially, this is an overwhelming amount of content that people find difficult to absorb. For a knowledge worker, there is not enough time or patience to sift through the content and use it; besides, you need to apply technology, AI, Machine Learning to make sense of it. I was looking at all this from a knowledge and learning perspective. Even if someone has the right intent and the motivation to learn, he needs the tools to curate content, to make sense of it, and then effectively use it at the right time. So that was the core idea. The problem statement was that in a knowledge economy, for a continuous lifelong learner, you need technology to make sense of the content, to curate and personalize it. And this knowledge or learning has to be peer-to-peer and bottoms-up, not just top-down.

We started EdCast at the Stanford University. Stanford validated the idea and invested in us so we had the access to their financial and intellec-

Millennials in the workforce are altering the demand and consumption of a more self-directed, peer-2-peer and personalized on-demand learning

tual capital. We were also extremely focused on AI from the very beginning, and we hired PhDs from Princeton and Stanford, and have also recently acquired an AI startup, Sociative. Although at the start, we built it for individuals learners, we have focused on the corporate market because that's where the big challenge is currently at scale.

Q What were or are the trends that you feel supported this idea of venturing out into the learning space?

A Given all the technology, demographic and economic shifts, the need for 'Up-skilling' has become the number 1 problem to solve for almost all organizations and governments worldwide. So the timing could not have been better. The millennials in the workforce are altering the demand and consumption of a more self-directed, peer-2-peer and personalized on-demand learning. That has been the big driver because technology and new ways of empowering peer-to-peer learning is gaining prominence. In addition, past 20 years before EdCast had seen a complete lack

of innovation in the learning space along with outdated infrastructure which made this space ripe for disruption. L&D in organizations had and still has a credibility issue because there has been no real innovation in a vast majority of enterprises.

We are helping and supporting L&D departments of organizations with innovative technologies and helping them address threats of digital disruption, supporting their millennial workforce, and bringing innovation so they can have real-time performance support. We don't offer learning for the sake of learning.

Q What makes your approach to learning different from others? What differentiates you?

A We have adopted a different approach to providing learning — we offer both informal and formal learning. Informal learning is how humans have learned since time immemorial as we are all social animals, but now technology has made it possible with micro-learning, bite size learning, and subject matter expert-based learning. And because it gives the right content at the right time to solve what you are working

We don't offer learning for the sake of learning

on, it improves productivity. For example, if an appliance retailer has an employee who has figured out how to break apart a dishwasher completely and then put it back together better than any other employees; you need to capture that subject matter expertise. Now imagine if all other employees in other stores can learn from that one person. That person becomes a subject matter expert. We believe that that is the way people learn because we get motivated when we see our peers doing the same work, only better. That is the best form of motivation, unlike someone giving lectures.

Q How does that happen operationally?

A We have invested heavily in the mobile-first app where you can identify subject matter experts. We set up channels like the television for every topic. So you can actually capture and show it. I think the learning industry has to understand that this is how people like to learn — on-the-go, just-in-time, right at the point of need, short videos — self-driven as opposed to somebody else telling them to do something (which may be necessary for some use-cases).

But the most important part is when a learner sees other performers doing it. That is most motivating.

Organizational performance depends on individual and team performance and that is why organizations have to provide tools to their employees to help them drive performance. But when you talk about performance in any company, there is always a ratio of 80-20, which is 20 percent of employees are super-smart compared to the rest of the 80 percent. The way to drive performance is not through pushing people into courses after courses but making that 20 percent as coaches. If they become coaches, then the performance of the rest 80 percent lifts up. That is the secret. The best organizations have figured out how to do it and now we have a tool like EdCast. Our algorithms are tuned to prioritize internal knowledge over external as internal knowledge is the tacit knowledge, and that is valuable. The people who run your business, technology, and product, they are the people who know your business better than any outsider.

Q How do you enable these subject matter experts to actually contribute to productivity?

A We believe in a culture of knowledge sharing. High performing organizations have 4 times more knowledge-sharing than low-performing organizations. That is why organizations have to create a culture of learning by incentivizing and enabling their top 20 percent performers. Real subject matter experts want to share their knowledge and have the desire, and that's how they get their kick every day. But they don't have the tools. When you don't provide them the tools, they don't share. Reality is that if you give people the tools, they will do it. If you try to hold knowledge or don't empower people, they will leave. I think organizations need to bring innovative tools like EdCast and create an open culture of knowledge-sharing.

Q Tell us about the skilling initiatives that you are working on in India?

A I founded a tech-driven non-profit, CodeforIndia.org and then as a part of this, we also started SkillUpIndia.org because I have been passionate about massively upskilling in India and worldwide. We have engaged with the governments worldwide in various capacities trying to help them. I had spent a year at the White House under President Obama as the Presidential Innovation Fellow working on various national and global technology projects and so I see the role of the governments in partnership with the private sector as pivotal in large-scale transformations. 

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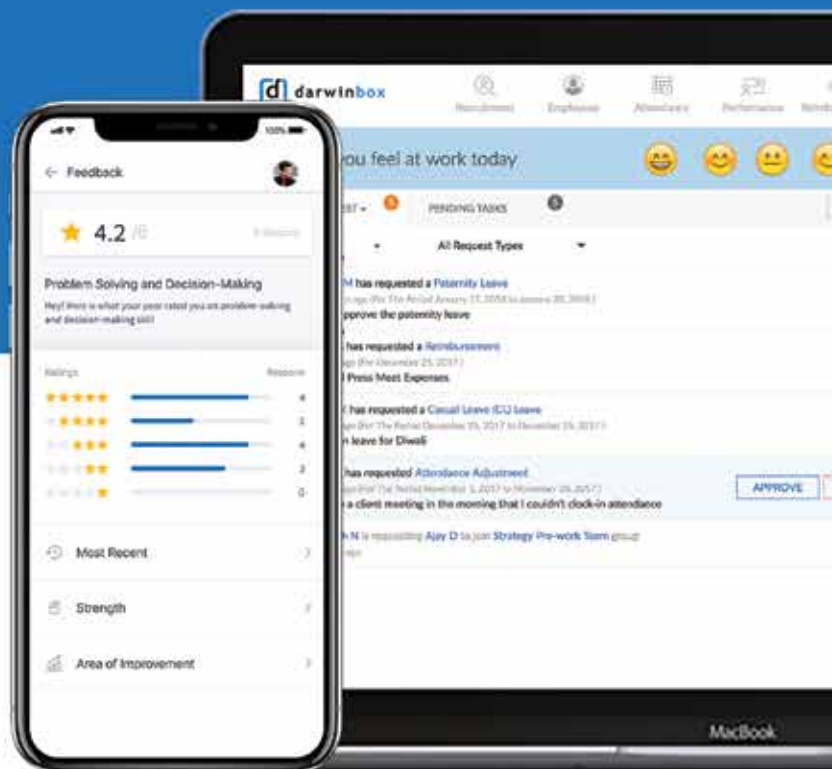
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RAGHU RAMAN



The Reflective Leader

- Discovering the Unknown Quadrant

Those who believe that leaders are not born, but 'made' within ourselves, make the effort to understand their innermost fallibilities and strengths through seeking the counsel of their own unknown self

In 1955, two psychologists, Joseph Luft and Harrington Ingham, created a framework to explain how individuals manage their relationships with others. The framework was called "Johari window" after the initial syllables of their names. The Johari window or more accurately, its four quadrants, have been used in countless management interventions and personal coaching programs. In essence, the Johari window divides all our relationships and interactions into four quadrants based on a person's knowledge about him/herself and how he/she chooses to manifest that knowledge in his/her interactions with others.

The first quadrant (and they are in no particular order) is known as the 'Open' Quadrant. This depicts what the person (and others) agrees to be common knowledge. For instance, a leader's educational qualifications, command over communication, the ability to resolve complex

situations etc. are all things that the world knows about the leader and the leader herself knows that too.

The second is known as the 'Hidden' Quadrant. This depicts knowledge that the leader has about him/her, but chooses to hide from the external world. For instance, the leader may have a reputation of being a great public speaker, but in reality the leader could be petrified in front of audiences. Or the world may fete a leader as a superb negotiator but only the leader knows that confrontations are terrifying.

The third quadrant is the opposite of the 'Hidden', in that, the world knows something about the leader, which the leader doesn't realize — hence is called the 'Blind Spot'. For example, the leader's insecurity during public speaking could make her seem untowardly aggressive and while that is apparent to everyone else, she could be completely oblivious to it. The last quadrant is called the 'Unknown'

because this symbolizes knowledge that is unknown to both, the individual and the external world.

Most leadership development interventions focus only on 'Hidden' and 'Blind Spot' quadrants for good reasons. After all, the information in the 'Open' quadrant is known to all and that in the 'Unknown' is known to none, hence most of the leadership coaching hinges around making the leader drop the façade and be open to getting feedback about the blindspots.

This line of leadership development is fairly straightforward.

The façade is dropped by encouraging the leader to be more vulnerable and self-forgiving and the blindspot is overcome by becoming receptive to feedback. The crux of this approach is an assumption that improvement requires engagement with externalities. The leader learns about his/her blindspots through feedback of the external world and seeks to inform the external world about his/her truer self by dropping the façade.

And that is why the fourth quadrant — the 'Unknown' — is usually ignored in most leadership development initiatives. It appears logical too. After all, how can someone be educated about the 'unknown'?

Most leaders see no need to go beyond the 'hidden' or 'blindspot' quadrants — they are too busy fixing deficiencies of their blindspots or dropping their facades



And by whom? But ironically, this is the quadrant where leaders ought to be spending more time, especially if they have to thrive in a VUCA world (Volatile, Uncertain, Complex, Ambiguous).

We have always assumed that all forms of knowledge, including that is needed for self-improvement, must come in a two-way interaction. After all, most of our skills and competencies have been learnt by engaging with someone else either directly, like a teacher-student format or indirectly through books, lessons, films etc. In both these formats, the presence of at least one other individual is mandatory. But the fourth quadrant has only one person that is the leader, who has to engage in reflective conversations with the 'self'.

Fortunately this is not as eccentric as it sounds. We constantly have conversations with our selves. As a matter of fact, at any given time, we have at least three selves. We have a self of our past, which is usually erroneous and embellished because it is based on our memories which are highly inaccurate. Every time we revisit a decision of our past, we rationalize them with far more acumen and sense of control than we actually exercised when we took that decision. Similarly, our 'recollection' of a past accomplishment is usually far more enjoyable than the actual experience.

Our second self is that of the present, which is guided much more by material incentives and disincentives. This is the self that is attached to the physical pain and pleasure being experienced in the 'now'.

And our last self is our self-image of the future. This image is far more idealistic and fanciful than the realistic present self. Let's understand these three selves with some examples.

Consider an amateur runner who decides to run a grueling marathon, trains hard for it and manages to finish it. The runner's memory of the entire experience



The 'Unknown' quadrant is the reflective pool containing knowledge of our past decisions, our deepest fears, previous actions that make us squirm in shame and our innermost self – that is where our psyche, our character and our full potential reside

is laced with a euphoric sense of accomplishment triggering a dopamine rush. The recollection is 'pleasant & happy' though the months of training and the final run was painful and exhausting. When the runner's present self remembers that ordeal, the runner's past self, shows an inaccurate picture that is denuded of all the suffering and only focuses on the 'happy ending', and a sense of accomplishment.

Similarly, when we plan ahead, our future self is far more idealistic and unreal than the present self. This is why we put off quitting smoking into the future or convince ourselves that our future self (New Year resolutions) will be able to go on a diet while our present self is gorging during the festivities of the year end.

The 'Unknown' quadrant is the reflective pool containing knowledge of our past decisions, our deepest fears, previous actions that make us squirm in shame and our innermost self. That is where our psyche, our character and our full potential reside. The 'unknown' quadrant is the battlefield between our idealistic self of nobility and our realistic self with its crass materialistic goals. It is in this quadrant where we can find behaviors that hold us

back or goals which have been foisted on us by someone else.

But this journey into the 'Unknown' quadrant is not easy. For one, it takes a certain sense of maturity to appreciate the importance and inexorability of reflective introspection to grow as leaders. Secondly, leaders who have been molded into Alpha personalities find it difficult to subject themselves to sincere critique. Their embellished self-images stand in the way of honest self-reflection. Lastly, most leaders see no need to go beyond the 'hidden' or 'blindspot' quadrants. They are too busy fixing deficiencies of their blindspots or dropping their facades.

But those who believe that leaders are not born, but 'made' within ourselves, make the effort to understand their innermost fallibilities and strengths. And the best way to do that is to seek the counsel of a true friend, philosopher and guide who resides inside the 'unknown' quadrant — our own unknown self. 🧐

ABOUT THE AUTHOR

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The Johari Window Model

	Known to self	Not known to self
Known to others	Open area or Arena	Blind Spot
Not known to others	Hidden Area or façade	Unknown

VISTY BANAJI



People Are Made of Steel – Stretch Them

- A Simple Philosophy of Development

Organizations need to create a 'continuous learning mindset' in their people, and the best way to do this is by repeatedly making them stretch their slim capabilities to fill the large deliveries expected from them



People have to stretch beyond their current capabilities if they have to be enthused about their work and it is an essential prelude for them to grow and flow

people, it is true almost without exception. People have to stretch beyond their current capabilities if they have to be enthused about their work and it is an essential prelude for them to grow and flow (in Csikszentmihályi's¹ sense of the word). Of course, the Experience Fluctuation Model suggests anxiety and arousal as precedent to flow when skill levels are inadequate to the challenge². But in an organizational context, it is this very anxiety and arousal that is essential for driving the individual to develop and perform beyond the normal, provided there is a desire and ability to learn.

The concept appears simple and obvious yet, as I hope to show in the rest of this column, several policies and methods we adopt in HR are at variance with it and, consequently, destructive of development. On the other hand, where it is put into play, stretch delivers rapid development and commitment at minimal cost.

Catch Them Raw

Here's a multiple choice question for you.

You want to feed your growing children healthy meals. You, therefore, make it a normal practice to feed them:

- a. *Nutritious, home-cooked food*
- b. *At the nearest fast-food outlet*
- c. *Ready-cooked meals from the super-market*

The answer is obvious, isn't it? Yet, when it comes to meeting the organization's need for

Through a long career in HR, I have come across many formulæ for the successful development of people. Many were too complex to be practically applied. Others were lopsided in their scope. Only one simple yet profound prescription has stood the test of the decades and has both explained the successful development programs I have encountered and been at the heart of most of those I have designed.

The concept took physical form for me as I sat through hour after hour of engineers being interviewed for a range of positions in the then burgeoning research and manufacturing facilities of Telco (now Tata Motors) in Pune. The questions to which I am referring took many forms but the correct answer was something to the effect that steel does well under tensile loads (i.e. being 'stretched', in colloquial terms) but buckles under compressive loads. There may be various caveats to this generalization for steel but in the context of

people, more and more organizations have moved away from the 'fresher' recruitment and training schemes that were once the staple of people-sourcing for India's corporates. In the process of insisting on 'plug-and-play' recruits, they not only pay a penalty in terms of quality, cost and enculturation but in the attitude people acquire towards learning for the rest of their careers.

The idiom that has possibly done the most damage to the minds of recruiters is the fear of 'forcing square pegs into round holes'. Paradoxically, the greatest advantage of fresher-based cadre recruitment (whether with engineering or any other qualification) is that the people it brings in are NOT job-ready. Provided only youngsters with the thirst and capability to learn have been selected, the greater the gap they have to bridge before they are fully ready, the more permanently do they acquire a bent to learn and master new competencies throughout their careers. Of course, there is a practical limit to the extent the gap-to-readiness can be bridged but I have invariably been surprised by how great that gap can be. I have seen degree holders in Statistics, Physics and Psychology perform brilliantly in jobs that were traditionally the preserve of engineers (simply because engineers were believed to have higher analytical skills). Many of them have capitalized on the stretching and growing capabilities they acquired at their career thresholds and gone on to become highly successful business leaders and entrepreneurs.

Stretch for 'Laterals'

Not all staffing requirements can be met through cadres of 'freshers'. Very obviously, when 'laterals' have to be inducted, the choice must be made based on demonstrated capabilities for doing the job in question. Even in such cases, there are still ways in which an organization can minimize the dilution of its stretch-and-develop DNA.

In the first place, the proportion of lateral intake can be limited to the acquisition of key specialized competencies and to check excessive inbreeding. You may have noticed that most organizations known for their talent management prowess and for being 'CEO factories', exercise great parsimony in adding mid-career generalists. One of the great advantages of doing so is to embed stretching and learning in the organization's culture.

Secondly, just because talent is recruited mid-career doesn't mean it is bereft of the 'hungerability' to stretch. To recruit such talent, however, requires us to move beyond the standard competency-checking questions interviewers use. Instead of simply looking at demonstrated delivery to confirm whether a person is the right fit for a job, we also need to check how soon the person came up to speed when s/he was a poor or loose fit (or even a misfit) for a role in the past. Growing while contributing is not the monopoly of any one organization and 'laterals' can be learners too. But not all organizations prioritize it as a leadership requirement. Hence it needs to be specifically checked for during selection.

Lastly, it is important to have future stretch demands even for specialist and other roles where external recruitment may be inescapable. This, together with mainstream flows in and out of even these specialized functions, will prevent them from becoming low-energy, low-expectation pockets in otherwise dynamic learning organizations.

Long-leap Development

Nowhere does the strategy of stretch yield higher dividends than in managing internal talent.

While the role that positive expectations play in the development of individuals from the school classroom³ onwards is well understood, what people tend to forget in organizations is that for the Pygmalion Effect to have full play, you need to start with a flower girl and not a duchess. In other words, inadequacy against the role requirement is a prerequisite for the development turbo-charger to kick in.

I have been fortunate to have been chosen for a highly regarded fast-track program and to have designed and implemented such schemes in more than one organization. In each of these cases, where accelerated development was the core design demand, the leeway to stretch was ensured through making the raw talent fall short on one or more of the following counts:

In an organizational context, anxiety and arousal are essential for driving the individual to develop and perform beyond the normal, provided there is a desire and ability to learn



1. Maturity – by picking very young talent
2. Experience – by contravening normal experience requirements
3. Functional expertise – by placing HiPos in functions other than the ones from which they originated

Such a stressful baptism of fire sometimes puzzles even the HiPos picked for these programs – at least while they are struggling to cope. To the people who are not chosen and who seemingly have better credentials for the demanding roles, the choice appears totally wrong-headed. It is only when you hear CEOs recount their most formative career stints do you realize that the ones they were least prepared for outnumber all the rest!

Ladders and Super-angled-ladders

Of course, the stretch principle doesn't apply only to the long leaps made by HiPos though its impact can be most conspicuous there. All sound manpower plans have substantive responsibility levels throughout the organization interlinked with programs for choosing the best talent from the levels below. It's like a game of Snakes and Ladders without the snakes (you will have to wait

for another column where I will deal mainly with organizational snakes).


To make these pathways into ladders of learning and have them hum with 'hungerability', they need to be extra-long (those are most desirable ones in the game too) and angle their origins as far as feasible from the destination function. That way, once we have checked for the burning desire to learn and provided the opportunities to acquire the skills the discontinuous leap involves, we can just step out of the way as the developmental energy unleashed by the process sweeps away most barriers to performance, engagement and retention.

The Learning Organization Brought to Life

At a recent HR Conclave, speaker after speaker emphasized the need for organizational agility and learning. In this VUCA world, they pointed out, regardless of the quality or qualifications of the people initially recruited, their skill-sets would become obsolete in shorter and shorter spans of time. The only way to survive, both for organizations and individuals, was for them to be constantly in a learning and re-skilling mode.

While the diagnosis was repeated to the point of becoming boring, practical solutions were conspicuous by their absence. Of course, organizations were exhorted to raise their investments in training and development. But how were they to rekindle the spark of learning which years of complacent delivery by underutilized people had extinguished? To me, it is clear that the only way to address the root cause of this problem is for organizations to create a 'continuous learning mindset' in their people. And the best way to do this is by repeatedly making them stretch their slim (square-peg) capabilities to fill the large (round-hole) deliveries expected from them.

As a reminder of this simple philosophy of development, these lines from Browning should be blazoned on the doorway to every Human Resource Development Department:

*"Ah, but a man's reach should exceed his grasp,
Or what's a heaven for?"* 

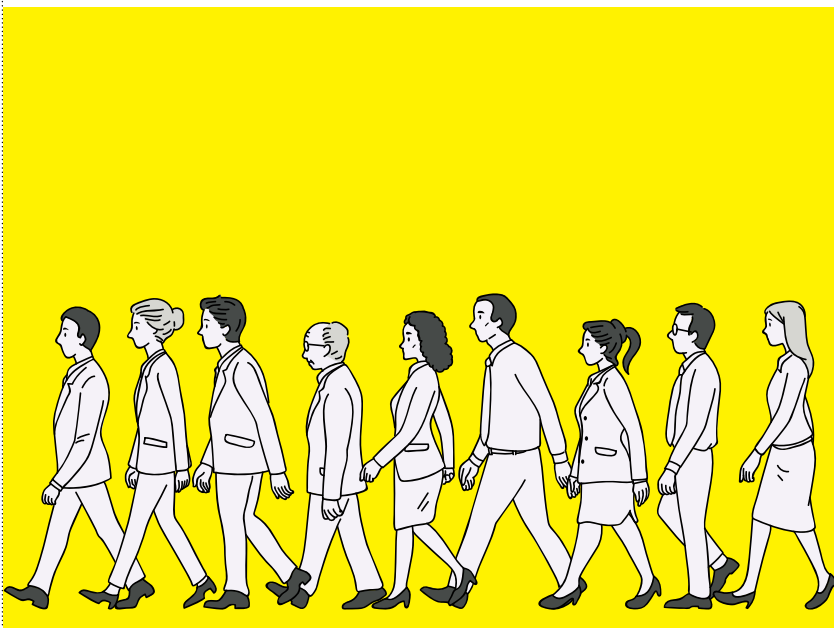
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ABOUT THE AUTHOR

VISTY BANAJI is the Founder and CEO of Banner Global Consulting (BGC)

In the process of insisting on 'plug-and-play' recruits, organizations not only pay a penalty in terms of quality, cost and enculturation but in the attitude people acquire towards learning for the rest of their careers



MAKE SUCCESSFUL HR DECISIONS

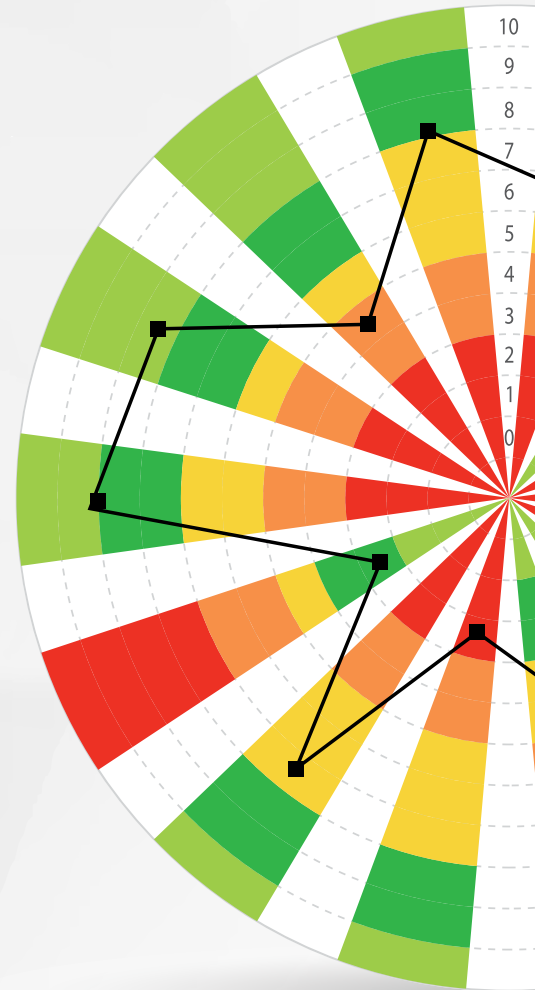
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The workplace of the future

Jobs that are in 'run and maintain' mode are slowly ceasing to use human effort and are instead being automated or robotized. But if we think deeper, jobs are not going away. Instead, attributes for valued jobs are going up!

The past cannot be changed. The future is yet in your power – Anonymous

A couple of months ago, I was part of a discussion with a legendary gentleman and he said, "Don't ask your kids what they want to become. Chances are that job won't exist by the time they grow up, unless they want to be a policeman or a fireman. Ask them how they want to be when they grow up!"

This rings so true, especially in today's evolving world. What we are seeing today is a digital revolution amplified by human potential. A fast changing business and customer experience landscape due to AI, Big Data and Machine Learning, among other emerging trends. According to a study that analyzed 12 developed economies, AI has the potential to double their annual economic growth by 2035. Another report also estimated the Industrial Internet of Things (IIoT) could add \$14.2 trillion to the global economy by 2030.

Alongside staggering tech advances, this digital revolution has unleashed the aspirations of the people. By one popular estimate, 65 percent of children entering primary school today will ultimately end up working in completely new job types that don't yet exist. In such a dynamic and evolving job setting, the ability to anticipate and prepare for future skill requirements and design jobs accordingly will be critical for businesses, governments and individuals. It's no surprise then that a survey body believes that 40 percent of the IT & ITES workforce in India will need to reskill themselves over the next five years, which means 1.6 million need to learn new skills!

What about human potential in all this? Over the last year, we have watched, and sometimes been a part of the significant debate on the shape that technology



In future, higher importance will be placed on individuals displaying T-Leadership – breadth of work performed with depth of knowledge

is taking in today's world and how it is outpacing humans at an incredible speed. This is seen more strongly in the work sphere where jobs that existed a decade ago are either extinct or renewed. Instead of depending on a postman, we use online shopping delivery and digital assistants. New products and platforms now occupy an important space in our lives which didn't exist a decade ago viz. iPhone, Uber, Airbnb etc. Even some of the roles that didn't exist a few years ago like drone operator at social gatherings, app developer, Uber driver or

something as simple as what we play on an everyday basis – being a Whatsapp group admin – are thriving today.

While there is no denying the fact that technology has been able to replace jobs, an evolving landscape in careers in itself is nothing new. We're already seeing that jobs that are in 'run and maintain' mode are slowly ceasing to use human effort and are instead being automated or robotized. But if we think deeper, jobs are not going away. Instead, attributes for valued jobs are going up!

Therefore, we are seeing an intersection of fast changing technology and human adaptability, however, there is a disparity. To bridge this, organizations have to be fast evolving to stay ahead of the curve. Organizations that continue to learn faster and govern smarter will survive.

So what should we tell our future generations?

- In order to stay in the game, they need to continuously adapt, be agile, engage with others, be conversant with data and technology, yet retain core human values
- It's not just about what they learn but about how to learn
- Learning not just new things but new ways of thinking will be a lifelong asset
- Have many forms of talent (skills) – not be a one-trick pony

Looking at the ever-changing job setting, the below ingredients would be necessary for both organizations and individuals:

Learning

The greatest challenge in the next decade for organizations will be to embrace technological change and yet retain core human values. While it would be difficult to predict which hard skills will be required to perform the jobs of the future, what is certain is that it would be more

important to teach how to learn rather than what to learn. There will also be an ever increasing focus on developing soft skills – the human'ness' factor. Thus, organizations will be looking for people with a blend of hard skills (mathematics, pure science, coding), tough to teach human skills (empathy, resilience, creativity, negotiation, critical thinking) and digital savviness.

As John Dewey said, *"If we teach today's students as we taught yesterday's, we will rob them of tomorrow."*

Learning will have to be an amalgam of traditional modes of learning like in-person classroom learning and an amplified focus on going digital – Online, Mobile, and crash courses. Learning on the go, anywhere and anytime, will be the dish of the day.

Reskilling

Traditional skills may become redundant and be replaced by new skills. Two aspects that would be critical for businesses to grow and survive would be Talent refactoring and Reskilling in adjacent skills. Essentially, developing new skills and strengthening existing skills in use. There will also be growing focus on role reversals as well as reverse mentoring for different generations to leverage both experience and energy. Higher importance will be placed on individuals displaying T-Leadership – breadth of work performed with depth of knowledge.

Online Talent Mart

One of the biggest challenges today is finding the right talent and not necessarily lack of talent. The solution is having a dynamic and digital platform to bring individuals and employers closer and meet the demand and supply of the much needed skills. Platforms that help employees chart their own career within the company with features such as reskilling opportunities, internal job postings, mentoring and networking are the way forward.

Blurring boundaries

The nature of how work gets done is starting to see a change. People with skills readily available will be leveraged as freelancers as against traditional full-time employees. Also, more and more employers as well as individuals are focusing on getting the work done rather than from where it is being done through Flexi-work & remote working. Work will cease to be a place, it will be more just a thing that gets done.



While machines have intelligence, people hold wisdom; the future will need the best of both, and it's in our interest to be forward-looking to prepare for the workplace of the future

Collaboration

Analytics, Big data, AI will act as enablers to amplify human potential. Organizations and individuals will need to ideate and redesign their work to enhance business and personal results. Collaboration that fuels a singular purpose for the organization is also a must-have workplace feature for the millennial generation, and a company that fosters collaboration as opposed to individual success will be sought after by the new gen.

Talent refactoring and analytics

These two features, especially the latter when it comes to analyzing people data to create space for data-driven decisions will be crucial. Companies gather so much data on their employees but seldom leverage it towards making a better employee experience. With analytics, it is possible to create a seamless, tech-drive, customized employee experience towards greater engagement and retention.

Alliances and Co-creation

Organizations have started both backward and forward integration when it comes to learning. Tie-ups with online platforms, universities and institutions while also going back to these very institutions in defining the curriculum to make it more real-time and dynamic will be the norm.

Culture

Organizations will lay emphasis on transparency. Empathy, a key component in the design thinking approach, will help organizations to engage on aligned purpose thereby driving a Win-Win situation — enhance the employee/customer experience while bringing organizations, its people and communities closer. Ultimately, a company's culture will determine its success and stickiness factor. Therefore, careful attention must be paid towards building a culture that fosters collaboration, innovation, new thinking, all on a foundation of values and continuous learning.

Sustainability

Organizations will have to place their societal purpose at the heart of their business strategy. For organizations today, becoming efficient with resources is not only socially responsible but also economically beneficial. We will witness more open work places designed keeping the future in mind!

There's so much to be gained from a balanced relationship with technology. For after all, it's often said that while machines have intelligence, we hold wisdom. The future will need the best of both, and it's in our interest to be forward-looking to prepare for the workplace of the future. With dynamically changing workforces and spaces, emerging tech trends and evolving careers, the potential held in the future for success and new businesses is immense. It is up to us to realize this potential.

"A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be"

- Wayne Gretzky, ice hockey legend. 🏒

(The article draws on various sources of inspiration and data from the public realm. All views in the article are personal)

ABOUT THE AUTHOR

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HR Brand Evangelist: The Must-Have Role in 2018

If an employer brand is strong enough, the smartest people will queue up to be hired, which will automatically improve the quality of hiring. But if you had a HR Brand Evangelist, imagine what a difference it could make to your search for talent!

Silicon Valley has solved this a while back. The biggest companies have turned their Human Resources teams into PR machines. Think of the AGFA companies (Amazon, Google, Facebook and Apple), and chances are that your employees know more stories about the AGFA companies than they do about their own employer. These digital giants have understood that if their employer brand is strong enough, the smartest people will anyway queue up to be hired. That will automatically improve the quality of hiring. If you had a HR Brand Evangelist, what a difference it could make to your search for talent.

Take Google as an example. We all know that you may get accepted at Harvard but it is ten times harder to get a job at Google. With more than two million applicants a year, Google's brand as an employer is formidable. How did they do it? They had an awesome Brand Evangelist in Eric Schmidt. He wrote books that helped us make sense of the digital shifts. And he gave talks and remained the Chairman of Google until Dec 2017. In effect, he was the public face for the brand. His book *How Google Works* HR leaders believed that he had laid bare the secrets of Google. All they had to do was to take notes and recreate the magic in their organizations. This was the closest to learning about the secret formula of Coke.

Microsoft, HP, Adobe, and many other companies have Brand Evangelists on their rolls. In some cases, the founder is a terrific Brand Evangelist. Think Richard Branson. He is almost inseparable from the Virgin brand. The holding company has a mish-mash of businesses from holiday travel to media to airlines and charities. Branson remains the Brand Evangelist who creates a unifying experience in what would be a potpourri of unrelated businesses.

What is the profile of an evangelist? My favorite pick is Guy Kawasaki. Guy is the chief evangelist of Canva, an online graphic design tool. He is a brand ambassador for Mercedes-Benz and the erstwhile evangelist for Apple. If you are on social media, you know that he is omnipresent on all channels. When he endorses a brand, it automatically reaches the millions who hang on to every word he says.

Why do you need a brand evangelist?

Take a look at websites of companies. Most of them seem to be clones of their competitors. Just replace the logo and the rest of the website would be indistinguishable. The content is full of the same few words of corporate-speak words like "vision", "disruption", "passion" etc.

HR should have Brand Evangelists simply to help in differentiating the employer brand. What does your company stand for? What makes it a unique place to work for? Who is the ideal employee you are looking for? These would be



Communication today is always, two-way, real-time and authentic. That is what Evangelists are good at

employees who have a strong individual presence as well.

1. **They understand social-media:** When social media was in its infancy, most leaders dismissed it as a toy for bored teens. As more and more millennials join the workforce, the leaders find themselves unable to deal with a growing chunk of employees who don't read e-mails. The millennials spend their time on new media which has its own grammar and etiquette, making it hard for leaders to communicate. Brand Evangelists can use new media to connect with employees as well as opinion leaders outside. Vala Afshar of Salesforce has a Twitter bio that describes him as Chief Digital Evangelist @Salesforce. He blogs at Huffington Post and has more than 200,000 followers on Twitter. He (along with Marc Benioff, founder, chairman and CEO of Salesforce) turns a faceless B2B business into a human enterprise. They can be crusaders for your cause.
2. **Making sense:** Organizations are being forced to evolve and change shape continuously. Whether it is because of M&A activity or new products or changes in leadership or retrenchments, the company is always in the news. The Brand Evangelists help make sense of these changes. Leaders brought up in the analog world continue to believe that having a quarterly all-hands meet is enough to keep employees connected. Communication today is always, two-way, real-time and authentic. That is what Brand Evangelists are good at. They can simplify and explain why even as they answer the questions and listen to someone ranting about the new policy. Give them a sneak peek at the changes in policy and let them spread the word.
3. **They listen:** Every product or service has to be in perpetual beta. New features, bugs, data hacking are some of the by-products of living in a hyper-connected world. Brand Evangelists help the users stay connected and keep educating them about the need to update software or try the coolest new features. Most of all Brand Evangelists listen. Starbucks fans can submit suggestions for everything from flavors to merchandise on their My Starbucks Idea site. When did your suggestion box scheme generate as many ideas? Guy Kawasaki is the legendary evangelist for Apple. If Apple needs an evangelist, believe me having an HR Brand Evangelist could work wonders for your organization.
4. **They educate:** Jason Levine is an evangelist for Adobe. His tutorials make it easy for users to learn tips and tricks of the range of products that Adobe has. His tutorials on YouTube unlock mysterious features of different products. He is known to his followers as Adobe Jesus. He makes technical training so cool. Imagine if you had someone like him to evangelize your latest L&D offering. We have no problem when companies spend big bucks marketing a soap that costs fifty rupees. But we shy away from evangelizing our training programs that could make the company stay on the cutting edge.



HR Brands have to learn how to build deep, personal, two-way connections with employees

5. **They are storytellers:** Social media is changing storytelling. HR Brands have to learn how to build deep, personal, two-way connections with employees. Consumers and employees together influence pricing, packaging, platforms of engagement and even the time to market. Not engaging the employees with the same level of gusto means leaving out one important part of the brand ambassadors. Evangelists can address this gap.

Who is the ideal HR Brand Evangelist?

The best Brand Evangelists are a great mix of deep expertise of a subject plus marketing savvy. That gives them the credibility to speak about their subject with authority. Their credibility rubs off on the brand. Yes, the companies are often known by the evangelists. You may already have a few potential evangelists. These are the ones that attract the crowds in conferences. Leverage them.

In the digital world, a single tweet can destroy the reputation of a brand that has been built over years. That is when having a human face allows a brand to be forgiven. No brand evangelist can make up for a poor work culture or poor policies and leadership. Brand evangelists are storytellers. A story is the truth told in a creative way. If you have fixed all the HR processes and policies and still the employees are lukewarm in their response, go out and get yourself an HR Brand Evangelist this year. 

ABOUT THE AUTHOR

ABHIJIT BHADURI is a bestselling author, influencer and leadership coach. He has been voted as a must-read columnist by LinkedIn and his website abhijitbhaduri.com has been categorized as a Platinum Blog.



The Balancing Act

- Relevance & Excellence in the digital world

While efficiency is no longer the mainstay of 'human' excellence, excellence is being commoditized with respect to job performance. So what is more important in the digital world - relevance or excellence?

Progress is an inherently forward-moving phenomenon and as 'time waits for no one', neither does innovation. Competitive professionals are always looking for distinguishing themselves in a way that gives them a clear edge over the competition, however, this itself is being challenged with the influx of Artificial Intelligence (AI)-enabled entities in the workplace. Efficiency is no longer the mainstay of 'human' excellence as advanced automation and seamless autonomous functioning have steadily taken out the 'committing of errors' from the corporate equation. Consequently, excellence is being commoditized with respect to job performance and the notion of being relevant in the Digital world is gaining more traction. Let's review some examples in the respective context:

There was a time when error-free fast typing was widely coveted as a key skill and competitive professionals used to proudly reflect their typing speed, on a QWERTY-configured typewriter, in terms of words/minute on resumes as a visible indicator of efficiency. However, as times passed and modern technology provided more options, a profound shift took place as typewriters ceded relevance to error-accommodating word processors that, in turn, are now steadily losing ground to speech recognition/hands-free software/devices, e.g., 'Dictate' by Microsoft. Consequently, error-free fast typing is rarely found or graded as a core skill in resumes and is now relegated to a general pool of basic skills that do not merit an outstanding feature on a resume.

Six Sigma Black Belt certification has been considered an epitome of excellence in process optimization expertise for quite a while. However, in an era of advanced robotics/AI-enabled entities doing the assigned jobs at several sigma levels higher than the previous machines and skilled

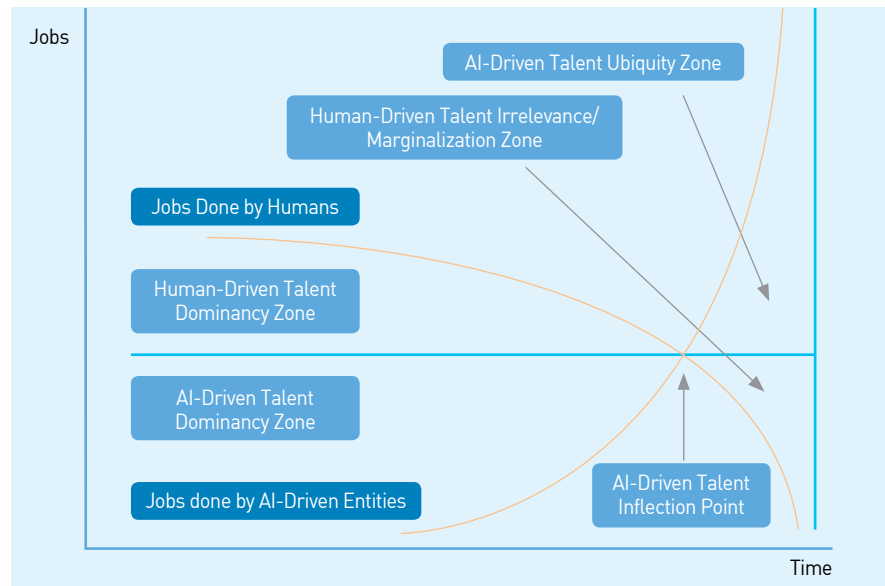
professionals, the need for such expertise is diminishing appreciably. Modern tech is able to self-monitor and self-correct any deviations from the desired parameters with minimal 'human' supervision/maintenance. Therefore, excellence has been 'ingrained' into the job performance and the need for developing hordes of Six Sigma experts is not relevant for the future.

Using various mediums for conveying/sharing/disseminating information/views/perspectives/insights/knowledge, e.g., PowerPoint, in an effective manner during office meetings/speaking at professional forums used to be a highly desirable skill. Competitive professionals diligently adorned their resumes with evidence of such prowess in an effort to rise above their peers for talent-hungry employers. However, such expertise has increasingly gravitated from being 'coveted' to being 'expected' from incoming talent. Conse-

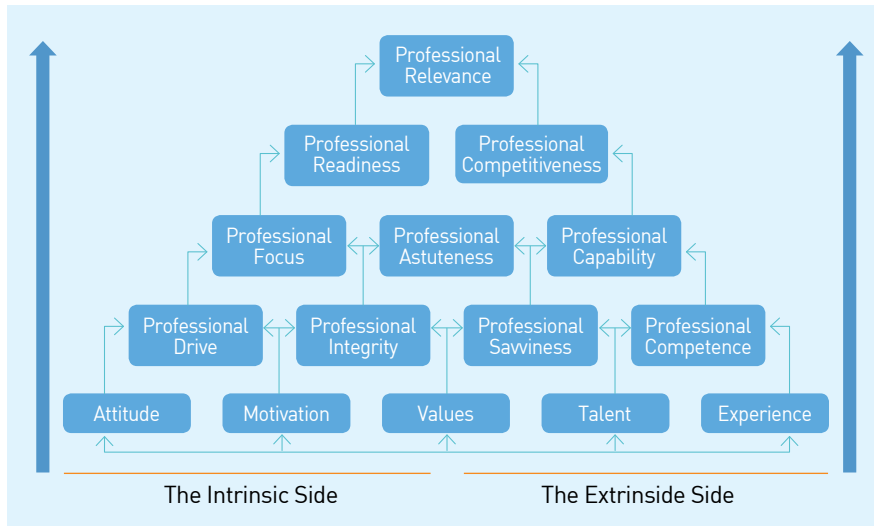
quently, the 'content', 'packaging' and 'timing' of the 'message' configured for the targeted audience is now becoming a 'standard' feature of professional expertise.

The aforementioned examples provide a sample of transformations in skill-sets that are occurring in the rapidly evolving Digital world. Additionally, increasing incidences of disruptive innovations is also contributing to the shortening of the 'life-cycle of excellence' as customers/clients continue to exhibit voracious appetite for emerging technologies that marginalize existing states of comfort and open the path to new levels of nirvana. This can be visualized by the following chart that depicts the 'AI-Driven Talent Inflection Point', beyond which, the need for 'human' talent decreases profoundly due to the ubiquity of the AI-enabled entities with the precarious promise of an 'even-better' tomorrow:

Are you Ready for the Artificial Intelligence (AI)-Driven Talent Inflection Point?



Pyramid of Professional Relevance for the 21st Century



Created & developed: Murad Salman Mirza

Modern tech is able to self-monitor and self-correct any deviations from the desired parameters with minimal 'human' supervision/maintenance, and excellence has been 'ingrained' into the job performance

Consequently, it is driving the strategic imperative for organizations to innovate in a timely, effective and desirable manner. One of the key aspects in relation to this is sagaciously figuring out how to utilize/develop/engage the available talent in a way that facilitates the achievement of strategic imperatives as a win-win proposition for all the key stakeholders. Therefore, it becomes critical for astute professionals to be cognizant of their own relevance as the organization navigates the uncertainties of the Digital world. The above pyramid is being presented to aide in the respective self-assessment:

The aforementioned pyramid shows both the 'Intrinsic' and the 'Extrinsic' sides, with overlapping boundaries, of a professional seeking to gain a solid bearing of his/her relevance in the Digital world. This could be easily accomplished by using a checklist that consists of questions that the respective professional can ask himself/herself under the various components of the pyramid founded on five key pillars, i.e., Attitude, Motivation, Values, Talent and Experience. For example:

Professional Drive

1. Do I feel happy/energized in coming to work?
2. Do I have to push myself every day to meet job expectations?
3. Do I care about the quality of my work?
4. Will I go beyond the call of duty to help customers/clients/peers?
5. Can I be easily enticed by a competitor to switch jobs?

Professional Integrity

1. Do I have a strong understanding of professional ethics?
2. Do professional ethics frequently conflict with my sense of righteousness?
3. Will I be willing to compromise my core beliefs to be a good 'team' player?
4. Can I be held liable on any of my key principles pertaining to maintaining a high professional standard?
5. Will I take a stand against a majority in the workplace when my veracity is challenged?

Professional Savviness

1. Can I easily discern the right way for me to proceed with the accomplishment

of my professional goals?

2. Have I been judicious in the utilization of my skill set?
3. Do peers respect and recognize my views/perspectives/insights during teamwork?
4. Do I have the trust and confidence of my supervisor(s) pertaining to assigned work?
5. Do I volunteer for 'high exposure' assignments to create strong 'visibility' for my talent?

Professional Competence

1. Am I preferred by my supervisor(s) for completing challenging assignments?
2. Do peers confer with me when they are stuck in their assignments?
3. Have I been justly rewarded and/or recognized for the high quality of my work?
4. Am I proactive in upgrading my skills/expertise even in the absence of any formal training/development assistance provided by my employer?
5. Have I been approached by high-profile competitors of my employer to work for them?

Professional Focus

1. Am I easily distracted by corrosive organizational politics?
2. Do I need to recalibrate my priorities periodically?
3. Is there 'internal harmony' within me in terms of reconciling the realities of professional work with my core principles?
4. Do I frequently have 'guilt-trips' on my past achievements?
5. Am I determined to reach my 'professional' destination?

Professional Astuteness

1. Can I develop a clear roadmap for sustainable career progression?
2. Am I open to conferring with a good mentor?
3. Do I actively engage in proactive professional networking?
4. Do I take advantage of promising training and development opportunities offered by my employer that may or may not be directly related to my current job?
5. Have I volunteered or maneuvered myself into a situation where I was chosen by my supervisor(s) to give an important presentation to the top management?

Professional Capability

1. Am I comfortable in taking up challenging assignments that are generally avoided by my peers?
2. Does my employer feel compelled to

Increasing incidences of disruptive innovations is contributing to the shortening of the 'lifecycle of excellence' as emerging technologies marginalize existing states of comfort

retain my services even in precarious economic times?

3. Have I benefited my employer in terms of facilitating major expansion initiatives?
4. Have I significantly helped my employer in key cost savings?
5. Have I been firmly identified as a future leader for the organization?


Professional Readiness

1. Do I welcome the prospect of engaging with AI-enabled entities as coworkers?
2. Can I easily align my personal ambitions with the strategic imperatives of my employer?
3. Am I comfortable in taking higher level of responsibility in the absence of my supervisor(s)?
4. Is my current skill set primed to meet the evolving needs and expectations of my functional role?
5. Can I provide innovative and practical views/perspectives/insights in professional forums pertaining to my field?

Professional Competitiveness

1. Do I feel at ease during my discussions with the supervisor(s) on performance parameters?
2. Am I frequently asked to lead teams comprising of my peers?
3. Have I created and/or developed any tools/techniques/approaches that have significantly enhanced the quality of my work?
4. Have I worked with peers from different organizations on visualizing and creating effective strategies for the 'future of work' in my field?
5. Is my work 'referenced' by others in their initiatives pertaining to challenging assignments?

Subsequently, the responses to the questions can be tallied under each category with a corresponding 'Yes/No' answer to qualitatively assess the relevant 'reinforcement' strength of the 'tributary category' to the 'culminating category'. Ultimately, this provides an astute professional with

the robustness assessment of 'Professional Relevance' that he/she currently possesses with the incentive of developing a viable strategy to overcome any tributary deficiencies in a proactive manner before the bandwidth of desired talent narrows and the competition becomes even more fiercer among peers due to the increasing reliance/dependency on AI-enabled entities in the workplace. How relevant are you...? 

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

DR. ALFREDO BEHRENS



To do away with Turnaround Sorcerers

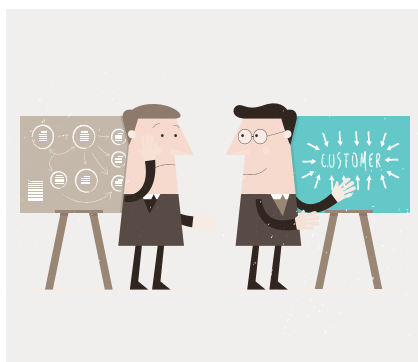
To avoid turnarounds, more effort should be put in keeping organizations attuned to the market rather than freezing them into routines and processes with a view to short-run optimization

Turnarounds mostly fail. It is not surprising that they do because the reason for them failing is that there was something fundamentally wrong with the organization to need a turnaround in the first place. To avoid turnarounds, more effort should be put in keeping organizations attuned to the market rather than freezing them into routines and processes with a view to short-optimization.

Organizations rise in response to the needs and they should evolve in response to changing needs. Yet many fall into generating needs, occasionally even maliciously so, as when throttling older smartphones to lead purchases of newer models. Yet, poor sales are early signs that an organization is facing a wall and it should consider changing gears, identifying new needs and serving them.

However, well established corporations frequently perceive new customer needs as a nuisance. New needs require a different frame of mind, different resources and the short-term risk is high. All too frequently, large organizations are not managed to serve new needs, but to sell more of almost the same. Newer, nimbler organizations, step in to serve new needs, diverting purchases from older organizations, making matters worse for them until a turnaround is in on call, frequently too late. That is why so many turnarounds fail, they take place too late.

Think of Kodak. Film camera sales had peaked in 1997 when Kodak shares were priced at around \$90. Digital photography turned up with the new century. Only four years later, film sales had already dropped by half and Kodak's share price to one-third. Kodak then appointed Antonio Pérez as President. This gentleman had spent 25 years at Hewlett Packard, but it was too late. During Mr. Pérez's tenure, Kodak share prices dropped to under \$1 dollar each in 2012, by then Kodak filed for bank-



Had Kodak based its strategy around customers and not its legacy products, it could have reacted sooner and perhaps even saved itself

ruptcy protection. All this happened to Kodak, the company where Steven Sasson had invented the digital camera in 1975.

Why did this happen? Caught in its time warp, Kodak was laden with its own legacy assets and attempted to extend their life latching them on to the new digital technologies whose customers had shifted to new distribution channels: electronics rather than optical ones.

By the time Kodak realized it was in trouble, the company went only half-way; it hired Pérez, a manager with experience in the computer world but framed on the traditional toolkit. Then as now the standard approach to turnaround issues is caught in a 1940's physicist's time-warp. As if management were a block of ice, the toolkit literally recommends unfreezing

routines and procedures, to update them and to freeze them again.

The physicist's ice-block metaphor makes sense if the mismatch between what the market wants and what the corporation offers was caught in time. However, the melt-freeze-again approach does not address the need for a continuous responsiveness to customer needs, except through hiccups. The obsessive pursuit to optimize controls and routines can blindfold managers to the swift market undercurrents and distract them from what the organization was meant to deliver: products and services at prices customers can afford.

Had Kodak based its strategy around customers and not its legacy products, it could have reacted sooner and perhaps even saved itself. I cannot see Kodak having disappeared the way it did had rock-band U2 manager Paul McGuinness been at Kodak's helm. This may sound like sacrilege to many, but managers with the entertainment industry have a knack of keeping an ear to the rail to avoid being mowed down by an oncoming train; and U2 is turning forty.

On the other hand, managers with both ears obsessively focused on the production line may only hear the optimizing call of the sirens that will wreck their ship; by then there is little to be done. Kodak filed for bankruptcy after over 130 years on stage and its turnaround CEO Mr. Pérez is frequently referred to as the worst CEO in American history. Mr. Pérez came in too late, as so many turnarounds sorcerers do, and that is why so many turnarounds fail. ☹️

ABOUT THE AUTHOR

DR ALFREDO BEHRENS is Lecturer at Harvard Business School Publishing and is a Professor of Cross-Cultural Leadership at FIA Business School, São Paulo, Brazil.

Q & A

Future of work is the biggest challenge for HR

In a candid conversation with People Matters, **Erica Volini**, US Human Capital Leader, Deloitte LLP, talks about the rise of network of teams, the importance of sustainability in HR, the future of work, and the biggest challenges facing HR in the future

By J Jerry Moses

Erica Volini is the US Human Capital leader for Deloitte Consulting. In this role, she is responsible for the 4,000+ practitioners focused on helping organizations solve their most complex and pressing Human Capital issues. Throughout her 20 years of career, Erica has worked with leading organizations across multiple sectors and geographies and is a frequent speaker on how market trends are impacting the HR organization and profession as a whole. Within Deloitte, she serves as a member of Deloitte Consulting's Management Committee and Board of Directors.

Q You have had an extensive experience in consulting and now you are involved in expanding Deloitte's HR product portfolio. Tell us about how your career journey has evolved over the years.

A I actually wanted to be a lawyer which is a far cry from the world of HR but the first consulting project I worked on was for a publishing company. This is when I realized the power of workforce in

achieving the company's value and strategy. At that time, HR outsourcing was really a big thing, and I spent my early years focused on helping organizations outsource their HR services. But it became clear that HR couldn't just ship off their responsibilities to another vendor, and if they did, they weren't going to be able to create the employee experience that they needed to attain the top talent. From there, I started getting into a lot of strategy work, helping HR functions develop their strategy and implement it. This is what has led me to where I am right now. In terms of products, although Deloitte will always be a

If we have learned anything, it is that the pace of change will continue to increase

services company, over time our clients were asking us to come up with pre-built solutions to accelerate what they are trying to do in the market. And so, it opened up the door for us to say to look at our IP and say “What if we took that IP and started to make it into solutions and products that we can offer to our clients to supplement our services?” Once we provide these services, how do we support them on an ongoing basis? So we just don’t develop a strategy but implement it. It’s about providing sustainable solutions to our clients that will help them to continue to evolve over time.

Q You have actively worked on digital transformation agendas. What according to you is at the core of digital transformation? What should HR leaders need to know before embarking on this journey?

A The most important thing is to know that becoming digital is as much about the technology as it is about the change in the mindset. In order to become digital, you fundamentally have to change your culture and being digital could mean different things to companies but at its core, it means being more adaptable and flexible, driving increased collaboration, learning how to fail fast so that you can continue to innovate and a lot of the organizations don’t have it internalized in their DNA.

The role of HR is – One, understanding what your digital culture means on key attributes. Then figure out what areas you need to build. For example, if you need to build more collaboration, how are you going to promote collaboration? Should you change your organizational structure? Should you put in new technologies like social and collaboration tools that allow people to communicate across the matrix and that’s the role the HR should play in really driving that cultural change and helping to bring that digital mindset for the organization.

Q Deloitte’s human capital trends report talks about the rise of the “network of teams”. What is this concept of network of teams and why does the future of work depend on it?

A The network of teams at its core is about getting people together across various parts of the organization to work towards a single goal. It could be getting a product out the door, driving innovation or expanding to a new market. But the idea is that you are leveraging talent from all different parts of the hierarchy, and those individuals need to accomplish those goals.

Every company has different kinds of teams and we are finding that more work

is getting done in teams. However, the challenge with the team-based culture is in finding the best leaders in those teams. It is different from the traditional succession planning process because you are not necessarily moving up the hierarchy. So it becomes imperative to find out the natural leaders in the organization, who are at the center of most of the communication and who have an influence on others. It is about using such people to then create and driving those networks of teams that will help shift the culture.

Q In one of your blog posts, you mention that “Achieving success is one thing, but sustaining it—especially in our ever-evolving world – that’s quite another.” Please tell us what sustainable HR is all about?

A Today’s world is being disrupted rapidly and that’s not going to change. If we have learned anything, it is that the pace of change will continue to increase. When we talk about sustainability, it’s

Digital transformation is as much about a change in the mindset as it is about technology

about how you understand the trends that are happening? How are you constantly evolving your processes and technology? Because technology solutions are changing every year and there are a number of new technologies and vendors each year.


So being sustainable could mean putting in places Collaboration-oriented architecture (COA) that constantly monitor the technology market to help you understand what new technologies are coming and how to make that selection. Being sustainable in HR could mean having an access to research that is providing you with real-time research data analytics to help you continue to evolve your process and programs. It means keeping a pulse on what your employees are thinking and feeling everyday so you could understand whether preferences are changing or evolved or you are providing them accordingly. What CHROs need to understand is that you can’t constantly evolve if you are only looking at your four walls. You need to have your ecosystem

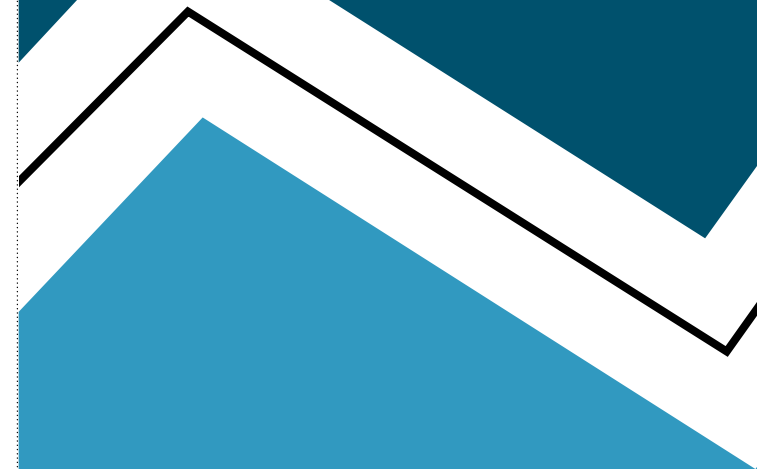
that will tell you what is going in your external environment.

Q A Deloitte study reveals that about 90 percent of business leaders feel that the human resource function is struggling to keep up with technological process change. Do you think HR has fallen behind tech adoption?

A I actually think it’s the opposite. I think HR was historically behind, but when you think about the adoption of Cloud services, HR was really the first function to migrate to the Cloud before finance or supply chain. What we find is that the HR organizations may have implemented technology but they haven’t quite figured out how to change their processes and people, and make sure that they are also changing alongside the technology. And that’s what’s really completes the transformation. It should be about transforming the way you do the work bringing design thinking in so that your processes are focused on unstable employee and your services figuring out what new services to provide as technology comes in creative capacities.

Q What according to you is the most complex and pressing problem in terms of human capital management today?

A The biggest issue is the future of work. It is the single biggest challenge from the human capital standpoint. I think there are two major factors impacting work — one is Automation whether that’s products, cognitive tech or AI; and the other part is the new talent models emerging with contingent labor. The future of work is really about figuring out how tasks can be done differently and then using that opportunity to think about how you can enhance the processes in a different way, so if you’re going to automate one task and you create capacity for the workforce to do other things, should they be focused on creating a better customer experience instead of doing a task where automation can really improve the efficiency? And once you create those new tasks, what type of people you need to execute those tasks? What skills and competencies do they need? How should they be structured? How should they be rewarded? How should their performance be managed? How could you leverage new talent models like contracts, the gig economy, and the Cloud? So, it really starts to change and challenge all fundamentals of the way HR has set things up because now we are looking at all those things through a new lens, the future of the way work is getting done, so it’s incredibly exciting. 



WHAT CAUSES TRANSFORMATIONS TO FAIL?

Transformations fail because there are wheels within wheels. And most of the times, behind the big ambitions transformation goals, and in the zeal to achieve those goals, organizations often miss the fundamental elements that make them a reality. This cover story explores why transformations fail and what organizations should do to succeed in such initiatives


By **Suparna Chawla Bhasin**

This business world is cluttered with the vestiges of unrealized and unsuccessful transformational agendas and plans that many of them have made to the annals of history as failures we should all learn from. One in three CEOs says their organizations have failed to achieve the value they anticipated from previous transformation initiatives. McKinsey reveals that 72 percent of transformation programs fail to deliver their actual targets due to organizational issues.

But why do so many grand plans undertaken by organizations fail to actualize?

Transformations fail because there are wheels within wheels. And most of the times, behind the big ambitions transformation goals, and in the zeal to achieve those goals, organizations often miss the fundamental elements that make them a reality. From the failure to comprehend the intricacies of the operating model, undermining the significance of operating model changes necessary to affect transformation across the organization, the inability to innovate, a deficient cultural connection, failure to take a “business value first” approach to technology, and the inability to execute, there is a plethora of elements and reasons that can lead to unsuccessful transformations.

Understanding the reasons behind the failure of transformations is only a part of the process. For any transformation project to materialize or succeed, organizations need to consider the key process changes, transformational strategies, and the other critical factors that work on strategic, tactical and operational levels. Stakeholder buy-in, a conspicuously defined scope and breadth, a well-groomed plan, a robust and aligned culture, and transparency in communication throughout the transformation journey are just a few explicit factors that make successful transformations.

Through this cover story, we bring insights and perspectives of thought-leaders who collectively state that in absence of a clear goal and without the future in mind, transformation efforts will turn obsolete even before organizations embark on the transformation journeys. 



Dr. PV Ramana Murthy
SVP & Global Head – HR,
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It is the Organizational Shadow that makes transformations fail

It is not unusual for organizations to come up with words such as lack of innovation, technological failure etc. as the reasons for the failure. What organizations fail to realize is that it is the negative hidden feelings and emotions of the people that cause failure

“Madness is the exception in individuals, but the rule in groups”
- Nietzsche

Group dynamics have always fascinated me. What makes teams tick? Why do people behave differently in groups, changing their entire individual persona? What are those group dynamics that trigger responses completely divergent to one's normal individual behavioral patterns or beliefs? Eminent psychologists like Kurt Lewin and Elton Mayo were the pioneers of social and organizational psychology. Mayo's work formed the building blocks for the human relations movement; researchers in this discipline studied the behavior of people in groups — often at the work place — and sowed the seeds for what is today the field of Human Resource Management.

Every organization has a formal organization structure that is evident in the form of levels, hier-

archy, designations, physical setting, etc. Organizations often talk about their values and great working environment as their strengths. Analyzing an organization basis these aspects only, however, is akin to missing the proverbial forest for the trees. In every organization, there exists an entirely invisible shadow, like an invisible iceberg beneath the waters. The interesting fact is that very often it is this shadow that determines the organizations that survive and thrive and those that burn out and fade into history.

This organizational shadow that I talk about pertains to the inner negative dynamics of people that come together in the work group to drive the organization's agenda, their feelings of jealousy, anger, greed, lust, competition etc. In my experience, this organizational shadow plays a pivotal role in causing transformations to fail, leaving everybody concerned confused and trying to find the reasons for this failure. It is not unusual for organizations to come up with answers such as lack of innovation, technological failure etc. as the reasons for the failure. What organizations fail to realize is that it is the negative hidden feelings and emotions of the people that caused the failure.

On the other hand, when there are positive feelings and emotions at the organization level – the silver lining it would contribute to the success

Organizational shadow plays a pivotal role in causing transformations to fail, leaving everybody concerned confused and trying to find the reasons for this failure



of the organizational transformation despite the lack of innovation, technology etc. should not be ignored. The ability of an organization to acknowledge, recognize, monitor, discriminate between, and attend to its members' emotions, determines its success. During times of strategic transformational change, the impact of the collective invisible negative emotions is often ignored to the organization's detriment. In their drive for operational efficiency and financial effectiveness, organizations have created an emotional vacuum where only logic and numbers survive¹. While this approach of focusing only on operational efficiency and financial effectiveness may work for organizations that simply exist and making do with minimal innovation or change, skillful emotion management is necessary to create organizational contexts that foster innovation and rapid change².

Take the example of Polaroid. Founded in 1937, the company dominated the polarized sunglasses market but they were more famous for instant cameras, outselling any other brand of instant cameras ever produced. On October 11, 2001, however, after the bombing of their new technology Polavision in the market, Polaroid filed for bankruptcy protection. So what went wrong? A common reply is that their R&D was majorly flawed and that their marketing strategy was virtually non-existent. But there was a deeper, underlying contributor that cannot be ignored — negative management dynamics and inter-personal tensions in the upper echelons of the company that rendered healthy debate and logical reasoning useless.

Not long after, Polaroid's competitor Eastman Kodak took over the market only to be ousted by Fuji in 1991. In Kodak's case, internal tensions were high as management realized that they had invested in a technology that was becoming obsolete in front of their eyes. The company was plagued with passive resistance from its workforce — a certain death knoll in the face of any transformation. Poor internal communication mixed with mistrust for the new innovations proved to be disastrous for the company.

History is replete with such instances — take British Airways, for instance. It was a time of great transformation for them from a sluggish, loss-making enterprise to a lean, highly regarded profit-churner. Collective mistrust, larger than life egos and interpersonal politics came together to cause the airline to nose-dive from a situation where they were enjoying record-breaking profits and high employee morale to a situation rife with unionization and mistrust. Robert Ayling, the CEO, once a hero to all stakeholders became the most distrusted and disliked man in the organization. The decline in employee morale was followed by a precipitous decline in customer service as the staff was reported being too angry or too tired to look after customers adequately. This came to a head when the company's stock price reached a record-breaking low of €3.23. Three weeks later in 2000, Robert was asked to step down by the board.



Negative management dynamics and inter-personal tensions in the upper echelons of a company can render healthy debate and logical reasoning useless

As practitioners of Human Resource Management, the onus of internal organization harmony lies with us. Achieving this necessitates that members of the organization, especially at the senior levels are emotionally capable and can recognize the triggers in their individual behaviors that cause negative behaviors across the organization.

One thing that any leader in the organization can start doing is to pass on the appreciation and praise to the lowest levels when something worthwhile is achieved. In other words, when the leaders stop taking credit for things that went well and give the recognition, through both words and deeds, to others in the organization, the probability that ongoing transformations would be successful increases tenfold. Needless to say, when things go south, the leaders should take the responsibility, ring-fencing their teams from any adverse fallout. For self-reflection, consider this. In your organization, do you have a shadow as dark as a monsoon cloud or a silver lining that shines after the summer showers? I'll bet that in most organizations, the shadow prevails. ☹️

¹ Weber, 1947

² Huy, 2015



Sharad Vishvanath
Group Head - Digital Banking -
Analytics & HR, Au Small Finance Bank

Failure to Launch - A perspective on the successes of transformation initiatives

Failures are still the predominant outcome of transformation initiatives. Can we build safety-nets to prevent failures during transformation?

We increasingly find all CEOs saying with even more emphasis in this VUCA world that the "Only constant is CHANGE". This coupled with the reality that if you don't transform or reinvent yourself in what are increasingly turning out to be shorter and shorter business cycles, you will either get disrupted or become irrelevant. Increasingly, TSR and company valuation/ stock prices are linked to that ability to transform and reinvent a firm with innovation, and smart and quick execution.

Take the example of Kodak in January 2018. The announcement and pivot for Kodak to become a technology company that is anchored in Blockchain technology to solve the rampant issue of licensing and copyright of photography and also start its own crypto currency Kodakcoin as means of immediate payment, resulted in its stock rising by over 220 percent in 2 days. While that may clearly be a short-term over-reaction, it tells you how investors value the ability to transform and the right time and speed of doing it. Credit to Kodak for being one of the first companies to use Blockchain or distributed ledger technology in photography copyrighting and licensing.

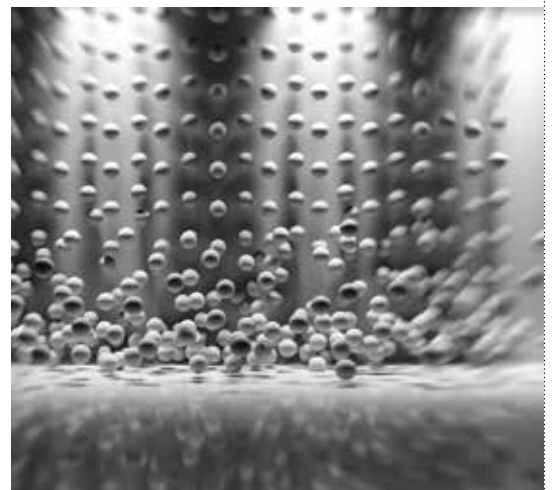
That said, the corporate and business world is littered with examples of failed transformation initiatives and consequent learnings are well documented as well. Research shows some are, for example, misunderstanding the strategic business need and operating model implications, operating culture challenges, over rotation on technology/ system outcomes rather than business or customer outcomes that the technology is being used to drive.

But unfortunately, failures are still the predominant outcome of transformation initiatives.

So let's examine a few critical pieces of the puzzle that, if followed, will help us to ensure we build safety nets to prevent failures during such transformation.

1. Establishing the '**need for change**' from a '**What's in it for me?**' perspective from a customer and employee, and linking that clearly to the business need or operating model realities. Follow the "employee needs hierarchy" while designing the project and communication plan. Very few transformations would not impact operating and governance model. We have to be deliberate about understanding those implications and build change and contingency plans around them. Also actively look for and plan for the impact on the operating culture i.e. how work gets done in an organization or how information flows, decisions are made, what the typical speed of execution is etc.
2. The transformation **execution team has to be small, agile and empowered to take calls** even if there is a risk of them being wrong as long as the issues can be corrected. Successful transformations don't always lend themselves to bureaucratic or democratic decision-making

It's typically a death knell for transformation success, where stakeholders feel as if they are victims rather than empowered executors of the transformation



and consensus-led change. Yet the execution team has to be balanced and cutting across key impacted stakeholders be it the customers, employees, functional leaders, even partners.

This is critical for the transformation being seen and actually felt as being DONE by the stakeholders rather than HAPPENING to them. It's typically a death knell for transformation success, where stakeholders feel as if they are victims rather than empowered executors of the transformation.

3. ***Remember customers, stakeholders and employees buy and get behind "experiences" not products, services or value propositions.*** Any transformation HAS TO focus on how it's improving or radically changing the "convenience" & "experience" around the facet of business that you are trying to transform. ***Always take the outside-in view on the "why and how" of the transformation as equally if not more important than inside-out views.*** Taking an only inside-out view for the need for transformation and 'what's changing' due to the transformation is normally a sure shot recipe for a failed transformation. Be especially careful or large technology transformation/ implementations as they often suffer from an ONLY inside-out and myopic technology reasoning but not the business reasoning for the change and thus fail.
4. ***Use "virality" as a bed rock of adoption which means that any transformation-led initiative should make life easier, faster and/or more convenient in the medium-term.*** Word of mouth adoption or implementation/ growth is the best foundation that you have to focus on laying down first. Then supplement that with a ***mandate to adopt the transformation***, by removing optionality for e.g. usage of say an old system/process, tech platform product variant or operating or governance model. Lastly give a 2-3 months overlap between old and new operating realities/systems/ processes/technology etc. for testing and ironing out operational issues. It also allows impacted parties to have adequate warning to help prepare for the impending change.
5. ***Be deliberate about assuming, anticipating and planning for a lot of "pain", derailments and resistance during the change and transition.*** Big bang approaches seldom work. Phase your change and always run a pilot with departments or segments that are key constituents, ideally small yet high profile enough. Always apply the minimum viable product (MVP) principle on the transformation execution and modify as many pieces as necessary, if it's not working. This doesn't mean you have to be slow in execution. You can and should just be deliberate but yet reasonably fast in execution timelines. And don't let perfect be the enemy of the good.
6. ***Recruit transformation "Evangelists"*** from the community which the transformation is impacting, in addition to the top leaders. These



Big bang approaches seldom work; phase your change and always run a pilot with departments or segments that are key constituents but are ideally small yet high profile enough

evangelists should be credible and ideally opinion leaders. Remember, for example, employees tend to believe what their managers say and customers believe what other customers they trust, say. Then leverage the evangelists and the corporate communication machinery to focus on over-communicating both the logic and realities of the transformation and the change it implies. But again, from a stakeholder 'what's in it for me' perspective for all impacted parties.

Finally, remember there are no legacy "holy grails". And keep things as simple as possible. So challenge status quo and question the need of every process, operating model aspects, governance protocols, approvals etc. Change or scrap them unless they pass the ease of experience, virality and new operations model/strategic business reality alignment test.

A great tool is to ask the "5 whys" * on each initiative for root cause and plan accordingly.

In closing, I would aver that following the principles outlined above (and if thought through and applied to a particular organization's context and not generalized) will allow an organization to greatly increase its probability to succeed in any transformation initiative. 🍌

* The 5 whys for Startups by Eric Ries, <https://hbr.org/2010/04/the-five-whys-for-startups>



Debashish Banerjee
Partner, Deloitte

An agile transformation process & culture is key

While large-scale organizational transformations were necessary since ancient times, the exponential, multi-dimensional, and geopolitical changes of today make it critical for organizations to understand what makes transformations successful and what makes them fail

The pace of change in today's marketplace and ecosystem is colossal. Changes in Information Technology, rapid changes in Customer Behavior, quick amendments in Government policies — all these factors are making it difficult for business owners to confidently undertake transformation that can yield the desired long-term outcomes. While large-scale organizational transformations were necessary since ancient times, the exponential, multi-dimensional, and often times, geopolitical changes of today make it critical for organizations to understand what makes transformations successful and what makes them fail. It can be ruinous for organizations, if they ignore these aspects.

If I were to list down the reasons of successes and failures of large-scale transformations, a decade ago, it would be project management abilities, organizational culture, change management etc. In today's environment, my top choice would

be the inability to predict what is in store for the future. Which organizations would have thought of running a company without actually owning the assets a decade ago? Today, the largest transportation company does not own a fleet of cars, the largest hospitality chain does not own any hotels; you have many such examples. Do we know what's next? More importantly, is your transformation initiative catering to current environment or the future ecosystem? Unfortunately, there is no magic wand; there is no crystal ball, and certainly no divine mantra which will give you a glimpse of the future. The key to success depends on two things — how close your predictions are of the future ecosystem (compared to your old, new and emerging competition), and how agile your transformation process is to accommodate changes in case a new dimension emerges. These transformations can take years and with the exponential pace of change, there is always the probability of being irrelevant by the end of the plan. Innovation is the name of the game. Inability to understand the complexity, inability to innovate or sense the innovation, and the inability to be agile can lead to misadventures and disasters.

The key to success depends on two things — how close your predictions are of the future ecosystem, and how agile your transformation process is to accommodate changes in case a new dimension emerges



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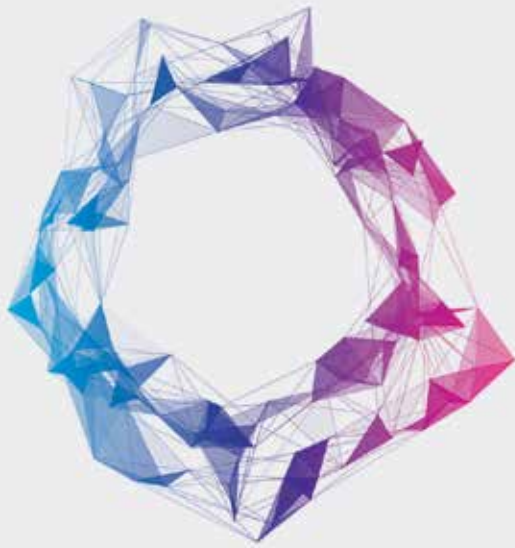
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In today's environment, the reason for failure of large-scale transformations is the inability to predict what is in store for the future

Now, imagine the enormity of the complication; the yesteryears' needs of stakeholder buy-in, project management, change management etc. are not going away. The pace of change and disruption are new elements. That brings me to my next and favorite point—organizational culture — the beliefs, values and principles that all your employees adhere to and whether or not it's conducive to such an agile ecosystem? Any large organization today has multiple generations (age) and multiple ethnicities (geographies) — imagine the convolution of this — is your Organizational Culture such that it can take everyone along? More importantly, do we understand the strengths that each one of our employees brings to the table, and whether we are playing to each other's strengths? Is the entire organization ready to embrace these strategic changes, followed by multiple other disruptions such as technology? The organizational structures need to be refurbished as the future of work is changing. Old generations, new generations, different ethnicities and now bots & machines — all will work in tandem. What should be the organizational structure to empower such future of work? Maybe the traditional organizational structures with the traditional rating systems will not work. Maybe organizational nodes with smaller groups focused

on smaller initiatives is the answer — it will be different for different companies depending on their vision and their maturity. The broader question is whether the owners/business leaders and the employees have the mindset to accept this. In summary, the main point I'd like to drive home is whether or not the transformational initiative that you have embarked on is aligned to your organizational culture?

In conclusion, I will like to draw parallel with the migratory birds. Imagine your organization is those migratory birds. I would like to believe that the process they adopted to migrate was rather simple earlier — there were some old and experienced birds who had successfully done it in the past, and some who got trained last time (close aides) would lead the journey. The timing was almost certain, place and path was almost certain, and it was all about the ability to execute, ability to fly in tandem, culture of helping each other by replacing some set roles (flapping of wings versus resting of wings) was more than enough. However, given the environmental changes that the Earth is experiencing, the regular migration might be fatal for the birds; multiple new dimensions, e.g. if the last place would still be suitable for the migration this time? Or did they get any hints of deforestation, would the weather there be changing by the time they reach back again? Earlier, deforestation was a rather slow process, now with the new tools and rapid pace of some economies, it might be a matter of weeks. Thinking on new ideas instead of migration might be a solution as well, should they do altitude migration instead of latitude? Should they think about hibernation? All these are catering to my first point as I mentioned above on thinking through the futuristic situation instead of the current. Second is the cultural piece i.e. while they were returning from last migration, did they think/venture out to explore some possible new areas as plan B for next time around? While flying, do they have a culture by which they can break down in groups and fly in different directions to report back on the safest ground? Did they appreciate such behavior? Or, is the culture brittle enough to part ways when such a situation arises. While flying, in today's environment, there is a high chance that they will experience a lot more irregular temperatures and winds – in those times, do some decide to part ways? Certainly not a great answer as they lose unity and it does not help either group.

Similarly, the new age transformation has to be aware of the new complicated and rapidly changing ecosystem. Being able to sense new dangers, being agile and flexible, trusting each other and playing to one's strength is almost a bare minimum in today's conditions. Migration is critical for the birds, they cannot avoid it. Transformation is critical for you to beat the competition, there is no running away. Thinking through all the above aspects and having a culture to adopt such changes with ease is a key. Certainly, easier said than done! 🍌



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*National Center For Chronic Disease Prevention and Health Promotion – Oct 2013, <http://www.cdc.gov/workplacehealthpromotion/businesscase/benefits/> accessed on 28/03/2016

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Sidhartha Shishoo
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Transformation is not Version 2.0

Transformation creates the future and has the potential to create huge value for an organization. But one in three CEOs says their organizations have failed to achieve the value they anticipated from previous transformation initiatives. Why?

In the words of Dan Schulman, CEO, PayPal Inc, *"The biggest impediment to a company's future success is its past success."* Organizations, most often, become victims of legacy and bask in the glory of a previous accomplishment, often ignoring the fact that success is no different from an unfaithful mistress that favors from time to time, only the boldest and the strongest. Such organizations are forced to react to the inevitable external factors that demand a sudden change. Change fixes the past. But, such remedial interventions leave the organization with zero or incremental results.

Transformation demands metamorphosis and is about leaving behind the past to create a new future and not get obsessed or complacent with the existing norms

Transformation creates the future. It has the potential to create huge value for an organization. While both Change and Transformation are progressive in nature, they are fundamentally different in their approaches. Transformation is not Version 2.0. It demands metamorphosis. Transformation is about leaving behind the past to create a new future and not get obsessed or complacent with the existing. If only, Amazon was obsessed with Books, the world would have missed out on the largest Internet Retailer. Jeff Bezos, the visionary founder was inspired by the dictionary meaning of the word Amazon because it was a place that was "exotic and different" and that's what he wanted his company to be. The river Amazon which was also the biggest river in the world inspired him to make his bookstore the largest in the world. He did not stop there. The company that was started in 1994 as an online bookstore today is an e-Commerce and a cloud

computing giant, which also produces consumer electronics (Kindle, Fire TV, Echo etc.) and runs Amazon Prime Video, an Internet-based video on demand services. Transformation doesn't mean that we drop what we do well but to re-engineer it to greatness. It is important to continue doing what we are good at and do it extremely well and diversify into areas where you could have a big play.

While transformation and change have become the buzzwords for some-time now, some organizations still use these two words interchangeably. This, in my mind, is the first and foremost of the barriers to success. While every transformation leads to a change, every change does not lead to a transformation. It is important for an organization to identify the need for a change vs. transformation. Transformation is a decision internal to an organization. Transformation is inevitable. You either transform or undergo stasis, followed by a slow decline and death. Successful organizations are either transformation leaders or early adopters. The rest are simply catching up. Speed is the new currency in this age of digital disruption and any significant loss of time could render the entire transformation effort worthless, making it almost impossible to catch up, leave alone compete with the market leaders. There are lot more factors that could derail the transformation journey.

One in three CEOs (34 percent) say their organizations have failed to achieve the value they anticipated from previous transformation initiatives. Here is why:

(i) Discounting the "business first" approach: Transformations that begin with a specific technology (rather than with strategic objectives) are twice as likely to fail. For example, Internet of Things (IoT) has gained momentum and most organizations have embarked on the pilot deployments that aim to solve specific business issues have become successful. While IoT holds huge promise to deliver value, the organizations must understand that taking the decision to scale based only on technology would be a folly. To derive maximum value, organizations need to take a step back from the technology and adopt a

business value first approach. A new thinking is required before adding technology scale. If Energy IoT can cut down costs for an organization by 20 percent through temperature sensors, it is also important to assess whether this could be done without impacting the quality and experience of the customer. Else the trade-off between cost-reduction and the client experience would end up as a costly affair. Therefore, technology should only be an enabler and not the driving factor.

(ii) Not focusing on the operating model changes: In a global transformation survey by KPMG, 37 percent of the executives stated that the greatest execution barrier they face during transformation is under-estimating the significance of changes to their current operating model. Organizations sometimes go full-steam with the new organization design without fully understanding how it could create value. They fail to establish the critical link between strategy and the operating model. While it is essential to have the strategy in place, organizations need to go beyond the structure to define their entire operating model —



the blueprint for how resources will be organized and operated to deliver the strategy. Unless, all the elements of the operating model — design, ownership, governance, critical behaviors as well as the way people, processes, and technology get integrated to deliver key capabilities, are not clearly defined, the transformation is set up for failure.

(iii) Disregarding the cultural connection: A 2016 Gartner publication identifies 'culture' to be at the root of many failed business transformations. While most organizations do not assign explicit responsibility for culture, the role of culture in a transformation journey should not be undermined. Culture includes the value system that drives behaviors, decision-making processes that define the pace, direction and leadership style that garner commitment and accountability, engagement models that define the winning capabilities and their imperatives....so on and so forth. All of this will have significant bearing on value creation. McKinsey experts estimate that 70 percent of transformation programs fail to generate momentum and sustain long-term change for

avoidable reasons related to ownership, structure, or communication. With the ever increasing complexity and competing priorities in the workplace, garnering the attention and commitment of the workforce is the key. It isn't just sufficient to have a high-velocity decision-making environment at the top, it is equally important to drive a culture of agility and collaboration across all levels. Unless, there is buy-in from all leadership groups and deep misalignments, if any, are weeded out early on, the transformation would, undoubtedly, fail. And, as we embrace the new *avatar*, it is equally important to not lose sight of why a certain culture existed in the first place. Culture needs to keep pace with how the business is transforming without losing its fundamental ethos.

(iv) Inability to execute: Execution is about mobilizing and streamlining resources to consistently deliver excellence in the area of play. It begins with defining the key winning capabilities and limiting it to top 2-3 to be able to gain depth, followed by a careful assessment of what we have in the current talent landscape and the skill gaps that need to be filled. No matter how solid the strategy is or how advanced the technology is, the execution would fail if the organization

Organizations can fully harness the value of transformation only if they are able to reduce layers, fix accountability, drive collaboration and nurture winning capabilities

is grappling with some of the drag factors like Complexity, Bureaucracy, Lack of Accountability and Skill gaps. For example, if the organization is still following hierarchical structures and waiting for sign-offs for decisions that could easily be standardized and delegated, especially in the areas that impact transformation, there is a problem. The divide between the different leadership groups having competing priorities could also pose a severe execution barrier. Organizations can fully harness the value of transformation only if they are able to reduce layers, fix accountability, drive collaboration and nurture winning capabilities. This also translates to placing high stakes on key talent and faster decisions on people that don't live the organization's values.

The journey of transformation is all about making your own recipe of success. There is no one right way of doing it. There would be periods of ambiguity. There would be missing pieces of the puzzle. There would be setbacks. But a transformation is bound to be successful if the organization has its strategy focus on the customer, encourage a culture of curiosity and continual innovation and learn to thrive to constant change! 🍌

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Arjun Pratap
Founder & CEO, EdGE Networks

Transformation programs and the reinvention of organizations

Transformation agendas are driven by performance goals, the need to stay ahead of competition, or even disruptions taking place in the market

"Transformation isn't about improving. It's about rethinking." – Malcolm Gladwell

Transformation is one of the riskiest, sometimes the most unpredictable and often earth-shaking thing a company can choose to do. But one success can set the organization on the path to future accomplishments like nothing else can.

More difficult to design than change programs, transformation agendas are driven by performance goals, the need to stay ahead of competition, or even disruptions taking place in the market. Virtually everything about the way a business is conducted could potentially undergo change.

In other words, to reinvent the organization and discover a new business model that can help the organization realize a compelling vision for the future is what a transformation is undertaken for. However, it is considerably more unpredictable and iterative than change. What's more is that it comes with much higher risk. According to a McKinsey study, the failure rate of large-scale transformation programs has hovered around 70 percent for many years. This high failure rate is worrisome and echoed by many executives across the board.

Almost 85 percent of companies are expected to transform their businesses in the next five years, according to innovation expert Scott Anthony¹. That would mean roughly 60 percent of all companies will experience transformation failure in that time as well. This comes at a huge cost where the

end-result is wasted resources (including managerial time and effort, money) and low workforce energy and morale.

Yet with the volatility in the business environment, companies cannot afford to let high failure rates frighten them away from transformation initiatives. It's clear that companies simply must transform if they hope to stay ahead of the forces reshaping their business environment, and data concurs that the appetite for bold transformation is strong with business leaders today.

Why transformation?

With successful transformations, organizations are known to achieve key targets in areas such as customer satisfaction, innovation, and revenue growth. Plus, they develop capabilities that will keep them competitive in the long term. To enable a successful transformation, ensure these areas of focus are built into your road map:

Build agility into your organization

To be successful in this environment of rapid, simultaneous, and never-ending change, organizations must grow their agility not just to thrive, but to survive. In fact, senior leaders are starting to acknowledge how important agility is to their

Almost 85 percent of companies are expected to transform their businesses in the next five years but roughly about 60 percent of all companies will experience transformation failure in that time as well



success as well as survival. In a PwC survey of 1150 CEOs, 76 percent stated that their ability to adapt to change will be a key source of competitive advantage in the future. A study by McKinsey found that 9 out of 10 executives said organizational agility was critical to business success and growing in importance over time. The Project Management Institute's Organizational Agility Report also arrived at the following equation:

Greater organizational agility = Better performance = Improved competitive advantage.

In short, the speed of adapting to change is of the essence. The faster the enterprise moves, the easier it is to turn a business challenge into a new business opportunity.

Transformation success requires a similarly agile approach to technology decisions, which must deliver greater value to customers and allow the organization to thrive on change. Technology decisions should be made through a “business value first” lens. Rather than incur costs from replacing legacy technologies, many transformation initiatives achieve more rapid returns by maintaining those legacy systems and integrating new technologies and platform providers for value creation. Recent advancements in technologies such as digital, cloud, robotics, cognitive/artificial intelligence, and other platform providers allow organizations to pivot faster, and provide more capability and flexibility to the business.

Develop an enabling culture

Not unlike a political or social movement, transformation efforts will not achieve the desired results unless people buy into it for the long haul. And to ensure that happens, an organization's leadership must go all out to win employees' heads and hearts — by helping them understand the outcomes that will result from their efforts, what they must do to make the transformation succeed, and how it is tied to their individual success.

Leaders will need to develop in their teams the required learning agility or the ability to be flexible and to adapt, as things evolve. They also need to think ahead of the capabilities the organization will need when transformation is required. With transformation being an iterative process, the onus falls on the leadership to fundamentally remake their organization's culture. They must build a culture in which people expect and embrace change, and ensure that they have the right skillsets for tomorrow. Anticipating that customer demands and technologies will constantly change, executives need to put into place programs that train and retrain talent on an ongoing basis and recruit the right talent as new and required skillsets evolve.

Learning and organizational development teams are uniquely positioned to drive all these aspects of transformation. They understand how to engage and teach employees over time, and have access to the platforms, systems, and tools to reach them.

Business driven HR


Aligning the corporate culture, structure, and



Transformation success requires an agile approach to technology decisions, which must deliver greater value to customers and allow the organization to thrive on change

talent with business strategy is challenging, complicated, yet necessary. Strategic shifts such as new products and services, market expansion, evolving growth strategies, innovative technology, new leadership, or mergers and acquisitions, all impact an organization's most valuable asset: its people. And HR must use its core strengths to become the bridge between business and talent to make the transformation program a success.

Looking beyond the human talent, executives must determine which business and operating model components can benefit from digital labor. Many experts believe that organizations must build digital labor into the talent strategy of their organizations, and determine where new technologies can augment human labor or, in some places, replace it. Executives must consider what skillsets people will need to maximize the benefit from the capabilities of these new technological enablers.

Today, organizational priority has shifted to transforming the business and operating models with technology tools, time commitment, appropriate resources and decision-making authority so that innovations can be created and implemented. When transformations succeed, organizations are able to make notable improvements in key areas such as customer satisfaction, innovation, and revenue growth. Further, organizations develop capabilities that will keep them competitive in the long term and can future proof them for some time to come. 

¹ The First Mile: A Launch Manual for Getting Great Ideas into the Market

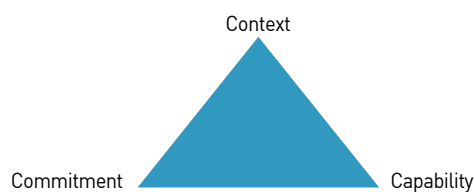


Samir Nakra
Director – Performance Excellence,
HR, RBS

A multi-step approach to transformation journeys

Transformations are complex and are affected by multiple factors like technology, culture, capability or deeper systemic issues that are not directly visible. And there is no one-size-fits-all solution

There'll be nothing new if I say that transformations are a big challenge for any organization. Numerous organizations have struggled to achieve the purported advantages of a transformation, frequently falling back to the grouse that our people weren't aligned or committed enough to make it work! Many millions of dollars are lost in this battle of change where organizations fail to achieve the full benefits of a transformation. There are many models and approaches available to make it work, but the fact remains that transformations are a big challenge for any organization. They could be affected by multiple factors like technology, culture, capability or deeper systemic issues that are not directly visible. Transformations are complex and there is no one-size-fits-all solution; in the paragraphs below, however, I share an approach that might make transformation a wee bit more successful.



Start with the 3C's the 3C's comprise *Context, Capability & Commitment*. In the numerous change initiatives I have seen, it is usually not the strategy that is lacking, but the gap in the articulation of strategy to the last level. Business does engage employees through mailers, town halls, communication video, the company website etc. but there isn't enough sharing of the context, which answers questions like "Why do we need re-structuring and how will it help the company?", "Will my job become redundant with the new technology?", "Will outsourcing cost me my job in the coming months?" Change is driven more by emotion than cognition, and businesses need to enable leaders till the last level to address concerns and queries from their team members confidently.

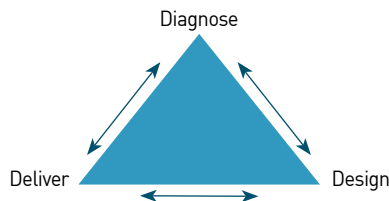
Change is driven more by emotion than cognition, and businesses need to enable leaders to address concerns and queries from their team members confidently

The next C is that of *Capability*. Any successful business is underpinned by a clear set of functional and behavioral competencies that support the value chain. If there is a fundamental shift in the business, these competencies need to change; this is where the old ways of working conflict with the new and the overall plan starts to drift. A successful transformation plan requires a robust capability plan which comprises functional and behavioral competencies that link back to the new success measures for business. In my experience, I have seen that it is usually the behavioral competencies that are more difficult to achieve and need more focus, reinforcement, and measurement. Developing and measuring their success ensures that we fundamentally shift the ways of working in organizations. One point of caution — these development plans should be made BU wise and should not be a *one size fits all solution!*

This brings us to the last and most complex part, of *Commitment*. While capability building helps build commitment to some extent, commitment itself is driven by feelings which are impacted by a complex set of emotional factors. Humans are driven by their primal instinct and at a subconscious level, want their leaders to inspire confidence. They want their leaders to articulate with conviction and inspire trust, before they

commit to a change. It might not be apparent to us but team members read their leaders through fine lenses to look for intent. Their filters look at anything that's out of the ordinary e.g. the choice of words, a change in tone, a twitch in facial expressions, the blink of an eye, an out of context reference — this makes the job of leaders difficult as the only way you can lead your people is by being transparent. A good way to assess that a transformation is working is by knowing if there is enough positive noise, reflection and challenge from people. It means that people are thinking and wanting a dialogue and if businesses can create an environment for this dialogue, then they are on the way to true change. Alarm bells should start ringing if there isn't enough noise and things seem to be cruising along, as it probably hides discontent and is the symptom of deeper problems.

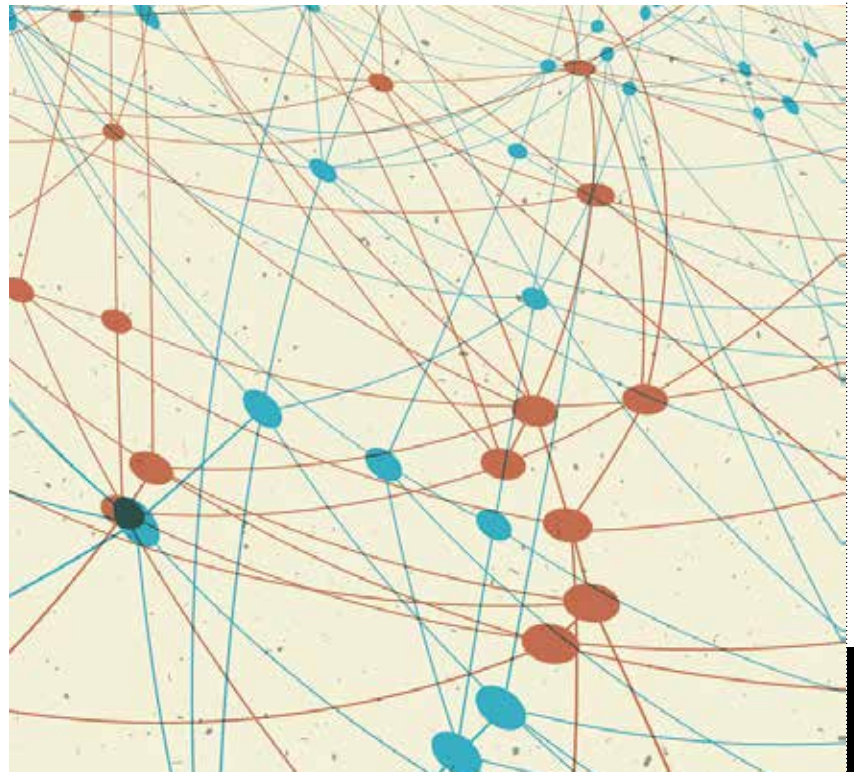
So how do we make these efforts more robust? I propose a three-step model of 3D's



The first and possibly the most critical step is that of *Diagnose*. A well-designed diagnosis would probe deep to understand the current state of the 3C's. It should not limit itself to obvious symptoms, but look at issues at a deeper level e.g. Is there alignment at an organizational, business unit and functional level? Are there silos that will impact the transformation? What's the political landscape? Who are the power centers and what power do they wield? Is there an elephant in the room that needs to be brought out in the open? What do success measures look like? Where and when do we measure them? Is there a culture of trust or victimization?

Once we have done the Diagnosis, we move to the next step of *Design*. The Design would include answers to questions like, What will be the duration of the transformation program? Who will lead it within the organization and supported by whom? Which will be the forums to report the measures of success and how will we manage performance? How and where will we address and leverage the power and political landscape of the company? Which functional and behavioral competencies will we develop and how will we measure the return on investment?

The last step of Deliver starts once the design has been signed-off. A good design should run for at least 12-18 months, with clear milestones and measurables. It should have clear accountabilities at each level apart from the HR department and the CEO's office. The most critical part at this stage to achieve behavior change would be to



A successful transformation plan requires a robust capability plan which comprises functional and behavioral competencies that link back to the new success measures for business

ensure that the measures identified at the design stage are reviewed at regular intervals. These measures should go down to the level of the first-line manager to link it to what people actually do. This is important because people get clarity and confidence once people see a connect between what they do and organizational success. The loop closes once again with Diagnosis! The program team along-with OD/HR should design quarterly success measures into the review. These should be adhered to rigorously and looped back into the design for course correction. The reviews should also be used as an opportunity to celebrate success and also communicate this success back to the employees. A *golden mantra* during this phase should be to communicate, communicate, communicate!

Technology will impact every aspect of work and transformations are something every organization, business and function will have to deal with. Work process will change and so will structures and business delivery models. In all of this, it will become even more important for a business to develop hard and soft skills that support transformations. 🧠



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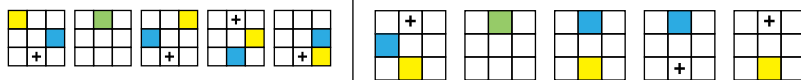
Transformation require paradigm shifts

Any transformation effort is fraught with challenges as the complexity of the pattern spreads across a cultural one, a vision one, a structure/systems one, execution and communication one

Transformation requires a primary ability to recognize patterns. Any transformation effort is therefore fraught with challenges as the complexity of the pattern spreads across a cultural one, a vision one, a structure/systems one, execution and communication one – at the least.

Let us for the time being consider the pattern below. The question is, which is the logical transformed pattern (from the set in the right), in sequence with the set on the left?

We have possibly solved problems like the one below a few times as part of adaptive-intelligence tests. In reality, a successful outcome of a transformation is much more difficult to obtain as there is an element of multi-variables (not just the yellow/blue/+, a much more erratic sequence of movements and most importantly, an element of time. Whereas many challenges may be solved by a larger cohort of people with time, transformative change-drives have a lower cushion on time, which creates a significant impact on the decision-making/communication/execution process and thereby on the outcome.



Transformations fail when there is an inability to view larger combinations, back-burner issues that are actually critical and taking assumptions without due diligence

A production manager was facing a series of unreported near-misses and existing fatalities at the workplace, arising out of low alignment on the culture of safety. The organization had made enough investments in both contract and on-rolls

personnel on repeated trainings on safety, expensive personal protective equipment, continuous communication, externally facilitated sessions/workshops on safety, etc.; employees did not have safety on the radar — a study of the goals and objectives of employees in the manufacturing function in the organization revealed that less than 40 percent of the employees had even a mention of the word ‘safety’ or anything close to it. Close monitoring, penalties and even costly implementation of basic pillars of the TPM did not do much justice to the cause of safety. The production manager who used to be a University-level athlete started taking out workmen and executives out on a Saturday walk for a half-hour, tracked through a small fitness device. A few Saturdays later, he did not have to take them out — people were already out on their own, compressing the lunch time and busy comparing numbers displayed on their device – in terms of how correctly or incorrectly the device was measuring their steps, and how much they were doing and whether it was being honestly done or not, and so on and so forth.

When they were comparing, they were talking. When they were talking, they were closer. When they were closer, they did not need to ask for ‘appointment’ time to meet the supervisor and upwards on the floor to report issues and near-misses. Bringing in a culture of safety, that is as critical in a production environment or for that matter anywhere to prevent loss of license-to-operate, seemingly had nothing to do with engagement on the floor through a wellness-device. But it actually did, in this case. In an organizational context, the culture of dialogue and engagement and reduced hierarchy resulted in a process of profound and radical change that oriented awareness and execution of principles on safety towards a new direction and took it to an entirely different level of effectiveness.

In the pattern diagram, the yellow color of safety moves clockwise along the outer squares (and transforms into green when combined with the blue of engagement or ‘talking together’). This is not an ordinary sequence, as the blended color creates confusion (initially, unless traced regularly

to be able to understand the long-term advantage). If we follow this sequence, the answer should have yellow in the middle bottom square. Therefore, answers two and four can be eliminated. The blue color moves counterclockwise, moving two squares around the outer squares after each step. Therefore, in the answer, the blue should be in the middle upper square. The plus sign moves from the bottom middle square to the upper middle square after every transition. The plus sign is not visible when there is a color on the same square. In every step of transformation, there are hidden elements — good or bad; Transformations fail when there is an inability to view larger combinations, back-burner issues that are actually critical and taking assumptions without due diligence.

Transformation requires a higher plane of thought, and simultaneously a tremendous eye for detail, and the ability to understand that seemingly dissimilar elements may couple together during a transformation effort, to create a sum larger than the parts, or the other way round.

The study “Influence of participation in strategic change” by Lines (2004) confirms a positive correlation between participation and success of transformation. This participation in a time-bound transformative change requires a high level of goal-focus and attention on a set of activities or processes that lead to a future state, which, in most cases, most participants have no experience of, or have visibility to, and therefore, not aligned on. In the context of transformation, Hahn (1994) states that “Employees are asked by means of targets (...) to perform activities using certain resources in order to achieve the intended future states”. Furthermore, Evers and Körfer (2015) point out that the ability to break-down new goals into tasks and activities are equally important, and that requires a stage of negotiations, acceptance, and willingness by the people to accept the execution of goals. This is important as it helps employees to measure steps up the ladder, experience outcome of the efforts and therefore be ready for the other steps together and align with the long-term vision. It also brings in change gradually, with minimal shocks/disruptions.

Transformations fail in the absence of a few fundamental ingredients:


- 1) The ability to eliminate or minimize hierarchal decision-making
- 2) Focus on groups and teams, rather than individuals (change-champions are individuals though, in most cases)
- 3) Interim measures and controls to track progress
- 4) Reduced internal competition and silos towards building trust
- 5) Blending/balancing organic and inorganic capabilities
- 6) Ability to define end-steps or future steps expected out of transformation
- 7) Realizing that the competencies required to transform are very different from those required to innovate or maintain status-quo or business-as-usual growth.

Transformation requires a higher plane of thought, a tremendous eye for detail, and the ability to understand that seemingly dissimilar elements may couple together during a transformation effort, to create a sum larger than the parts, or the other way round

Surprisingly, efforts labeled as transformative, may also be deceptive in order to create distractions. Take the example of a large promoter-driven organization embarked on a ‘transformation’ effort with money invested in through multiple investors. The transformation effort was initiated when the investors pressed down on payback arising out of an over-sold deal. In this case, the intent was to gain timelines to avoid rising pressure from the investors (rather than an effort to change internal culture and processes fraught with leakages), and therefore failure was destined. Most organizations, however, indulge in a transformation process arising out of a genuine need to alter form, structure, shape, processes, business value proposition in order to reposition itself in the face of changing market/customer expectations.

Apart from ensuring at a minimum that the above ingredients exist for any transformation effort to be successful, Fred Luthans through his research and study of organizations undergoing this change, emphasizes on focus towards the following elements required for success:

1. Human process intervention (guiding individuals, mentoring and counseling, continuous dissemination of learning, etc.);
2. Techno-structural changes (downsizing/outsourcing, redefining jobs and tasks, business process revamps, etc.);
3. Strategic interventions like rigorous business planning and ability to re-establish the cultural factors (philosophy, rules, observed behavioral regularities, norms, dominant values, organizational climate, etc.)

As organizations attempt to move from existing models into new ones, the elements of Galbraith’s model (Strategy, People, Structure, Rewards Process) are impacted and task-uncertainty increases, and therefore requires the ability to process information faster. Transformation-goaled organizations need paradigm shifts in the way organizational learning happens, and in terms of how it reacts to the environment and internal factors. I would not be surprised if there is a significant correlation and combination of core self-evaluation factors [self-esteem, self-efficacy, locus of control, state of anxiety (neuroticism)] at an individual level, and larger cultural factors that Hofstede talks about in terms of Power Distance, Uncertainty Avoidance, etc., that breaks or makes transformative outcomes. 



Anita S Guha
VIO Talent Advisor, IBM India Limited

Carrot & Stick of Sustainable Transformation

A deeper and more sustainable change includes the carrot of internalizing the "Why?" of transformation and then, aligning that 'why' to the individuals involved in executing the change

Transformation' – a word used so frequently across corporations worldwide that it is more conspicuous by its absence.

Unfortunately, we don't have the luxury to avoid transformation – it confronts us at every turn – in the way we work, deal with our clients, lead our teams, organize, behave. It is a way of life, an explanation of an experience, a call to action. It is an urgent, dynamic, and hopefully progressive response to our context – the Volatile, Uncertain, Complex and Ambiguous (VUCA) world in which we live. It is here to stay. And yet, when organizations exhort their employees to transform, a vast majority fall short of expectations. What are the hurdles that come in the way? Or, put differently, what conditions are conducive to successful, sustainable organizational transformation?

My contention is that it all boils down to finding the right combination of carrot and stick. At its heart, the carrot answers the "What's in it for me?" question that motivates us to change. It could be an incentive in cash or kind – although, such transactional rewards tend to have a superficial and relatively short-term effect. A deeper and more sustainable change includes the carrot of internalizing the "Why?" of transformation and then, aligning that 'why' to the individual involved in executing the change. We like the status quo, it is comfortable and safe. We need someone 'inspiring' to pull us toward something different, something better. That's where the leader's ability to articulate the 'why' persuasively and to walk the talk in terms of practicing what he or she is preaching is critically important. And it's not just about

communicating an intellectual understanding of 'the why', but also about tapping the emotional gut feeling around it. The rational plus emotional combination converts a plan into a dream, engenders hope for a better future, motivates us to overcome despite setbacks, empowers us to embrace transformation!

The pull of the carrot is necessary but not sufficient, however. A contrarian voice from within the depth of my gut growls back in resistance. I am paralyzed by the fear of the unknown and then angry at the painfulness of the churn to come. But mostly, I am tired of the persistent nature of transformation. It just keeps coming in waves: inexorable, inevitable, unrelenting. Perhaps I need to allow myself time to go through the Grief Cycle before I am ready to accept. And still, I wonder how to mobilize the strength to "become comfortable with the uncomfortable." I ask myself, "Is it really worth the effort?"

Turns out that it is not enough to count on the promise of a carrot to drive transformation; we also need the burning platform of a stick to force an individual, a team, an organization to change. The stick provides the urgency to counter Dilbert's trenchant, "Change is Good! You go first!" It adds the imperatives, "I should", "I must", to the "I will" of change. At its most extreme, the stick is a threat of loss of job, loss of status, loss of anything that one holds dear. But it does not have to be a threat. Fundamentally, the stick eliminates the option of going back to the status quo and, thereby, fosters commitment to look ahead to change. It gives us that necessary push to fight our natural inertia. It makes it no longer only a choice but also an imperative to transform or to perish.

The success of a transformation initiative is seldom about the quality of the decision and direction of change. It is far more about the commitment behind the decision to change. And that commitment is reinforced and sustained when the pull and push come together, when both carrot and stick align to make transformation sustainable. 🍌

(The views expressed by the author are personal)

The success of a transformation initiative is seldom about the quality of the decision and direction of change; it is far more about the commitment behind the decision to change

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Transformations require a mindset change

Most transformations essentially fail because the leadership teams fail to deliver. So, what does it take to transform and succeed?

The true essence of a transformation is a marked change in form, nature or appearance. When we refer to the transformation of an organization, it states the process of developing a [strategic] plan to alter the business processes through modifying policies, procedures, and processes to move the organization from an "as is" state to a "to be" state.

Most transformations essentially fail because the leadership teams fail to deliver. So, what does it take to transform and succeed?

The first step is foresight and clarity of vision. It is imperative for the leadership team to understand the marketplace, key offerings, differential proponent vs. competition, value proposition of its (new) offerings, to name a few. There must be a definitive plan to execute the vision and mission of the company to the clients, employees, business partners, investors, government regulators, external stakeholders, etc. Many CEO's do not think through all these parameters carefully nor understand the 360-degree impact of these business decisions.

Organizations must reinvent to create differentiating value for clients, stakeholders and the society

The second point is around flexibility or being open to change. We live in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world that is forever changing and the velocity of change is also high, mostly triggered by technology changes. CEOs or organizations fail here as they are not able to adopt an approach which helps them align with the ever-changing requirements.


Thirdly, most transformations require a mindset change within the organization. This is a big challenge. Many leaders either do not put much weightage to this nor have the right advocates to enable a successful change-agent shift in the mind-

set and culture across the organization. Communication, Communication, Communication is the mantra here.

IBM is the only company in our industry that has reinvented itself through multiple technology eras and economic cycles. We do so for one reason: to create differentiating value for our clients, our stakeholders and the society. For an organization to achieve a successful transformation, a change in mindset alone is not sufficient. The management has to ensure that its workforce develop new skills and or re-skill themselves to meet the demands of the marketplace. Another key aspect to a successful measure of transformation requires listening deeply to clients, employees, partners etc. At IBM, we conduct pulse engagement surveys. The text analytics on the vocabulary that the internal IBMers use or the Net Promoter Score (NPS) that is deployed with the customers provide a robust and candid feedback on the transformation taking place.

Organizations must also leverage relevant new-age technologies (Cloud, Digitization, AI, Machine Learning, Design Thinking, etc.) to counter the velocity of change.

Finally, it is the systematic approach which eventually defines success — this holds good for the implementation of people policies, talent management, communication strategy, understanding the clients, implementing 'new ways of work', addressing attrition, ensuring adequate training and re-skilling of the workforce, etc. The success of any plan depends on scheduling leadership reviews to ensure checks and measures and how work gets delivered at measured frequency which allows for iterative adjustments so that the organization does not deviate from its end objectives. However, the pressures of transformation make it a highly challenging journey and one has to ensure that all through, there is sustained messaging around ethics and integrity.

In closing, I would like to reiterate that excellence in execution can be the biggest derailment factor that requires maniacal focus and passion which must flow from the top management to each employee across the organization. 

Chaitanya Peddi - Darwinbox

Implementation is as critical as choosing the right HRMS

HRMS implementations done 5 times faster and better - The Darwinbox way



When it comes to HRMS, the importance of choosing the right product is undeniable; but it is the importance of good implementation, that is often underplayed.

Getting returns on investments is of utmost importance for any business; and delayed or faulty implementations not only increase the time to value, but also hamper the significance and impact of the product in overall business context.

Global HR suites take anywhere up to 12 months or more to implement their solution for a Large enterprise.

Not just that, the traditionally followed phase wise implementation approach leaves the strategic pieces of HR to the end of the subscription cycle! This undermines the strategic value derived from the product.

Although the things that can go wrong during implementation are innumerable, the chief challenges originate from two

perspectives: the organization or the technology provider.

Organizations often fall prey to the long term implications of critical choices and processes they adopt during the implementation phase. Most of them listed here can be avoided to deliver success.

As-is Process Mapping: Before starting the implementation, a proper mapping of which processes fit as they are and which need to be redesigned is a must. Implementations get both complex and time-intensive as organizations take the route of customizations to fit their processes as-is instead of aligning themselves to alternate or newer practices that ensure the ultimate outcome.

Data guy is not the change-maker: As tempting as it is to choose someone familiar with the everyday process, implementation of this scale needs a champion with not only the skill but also

Even the best product can fail badly if not supported by a strong implementation strategy



the authority to power change for better.

Adoption is not DIY: Complete does not mean successful. True value of a system is realized only when it is adopted by its end users and most implementations have failed for the lack of proper change management practices to drive user adoption.

While the above mentioned points highlight what typically goes wrong at the organization's end during implementation, **it is the technology provider that has a bigger role to play.**

Strategies for 5 times faster and successful Implementation:

At Darwinbox, we set out to question the time to value and effectiveness of the traditional implementation processes and arrived at top 3 strategies for significantly faster and better implementation. After 80+ implementations and having migrated a 10,000+ employee organization from a global product in as low as 6 weeks, we can vouch for the success of this strategy.

1 We keep it all in-house

Outsourcing implementation has been the norm followed by global leaders in HR tech, often resulting in unwanted roadblocks and delays. At Darwinbox, from the first point of contact to the last, it is one organization and ideology that touches the clients. Insights gained during the sales process are carried forward to implementation stage by same team to drive results in shortest possible time. It also ensures that what is promised is ultimately delivered.

2 Not just tech, we bring HR skill to the table

Implementations by technology vendors have struggled to bring desired process alignment within targeted time as they lack the much needed functional expertise to engage with the business user. We believe implementations are the best time to tweak processes for overall betterment. Hence we come with a team of not just technical specialists but people with strategic understanding of the HR function. This brings the much needed foresight & agility to the process.

3 Product features that speed-up implementation

While transitioning from one system to another is easy when data is structured and organized, the real challenge comes when large volumes of employee data are sourced from excel sheets and disintegrated systems. Keeping this in mind, Darwinbox product comes with full support to receive inputs and process data from such unorganized sources. It brings intelligence and efficiency to the process by adding robust data cleansing checks and validations.

Chaitanya Peddi is the co-founder and product head at Darwinbox, a new age end-to-end HR Technology platform for enterprises. XLRI alumnus and ex HR consultant with Ernst & Young, he has previously consulted global firms on Organization Design and Performance

Visit www.darwinbox.com to know more.



No creativity, no theatrics, just plain business speak

What is business storytelling is about? How can you harness the power of stories in your business conversations?

I really believe that we must choose our words wisely. Over two decades ago, I was working as the ex-ecutive assistant to Shiv Nadar, the founder and Chairman of HCL Infosystems Limited. We had recently terminated the contract with our current advertising agencies and asked some of the big agencies to pitch for the account. Over a week, every single day, two agencies were scheduled to pitch to us and tell us how they would help to grow our business. I remember an incident that happened during one of these meetings. The CEO of one of the bigger agencies was standing next to the screen, at the head of the table, ready with his presentation. Shiv walked in, said hello and sat down. The agency CEO started his presentation by saying “Thank you very much for this opportunity. We have spent the last few weeks meeting some of your customers and studying the industry, and while this may not be the best strategy (or our best effort), it will reflect the direction we think we should take, for building the HCL brand”. And then just as he was about to share his

strategy, Shiv stood up and said, “I have no time to waste listening to something that is not the best strategy/effort. Come back and present when you think you are ready with your best”. With that Shiv left the room. That is why I believe choosing the right words is extremely critical.

This is a story I was told over a year ago by Sukanto Aich who is now a Senior Director in Philips Lighting. A story so impactful that not only do I remember it more than a year later but also I am reminded of it every time I am preparing for a presentation or a keynote. This is what business storytelling is about. Sharing experiences and anecdotes that have shaped the opinions we have. These can be experiences we have personally had or have read about. We call it ‘Little S Storytelling’. Very different from ‘Big S Storytelling’ like legends, fairytales or epics. These are stories that are long and require creativity in their making and performance in their delivery.

Many business managers I meet think that for their stories to work, they need to be big and grand and follow complex plot line. Unable to mold their stories into this form, they then conclude that storytelling cannot successfully be used in business, at least not when it comes to everyday situations. Or maybe only a few creative and gifted people can be storytellers. But this couldn’t be further from the truth. Storytelling in business is about telling ‘Little S’ stories. Simple narration of real experiences we have all had.

Another belief that seems to be held by many people is that to be an effective storyteller, they need to be coached in the ways of the theatre. Indeed, there are organizations that espouse this and offer theatre training as part of a business

Business storytelling is about simple narration in a regular voice, usually brief, and conveying a specific point



storytelling induction. Again, this is not the case. Business storytelling is about simple narration in a regular voice, usually brief and conveying a specific point.

Storytelling in business needs to be invisible

There is a reason for this. Imagine that you are one among ten people sitting in a conference room waiting for a very important meeting to start and someone in the room says 'let me tell you a story'. Pause and think — what would be the first thing that would go through your mind about that person. Take a minute.

If you are like 95 percent of the 1000+ senior leaders that have gone through my workshops then your first thought would be along the following line — 'Why is he wasting our time?'; 'It's time to be serious'; 'What an idiot'; 'Has he not prepared for this?'; 'How long will this take?' or 'Why do I have to listen to it?' Very few of you, the 5 percent, would say 'Maybe he has a point' or 'I hope it is interesting'.

We need to avoid falling into this trap. And we can do that by ensuring our storytelling is invisible.

There are three things we must avoid if we want our storytelling to be invisible — too many details, the storytelling voice, and not having a business point. Let me demonstrate this with a story I often tell when I want to emphasize that little things make a big difference.

In 2007, during the Iraq war, a general stationed at a riot-prone Iraqi town, noticed that almost always, 4-5 hours before riots erupted, a crowd would build-up at the Plaza. He went to the town's mayor and asked him whether he would be open to removing food vendors from the plaza if the American general were to ever request that. The mayor agreed. The next time the general saw a buildup; he called the mayor and asked that food vendors be moved out temporarily. People gathered, waited a few hours, felt hungry and they left. The same thing happened to people who came a little later. This one act saw riots reduce by 55 percent. This is why I believe little things make a big difference.

I am certain that you can see the power of that story in making that point. Now imagine me in a meeting telling the story in the same manner in which we would tell our children a story starting with:

"A long long time ago, in a far-away kingdom live a prince...."

<In an excited high pitch voice, I begin>

Let me tell you a story about what happened in 2007 during the second Iraq war. You know the one started by President George W. Bush in 2003. If you remember, the premise was Saddam Hussain had weapons of mass destruction. The first one, which was an equal disaster was started by his father U.S. President George H.W. Bush in 1990 in response to the Iraq's invasion of Kuwait. <Then in a tone of sarcasm, rolling my eye, I say> Both idiots.

Well, during the second one. In 2007, American Generals were posted in towns across Iraq to main-



Storytelling in business needs to be invisible; and there are three things we must avoid if we want our storytelling to be invisible — too many details, the storytelling voice, and not having a business point

tain the law and order. There was this particular General who was posted in a little town called Tirkit. The General was grappling with lots of riots every week. <Then in a grave voice>. But this was no ordinary General. He was twice decorated. In fact, war strategies ran in his blood. His father was a veteran of the war in Vietnam".....and so and so forth.

You get the point. With too many details and using a storytelling voice, I made the story very visible and many people in the conference room are desperately waiting for me to finish and get on with the meeting. None of the additional details I added in the second version were necessary to make the point I wanted to make — little things make a big difference.

So go ahead, and harness the power of stories in your business conversation. Remember to keep it short, just to illustrate the point you are making and share it using your regular conversational voice, in the same tone and manner that you normally speak and normally use in business meetings and presentations. And you will see how people get the messages you share and remember them for a long, long time. 🍌

ABOUT THE AUTHOR

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GURUCHARAN SINGH GANDHI

Lost in Transition

While designing the leadership development journeys, it is crucial to ask if we have provided enough attention for assistance *during* the transition as much as we have provided for *before* it

CORPORATE SUFI



Each role has a specific way of relating with its incumbent, just as each incumbent has a way of relating to his role — it's a perfect union; however, every transition for leaders represents a possibility for this unique relatedness to *change*

One of the common conceptual errors of emphasis in the overall subject of Leadership Development is the area of development *during* the transition. Most leadership development programs and initiatives are preparatory. The broad method involves picking up a pool of potential future leaders and putting them through a journey of a cluster of developmental inputs. Some of these inputs stick, others do not, depending upon the quality and relevance of those inputs and also the assimilation abilities of the participant concerned.

This method is akin to preparing for a jungle trek — we plan, prepare, put in the bag all the necessary tools and equipment required for the journey. It is important to conceptually understand what the journey ahead is going to look like, plan basis the literature available and what others in the similar circumstances have gone through, and finally basis our own estimate of what we are good at and what needs further strengthening. However, as anyone who has been through a trek in a jungle will tell you that all get tested as soon as there is

contact with the 'unknown'. The novice trekker needs most help during the trek, not as much as before the trek, without underplaying the importance of the latter.

The big question while designing the leadership development journeys is to ask if we have provided enough attention for assistance *during* the transition as much as we have provided for *before* it — otherwise, the journey and the passenger may suffer from what I call 'lost in transition'.

Transition challenges are of many types. A few archetypes are as follows.

The Comprehension challenge: The new roles, particularly of higher level, are qualitatively different. The nature of thinking and application required is different, if not higher. A new incumbent, for reasons of comprehension, simply does not get the new terrain and the new game. The comprehension challenge is acuter when the transition involves a different business, a different product category or a different function. The incumbent faces challenges in discerning the newness of the role. The new roles require new capabilities. These capabilities may be at an operational level, functional level, or at a behavioral level. The levers of a new role and their interplay demands from the new incumbent to learn new

skills and acquire new knowledge or may be master a new technology — all of which might turn out to be a gap too big to bridge. The good news about comprehension challenge is that once correctly *identified*, it is easy to solve for, assuming *intent* on the part of the transitioning leader, both of which is easier said than done.

The Mindset challenge: Every leader grows over his/her career and develops maps to maneuver around, negotiate with problems and deal with issues. Over time these maps also tend to become fossilized and outdated. The rate of *change* of the map mostly trails behind the rate of change of the terrain. All of us have an inbuilt SOP that has been honed over years that might have yielded results. We have our world views that determine our default responses. Every transition is also a moment where such world views get tested for relevance. A logical and technical person in a dominantly people-related leadership role will struggle. A detail-oriented operational person will struggle in a strategic role. Despite technical brilliance and high IQ, leaders in a new role may struggle if the temperament required for a new role does not undergo a transition. The trouble with mindset transition is that it is not so easy for the incumbent to see his own failings in this light. The Mindset challenge often comes camouflaged as a comprehension challenge — in the eyes of the incumbent, observer, and receiver.

The Relatedness challenge: A difficult reality to confront and accept in leadership roles is that we may not be cut out to do all kinds of roles. This may be for a variety of reasons but the one most difficult to ascertain is associated with relatedness. Each role consumes us in a unique way, for example, artists get consumed by the greatness of art that is produced as a result of inspiration; a seller/sales leader is consumed by the exhilaration of sales and growth at an envious level; a designer by the envy of his creativity and a product specialist by the sweetness of having solved a consumer problem through his product. Each role has a specific way of relating with its incumbent, just as each incumbent has a way of relating to his role. It's a perfect union. However, every transition for leaders represents a possibility for this unique relatedness to change. If it indeed changes and if that change represents a loss of that unique relatedness so precious for the incumbent, he will experience a void, a loss of *mojo*, an inexplicable loss of meaning. It is truly difficult to identify and solve this one.

The New Work Rhythm challenge: Every role demands a transition in the work rhythms. Some roles involve micro-management and others macro-management — and both require a different work rhythm, a different way in which the daily and monthly time allocation is managed. One kind of time allocation perfect for one kind of role can be a disaster in another kind of role. The proportion of time allocated for managing the team versus the stakeholders, versus the market, versus the regulator undergo a change as roles change. However, the incumbent might still be stuck in a

time warp, thereby creating circumstances ripe for a transition challenge.

Solving the transition challenges

Each of the above transition challenge has to be solved for by the team which is responsible for crafting the transition journey. While each archetype is broadly speaking a transition challenge, they do not have the same topography and solving each one of them requires an approach which is geared towards solving the specific nuance of the challenge. The same strategy for enabling the transition will not work in all the four types.

The comprehension transition challenges can be solved by formal and technical training programs or creating conversations and buddy programs with senior members who have been there and done that. At slightly long handing over phase with the previous incumbent often plays a significant role in minimizing this transition risk. Sometimes it also helps by creating opportunities for industry visits with similar industry companies and attending industry body conferences. Assuming that the basic intellect was quite present in the incumbent and has had a track record of success, which provided him the new role in the first place — the comprehension problem usually, but not always, will be the symptom of a deeper issue such as the other three transition challenges outlined above. Hence, it is critical to diagnose the real transition issue if we expect any order of success.

A difficult reality to confront and accept in leadership roles is that we may not be cut out to do all kinds of roles



The mindset challenge as can be guessed is slightly more difficult to solve for. It is not a skill or capability challenge that is easy to identify or even accept. The incumbent usually shall not be forthcoming to accept it as such — for it requires an awareness and courage of very high order. The usual method recommended is providing a transition coach who might be external or even a mentor from within the organization. Irrespective of the choice between the two, this is an aided process. It rarely solves itself on its own. The choice of the coach or mentor, their credibility and their own abilities to deal with the issues of mindsets must be tested before they are assigned. A wrong choice can do irreparable damage to the incumbent's self-confidence and transition challenge. The process of transition help involves many things viz. (a) Making the incumbent see his own worldviews and its impact on his choices; (b) Reflection on his own personality characteristics determining his attitude towards business challenges and his preferred methods of solving them; (c) The impact the past experiences and particularly past successes

Every role demands a transition in the work rhythms — some roles involve micro-management and others macro-management — and both require a different work rhythm, a different way in which the daily and monthly time allocation is managed

have on the incumbent's perspectives and blind spots; (d) The presence of or absence of risk-taking in decision making of the incumbent and reasons thereof etc.

The Relatedness challenge is the next level of the transition challenge that so few of us are prepared to confront, particularly so because of the blindness that the hunger for career growth has gifted us with. Many years ago, a senior colleague had offered me a higher level assignment which I politely declined because I thought it would take me away from the 'action' — and make me do 'administrative & co-coordinating. He smiled at me and said — 'Well, we call it strategizing and influencing'. Many months later, I understood that my real fear was that I was so attached to the 'action and doing' part of my role that any possibility of moving away from it was an anathema to me, even if it came with a promotion. I am not sure what the perfect way out of this challenge is. A part of the responsibility lies with the incumbent and another part with the talent team itself. The incumbent must do deep soul-searching to ascertain if he is emotionally prepared to deal with a change of the


nature of work. He must confront his own likes and dislikes, the roots of his mojo from his job and only when he is sure that a change will not leave him disillusioned should he accept the new role. On the other hand, talent teams must have a judgment about the candidate's likes and dislikes in equal measure. This must be easier said than done. A word of advice to all who aspire to take on higher roles — that we sometimes start liking roles only after a time because the new elements take time to unravel themselves. The first instinct is to miss the contours of the earlier role, but given sufficient time, there is a strong possibility a newer nuance may catch our fancy. We must be patient towards the new role with an open mind — to allow newer sources of mojo to strike roots.

The New Work Rhythm challenge may be understood as a different version of the mindset challenge, only that it is often related to the time management aspects. The way to solve this is by providing the benefit of an internal mentor who has done the same or similar jobs in the past, and who is aware of the pitfalls of the same. New roles expect new time allocations, prioritizations, and emphasis — and if not done properly then it has the potential of robbing the incumbent of effectiveness even when everything else is in place.

In reality, the above four archetypes can actually manifest themselves in a combination of each other, thereby complicating the form and shape of the transition challenge. It requires some imagination for the talent management processes to estimate and foresee the transition challenges in each case and then provide for them well in time. It will however, require a high degree of awareness for the incumbent to be able to see which one or more of the above is causing a transition stress.

Role of Line Managers

It is not uncommon to lament the poor role in leadership development that line managers play in general. It is astonishing really to see that rarely is the ability of manage transitions a part of any leadership development program. Managing transitions is a specific competence with very different conceptual and operational backbone. Unfortunately, it is rarely accorded the importance it deserves in the leadership development journeys of middle or senior management. It is left to the mercy of individual leaders to figure this process on their own and approach it basis their experience and instinct. On the other hand, it is common to see the use of external coaches to enable transitions, only perpetuating the conundrum.

Most transition creates stress in small measures or large. Many of these take care of themselves over time as the incumbent struggles his/her way through the blues. The question to ponder in matured and progressive systems is — Can we save the incumbent and the system some very avoidable pain during this transition? 

(First Published in NHRDN magazine, 2017)

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

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A proposed new logic for employee engagement

In this new world of the customized workplace in which priority for sustained personal development goes hand-in-hand with the employer's business performance and growth, the reconciliation of dilemmas is the new source of authority, & engagement through collaboration will succeed

Developed from our fundamental research and consulting practice, our new approach to employee engagement investigates dilemmas that derive from the tensions caused by the value differences between employing organizations and employees. For example, on the one hand should we be directing/'hands-on' with staff, or on the other hand empowering staff to be self-controlling and innovative? The success of a company depends, among other things, on both the autonomy of its people and on how well the information arising from this autonomy has been centralized and co-ordinated. If you fail to exploit fully centralized information, your scattered but highly self-motivated personnel might as well remain totally independent. If teams are not free to act on local information, then centralized directives are subtracting, not creating, value.

We first assess the value systems of the employing organization by asking employees to describe 'how things are done around their organization' using our online web tool, the Organization Values Profiler (OVP). OVP is an organizational culture scan based on the degree of formalization and flexibility, and on the degree of hierarchy and openness to the environment. It still has the underlying four quadrant model of corporate culture but further sub-divides each quadrant leading to a full 12 segment model.

The four quadrants represent how the organization orientates itself to four basic processes in terms of task/strategy/mission, role/efficiency/

consistency, power/human relations/involvement and person/learning/adaptability. Within each of the sub-segments, we explore specific competing demands that together determine the major orientations.

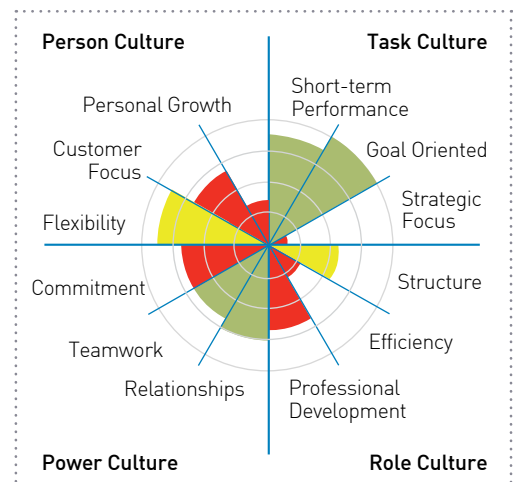
If one value dominates its opposite, organizations will find it increasingly difficult to recruit and retain talent as they are not addressing the value(s) that is (are) subjugated. For example, Does the organization encourage people to meet deadlines for short-term results or give priority for a visionary long-term future? Do people take individual responsibility or rather share in teams?

Sectors in red are where employees describe their workplace as often giving too much emphasis on Value Y rather than its opposite Value X. (or emphasizing X rather than Y).

Sectors shown in yellow are where employees describe common practice where people tend to chose a compromise by alluding only to some aspects of both values.

Organization Values Profile

The four quadrants in the Organization Values Profile represent how the organization orientates itself to four basic processes



The success of a company depends, among other things, on both the autonomy of its people and on how well the information arising from this autonomy has been centralized and co-ordinated

Sectors shown in green are where employees describe people managing the tensions between these (opposite) competing values.

Of particular importance is that the diagnostic is designed in such a way that it reflects our underlying philosophy that bipolar scales (i.e. more of one meaning less than the other alternative) are fundamentally inappropriate for the type of assessment we are seeking. We undertook extensive formal research and field testing to finalize the questions including Cronbach Alpha reliability analysis and triangulation with face-to-face and online semi-structured interviews. Respondents can score any sub-component high or low that collectively combine to form the constructs being assessed. In this way, one can score high on all 4 quadrants and all its 12 segments. No longer is an organization of only one stereotype. This reflects our conceptual framework where an integrated organization harnesses the strengths of all extremes and is not restricted to choosing between extreme options.

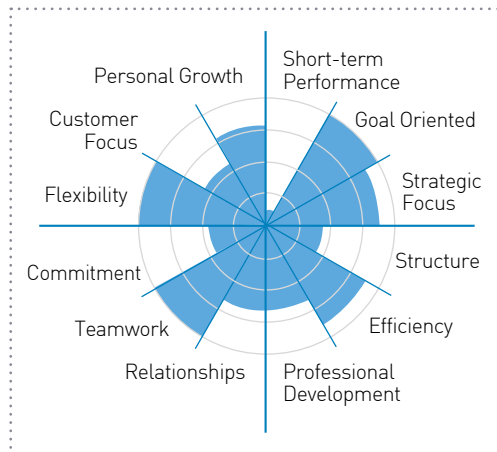
By using cross-validating questions, we have verified whether opposites and contradictions within one corporate culture have been reconciled. So, for example, we ask respondents to rate statements such as *“There is a clear and overt strategy for the future”* (Guided Missile) and *“Through our short-term thinking we are quick on our feet”* (Incubator). They are validated by a (combination) reconciling questions such as *“We are able to meet short-term demands without compromising our long-term vision.”* (Reconciliation).

In earlier versions of these types of models, we would have to show a scale between short- and long-term orientations. In this new reconciling framework, we can score high or low on both! And a high score on both indicates a more powerful and higher performance culture. Another example is the tension between task (Guided Missile) and People (Family) Orientation which we explore with the contrasting questions: *“There is a lot of team work”* and *“People strive for self-realization”* and the validating question *“We have teams that consist of creative individuals”*.

Then secondly, we invite employees to complete our Personal Values Profiler (PVP). They select a set of personal values that best describes their own personal preferences for a work environment. There is no right or wrong answers (it is not an assessment) and individual employees will have each their own preferences. The aim is explore the degree of overlap between the spread of preferences of employees and the corporate culture of their employer. To help respondents, they are guided through a series of steps containing a number of personal values. At each step, they review the personal values and by iteration remove those values that apply less to them personally until they finish with a final list of the most relevant to them individually. In addition, they indicate further prioritization by ranking of their selected values. The end result is a series personal of values that are representative of the workplace culture each respondent would prefer.

Example of Personal Values Profile

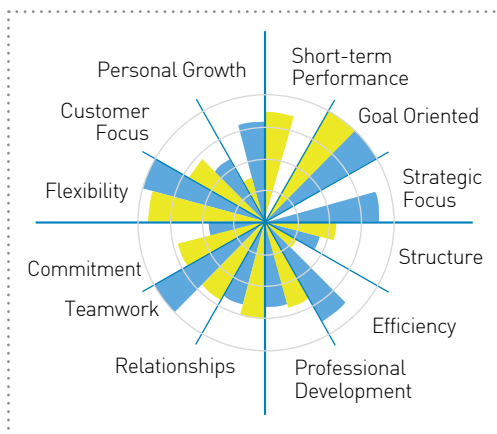
The PVP profile describes and explains how individual respondents describe the equivalent corporate culture of an organization type that matches his/her own personal values



Links between organizational culture and these values had been researched rigorously by one of our doctoral students Nicci Broom at Anglia Ruskin College, Cambridge with exhaustive linguistic analysis cross-correlated with transcripts of interviews and the host organizations' documents and company literature. Her thesis *“I work, therefore I am”* led to a conceptual framework that quantifies organization culture, based on personal values. This was also developed by another of our researchers Sian Watt (La Trobe University, Victoria, Australia) in her doctoral thesis *“Probing linkages between models of innovation and corporate culture”*. These frameworks were further validated by Lucy Hogg, Anglia Ruskin College, Cambridge in her doctoral thesis *“Understanding a firm's values: an ethnographic perspective.”*

Organization and Person Profiles compared

The comparison provides a learning experience for the individual employee and helps them to understand the concept of corporate culture



Based on the above methodology, we can compute an equivalent profile from the personal values ranked by respondents. The PVP profile describes and explains how individual respondents describe the equivalent corporate culture of an organization type that matches his/her own personal values and again illustrates the different priorities given to people, power, tasks and work roles in their ideal employer work environment.

Interpreting responses (individual respondents)

When using our interactive App-based version, individual respondents receive immediate feedback of their description of their organization compared to their own personal preferences and these tensions are shown as dilemmas. The exercise as a whole provides a learning experience for the individual employee and helps them to understand the concept of corporate culture.

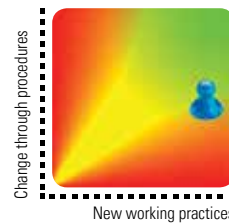
If his/her profiles are similar:

On the one hand this should indicate a close match between how the organization operates and the type of work environment he/she prefers. But other people in their organization he/she works with might have different views and he/she may find tensions between the way he/she works and they work.

If his/her profiles differ in many respects:

This should not automatically mean frustration in his/her work and lead to demotivation. Such differences can be a source of stimulation and learning. In the same way that diversity means many different points of view, by harnessing different points of view can lead to even higher satisfaction and morale.

Examples of differences and corresponding dilemmas



Employee motivation is at risk where there is over adherence to procedures inhibiting opportunities from flexibility

On the one hand

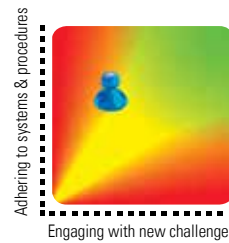
Rules

The organization needs standard rules and procedures to govern actions (compliance)

On the other hand

Exceptions

You feel the need to be able to respond to particular situations and circumstances to do your job well



Employees become frustrated about their security and employability where there is an excess in professional growth which is not felt or aligned as personal growth

On the one hand

Skills

Our employer supports the development of its people in professional skills needed by the current organization

On the other hand

Growth

I want to grow as an individual to maintain my security within my organization as well as my overall employability in a changing world

Interpreting responses - Mining the data from all employees

Analysis of variance of all responses across age ranges, length of tenure, and the functional discipline of respondents provides a basis for the organization to develop a new approach to employee engagement over and above classic employee surveys.

We need a new way of thinking to best explore the wisdom hidden in such data because we are not talking simply about a process akin to matching the values systems of potential job candidates with a detailed job description, which in itself is another coded form of the value systems of the organization. This has the danger of just being a sophisticated form of cloning. Employee engagement needs to be a marriage not a showy expensive wedding.

To understand the rationale behind our new approach, let's go back to 10th grade physiology classes where we learnt about the basic human Blood Group divisions as a metaphor. People with type AB Rh D positive blood are often called universal recipients as they can receive blood from any donor. Individuals with type O Rh D negative



blood are often called universal donors as their blood can be given to anyone.

Now, an organization that reconciles the frequently competing demands (dilemmas) it faces will have a completely filled profile.

Organization that reconciles all key dilemmas

An organization that reconciles the frequently competing demands (dilemmas) it faces will have a completely filled profile

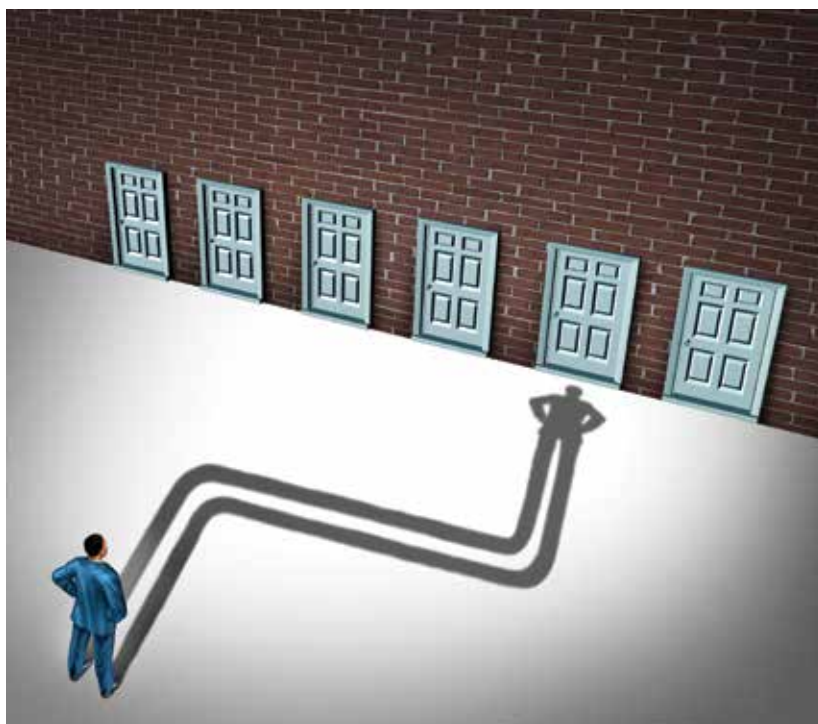


This in our blood type metaphor is a type AB universal recipient. It can employ any employee irrespective of his/her own personal values because all pathologies are accommodated and is therefore attractive to all potential employees. The employee may be highly individualized, but the employing organization reconciles individual and team working. If the employee is very much team oriented, then he/she will also be engaged for the same reason.

In passing, we can also note that an individual employee who himself/herself has a fully reconciled personal profile we can equate to the type O and brand as a universal employee. Such employees can themselves accommodate different types of working environment through their own capacity to be flexible and reconcile the dilemmas of engagement. They can accommodate working in teams and as a high performing individual, whatever their work environment demands.

The new approach to employee engagement to win the war for talent

Organizations need to become “Type AB Universal Employers” by eliciting their key dilemmas and embedding the corresponding reconciliations. All organizations need stability and change, tradition and innovation, public and private interest, planning and laissez-faire, order and freedom, growth and decay. The consequence is that the systems and processes of resourcing talented employees must change to develop a new mind-set of inquiry and support centered on the reconciliation of such key dilemmas.



Organizations need to become “Type AB Universal Employers” by eliciting their key dilemmas and embedding the corresponding reconciliations

Like our blood group analogy where there are at the next level of detail, many more blood subgroup types, in practice any employing organization will unlikely have a perfectly circular organization profile (and will not be “pure AB type”) as they will retain some focus or orientation that reflects their corporate identity and differentiates them from their competitors and retains some characteristics of their founding history. Similarly, potential employees will never all be truly Type O universal employees. The few that might adhere to this type would be rare and likely to be the next generation of employing entrepreneurs!

In practice, real managers and real employees must decide and execute inter-actively. In this new world of the customized workplace in which priority for sustained personal development goes hand-in-hand with the employer’s business performance and growth, the reconciliation of dilemmas is the new source of authority and engagement through collaboration will succeed. 🌱

ABOUT THE AUTHOR

FONS TROMPENAARS is a Dutch-French organizational theorist, management consultant, and author in the field of cross-cultural communication, who developed the 7 Dimension of Culture model for looking at national culture differences.

Q & A

The learning connection

In a free and frank conversation with People Matters, **Ram Ganglani**, an entrepreneur, businessman, mentor, and the founder & chairman of Right Selection, shares his entrepreneurial journey and gives his perspectives on the evolving learning domain and leadership

By People Matters Editorial



Ram Ganglani is the founder and Chairman of Right Selection. He founded Right Selection in Dubai in 1993, which specializes in training executives by helping them bring change to their lives. He has also authored “405 Magical Affirmations to Inspire Your Breakthrough to Success”, with Jack Canfield as the co-author.

Q What was your vision for Right Selection and the trigger that prompted you to start a venture like this?

A I have always been passionate about the field of personal development and had a vision and strong desire to be involved in the learning and development space. When I arrived in Dubai from London 25 years ago in search of a new venture, I noticed an opportunity, a gap to be filled in the field of learning and professional growth. That was the trigger; and it was only natural to get involved in this space. I had and still have the passion to get more and more professionals motivated and inspired — to boost their confidence, seek inner fulfilment through peak performance in their chosen careers. Setting up a book store that focused only on self-development books, audios and videos was my way of following my passion while I also helped others realize their dreams. In 1993, nobody would’ve thought about creating an online bookstore. In that way, the idea was quite revolutionary in that time — and today our busi-

ness encompasses not just that but a lot more — it’s about learning & development, events, speakers, networking etc.

Q Tell us more about the journey of creating this brand?

A It was considered a novel idea at that time and it created a big buzz in the market place. We then started distributing our range of specialist business management books to other bookstore chains to grow and expand our business and theirs in the process, while also reaching out a wider segment of the community of learners. We soon started to connect directly with the HR

departments of the corporate sector and proposed to them to run “Breakfast and Books” or “Lunch & Learn” sessions for their workforce, whereby we displayed our full range of books for them to select and recommend to their HR department to invest in, to stock in their corporate library. Later seminar organisers, also noticed our focus on personal development products, and started inviting us to display and sell our self development and business management books at the back of the conference hall, for the ease and benefit of their delegates. This gave us the opportunity to mingle with the community of seminar attendees and gradually build our database of those passionate about constant learning. A few years down the line, while we still remained in the space of learning and development, we also started inviting the authors/speakers and trainers, and directly offered seminars and workshops to our clients.

Subsequently, to make our international speakers’ time more productive, and to be able to subsidise the sizeable investment in the long haul flights, we started offering their services to other seminar organisers in the Gulf region while using Dubai as the anchor for their first stop regionally. This strategy helped us economically book our chosen speakers for multiple assignments on a regular basis and to grow our seminars business and our relationship with the speakers. Very recently, we have entered a new phase where we chose to take on the role of a Speakers Bureau, whereby we started actively globally promoting speakers with whom we have a close working arrangement. Today, we are referred to as a Speakers Bureau+, the plus being the added value we give as a speakers bureau by offering them our consultancy in marketing and logistics to ensure they achieve a higher level of success. With the speed of change, our business model has evolved and will continue to change frequently to keep our clients educated & highly engaged. We have also recently launched a new 1 minute weekly video with global thought leaders that are short and impactful in educating, engaging & inspiring action.

Q Do you think the demand for corporate learning programs has evolved over the years?

A In the past, our audiences got stimulated and satisfied with the inspirational learning programs we presented. Today, after the seminars, the audience is hungry and keen to take the learning deeper and appreciate follow-up workshops that have an applied training element in them, whereby they not only involve greater learning, but they provide practical tools, that can be implemented on a hands-on basis. We are also seeing a community of serious learners coming forward who actually want to become qualified trainers and certified coaches themselves, and take the programs inhouse to their companies.

Q Your role today is more of an advisor to the company. What is the most important aspect you think a leader must have in order to succeed?


A Having been an entrepreneur for over 50 years, I

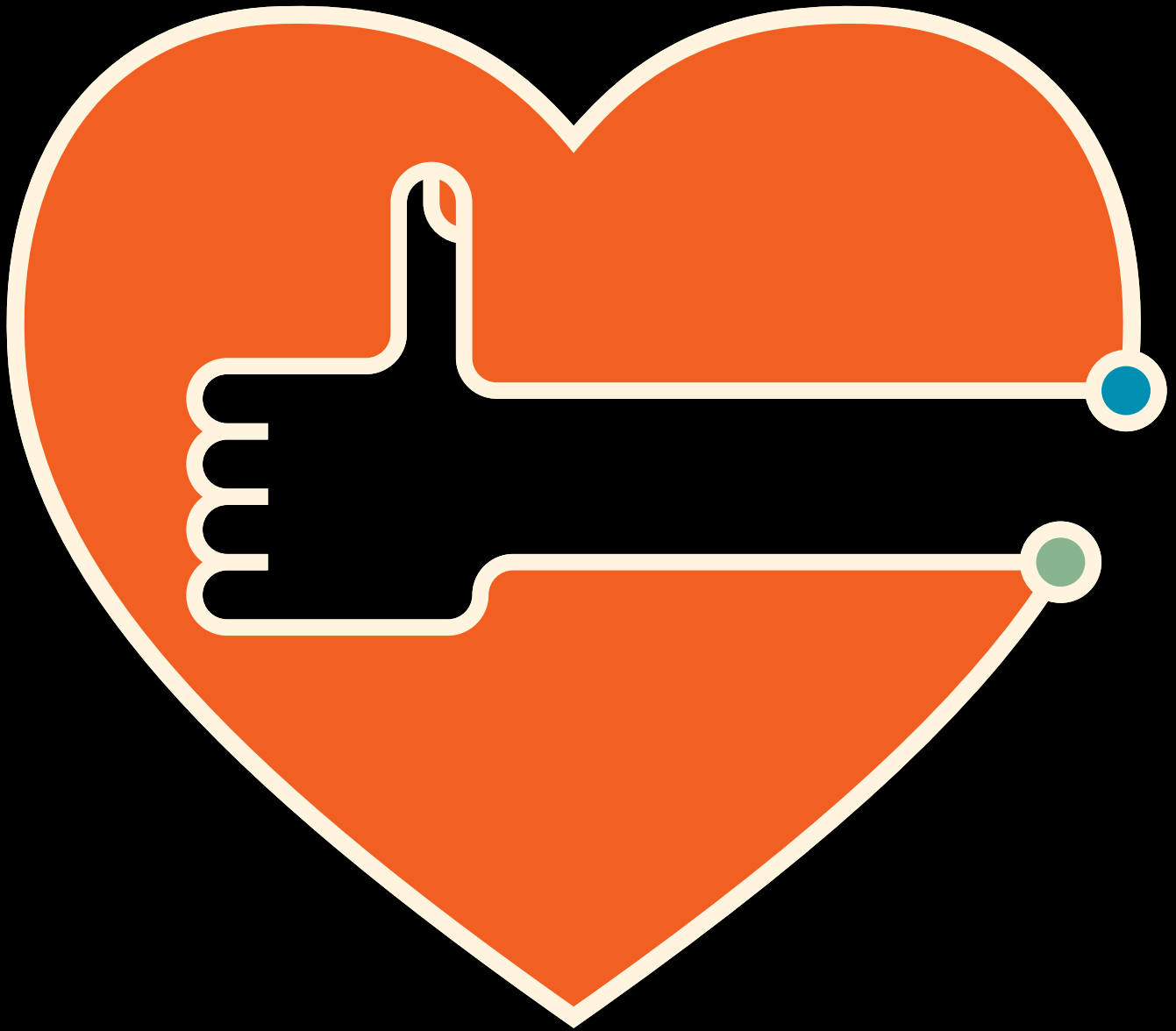


One of the great advices I received was to stay focused, provide an outstanding service, and explore how one can keep giving added value without hurting the bottom line. And this is what I would ask leaders to do

have reached a phase where I am more comfortable playing the role of an advisor, a mentor or a guide. I think staying focused on what the main goal is (not revenue), getting the buy-in of your team to gain all their support and energy, and finding ways of giving higher value to the other stakeholders. Today, I am very confident, when I see my son, Gautam (Managing Director of Right Selection) take the lead in terms of the company’s expansion plans, based on his energy, drive and passion. He knows the speed he can go at, without compromising on the quality of our service and our relationship with our clients and our speakers.

Q What advice would you like to give today’s leaders?

A I think leaders today should spend more time listening to those around them – their teams and clients. Things out there change so fast that no leader single-handedly can cope with the changes required to face the disruptive times that we are in the midst of. Leaders should stop showing that they know it all and stop giving the impression that they are the best judge of every situation. Each one has something different and special to contribute in any scenario. One of the great advices I received was to stay focused, provide an outstanding service, and explore how one can keep giving added value without hurting the bottom line. And this is what I would ask leaders to do. 



A Total Rewards Roadmap

Trends in Employee Recognition Programs

People Matters in partnership with Rewardian carried out a research on how organizations are designing their Reward and Recognition (R&R) initiatives in this volatile and complex age. This feature presents the findings of the study **“Trends in Employee Recognition”** — the R&R objectives in the context of strategic positioning, how organizations are using technology to bring in agility in the value chain, and the trends that will prevail in the remaining months of the year 2018

By People Matters Editorial

The increase in knowledge-based specialized workforce, big data explosion, declining communications costs and high technology penetration have transformed business processes, corporate ecosystems, and approaches to innovation. With this dynamism in place, the complexities related to motivating internal talent pool have also magnified. The power of reward and recognition has thus become an imperative for making a difference to talent in every organization.

Recognition is no longer limited to a top-down approach. Companies now are creating technology-enabled platforms to include recognition at every level — peer-to-peer, senior-to-junior and junior-to-senior. A right framework and efficient implementation of Reward and Recognition (R&R) Program often triggers positive behaviors amongst employees. And organizations are employing various innovative, broad-based recognition programs to encourage achievement, boost morale, attract and retain talent, and create a culture aligned with business vision and value system.

However, one of the biggest gaps in most of the recognition programs relates to addressing the needs of the knowledge workers of today. Recognition means the most when it happens immediately specially when it comes to the diverse workforce of today. The right technology helps in designing and executing reward and recognition solutions that provide value, reliability and security. The future of recognition is less focused on physical

rewards. In fact, it is driven by moments of micro-recognition promoted by everyone and not just leaders.

The People Matters and Rewardian study was designed and conducted with the objective to understand how leading companies in India approach recognition programs at every level. The survey saw the participation of HR professionals from 180 companies across industries and sectors.

The study has focused on three aspects of employee recognition programs:

- 1) **Strategic Positioning:** The placement of recognition programs in the value chain — their alignment with business vision and goals.
- 2) **Technology Imperatives:** Understanding the role that technology plays in the R&R philosophy.
- 3) **Impact Analysis:** Measurement of recognition programs and their perceived impact at different levels.

The study showcases that recognition programs are an integral part of an organization's strategy that should reflect the company's culture, and also integrate well with the business goals and values. The success of any recognition program largely depends on the budget and leadership buy-in. And in 2018, technology-based platforms will act as an enabler for integrating the R&R philosophy for better impact measurement, transparent communication, and a more efficient process.

EMPLOYEE RECOGNITION

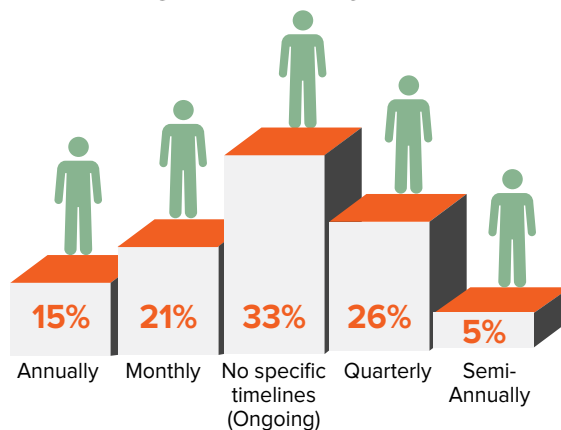
- FUTURE TRENDS

The philosophies of reward and recognition programs are shaping-up to suit and adapt to the new workforce of today. The world is changing, and it's time for the recognition programs to catch up with the dynamism of engaging minds and the hearts of employees together

The true R&R objectives



How often do organizations recognize employees?



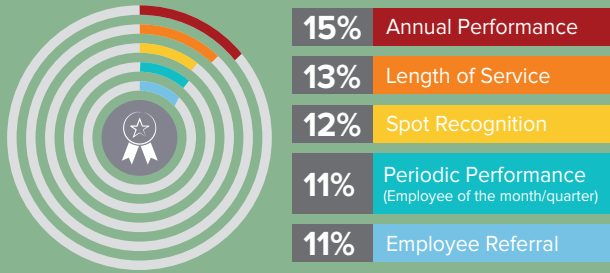
Top 5 reward choices used by organization



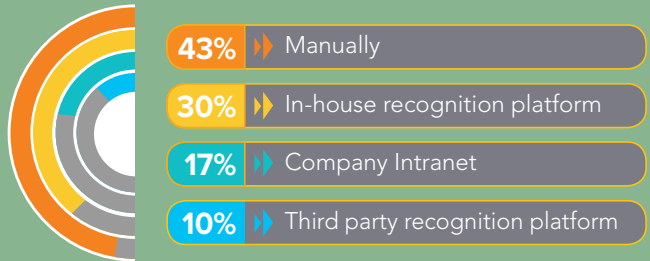
Top challenges in executing impactful R&R programs



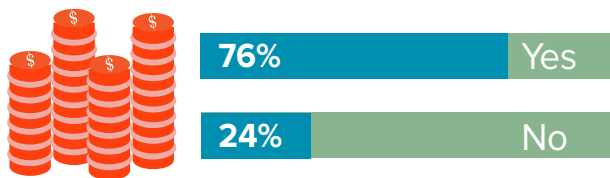
Top 5 preferred recognition choices



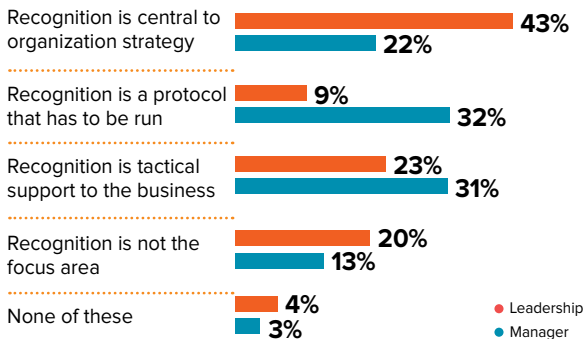
Media used for managing Recognition Programs



The budget question – Budget allocation by companies



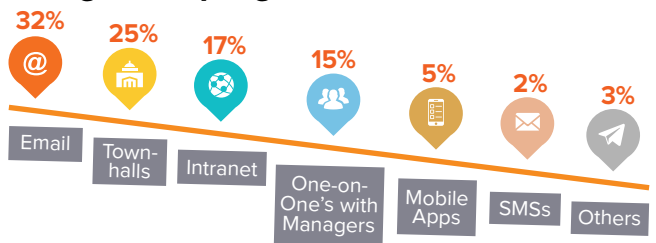
Perception of Rewards & Recognition - Leaders vs. Managers



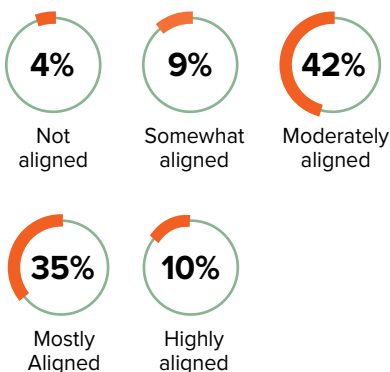
Impact Assessment of R&R Programs



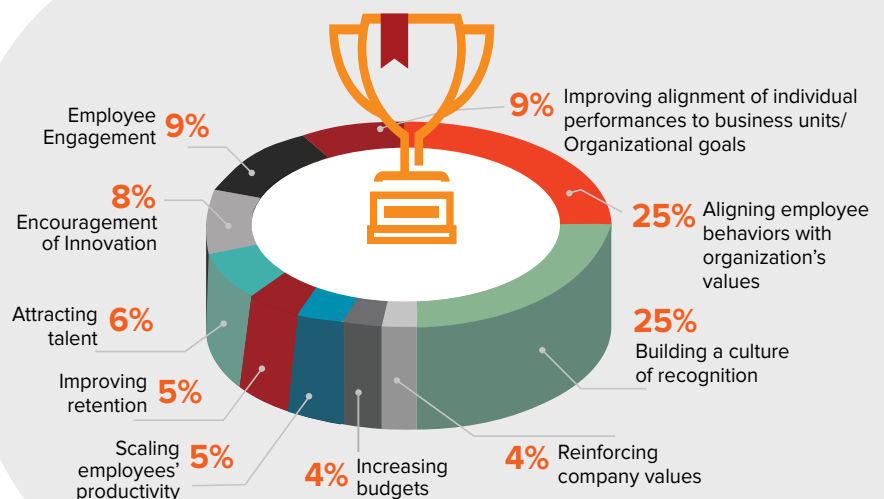
Communication Channels used for recognition programs



The alignment challenge - R&R Program's alignment with business goals



Rewards Program Focus in 2018



KEY FINDINGS

1 While organizations have started moving towards on-going recognition systems to impact employee motivation, many traditional reward methodologies are still practiced due to easier implementation and reduced complexity

The primary objective of improving the morale and motivation of employees still remains a top priority while nurturing innovation through R&R (46.7 percent) which is equally crucial, ranks low in the ladder of program goals.

The traditional annual frequency of rewards and recognition is gradually moving to a more frequent cycle. Around 80 percent of organizations follow a real-time cycle as 'recognition' to most now means instant gratification and a positive behavior can be triggered when employees are motivated frequently.

As per Arvind Usretay, Director at Willis Towers Watson India, "Recognition must be offered quickly; the longer it takes for employers to recognize the work of employees, the actions are likely to be perceived as less genuine and authentic."

The study also shows that a majority of organizations are using long established and traditional methods when it comes to rewarding their employees. Topping the charts is providing certificates (22.8 percent), which is the most preferred reward choice. The other methods include company merchandise, food vouchers, redeemable points, and travel coupons.

2 Getting leadership buy-in and cost constraints emerge as the top 2 challenges in executing impactful R&R programs

One-third of organizations believe that leadership buy-in and budget constraints are the key challenges that are faced while planning and executing successful R&R Programs. 14.8 percent of respondents believe communication as another bottleneck in this. Organizations must provide employees with relevant information about the rationale for such programs and maintain more transparency for building a better rewarding culture.

"In the midst of fierce competition, to acquire the best talent, every employer needs to create a fair, transparent, and well-managed reward and recognition program", states Arvind Usretay.

Most organizations look at their R&R budget as a percentage of total staff cost. It depends on how much an organization is willing to spend for this category as well as on various elements covered under their R&R programs. Though it is seen that 76 percent of organizations are proactive in allocating a budget, surprisingly, three-fourth of organizations allocate less than 1 percent of payroll budget for reward and recognition programs. Thus, with such small and frozen budgets, cost continues to be a cause of concern with leaders formulating R&R strategies year-on-year.

3 Participation by senior leaders is critical to enhancing the impact of recognition programs, but leadership still views recognition as a protocol/tactical support

The philosophy of R&R is ever evolving but remains intrinsic to the vision and values of the organization. As per Ashish Mittal, Head - Total Rewards & Performance Management, Aviva India, "Employee recognition is a philosophy. We decided that recognition has to center around our values. Our recognition programs, whether they are quarterly company-wide programs or Annual CEO program, are all centered on values that encourage employees to act in line with our values."

Perhaps, there is a need to enhance this alignment as the survey result shows that mere 10 percent respondents feel that R&R programs are highly aligned with the business goals. Among the surveyed, over 50 percent respondents stated that their recognition programs are not adequately aligned with the business vision and value system.

The study also reveals that 19.5 percent of respondents feel that active participation by senior leaders is an imperative, and for a program to truly be successful, leaders need to look at recognition as an investment and not an expense.

As per Ayan Mazumdar, Director - Rewards (Emerging Markets, Global Product, Technology and Operations) at Pearson, "Creating a successful rewards and recognition ecosystem is not about developing an R&R program but creating business partners who can work as reward partners."

Janesh Kumar-CHRO, Airtel Payments states that, "In my career, I have seen R&R creating a huge positive impact on employee motivation and engagement instantly."

The need of enhanced alignment of recognition programs to business goals clearly connects with the perception of the leadership. While on one hand, 43.3 percent leaders believe that R&R is central to organization strategy; alternatively, 31.7 percent managers perceive it to be just a protocol that has to be carried out in the organization. Hence, the perceived impact of the effectiveness of such programs needs to be aligned and communicated effectively for all levels at periodic intervals.

19.5%
OF RESPONDENTS FEEL THAT ACTIVE PARTICIPATION BY SENIOR LEADERS IS AN IMPERATIVE, AND FOR A PROGRAM TO TRULY BE SUCCESSFUL, LEADERS NEED TO LOOK AT RECOGNITION AS AN INVESTMENT AND NOT AN EXPENSE

4 Technology involvement is a must for an integrated system of recognition and impact assessment

Transparency and timely recognition are the two key factors that play a major role in bringing the best of any recognition program. Digitization, cognification and other technology innovations have given a rise to platform-based products that fit in the culture, brand and core values creating a far better 360° view of recognition programs with richer and better insights. It is seen that 57 percent of organizations have started using technology and platform-based strategies viz-a-viz 43 percent organizations that still use manual recognition interventions over platform-based programs.

On the other hand, emails and town-halls are still the most prominent communication channels used by a majority of organizations. A substantial percentage of organizations use emails (32.1 percent) followed by town-halls (24.6 percent) as a communication medium when compared to a mere 5.1 percent who use Mobile Apps. There is a significant need of using technology as an enabler to bring in an integrated effective R&R program for the future workforce.

The study also reveals that due to a lack of integrated technology platforms, there is no centralized methodology of assessing the effectiveness of the recognition programs. However, such programs need to be evaluated and modified from time-to-time to remain effective to meet the future needs of the new talent era. Currently, 31 percent of organizations use employee feedback as the assessment tool to measure its ROI; leadership and manager feedback accounts to 10.6 percent each for assessing the impact of the process; and surprisingly, around 13.3 percent of survey respondents do not undertake any impact analysis measurement.

5 In 2018, R&R initiatives will be focused on aligning employee behaviors with core business values & building a culture of recognition

The focus in the year 2018 will be on aligning employee behaviors with core business

57%

OF ORGANIZATIONS HAVE STARTED USING TECHNOLOGY AND PLATFORM-BASED STRATEGIES VIZ-A-VIZ 43 PERCENT ORGANIZATIONS THAT STILL USE MANUAL RECOGNITION INTERVENTIONS OVER PLATFORM-BASED PROGRAMS

values with respect to recognition programs. By linking recognition and rewards to the right behaviors, teams and individuals will increasingly tend to perform better. Over half of the organizations surveyed plan to integrate recognition programs with organization's value and build a culture of recognition in the ecosystem. Other focus areas in the year 2018 will primarily include encouraging innovation, enhancing engagements and mapping individual performances with business goals as a part of the R&R strategy. All these factors represent an opportunity for HR professionals to develop innovative interventions under the purview of R&R.

Conclusion


As businesses continue to get disrupted and the demands of the workforce continue to evolve, it is critical for organizations to leverage an agile recognition mechanism to keep the workforce aligned to the business objectives. This study provides key insights to the current landscape of recognition programs in the industry and what organizations need to focus on to design more impactful recognition philosophy.

While leadership buy-in emerges as the top challenge and a critical success factor for recognition programs, it is essential for organizations to enhance the alignment of these programs with the business vision. Gradually, technology-enabled reward and recognition schemes will pave the way for an integrated system. This will help human resources function to create more impactful programs that can be measured accurately. Budgets still are an area of concern as budgetary pressures can cause organizations to continue using manual

self-service approaches making it difficult to stand out in such high volatile competitive market.

Among a multitude of factors that support the success of R&R programs, there are few simpler steps that can be looked at:

- Increase the leadership buy-in with alignment of employee behaviors with business goals
- Effective measurement and sufficient budget allocation
- Agile, simpler, customized and personalized R&R programs
- Right blend of periodicity of programs with transparency in communication
- Using technology as an enabler of an integrated effective R&R program

Reward and Recognition (like everything else) need to be dynamic and personalized. While preferences may vary, recognition is most memorable when it involves managers, high-level leaders, and CEOs. Employee recognition has the power to create a differentiated work environment that can drive superior performance. With careful implementation, employee recognition can be a game-changer for organizations, especially in these times of change and disruption. 

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AKSHAY WADHWA

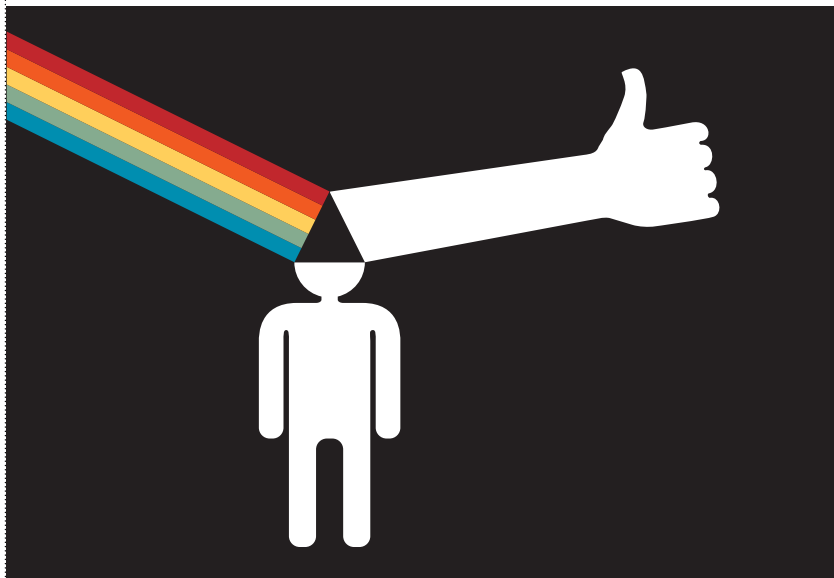
Head – Total Rewards, India and Emerging Markets, Sun Pharma

Monetary rewards and Recognition are complementary

While the impact of an annual pay hike on motivation generally doesn't sustain for long, the impact of regular and immediate recognition sustains heightened motivation for a longer period

In our organization, recognition is a key strategic priority, and we are currently working to take it to the next level by making it a part of everyday management philosophy and action. We are progressing towards a journey of building a “culture of recognition”. Research tells us that there is a need to move beyond rewarding people with monetary benefits. If there is one thing people want more than money – it is the recognition for a job well done. While the impact of an annual pay raise on motivation generally doesn't sustain beyond 3-4 months, the impact of a regular and immediate recognition sustains heightened motivation for a longer period. Hence, one should look at monetary rewards and recognition as complementary forces in driving engagement and motivation.

If there is one thing people want more than money - it is the recognition for a job well done



One aspect that I have personally observed is that often, even with well laid-out recognition programs and enablers in place, people hesitate to recognize others. This may be due to a variety of reasons — they may feel shy, they may think it will create unnecessary expectations, they may feel it is probably not an expected thing to do etc. To overcome such barriers, manager and employee sensitization becomes critical. When coupled with role-modeling by leaders, this can drive a culture of recognition beautifully in an organization.

Establishing a culture of recognition is no small task, but it can be made simpler by taking a few measures:

- **Understand the ‘why’**

Know the reasons for implementing recognition as an organizational practice as this will enable people to understand the outcomes or behaviors that they should recognize in others. And it will also allow managers to recognize employees fairly and equitably.

- **Leadership-led culture**

Leaders should make genuine and meaningful recognition a part of their management philosophy. When employees see leaders recognizing others openly and frequently, it trickles down through the culture in the organization. However, it is also important for leaders to ensure the authenticity of recognition and not dilute its importance and meaning by recognizing without a direct correlation to outcomes.

- **Customizing for context**

Ensure that the recognition strategy is linked to the outcomes you wish to drive and provides flexibility to recognize varying degrees of employee contributions. Go beyond money, and consider personal gifts, tickets to events, or experiences that show employees that their rewards are personalized. In fact, handwritten notes, or using the Internet or internal social media to recognize individuals helps in sustaining a culture of recognition. 📌

(The views, thoughts, and opinions expressed in this article are author's own and do not reflect the views of Sun Pharma)



ARVIND USRETAY
Director, Willis Towers Watson India

Recognition creates a differentiated work environment

Employee recognition has moved from being a tactical activity to a philosophy that can create a differentiated work environment that drives superior performance

R&R programs have evolved considerably in the past few years. Employers are acknowledging the impact that effective R&R programs can have on employee morale and engagement. They are using Total Rewards framework that includes R&R beyond the basic compensation and benefits proposition. We find that R&R programs are rapidly going digital in accordance with the demands of the modern-day employees, and are being carefully crafted keeping in mind the various demographic and cultural employee segments across sectors.

Employee recognition has moved from being a tactical activity to a philosophy that has the power to create a differentiated work environment that drives superior performance and proves to be a strong retention tool. There is no single program that might work for all employers, but there are a few key elements of genuine recognition that can create impactful recognition experiences. Appreciation of employees must be a seamless and easy experience. Some steps that employers may follow can be:

The larger purpose: R&R programs must help employees to see the impact their work creates in the organization, function or team. This helps them to contribute and deliver high performance consistently.

Relevance: R&R is most impactful when it is connected to accomplishment of measurable objectives and not based on subjective opinions.

Timing: Timing of recognition is key. Recognition must be offered quickly; the longer it takes for employers to recognize the work of employees, the actions are less likely to be perceived as genuine or authentic.

Personalize: Recognition, in order to be impactful, must be specific, accurate and personal. It must call out specific accomplishments rather than generic actions.

Communication: Recognition needs to be communicated well and through multiple channels and as often as possible. This helps in ensuring the messages are well circulated and received by all.


Variety: There are a number of ways in which we can recognize exceptional work of colleagues. This goes well beyond monetary benefits — perks,

appreciation letters, mementos, certificates, experiences etc.

Today, traditional and formal modes of recognition are being replaced with contemporary, peer-to-peer, social recognition. However, most effective R&R Programs have some common elements such as business strategy-related themes, well-stated objectives, obvious linkages to other reward programs/total reward strategy, clear and consistent guidelines for eligibility, selection of award recipients and distribution of awards, meaningful awards (size and/or nature), employee input/involvement in award program, well-conceived communication strategy, public acknowledgement of winners (celebration of success), and continuous evaluation and renewal.

Recognition must be offered quickly; the longer it takes for employers to recognize the work of employees, the actions are less likely to be perceived as genuine or authentic

The effectiveness of R&R also depends on the kind of impact it creates on the employees. In the midst of fierce competition, to acquire the best talent, every employer needs to create a fair, transparent, and well-managed reward and recognition program. In order to create a culture of recognition, one has to keep in mind of the following things:

- R&R programs need to be closely aligned to the business objective and must draw out the discretionary efforts of the employee
- They should carefully consider the behaviors that need to be driven
- High impact incentive programs differentiate bonus payouts of star performers from median performers
- Successful R&R programs are often backed by carefully thought-out and executed communication plans to ensure participants understand how the plans work
- R&R plans must be periodically reviewed to check their relevancy and applicability 



ASHISH MITTAL

Head - Total Rewards & Performance Management, Aviva India

Employee Recognition programs: A product of desirable behaviors

Rewards & Recognition are a product of desirable behaviors, and when the right behaviors are recognized, teams and individuals perform better


For Aviva, employee recognition is a philosophy. There are a lot of different views regarding making recognition a part of the culture. Creating a culture of recognition is an aim that is not easy to achieve. At Aviva, the transformation to a 'culture of recognition' started when we decided that recognition has to center around our values. Our recognition programs, whether the quarterly company-wide programs or the annual CEO program, are all centered on values that encourage employees to act in line with our values.

Linking our quarterly and annual R&R programs to the business values has helped us in generating greater participation of the sales force in recognition programs, which in turn complements our efforts to drive behaviors in line with our val-

ue policy wherein leave eligibility increases with tenure. This has received a lot of appreciation from employees across levels and is probably unique to the industry.

Rewards & Recognition at Aviva are a product of desirable behaviors. When the right behaviors like customer centricity, innovative thinking, and simplicity are recognized, we see that teams and individuals perform better. R&R has always played a key role in motivation and engagement if done in the right way. However, when R&R programs fail, it mostly happens due to one or a combination of the following reasons — either they are too complicated and difficult to understand; there is not enough communication about the same; or there is a lack of senior leadership buy-in.

Organizations have now realized that with a multi-generational workforce, the preference for rewards and incentives also vary. Employees expect more choice when it comes to benefits and rewards. Though monetary rewards still are still prominent, employees increasingly prefer 'experiences' and opportunities like taking up specialized courses or certifications as rewards. It is important to note that while we are in an era where benefits preferences have become highly specific to the individual, preferences to recognition continue to remain 'social.' We at Aviva have also started to provide recognition on platforms like LinkedIn and have observed employees sharing such recognition on their social networks as well.

There can be a multitude of factors that support the success of R&R programs and that vary with organizations or between channels within the same organization. A few factors to keep in mind when designing incentive plans are that the programs must be simple; the value proposition should be decided and the rewards must be linked to what the customers want; ensure that parameters are designed to drive the right behaviors; ensure leadership buy-in; prepare a communication and marketing strategy; measure progress continually and recalibrate approach if necessary; and collect data on the program's effectiveness for future analysis. 

It is important to note that while we are in an era where benefits preferences have become highly specific to the individual, preferences to recognition continue to remain 'social'

ues, especially among employees who are our first line of contact with customers. We have special initiatives to recognize and reward our employees like our program for middle-management called the 'CEO Club', aimed at creating a leadership pipeline for the organization by identifying and grooming High Potential talent. Every nominated individual, irrespective of whether they make it to the 'CEO Club' or not benefits from Hogan's Hi-Potential Talent Assessment, Group Debrief, and Individual Coaching Sessions. This program in itself has become a Gold Standard for recognition at Aviva. Another effort towards creating a culture of recognition is 'Thank You' days where Thank You cards are made available for employees to share with colleagues. We recognize regular milestones like three years, five years, ten and 15 years. We have recently instituted a change in our



AYAN MAJUMDAR

Director - Rewards (Emerging Markets, Global Product, Technology and Operations), Pearson

Identifying & developing reward partners for a successful reward and recognition ecosystem

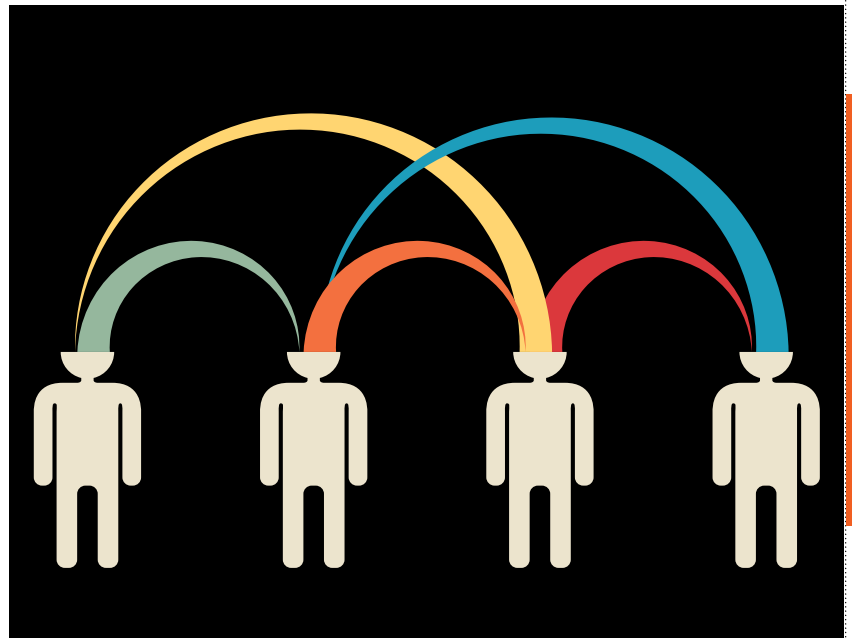
Create an environment of high performance by recognizing those who exemplify the behaviors that define your culture

The reward and recognition landscape has undergone a tremendous change! One of the changes we are increasingly observing is organizations' policy to differentiate "rewards" from "merit pay" and "performance pay".

The adoption and implementation of digital technology is also radically changing the entire landscape by enabling businesses to track, measure and source performance metrics in real-time and reward employees accordingly. With the startup environment maturing, another shift that has been observed is that aggressive individual variable pay plans are being replaced with collaborative rewards at junior levels, while introduction of bonus-malus and claw backs are catching up at the executive level.


As an organization, we started our journey in the education sector as a printed textbook publisher. Currently, we are on our way to making a massive transition in the field of digital education space through the power of mobile and Internet and we expect to have a far-reaching impact on the education space and to the society through this. To support this business need, the composition of our workforce is also changing and so our rewards and recognition practices. Our rewards have to keep up with the workforce composition and we are trying to create reward programs that cater to changes in the ongoing business developments.

Our competition is not just defined by the likes of traditional publishers or digital education companies, but also by the likes of Amazon and Google. Our reward programs are more of a manifestation of a larger philosophy, rather than a tactic. In Rewards, we are also inventing and re-inventing our practices to keep up with the changes and stay a step ahead of the rest. It is even more difficult considering the balance we trying to achieve with one eye focused on our long-standing values, and the other one on the future direction. We have enterprise-wide reward programs that ensure consistency across geographies and functional groups.



Our reward programs are more of a manifestation of a larger philosophy, rather than a tactic

At the same time, local geographies and management have the latitude to strongly incentivize, recognize and differentiate individual and team performance.

Creating this successful rewards and recognition ecosystem is underpinned by having strong "Reward business partners". Besides having technical compensation expertise, a "reward partner" is someone who understands the subtlety of the business and/or functional group and collaborates directly with the business and HR partners to implement global reward programs and tailor local reward solutions. 



JANESH KUMAR
CHRO, Airtel Payments Bank

Delivering an individualized experience through rewards & recognition

R&R is more of a philosophy than process that links to the organization's system of beliefs and values

The changing workforce demographics has compelled leaders to rethink and realign their strategies around employee recognition, retention and rewards. Earlier, Reward and Recognition (R&R) was more like a ritual where people had to wait for occasions to get recognized and rewarded. Today, expectations have changed, and individuals expect instant recognition. Recognition that is given after significant time lapse loses its meaning by degree. If it takes longer for managers to recognize employees, the actions will more likely be perceived as less authentic.

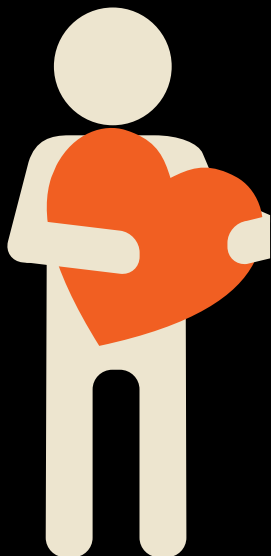
Recognition should be constant and instinctive – delaying recognition makes employees anxious, suspicious, and less productive

We at Airtel Payments Bank believe that today's generation does not stick to a specific tactic until they are emotionally connected to it. Thus, for Airtel Payments Bank, R&R is more of a philosophy than process. We have linked our R&R to the organization's system of beliefs and values to make it a part of our organizational culture.

I have seen R&R creating a positive impact on employee motivation and engagement instantly. There is an empathetic factor attached to R&R that helps employees to emotionally connect with the organization through the means of appreciating and recognizing efforts.

To create a culture of recognition, I believe one has to keep in mind three crucial factors:

- **Deliver a great individualized experience:** An essential aspect of recognizing and rewarding is that every employee should feel special, valuable and proud of their achievements. Make recognition powerful, positive and memorable.
- **Continuous and spontaneous:** Recognition should be constant and instinctive. Delaying recognition makes employees anxious, suspicious, and less productive. At Airtel Payments Bank, one way of making recognition a continuous habit is by appreciating people who recognize others.
- **Connect to a bigger picture:** Recognition should motivate employees to drive organizational goals, values, and belief. Plan your recognition practice in a way that helps employees to develop a sense of belonging, motivating them to perform continually. 🙌





SHIKHA SHARMA

Director – Compensation & Benefits – India & Japan, American Express

Managers are the ambassadors of an appreciative culture

A small thank you note, a warm smile, a wink or a thumbs-up right after a presentation, on-the-spot shout-out for someone in a team — this is all it takes!

“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.” - Maya Angelou

Strong recognition and rewards are the core pillars of a healthy and progressive talent management strategy that can have a huge influence on the perception of fairness and transparency in the company. And hence, it should become a part of the cultural fabric of the company.

A small thank you note, a warm smile, a wink or a thumbs-up right after a presentation, quick feedback on the job, on-the-spot shout-out for someone in a team, all can enhance employee engagement and help retain top talent. Leaders need to lead from the front in such initiatives, and should be supported in re-imagining the way they add substance to the employee recognition experience — this can be achieved by personalizing employee experiences and creating memorable moments. There is also a need to rethink the ways in which leaders and mid-level managers get rewarded. It is the middle-level managers who drive the culture, and if they are rewarded thoughtfully, they will further reward the front-line in the same fashion. But most importantly, HR should partner with leaders to bring an appreciative culture to life through these four practices:

Add context to the program

When we talk about the effectiveness of recognition or rewards practices, it must be reiterated that they will only be effective if they have a business context attached to them. Anything that caters to the employee needs and business context is always effective. I have seen reward practices fail in one organization and succeed in another because it’s all a matter of context and it is crucial to link recognition to business goals. Organizations should pro-actively link recognition programs to business goals, the achievement of those business milestones and desired behaviors.

Get the balance right

In recognition more so than any other area, getting the balance right is critical — balance between digitally-driven rewards and adding a personal touch to rewards, big social recognition and small handwritten notes, what to encourage and what to discourage, and how much and how often to recognize.

Personalize rewards

Understand the value that employees associate with rewards. This can vary all across. For some it could be receiving monetary rewards and for some, it could be non-monetary recognition. It is important to understand the elements that motivate employees.

Linking recognition programs to business goals and desired behaviors is imperative

Have something for everyone

Another factor I believe that could take recognition programs to the next level is by creating something unique for every employee in terms of demographics or life-stages. For example, work anniversaries, marriage, child -birth, children’s education. Creating something for every employee especially taking into account the employee’s life-stage is essential.

Over the last couple of years, interesting trends have been observed in recognition. Many organizations are moving towards online platforms, many have increase transparency and fairness, and I also see many companies linking awards to company values. But in my view, the most crucial component is the middle-managers who are the true ambassadors of an appreciative culture. 🙌



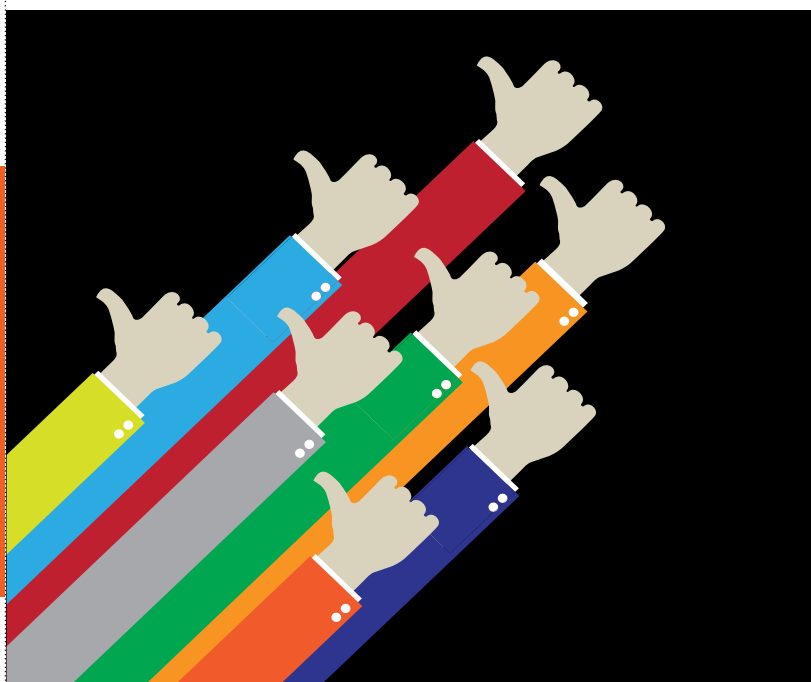
SIREESHA CHANDANA

Corporate Director – L&D and Engagement, Taj Hotels Resorts and Palaces

Encourage participation to spark a culture of recognition

Over the years, we have witnessed 'recognition' emerging as a crucial factor that is instrumental in motivating employees

SPECIAL FEATURE



Recognition is not just the responsibility of leaders or managers; an organization should embrace a culture where individuals openly acknowledge each other

In this war of talent, organizations today are particular about what they offer to their employees — compensation, learning opportunities, flexibility, career enhancement options, or rewards, the list is endless. Over the years, we have witnessed 'recognition' emerging as a prime factor that ensures a confident and motivated work culture.

Recognizing each contributing action, balancing intrinsic vs. extrinsic rewards, and helping colleagues grow at work is a lot of hard work. And to promote a culture of recognition, all stakeholders should be involved. Recognition is not just the responsibility of leaders or the managers; an organization should embrace a culture where individuals openly acknowledge each other.

At Taj, while there are many local campaigns that are used for recognition, 'STARS' and 'The Difference You Make @ Taj' are two prominent

recognition programs at the organizational level. The 'Special Thanks and Recognition System' or STARS program has been in place for more than 15 years in our organization that has evolved over time. The other program 'Difference You Make @ Taj' is a recognition program aimed at nurturing and recognizing a great leadership culture in the organization. So this is an opportunity where we give a window to associates to identify mentors, coaches, managers, leaders, who have made a difference in their lives.

These two programs have been our differentiators that have enabled us to embrace a culture of recognition, and which have in turn led us to improve associate engagement and motivation. However, a critical factor that should be taken care of while instituting recognition initiatives is instant recognition. Timely acknowledgment of a person or team's accomplishments is vital to the process. 🍌

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



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- Debarred worker entry

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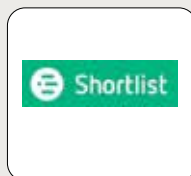
Jobs of the week



Scintel Technologies Private Limited
Senior US IT Recruiter
Location: Chennai
Job ID: 21734989
Description: Candidates MUST have strong experience in US IT Recruitment, Must be able to work independently as a team player.



Morgenall Management Consultant Pvt Ltd
Sr. Hr Manager
Location: Bengaluru / Bangalore
Job ID: 21735529
Description: Maintains and enhances the organization's human resources by planning, implementing, and evaluating employee relations and human resources policies, programs, and practices.



Shortlist Professionals Inc
Head HR
Location: Gurgaon
Job ID: 21720825
Description: Experience as a HR generalist/business partner with significant experience in a leadership role involved in strategic and operational decision making.



Sampoorna Computer People
AM / Manager - Training & Knowledge Management
Location: Pune
Job ID: 21725848
Description: L&D professionals who can assist in creating and designing functional training programs (related to areas of Manufacturing and Program Management).



Roljobs Technology Services Private Limited
HR Generalist
Location: Pune
Job ID: 21711860
Description: Responsible for HR Systems for Recruitment process, monthly HR reporting.



RR Donnelley India Outsource Private Limited
Senior Manager - Learning & Development
Location: Chennai
Job ID: 21636529
Description: The role focuses on enhancing the leadership skills/capability across the organizational levels.



GlobalHunt India Private Limited
Senior Manager- Learning & development
Location: Gurgaon
Job ID: 21676034
Description: Identify and assess current & future training needs through job analysis, career paths, performance management etc.



Vitasta Consulting Private Limited
Senior Associate-HR
Location: Mumbai
Job ID: 21675944
Description: Handling end to end Recruitment process such as sourcing, interviewing, vendor management, stakeholder management & candidate management.



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Title NAME SURNAME

Enter your title and name in the field above. You can also enter your name and title in the field below.

PERSONAL PROFILE

Write a short summary of your professional background and skills. This is a great place to highlight your achievements and the value you bring to the organization.

ACHIEVEMENTS

List your key achievements and accomplishments. This is a great place to showcase your skills and the impact you have made in your previous roles.

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Past Month's events

Are you making major moments in your employee journey count?

ORGANIZER: People Matters & BI WORLDWIDE
DATE: January 9th, 2018
VENUE: Online
KEY TAKEAWAYS: Employee value proposition works on a simple principle — give your employees the best and you get the very best out of them. The stronger the value proposition you make to your employees, the better their response, behavior, and rapport with your organization. Through years of research, BI WORLDWIDE has identified crucial moments in every employee's lifecycle. The web-cast discussed the research findings on key EVP moments in employee life-cycle, the new rules of engagement in the employee landscape and building and sustaining an effective EVP.

Setting the Right Foundation - Building First Time Leaders

ORGANIZER: People Matters & CCL
DATE: January 12th, 2018
VENUE: Online
KEY TAKEAWAYS: Research suggests 20% of first-time managers are doing a poor job according to their subordinates, 26% of first-time managers felt they were not ready to lead others to begin with, and almost 60% said they never received any training when they transitioned into their first leadership role. As organizations foray into the era of disruption, it is quintessential to upend the first-time leaders and provide them the right ammunition to be successful. This webinar focused on why first-time leaders are one of the most critical and yet vulnerable set of leaders; the biggest challenges that the first time managers encounter; and how organizations can transform people-process-technology to help first-time managers effectively deal with these challenges.

Humanizing Talent Technology

ORGANIZER: People Matters & Oracle
DATE: January 11th, 2018
VENUE: Online
KEY TAKEAWAYS: The focus on talent technology in the form of analytics, automation, big data and robotics and other technological possibilities has been immense. But the concerns and talk related to the loss of human touch have also been in focus. The webinar discussed how HR processes should be designed to complement technology and ensure human touch; the way in which technology can help in creating a positive impact on talent; and when to use discretion with technology.

NHRDN-Delhi & NCR Chapter's Young Leadership Summit "Developing Future Skills"

ORGANIZER: NHRDN
DATE: 12th January 2018
VENUE: Le Meridien, M.G. Road, Gurugram
THEME: This NHRDN event will focus on the different aspects of skills development with interactive discussions elaborating on the challenges and emerging trends in the business ecosystem, including the development of future skills. The event will present learning and networking opportunities for young and senior HR professionals, CHROs, entrepreneurs, and start-ups. Some of the prominent speakers of the day would include Chaitali Mukherjee (Partner- People & Organization Practice, PwC India), Ashish Srivastava (MD & CEO, PNB MetLife India) and Judhajit Das (Chief- HR, ICICI Prudential Life Insurance).

Total Rewards & Wellness Conclave 2018

ORGANIZER: People Matters & Oracle
DATE: January 12th, 2018
VENUE: JW Marriott, Juhu, Mumbai
KEY TAKEAWAYS: With a highly dynamic and customized workforce looking for instant gratification, the employee value proposition stands at the cusp of disruption more than ever before. It has become imperative to contextualize rewards at various stages be it employee life-cycle, personal life stage or organizational level. To help organizations build the most compelling and powerful rewards offering and the story to deliver it, People Matters organized the Total Rewards & Wellness Conclave, with a theme "culture, rewards and wellness – agile & personal".

The keynote by David Sturt, O.C Tanner, set the tone for the event as he shared a research-based framework for evaluating the influence of workplace culture on employee engagement and focused on the six most meaningful dimensions of workplace culture. The tenets of architecting a progressive culture were then shared by Leo Puri, MD, UTI Asset Management. Chester Elton also shared the power of thank you and gave some practical tips on making this practice a regular habit. Before presenting the People Matters League Awards - Total Rewards 2018, to the winners, the insightful conference was closed by Sumitro Ghosh, TATA Starbucks as he shared his vision and the critical elements of culture of tomorrow's organizations.

Altify HR 2018

ORGANIZER: PeopleStrong
DATE: January 19th, 2018
VENUE: The Oberoi, Gurgaon
KEY TAKEAWAYS: Peoplestrong's Altify HR 2018 was a daylong power-packed event that brought together a mix of senior HR leaders, tech and HR tech professionals to interact and share thoughts on overcoming business challenges while experiencing a unique display of handpicked AI Products (Machine learning and Deep learning products).

Upcoming events

Workshop on 'Gender Diversity in Manufacturing'

ORGANIZER: Confederation of Indian Industry (CII)

DATE: February 9th - 10th, 2018

VENUE: CII Naoroji Godrej Centre of Manufacturing Excellence, Vikhroli, Mumbai, India

THEME: Inclusive leadership today is widely seen as a key competency to creating more diverse, inclusive, and innovative workplace. The best leaders achieve great results by including diverse voices and creating a workplace culture that enables innovation. Encouraging gender diversity and inclusivity in the workforce in Indian Industry, CII Naoroji Godrej Centre of Manufacturing Excellence (CII CME) is introducing a specialized workshop catering to the objective of building a strong business case for a gender diverse organization, especially in the manufacturing sector.



HOW TO REGISTER:

To register visit
<http://www.cii.in>

Compensation & rewards summit "decoding cutting edge practices"

ORGANIZER: NHRDN

DATE: February 9th, 2018

VENUE: WelcomHotel Shereton, Saket, New Delhi

THEME: NHRDN's 6th Compensation & rewards summit "decoding cutting edge practices" will feature eminent CEOs, heads of C&Rs and CHROs who will come together to share their experience on how to develop a fair and transparent Compensation & Rewards strategy. Through a blend of strategic sessions, case studies and presentations, key issues will be tackled and panel discussions and compensation will provide ideas of trends and innovative practices in the design and execution of C&R strategy across industry in India and overseas.



HOW TO REGISTER:

<http://www.national-hrd.org/>

Talent Tech Evolve

ORGANIZER: People Matters

DATE: March 6th - 8th, 2018

VENUE: Virtual Conference

THEME: The three day long virtual conference will bring together experts from the HR Technology ecosystem to share knowledge, trends and insights on topics focusing on the practical aspects of HR and HR technology — from leveraging HR tech for automation, futuristic trends to the core HR themes that matter to HR, businesses and entrepreneurs. The speaker list includes Na Boon Chong (Senior Client Partner, South East Asia, Aon Hewitt), and Josh Bersin (Principal and Founder Bersin by Deloitte) and many more. The conference will comprise webcasts, Facebook lives, case studies and panel discussions.



HOW TO REGISTER:

<https://www.talent-techevolve.com/>

Talent Analytics Conclave 2018

ORGANIZER: People Matters

DATE: March 21st, 2018

VENUE: The Ritz-Carlton, Bangalore

THEME: Talent analytics is moving beyond single stand-alone initiative to an enterprise level initiative. And this conclave will dig deeper into the theme "Business-driven enterprise-wide talent analytics". Some of the speakers the event will include are T K Srirang (Head HR, ICICI Bank), Saurabh Govil (President and Chief Human Resources Officer, Wipro), Vineet Jaiswal (Strategist & Shared Services CoE Leader – DnA (Data & Analytics), GE) and many more.



HOW TO REGISTER:

<https://www.talent-analyticsconference.com/>

TechHR

ORGANIZER: People Matters

DATE: 1st - 3rd August 2018

VENUE: The Leela Ambience, Gurgaon

THEME: People Matters TechHR'18 will be about anticipating and owning the future trends. The event will talk about disrupting the future of disruption and reframing perspectives. In 2018, over 3,000 leaders will join us to raise the bar for talent transformation and HR technology once again. Connect with Global Thought Leaders, HR Practitioners, HR Technology Product Leaders, Start-ups and Investors as they propel discussions on Technology, Talent and Transformation.



Most people, who have unfailingly devoted their lives to a single organization, growing through the ranks, and thinking of nothing but serving the company in an almost religion-like manner, suffer the most as the vacuum after retirement is palpable and severely disturbing

The dangers of being too loyal to your employer

Recently, my father retired from his government service of over 40 years – one single organization all his life. He had a rather celebrated farewell, and the very next day an extreme sense of vacuum. Having stayed in government quarters with the size of the house growing with the growing family until the time all kids were out for studies and he was left with a big bungalow all by himself.

My dad comes from a generation where securing a job, that too a central government one, marked the quintessential arrival in one's life. The life after that follows an almost clockwork, where you get married, have two kids, they get married, and life goes on, till you meet the inevitable retirement. The ceremony itself is quite an emotional event, with friends for a lifetime showering praises and reminding you of the wonderful times. But the very next day, the 'theory of relativity' starts to make sense. How do you now pass the eight hours? And that too, day after day.

With people retiring at 60 and living well up to 85, most of them are staring at a good 25 boring years, where health isn't all that great, friends and family members are scattered, the sense of purpose is at a loss, and in some cases, the financials aren't supportive either. Most people, who have unfailingly devoted their lives to a single organization, growing through the ranks, and thinking of nothing but serving the company in an almost religion-like manner, suffer the most. Their life outside of the work is almost non-existent, especially in a housing colony setup. The vacuum is palpable and severely disturbing unless one has had a life outside of work. So much for the loyal types.



A learning employee, and not necessarily a loyal employee, is more useful for an organization

My dad's might be an extreme scenario. However, most employees of today, albeit seldom have longish tenures, and rate loyalty as an achievement. More disturbingly, the employers think of a loyal employee as a great asset. I wish to challenge that belief. With massively good talent existing outside of the organization and greater opportunities for individuals in the marketplace, this monogamy seems to have outlived its purpose. What this false sense of security does to both the parties is to severely restrict the horizon, of both learning and giving.

Would you reckon that any organization, however expansive it may be, would be able to fully utilize any person's entire

talent? What employment ends up doing is to limit and carefully prune a person's talent, caliber and ambitions to suit what's of immediate utility to the business. It's like a market of monopsony, where there's a single buyer of your talent, your employer. With eight hours and counting spent in the organization working, and navigating politics, one isn't left with much of vigor to look outwards for either learning or contribution.

With a growing shift towards internships, even at later years, part-time jobs, contract experts, consultants, entrepreneurs in residence, and other viable models, both the parties need to wake up to other possibilities. In the traditional employee loyalty driven models, both the parties have to suffer in the long run, employee more than the employer, for at least the latter gets to move on with time.

I am not suggesting one to resign from a job, provided one is enjoying doing a meaningful activity, but instead to reconsider the larger life one is leading. There is a whole set of opportunities that never existed before around how to make a meaningful contribution to self and others, which for a long, were served by formal employment. A learning employee, and not necessarily a loyal employee, is more useful for an organization. And if the organization has to take the ownership of the employee learning, then that's a recipe for mediocracy. Time to reconsider the virtues of loyalty and bring back the focus to mutual value addition, in whatever form it may take. ☺

ABOUT THE AUTHOR

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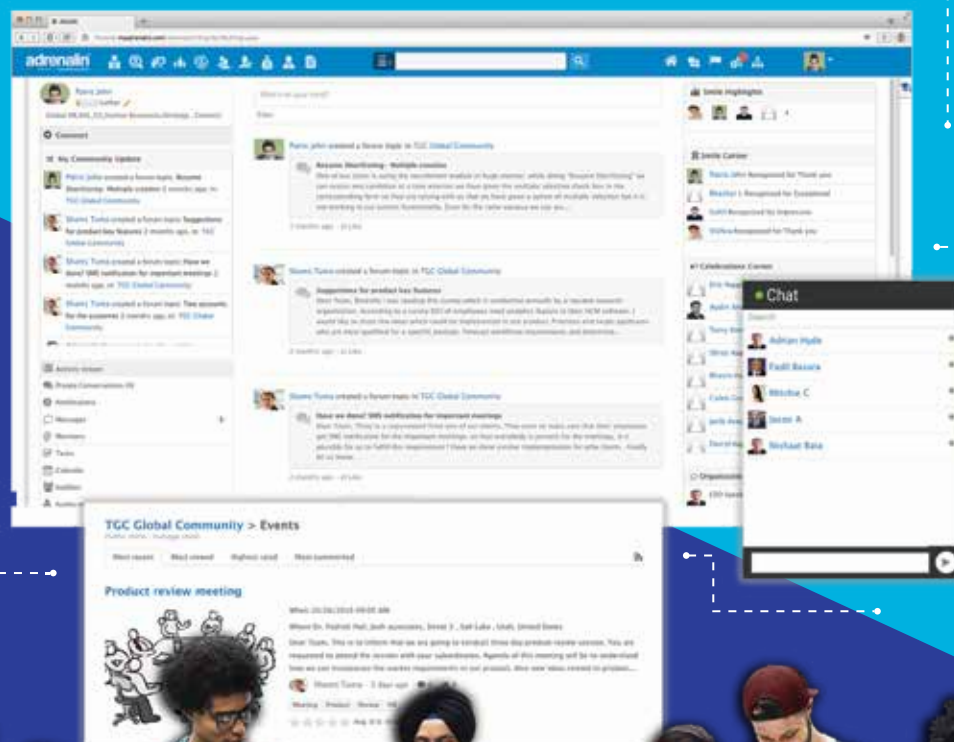
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