

people matters



VOL IX / ISSUE 3 / MARCH 2018
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BIG INTERVIEW

Manish Verma
Head-HR (Asia Pacific), Cargill

SPECIAL STORY

Global Leadership Forecast 2018

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A grab bag!

Some say that the gig economy is flourishing on exploitation; some say the system puts workers at a disadvantage; and some feel that the social contract between gig economy workers and employers is disjointed. But then there are some who feel it is a lifestyle choice that guarantees work-life balance, and fulfills the dream of becoming a micro-entrepreneur. Yes, there are pros and cons to every story – but the gig economy is under scrutiny because it is still a mixed bag, a business reality that has not been explored, and its nuances are still being measured.

Regardless of the perspectives, positive or negative, gigs have disrupted the traditional and conventional concept of employment, and have rattled the relationship between the workers and employers. Just as technology flabbergasted the workplace, this will be the biggest disruption in the workforce, since the industrial revolution. A recent study by the McKinsey Global Institute “Independent work: Choice, necessity, and the gig economy”, reveals that “up to 162 million people in Europe and the United States — or 20 to 30 percent of the working-age population — engage in some form of independent work.” Our cover story this month brings to you insights and perspectives of thought-leaders and industry leaders on how organizations are reacting to such labor market changes, how

employers generate win/win relationships with independent workers, the pros and cons of considering the contingent workforce, and sourcing, engaging, and managing talent in this new world of work.

For the Big Interview this time, we have Manish Verma, Head-HR (Asia Pacific), Cargill, who shares insights on what it takes to adapt to the evolving business ecosystem, Cargill’s talent strategy, culture, digital disruption and what it takes to manage change.

This issue also features David Litteken, Vice-President Asia-Pacific Region, BI WORLDWIDE who talks about the mutability in the engagement, rewards and incentive industry. We also have Lau Yin Cheng, Chairman of SCS Career Compass Steering Committee who shares his perspectives on the talent landscape in the APAC region, challenges that organizations face and technology adoption.

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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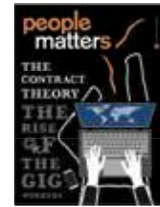
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THE COVER STORY (BEHIND THE SCENE)



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KNOLSKAPE

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Step Up to Leadership
10th | 11th

Build Influence through Enhanced
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18th | 19th | 20th

MAY 2018

Train The Trainer
10th | 11th | 12th

High Impact Presentations
21st | 22nd

JUNE 2018

Developing a Self-Confident,
Assertive Attitude
12th | 13th

Leadership Training for Managers
18th | 19th | 20th

DELHI

APRIL 2018

Win-Win Negotiation Skills
12th | 13th

Leadership Training for Managers
16th | 17th | 18th

MAY 2018

Train The Trainer
2nd | 3rd | 4th

Developing a Self-Confident,
Assertive Attitude
29th | 30th

JUNE 2018

High Impact Presentations
28th | 29th

Build Influence with Enhanced
Communication and People Skills
(International Trainer)
21st | 22nd | 23rd

BANGALORE

APRIL 2018

Step Up to Leadership
23rd | 24th

Developing a Self-Confident,
Assertive Attitude
19th | 20th

MAY 2018

High Impact Presentations
(Hyderabad)
15th | 16th

Train The Trainer
23rd | 24th | 25th

JUNE 2018

Dale Carnegie Public
Speaking Mastery
7th | 8th

Enhance Impact with Powerful
Executive Presence
14th | 15th

Build Influence with Enhanced
Communication and People Skills
(International Trainer)
25th | 26th | 27th

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Letters of the month



PEOPLE MATTERS VALUES YOUR FEEDBACK. WRITE TO US WITH YOUR SUGGESTIONS AND IDEAS AT EDITORIAL@PEOPLEMATTERS.IN



FEBRUARY 2018 ISSUE

Death by overwork

It is a fact that cultural nuances affect beliefs, values and even motivations. And this is stark in countries like India, Japan, Korea and China where hard work, loyalty and the need to outperform competition more than others equates surviving. But in reality, this does not really leave much of a choice for the workers but to keep working to meet personal and professional expectations. And that is why there has been an upsurge in the number of cases where overworking has caused deaths. What is required today is not just an acknowledgement of the phenomenon, but also a course correction. Organizations, must understand that establishing a work-life balance is crucial, healthy and beneficial for both the employees and the organization.

- ROHINI SINGH

The Reflective Leader

Raghu Raman's article on tapping into the unknown quadrant of the 'Johari' window is extremely interesting. He mentions that even today, leadership development programs are focused on 'hidden' and 'blindspot' quadrants, with most hinging on encouraging employees to be more open to feedback than anything else. But if the leader commits to facing his fears, past failures and shame, the possibility of the leader emerging as courageous, fearless and wiser is limitless. The author aptly states that in the deepest corners of our minds are our darkest secrets that pull us down, but the question is not whether one

should brave the inner storms to unravel the being inside, rather if one actually desires, then how should he do it?

- RAJVEER SHEKHAWAT

HR brand evangelist

When you look at companies like Amazon, Google, Facebook and Apple, you know that their employer brand is robust, which automatically improves the quality of hiring. But imagine what a HR Brand Evangelist can do to your talent? Abhijit Bhaduri rightly states that HR should have Brand Evangelists to help in differentiating the employer brand, improve work culture and even leadership. The HR brand evangelist will not only tell the right brand story, but will also share the companies' values and perspectives not just to reach customers, but also to reach prospective employees.

- ARVINDAM SEN



The workplace of the future

When we think about the future of work, we all tend to think that automation will take jobs away and many will be left in a lurch. But if we think deeper, jobs are not going away. Instead, attributes for valued jobs are going up! Nanjappa's article presents all relevant points – there's a lot that can be gained from a balanced relationship with technology – machines have intelligence, humans hold wisdom, and that the future will need the best of both. But it is up to us to realize this potential.

- MOHIT SINGHANIA



Emmanuel Michael@enmichael

Thank you for the opportunity of being a part of this global Tweepchat. Great insights. Great learning! #TalentTechEvolve #HRwithEM

Kanika Singh@SinghingKanika

I wake up everyday to read your articles. You are doing an amazing job @PeopleMatters2. Keep up the good work.

Varadraj S@RajaHRpro

Special thanks to you as well as Ester for focusing the group leading to the right outcomes #TalentTechEvolve

Tripti Nandkumar@TriptiNandkumar

It's always a great learning with all of you. Thank you. #TalentTechEvolve.

Sri@JustMaguire

Great to be a part of it! Great insights in a rapid fire session! To more 'digitised' insights #TalentTechEvolve

Anand Pillai@Anand_Pillai

Great to see @JustMaguire, @yuvarajsri, @enmichael, and @Pam_Boiros in this wonderful chat driven by @Ester_Matters #talenttechevolve

Arjun Khanna@ArjunKhanna

Awesome @PeopleMatters2 and CCL. It was a great webinar put together.

Aluru Chandraaluru_chandra

"Excellent article to learn from what successful leaders do at start of the day. @Dr_NiviPartha - congratulations!"

Vimmi Chachra@vimmichachra

Thanks @PeopleMatters2 @SopraSteria_IN @suni_l_goyal_355 and my Talent team for the support in this journey

Madhav Vamsi@MadhavSpeaks

"Pleasure entirely mine! Curate such wonderful themes & I am in to learn & share #Talenttechevolve"

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CRYPTOCURRENCY

India sees the growth of cryptocurrency jobs despite regulatory concerns

India is seeing an increase in jobs and applicants for employment in the cryptocurrency sector and blockchain related postings. According to Indeed, the number of postings related to blockchain and cryptocurrency has increased by 290 percent, along with its job searches containing crypto-related keywords that have risen by 52 percent. It is stipulated that the global market for blockchain related products and



services is expected to reach \$7.7 billion in 2022. With 10 percent of bitcoin transactions in the world taking place in India alone, suggests that such jobs will continue to grow in this space. Although the Govt. of India does not recognize cryptocurrencies as legal tender, efforts are being made to institute crypto regulations in place.

HIRING

Positive hiring intent aligned with better employability: Report

Surpassing the hiccups faced last year, Indian job market is now moving towards growth and is likely to see a positive hiring intent and more availability of employable talent. While the employability score has gone up from 40.44 percent in 2016-17 to 45.60 percent in 2017-18 as per the Wheebox Employability Skill Test, the Hiring Intent for the year 2018 has got an increase of 10-15 percent as per India Skills Report 2018. Although the concern of skill gap has also not subsided, the overall sentiment is positive and aligns well with the availability of talent.

FUNDING

Joveo raises \$5 million in Series A funding



Joveo, a recruitment technology startup, has raised \$5 million in Series A round of funding led by Nexus Venture Partners. Joveo will use this funding to accelerate its product offerings, expand its partnerships and scale its AI and deep learning offerings. Founded in 2016, the company also acquired Ripple Media Inc., which partners with agencies to provide an open publisher marketplace and trading expertise. Joveo's programmatic recruitment platform and integrated apply and click optimization technology will enable RPOs, job boards, talent management functions of companies, and recruitment agencies to ameliorate their hiring efficiency at substantially lower cost-per-hire while accessing a much larger candidate pool outside the current job-board ecosystem.

TECHNOLOGY

The answer to workplace harassment - a chatbot

Spot, a US-based startup has combined memory science and artificial intelligence to tackle harassment and discrimination at work. Founded by Dr. Julia Shaw, Dr. Daniel Nicole, and Dylan Marriott, the startup has launched an AI-powered recording tool that helps employees to report inappropriate behaviors at workplace. Employees can choose to record these actions and situations anonymously. In case the users have doubts about recording certain behaviors or actions, the bot goes through definitions of what frames harassment and demonstrates the process entailed in reporting such incidents. Users can choose to include as much detail as they want. Each entry is time-stamped and establishes evidence — something that could come in handy if the case escalates to a trial. As per reports, the company is not looking to monetize these reports, and for now, the startup is focusing on user experience. However, in the future, the idea is to sell some AI-driven management system to human resource (HR) departments within companies.

MERGERS & ACQUISITIONS

Quess Corp announces two major acquisitions



Quess Corp, an integrated business services provider, has acquired Monster India and its business in South East Asia and the Middle East from Monster Worldwide Inc. It has also announced the acquisition of the Care Business of HCL Services from HCL Infosystems. The transactions for both these acquisitions are slated to close in the next few weeks, subject to the fulfillment of customary closing conditions and required statutory approvals. According to reports, Quess Corp will acquire Monster.com India Pvt Ltd for up to \$7.5 million (Rs 47.6 crore) from Monster Worldwide Inc. It will also purchase Monster.com companies in Singapore, Hong Kong and Malaysia at an enterprise value of \$6.5 million. Besides this, Quess will buy HCL Computing Products Ltd for up to Rs 30 crore (\$4.7 million).



DIVERSITY

Women employees to get maternity leave for surrogacy

The Department of Personnel and Training has instructed all central government ministries and departments to institutionalize the Delhi High Court order of 2015 which grants maternity leave to a female employee who chooses to have a child by commissioning a surrogacy and also includes both the pre-natal and post-natal period. It also states that the commissioning mother would be entitled to apply for maternity leave under sub rule (1) of Rule 43 of CCS (Leave) Rules whereby the competent authority would decide the timing and period for which the maternity leave is to be granted to the commissioning mother, based on material placed before it.

Iceland makes it illegal to pay men more than women

Iceland, the world's most gender-equal country has taken a radical step in eradicating gender equality. The Nordic nation has become the first country in the world to make it illegal for the firms to pay men more than women. Under the new rule, companies and government agencies employing at least 25 people will have to obtain government certification of their equal-pay policies.



Dr Reddy's Lab makes it to the Gender Equality Index

In the inaugural 2018 Bloomberg Gender-Equality Index (GEI) that measures gender equality and rewards firms that disclose and showcase commitment to gender equality, Dr Reddy's Laboratories Ltd features as the only pharmaceutical company globally and the only Indian company to be recognized for its efforts towards gender equality. A total of 19 APAC companies are listed in this year's Gender-Equality Index by Bloomberg. The 2018 Gender-Equality Index by Bloomberg has expanded globally and now a total of 104 companies are listed as its members. The 2017 BFGEI included 52 financial firms, headquartered in 17 countries and regions and now it represents 24 countries and regions, including firms headquartered in Belgium, Chile, Greece, Ireland, Italy, Singapore and Taiwan.

MERGERS & ACQUISITIONS

PeopleStrong acquires Grownout, a referral hiring platform

PeopleStrong, a Software-as-a-Service (SaaS) HR technology and solutions company, has acquired Grownout, a B2B SaaS referral platform for an undisclosed amount. With this acquisition, PeopleStrong's SaaS HR technology PeopleStrong Alt will become the only global recruitment product from India with a comprehensive offering, right from sourcing, matchmaking to offer generation and onboarding – all powered by Machine learning. In an exclusive conversation with People Matters, Pankaj Bansal Co-Founder and CEO, PeopleStrong stated that, "We have always believed that Machine learning and AI is going to transform the way HR functions completely. With Grownout, we were able to find synergies both with the product as well as the team which could travel this journey with us. With Grownout the machine learning platform which we recently launched will get strengthened, and our journey towards machine learning in HR will be more exciting." Grownout was established 2014 by Sumit Gupta and Harsimran Walia with the vision of making hiring easy, quick and fun by revolutionizing the way referrals are managed.

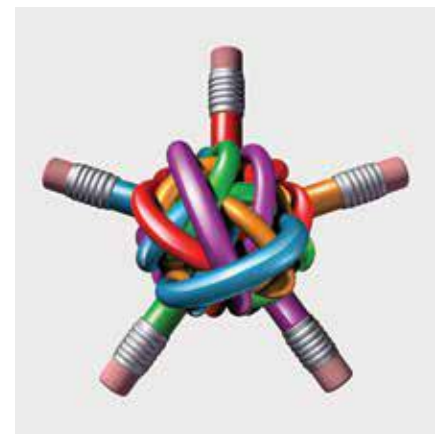


INCLUSION

Government opens up jobs for people with learning disabilities

The Department of Personnel and Training (DoPT) has formulated rules for the reservation, advertisement and filling up of government vacancies across all groups, and after nine months of enactment of Right of Persons with Disabilities Act in April 2017, the government has opened jobs to differently-abled with learning disabilities, autism, and victims of acid attacks. The Act increases the reservation of jobs for the differently-

abled from 3 percent to 4 percent and specifies 1 percent reservation for differently-abled with low vision and blindness, 1 percent for deaf and hard of hearing, 1 percent for people with locomotor disabilities, and 1 percent for autism, intellectual disability, specific learning disability and mental illness. The rules states that if a person has multiple disabilities, he will compete with persons in the third category with intellectual disabilities.



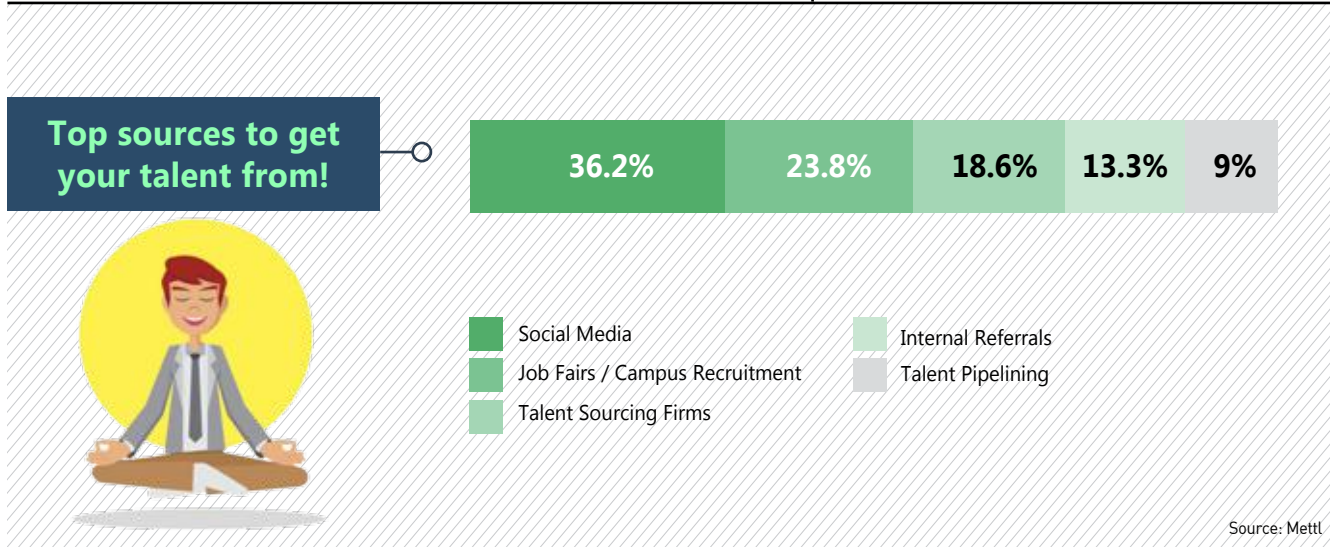
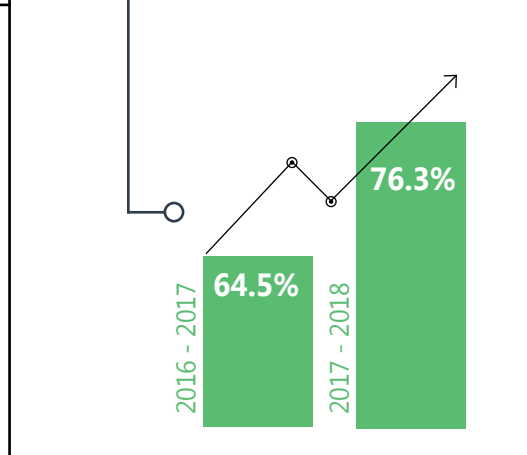
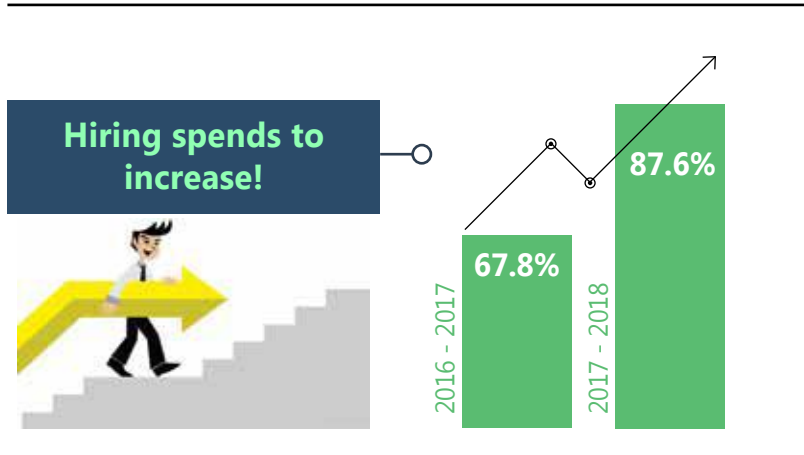
STATE OF TALENT ACQUISITION IN INDIA, 2018

Are you up for the Challenge?

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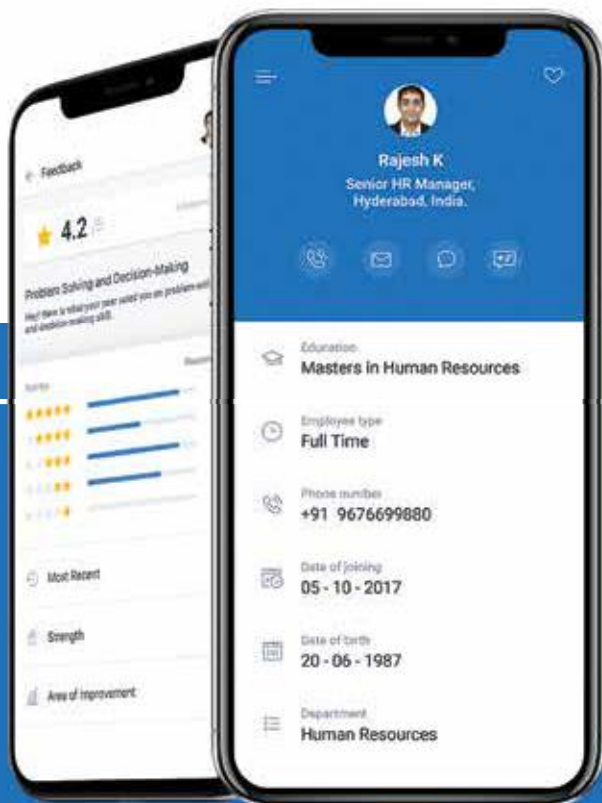


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NEWSMAKERS OF THE MONTH

The Dead End - Ola's "Payola" rigmarole



It's a case of corporate fraud – a question of ethics and avarice, and an issue that transcends corporate governance, organizational culture, enterprise risk and compliance.

Bengaluru-based cab aggregator Ola has been under scrutiny as allegations have been laid upon the company, implicating its HR Head & Chief Administrative Officer, Yugantar Saikia, who is stipulated to be involved in corrupt practices at the company. Saikia is being investigated for payola, favoring select recruitment vendors and in return receiving kickbacks.

The estimated value of the fraud is being pegged at a few million dollars and it is speculated by sources that it goes beyond recruitment, procurement, administration and IT. The investigation also ropes in nearly 1,000 Ola employees who are also being investigated and reviewed, as the amount earned through their recruitment is said to be around Rs 5-6 crore.

Founded in 2010 by Bhavish Aggarwal and Ankit Bhati, the company has around 6000 employees. Ola increased its market share from 53 percent in July 2017 to 56.2 percent in December, according to market intelligence firm KalaGato. Ola received a \$400 million Series E round of funding led by Yuri Milner, Russian billionaire and his investment fund, DST Global. The investment enabled the aggregator to increase its fleet to 700,000 vehicles, including auto rickshaws. In a fresh funding from marquee investors, Japan's Softbank and Chinese Internet firm, Tencent, Ola got over \$2 billion in fresh funding and also announced its first international outpost in Australia. Ola had

The estimated value of the fraud is being pegged at a few million dollars and it is speculated by sources that it goes beyond recruitment, procurement, administration and IT

also acquired Foodpanda India recently and had committed to invest \$200 million in the food ordering business

Saikia was hired by Ola as the Head of Human Resources in February 2015, from a Silicon Valley-headquartered data analytics firm FICO, where he worked for over 10 years and led the India operations for customer growth and customer services while managing M&A integrations, and setting up the APAC landscape for the company. Saikia is also an alumnus of XLRI, Jamshedpur, and has worked with American Express and E&Y.

Ola has hired one of the Big Four audit firms to accelerate the investigation along with launching an internal probe. Many media reports claim that Saikia was already serving his notice period when the fraud was discovered. 📢

(Compiled from online sources)

APPOINTMENTS



VERSE INNOVATION APPOINTS UMANG BEDI AS PRESIDENT

Verse Innovation Pvt. Ltd., creators of Dailyhunt, a news and regional language content app, has appointed Umang Bedi, ex-Facebook India and South Asia Managing Director as President.

Bedi is Harvard Business School Alumnus, and has led global enterprises such as Adobe, Intuit, and Symantec in India and South Asia.



EASTMAN AUTO & POWER APPOINTS SATYENDRA K. MALLIK AS PRESIDENT & CHRO

Eastman Auto & Power Limited has appointed Satyendra K. Mallik as President and Chief Human Resources Officer (CHRO). Prior to this appointment, Mallik was with INTEX Technologies (I) Ltd., where he played pivotal role in organization building and meteoric growth story.



ALPHABET NAMES DINESH JAIN AS CEO OF ITS INTERNET SERVICE COMPANY

Alphabet Inc. has appointed Dinesh Jain, a former Time Warner Cable Chief Operating Officer, as the Chief Executive Officer of its Internet service company. Jain will replace Greg McCray, who left last year amid turmoil at Access.



BNP PARIBAS INDIA APPOINTS SUNEET WELING AS MD

BNP Paribas has appointed Suneet Weling as Managing Director and Head of Advisory, Capital Raising and Financing for India. Prior to this appointment, Weling was the Executive Director for Investment Banking at Kotak Mahindra Capital Company in India.



CLEARTRIP APPOINTS MANOJ SHARMA AS CTO

Cleartrip has appointed Manoj Sharma, the former executive at Quikr, as its Chief Technology Officer. Manoj is an electrical engineer and has worked in organizations like Zynga, MySpace, Valyoo Technologies (Lenskart) and was previously the CTO of Quikr.



JLL INDIA APPOINTS JUGGY MARWAHA AS EXECUTIVE MD

JLL has appointed Juggy Marwaha as Executive Managing Director for its India business. Juggy joined JLL India in 2013 and was MD (South India) till December 2016. Prior to this appointment, Juggy was with WeWork as its India Lead.



ERICSSON APPOINTS PRIYANKA ANAND AS HR HEAD OF SEA, OCEANIA AND INDIA

Ericsson has appointed Priyanka Anand as the HR Head for South East Asia, Oceania and India market area (MOAD). Anand replaces Ericsson's India region HR head Sameer Khanna, who has recently relocated to the networks gear maker's Stockholm headquarters.



SOPRA STERIA INDIA APPOINTS VIMMI CHACHRA AS HEAD OF INDIA-TALENT MANAGEMENT

Sopra Steria India has appointed Vimmi Chachra as the Head of India Talent Management (HR) function. Vimmi has

played a key role in creating and executing Talent Management strategy to support organization's business objectives till now.



INDIGO APPOINTS RAJAGOPALAN RAGHAVAN AS THE NEW SVP-HR

Indigo has appointed Rajagopalan Raghavan as the new Senior Vice-President HR.

Raghavan joined Amazon in 2011 as its India HR head and is now working as Asia Pacific Director - HR. Before joining Amazon, Raghavan worked with GE as the General Manager HR.



ESSAR APPOINTS KAUSTUBH SONALKAR AS PRESIDENT HR, CEO AT ESSAR FOUNDATION

The Essar Group has appointed Kaustubh Sonalkar as President-HR, and Chief Executive Officer-Essar Foundation.

Sonalkar has more than 20 years of experience and prior to this appointment, he was associated with Future Group as the Group Chief People Officer.



INFOGAIN APPOINTS RAJIV NAITHANI AS HEAD OF INDIA HR

Infogain, a leading provider of technology solutions and services has appointed Rajiv Naithani as the Head of India HR organization. Rajiv joins Infogain from

Dassault Systèmes (3DS) where he headed the HR functions for R&D and Services businesses in India.



AON HEWITT APPOINTS ASHISH AMBASTA AS PRACTICE LEADER - ENGAGEMENT & CULTURE

Aon Hewitt has appointed Ashish Ambasta as the Practice Leader - Engagement & Culture. Ashish is a former Director, Employee Insights & Assessments of Willis Towers Watson and has over 15 years of experience in roles within consulting in several organizations.



FUTURE GROUP APPOINTS ANIMESH KUMAR AS CHIEF PEOPLE AND TRANSFORMATION OFFICER

Future Group has appointed Animesh Kumar as the firm's Chief People and Transformation Officer. Animesh joined IDFC

Bank in April 2009 as the Group Head-Human Resources. He has over 20 years of experience in managing Human Resources in the FMCG, Services and Banking sectors.

Union Budget 2018: Treading the Tightrope



The Budget 2018 is geared towards a consistent inclusive economic development and has tried to cater to as many groups as possible, but the focus on the rural economy, agriculture & healthcare was unmistakable

By Manav Seth

The last full budget before the general elections of 2019 was clear in its focus to provide the rural economy, agricultural sector, healthcare, MSMEs and infrastructure, some much-needed relief. In his own words, Arun Jaitley, Finance Minister, while reading the complete budget speech, stated that “While making the proposals in this year’s budget, we have been guided by our mission to especially strengthen agriculture, rural development, health, education, employment, MSMEs, and infrastructure.”

However, the continued quest for technology and development was stark in the Budget as it stressed the use of technology

while formulating the way for Blockchain and other technologies for the creation of a digital economy, amongst many other things especially the digitization of government processes. The Budget 2018 was geared towards a consistent inclusive economic development. But as the economy inches closer to accept and implement the proposals therein from the next month, let us take a quick look at some highlights that garnered attention.

Impact on Salaried Class

After reworking the personal income tax slabs in the last budget, Jaitley did not propose any changes this time around. Even the nominal relief that comes from the increase of standard deduction limit to Rs. 40,000 (from the current nearly Rs. 34,000 as transport and medical reimbursement) was offset by a marginal increase in the health and education cesses. At an event after flooring the budget, he explained that over the last few years, there have been several provisions of relief for small taxpayers, and there will be more so in the future. Senior citizens did get some relief though, as the government increased the tax exemption limit for interest income from banks and post

offices from Rs. 10,000 to Rs. 50,000, and also increased the tax reduction on health insurance and medical expenditure under Sections 80D and 80 DDB. The introduction of e-assessment has also been announced for all taxpayers in the budget.

India Inc. and Job Creation

A corporate tax rate of 25 percent has been proposed for companies with a turnover of upto Rs. 250 crore (as opposed to the earlier threshold of up to Rs. 50 crore). This is set to effectively ensure that 99 percent of the companies that file returns will be taxed at 25 percent, as opposed to the 30 percent corporate tax. Big companies will continue to be taxed at 30 percent. The decision is expected to result in a loss of Rs. 7,000 crore to the exchequer. The FM did mention that a phased reduction of corporate tax for all companies in the future is likely though. The budget also extended the tax exemption for startups by two years, and also changed the definition of startups to benefit non-tech enterprises with similar benefits as well.

Fixed Term Employment

The government had previously amended the Industrial Employment (Standing Orders) Act, 1946, and allied rules, to allow employment for fixed terms in the apparel manufacturing sector. The government has now proposed to allow all sectors to engage fixed term workers. It is pertinent to note however that employment law in India had always allowed for fixed term employment even prior to this proposal. That said, courts have held that employees could not be engaged on a fixed term basis solely for the purposes of avoiding paying benefits and if the nature of the work being carried out by them was perennial and the same as regular employees. This proposal is currently facing flak from trade unions.

Provident Fund Contributions

The government has also proposed to contribute 12 percent Employee Provident Fund (EPF) contributions for new employees across all sectors for the next three years (only employees who are earning less than INR 15,000 per month or who are already existing members are eligible for benefits) and also pitched to

reduce the contribution women employees to EPF from the current 12 percent to 8 percent (leaving the employers' contribution unchanged), in hopes of indirectly increasing formal employment opportunities. These moves are expected to ensure that more workers join the manufacturing sector, and become a part of the organized workforce. However, conspicuous by its absence was the widely-anticipated National Employment Policy, which was expected by several experts to be rolled out this year.

Other Important Highlights

As mentioned earlier, the thrust of this year's budget was to ignite the slowing pace of the rural economy, and it had several provisions for the same. Some other highlights are as follows:

Healthcare

In what is being considered the largest healthcare scheme of its kind, Jaitley announced the initiation of National Health Protection Scheme, which will allow 10 crore families (thereby, almost 50 crore

individuals) with healthcare services. The scheme is expected to be the largest of its kind and will offer up to Rs. 5 lakh per family per year for medical expenses. While the economics of the scheme are yet to be clarified and straightened out, it is nonetheless, a milestone in India's social security framework.

Agriculture

Proposals to increase the Minimum Support Price (MSP), allocation of dedicated funds for market development, bamboo promotion, and fisheries and animal husbandry infrastructure, gave the agriculture sector had much to cheer about. The initiation of 'Operation Greens' to connect farmers and consumers has also been lauded.

Education

The education sector also saw some important announcements. Proposals to move towards digital classrooms, investment in training of teachers and allocation of resources for infrastructural development in the education sector have been met with

widespread acclaim. The merger of Sarva-ShikshaAbhiyan and RashtriyaMadhyamikShikshaAbhiyan has been proposed for better planning and execution of important education policies and programs.

Telecom Infrastructure and Digital Push

With an overall allocation of Rs. 14,500 crore to further telecom infrastructure projects, the government continued its efforts to increase the digital footprint of the country. Connecting 1 lakh gram panchayats with high speed optic fiber network, setting up 5 lakh wi-fi hotspots, and focusing on Naxalite-affected areas, island states and north eastern regions, were some of the elements under it.

Others

In a major surprise, the usually fiscally prudent government revised its fiscal deficit (the difference between total revenue and expenditure) to 3.5 percent (from previously, 3.2 percent). The estimated fiscal deficit for the next year has been estimated at 3.2 percent (also up from the original 3 percent projection.)

Rail and road sectors got an all-time high allocation and deep-pocketed provisions were announced to develop airport infrastructure.


NitiAayog's initiation of a national program that will research and develop in the field of artificial intelligence is also being appreciated.

The FM unequivocally stated that the government doesn't recognize cryptocurrencies as legal tender, and went on to state that the same is being used for illegitimate activities.

He proposed to take measures to eliminate the use of such crypto assets to fund such activities and as a payments system, however, vowing to increase the use of block-chain technology in payment systems and government functioning.

In what temporarily upset the stock markets on the day of budget announcement, the government reintroduced the long-term capital gains on stocks and equity mutual fund units, with a proposal to tax gains of more than Rs. 1 lakh in the equity market at a rate of 10 percent.

The tax will not be applied retrospectively, and gains up to January 31, however, will be grandfathered (calculated using the existing law).

The scarcity of any new major gender-specific policy intervention is also being touted as one of the shortcomings of the budget proposal. 

With inputs from 'Employment Law Team, AZB & Partners'

The government has proposed to contribute 12 percent Employee Provident Fund contributions for new employees across all sectors for the next three years, and has pitched to reduce the contribution of women employees from the current 12 percent to 8 percent



The vulnerability factor

- Decoding the growing percentage of vulnerable employment in India

A recent report by the International Labour Organization, *World Employment Social Outlook Trends 2018*, has revealed that the percentage of vulnerable unemployment is growing globally and significantly in India. What is the relevance of this in today's growing economy?

By Dhruv Mukerjee

In what is an important revelation for the Indian job markets today, the International Labour Organization (ILO), has disclosed that globally, vulnerable employment is on the rise. The report titled the *World Employment Social Outlook Trends 2018* that examines the current state of the labor markets, assessing the most recent developments and making global and regional projections of unemployment, vulnerable employment, and working poverty¹, reveals that in 2017, around 42 percent of workers (or 1.4 billion) worldwide were estimated to be in vulnerable forms of employment, and this share is expected to remain particularly high in developing and

emerging countries, at above 76 percent and 46 percent, respectively. While the current projection suggests that the trend is set to reverse, with the number of people in vulnerable employment projected to increase by 17 million per year in 2018 and 2019², in India, the numbers will soon reach a point where it roughly affects three out of four workers.

So what is vulnerable employment and why should its growing numbers be a cause for concern? Vulnerable employment, as defined by the UN, is the sum of the employment status groups of own-account workers and contributing family workers. These are groups that are less likely to be part of or have access to formal work

arrangements, and are therefore more likely to lack decent working conditions, adequate social security and a 'voice' through effective representation by trade unions and similar organizations.³ Vulnerable employment is often characterized by inadequate earnings, low productivity and difficult conditions of work that undermine workers' fundamental rights.

ILO's Director-General, Guy Ryder, in a press statement stated that "Even though global unemployment has stabilized, decent work deficits remain widespread: the global economy is still not creating enough jobs. Additional efforts need to be put in place to improve the quality of work for jobholders and to ensure that the gains of growth are shared equitably."

The Indian context

The report notes that in India, around 77 percent of Indian workers will be engaged in vulnerable employment by 2019. The figure, though alarming, is not a recent development. It is in tune with what labor experts in India have been cautioning





In addition to pushing a significant percentage of the working population into jobs that are unregulated and contractual, vulnerable employment will have many secondary effects on the economy

against for years now — the increase in the creation of vulnerable forms of employment and the excessive dependence on the informal sector jobs.

In comparison to the Indian subcontinent, other regions within Asia are faring far better. The share of vulnerable employment in total employment in South-Eastern Asia and the Pacific (which includes Cambodia, Indonesia, Singapore and Australia) is expected to stay steady at 46 percent till 2019, while the percentage for Eastern Asian countries (China, Japan, Taiwan) is slated to remain at 31 percent. Within the developed economies, vulnerable employment figure is to remain under 10 percent.

The findings of this report by ILO are crucial as they point to the quality of jobs being created in the country. According to what the report mentions, a large proportion of the jobs being created is of poor quality and is expected to remain so. The report also notes that "while there has been strong job creation in some Information and Communications Technology (ICT)-intensive services, notably in India, a significant portion of the jobs created in the services sector over the past couple of decades have been in traditional low value-added services, where informality

and vulnerable forms of employment are often dominant."

And this has been irrespective of unemployment being stable in the region. The ILO report projects the unemployment rates to stay steady at 3.5 percent till 2019. Thanks to its rapid labor force growth, Southern Asia (including India) is expected to account for close to 90 percent of the total employment growth in Asia and the Pacific in 2018.

But despite such efforts, there have been relatively poor efforts to improve the working conditions of many within the workforce. Although there has been a renewed focus on capping unemployment rates, a significant portion of the working population finds itself working as 'own account workers'. That is what according to UN constitutes as vulnerable employment — a definition many think is too narrow to express the complexity of Indian labor markets. Many labor experts and economists in India define 'vulnerable employment' as encompassing contractual workers in the organized sector as well as workers in the unorganized sector.


Decoding the effects

The rise in vulnerable employment is not a healthy sign for the Indian economy espe-

cially. In addition to pushing a significant percentage of the working population into jobs that are unregulated and contractual, it will have many secondary effects.

Due to the increasing percentage of vulnerable employment, disparities across demographic groups are bound to increase, out of which, gender disparities are of a particular concern. The ILO report highlights this aspect and adds that in South Asia, vulnerable employment rates among women are 8 percentage points higher than those of men. This would mean women have a higher chance of being employed in unregulated jobs with little or no negotiation mechanism available. The rise in vulnerable employment among women would create further barriers in providing them access to good quality jobs within the organized sector. Therefore, the growth in the number jobs has to be monitored to ensure it creates financial inclusion and empowerment of the working individual.

Another important aspect to this, according to the report, is the increase in dependence on the service sector and sectoral composition of employment. The report notes that service sector jobs will be the main driver of future employment growth, while agriculture and manufacturing employment will continue to decline. Since vulnerable and informal employment are prevalent in both the primary and the secondary sectors of the economy, the projected employment shifts across these sectors may have only a limited potential to reduce decent work deficits, if not accompanied by strong policy efforts to boost job quality and productivity in the service sector.

The growth of jobs has been a heavily contested issue within the Indian economy, with many policies in place that seek to boost economic productivity and increase employment opportunities. But it has to be ensured that a shift towards an increase in employment also means that the dependence of the workforce on vulnerable job opportunities go down, and in this, the quality of jobs created becomes an important factor. However, the high dependence of workers on informal jobs — it affects around 90 percent of all workers in India — still remains a big challenge to the positive push to grow the number of jobs, and it still continues to undermine the prospects of further reducing the working poor. 

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The Openness Quotient

It is a fact that societies and cultures that are open, inclusive and diverse are conducive to business and economic growth. But are organizations open to LGBT inclusion? Is this openness, or lack of it, having an impact on business and economic growth?

By Dr. Arunima Shrivastava

Despite the obvious advantages that come with a diverse and inclusive workforce, many organizations struggle to prioritize the same in their overall talent management strategy. Very few organizations have policies and programs that promote LGBT+ inclusion in their culture and workspace. Open For Business, a coalition of global companies that promotes LGBT+ inclusion, recently released a report that presents a comprehensive picture of the current state of LGBT+ inclusion globally, and also demonstrates that successful businesses thrive in diverse and inclusive societies.

The report drives home the point that the spread of anti-LGBT+ policies runs counter to the interests of business and economic development. While inclusion of members of the LGBT+ community has been a social-developmental issue for decades, the report reframes LGBT+ rights in organizations as an integral economic issue. It covers different geographies and sectors to bring forth globally relevant themes and presents a strong evidence base to show the connection between LGBT+ inclusion and business and economic growth. The evidence base is presented as 27 propositions on three levels — economic performance, business performance and individual performance.

Interestingly, the report mentions that in India, despite anti-LGBT laws, some of the major organizations, like TATA, Godrej, Infosys, Mahindra & Mahindra, Apollo Tyres, Reliance, Tech Mahindra, Dr. Reddy's, Lupin and Sun Pharma, back LGBT+ inclusion and have been vociferous in embracing workplace diversity. Companies are increasingly recognizing that cultivating inclusion and diversity can unlock business performance and boost competitiveness in the global marketplace.

Let's dive deeper into the findings of the report from the standpoint of India and try to understand how open Indian organizations are towards LGBT+ inclusion and how this openness, or lack of it, may have an impact on business and India's economic growth:

Cities: Creating an environment of innovation, entrepreneurship and



LGBT+ inclusive countries are more competitive, show higher levels of entrepreneurship and innovation, and are associated with higher levels of direct investment

inclusion in major cities has become a top priority for policymakers around the world because of their potential to drive economic growth. The report presents evidence that open and diverse cities are more competitive, innovative, boast of better quality of life with greater concentrations of skills and talent. The report also computes the 'City LGBT+ Inclusion Score' on the basis of various parameters like openness towards LGBT, presence of visible LGBT community, public stigma, etc. The results for Indian cities were dismal, and barring few exceptions, most of the cities in the country were found to be hostile towards the LGBT community.

The report also explored the connection between inclusion and the economic performance of the city and discovered

that more inclusive cities tend to have higher GDP per capita. An open city has low barriers to setting up and running a business, a transparent system of governance with strong digital infrastructure, a hub for skills and talent, a healthy "innovation ecosystem" and a dynamic cultural environment. 121 cities around the world were ranked and it was observed that Indian cities like Mumbai and New Delhi are only partially open for business with staggeringly low scores; whereas cities like New York, Berlin and Chicago are the true global players in terms of 'being open for business'.

Economic Performance: The report presents a rich base of data that explores the connection between inclusivity and economic performance. It collected

LGBT inclusion & Economic Performance

The 11 propositions indicate that more inclusive economies are performing better

Proposition 1	Competitiveness LGBT+ inclusive economies are more competitive.
Proposition 2	Entrepreneurship LGBT+ inclusion results in higher levels of entrepreneurship, creativity and innovation.
Proposition 3	Corruption LGBT+ discrimination often goes hand-in-hand with corrupt practices and a lack of openness
Proposition 4	Direct Investment LGBT+ inclusion is associated with higher levels of direct investment.
Proposition 5	Global Markets LGBT+ discrimination may inhibit local companies from connecting to global markets.
Proposition 6	Brain Drain LGBT+ discrimination results in a 'brain drain' – the emigration of talented and skilled individuals
Proposition 7	Public health LGBT+ discrimination leads to negative economic consequences as a result of poor health outcomes.
Proposition 8	National Reputation LGBT+ discrimination impacts perceptions on a world stage, which drive tourism, talent attraction and export markets for consumer goods
Proposition 9	National Productivity LGBT+ discrimination leads to lower levels of national productivity
Proposition 10	Urban Economic Development LGBT+ inclusion signals a diverse and creative environment, which creates the right conditions for urban economic development.
Proposition 11	National Economic Development LGBT+ inclusive economies have higher levels of economic development.

Source: Open For Business, 2018

innovation, and are associated with higher levels of direct investment. Furthermore, the report also notes that there is a notable rise in emigration or 'brain drain' in several countries, including India, as a result of anti-LGBT+ environment. Indian software professionals are opting to relocate to western countries where the LGBT+ environment is welcoming and accommodating. This choice that talented individuals are increasingly opting for translates into a loss of capable resource for the country, industry and economy. Similarly, the failure to provide effective healthcare facilities to members of the LGBT+ community adds to the negative economic consequence. Countries that do not support LGBT+ inclusion generally tend to have higher barriers for the members of the community in accessing health care services, resulting in a reduction in the overall level of workforce participation due to poor health. A World Bank study in India estimates that health disparities due to homophobia cost India's economy as much as 1.2 percent of its potential GDP in 2012.

Business Outcomes: The impact of LGBT+ inclusion was seen on business performance through 8 propositions. The war for talent will intensify in the years to come, and companies which are LGBT+

Companies that are more diverse and inclusive build better brand images and customer base by anticipating customer needs and integrating their value systems more effectively

comprehensive data to list 11 propositions which indicate that more inclusive economies are performing better. In all, the evidence points out to the fact that open, inclusive and diverse societies are better for economic growth and that discrimination can hamper long-term economic prospects of the economy.

The report showcases that LGBT+ inclusive countries are more competitive, have higher levels of entrepreneurship and

LGBT inclusion & Business Performance

Companies that are more diverse and inclusive build better brand images and customer base by anticipating customer needs and integrating their value systems more effectively

Proposition 12	Attracting Talent Companies that are more diverse and inclusive are better able to compete for talented employees.
Proposition 13	Retaining Talent Companies that are more diverse and inclusive have higher rates of retention of talented employees.
Proposition 14	Innovation Companies that are more diverse and inclusive have higher levels of innovation and creativity.
Proposition 15	Collaboration Companies that are more diverse and inclusive create an atmosphere of trust and communication, which is essential to effective teamwork.
Proposition 16	Customer Orientation Companies that are more diverse and inclusive are better able to anticipate the needs of all customers, and to access a broader client base
Proposition 17	Consumers Companies that are LGBT+ inclusive are better placed to benefit from the large, growing, global spending power of LGBT+ consumers
Proposition 18	Brand Strength Companies that are more diverse and inclusive have greater brand appeal and loyalty with consumers who want socially responsible brands.
Proposition 19	Financial Performance Companies that are LGBT+ inclusive have better share price performance, higher return on equity, higher market valuations and stronger cash flows.

Source: Open For Business, 2018



LGBT & Individual Performance


LGBT employees at inclusive companies are significantly more likely to “go the extra mile” for company success (84 percent versus 73 percent) than those at companies that have a negative attitude toward LGBT+ employees

Proposition 20	Authenticity Individuals working in open, diverse, inclusive environments are able to be themselves, instead of concealing important aspects of themselves..
Proposition 21	Motivation Individuals working in open, diverse, inclusive environments have higher levels of motivation..
Proposition 22	Affinity Individuals working in open, diverse, inclusive environments have greater affinity with values and culture of the workplace
Proposition 23	Satisfaction Individuals working in open, diverse, inclusive environments have higher levels of satisfaction.
Proposition 24	Health Individuals working in open, diverse, inclusive environments are free from discrimination – a cause of poor mental health and physical violence.
Proposition 25	Speaking Up Individuals working in open, diverse, inclusive environments are more likely to speak up with suggestions to improve performance.
Proposition 26	The Extra Mile Individuals working in open, diverse, inclusive environments are more likely to go beyond duties and make a contribution to the life and culture of the company.
Proposition 27	Individual Productivity Individuals working in open, diverse, inclusive environments have greater productivity – more efficient work with higher quality outputs.

Source: *Open For Business*, 2018

inclusive would have an edge over others, simply because such companies are considered more progressive and meritocratic and, thus, will attract and retain more talent. LGBT+ inclusive companies are also found to have more innovative cultures. Studies point out to the fact that greater “network heterogeneity” leads to improved productivity of R&D teams. Also, companies that are more diverse and inclusive build better brand images and customer base, by anticipating customer needs and integrating their value systems more effectively. Some of the Indian companies like, Infosys and Tata which support LGBT+ inclusion are highly innovative, customer-favorite and consistently deliver superior financial performance.

Individual Performance: Concealing one’s true identity at the workplace can be an emotionally taxing and discouraging experience, which may have an adverse effect on individuals and their performances. However, members of the LGBT+ community in India are unlikely to be vocal about their identity owing to conservative value systems and fear of backlash. In India, 40 percent of LGBT+ people report that they have been harassed in the workplace, which is evidence enough to initiate the process of repealing archaic laws which are coming in the way of inclusivity, economic growth and productivity. Research suggests that LGBT+ (and ally) employees at inclusive companies are significantly more likely to “go the extra mile” for company success (84 percent versus 73 percent) than those at companies that have a negative attitude toward LGBT+ employees.

Development and progress, if expected to be sustainable, must have inclusion and cohesion at its very foundation. While the inclusion of LGBT+ employees is still a reluctant affair, the fact that organizations are beginning to work in this direction is worthy of notice. Organizations need to work together to create an open, welcoming and favorable environment for members of the LGBT+ community, or risk being rendered inaccessible to a portion of the talent pool. 

ABOUT THE AUTHOR

DR. ARUNIMA SHRIVASTAVA is a Ph.D. in Organizational Behaviour from IIT Bombay, and has more than 7 years of experience in Human Resources Consulting



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Managing Director,
BTS India



Ms. Gayatri Das Sharma
Managing Director, South
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Mr. Manas Mainrai
Managing Director,
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Multiply Yourself

The River Group's latest report *Multiply Yourself* studies the leadership journeys of founders in India; and the leadership qualities that enable them to successfully scale their businesses

By Diya Misra and Bani Mahindroo Kumar



Diya Misra



Bani Mahindroo Kumar

"I feel I am on the job 24X7. I seem to be doing everything myself. How do I bring in people who share my passion and vision? And how do I retain them? We were growing rapidly earlier, but we seem to be getting stuck now. How do I scale my organization?"

These and other such questions keep many founders up at night. We, at The River Group, believe that the answer to surmounting such challenges lies in Leadership. If founders can grow and evolve themselves as they work on scaling their businesses, they can become the true multipliers of growth. But if they fail to develop over time, they can end up becoming the biggest bottlenecks for their own organizations!

Our latest research, "Multiply Yourself" delves into the leadership transitions in founder-led businesses, leadership journeys of successful founders,

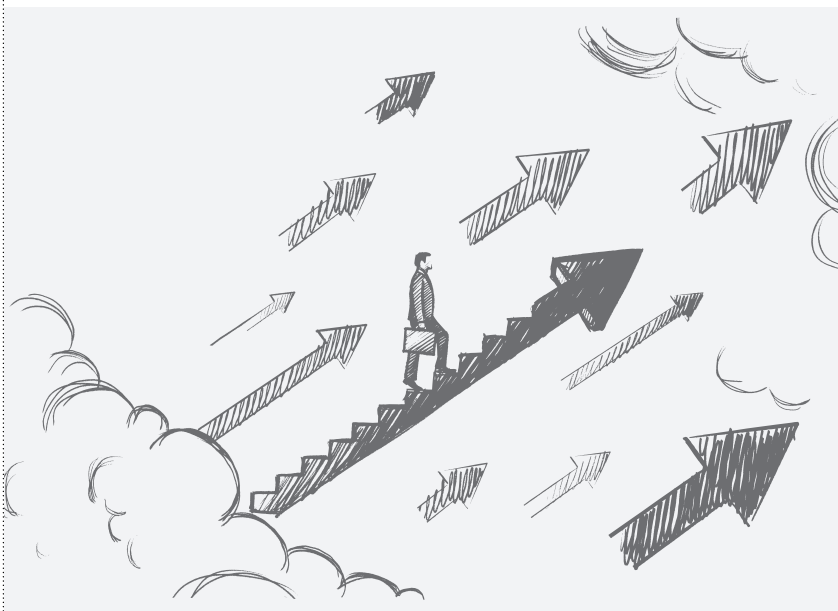
and how they grow themselves and others around them to build sustainable and successful institutions.

The study is a guide to the current and future founders on what to expect from a leadership journey, how to make smooth leadership transitions, and also offers advice to those who work closely with them (Senior professional executives, Investors, CHROs and Board Members) on how to effectively play their role in enabling the founders and the business to realize their potential.

Our research has found that there are two types of Indian founders — Thrill Seekers and Institution Builders. Thrill Seekers are entrepreneurs with great ideas, who want to quickly commercialize their idea and extract value from it, and then move on to their next idea and venture. Institution Builders are founders with a long-term vision for their ideas. They want to create change and meet an unfulfilled customer demand. Their way of doing this is to build an institution to create sustainable impact. Our study focuses on the latter.

What we saw is that the founder 'IS' the organization. Beliefs about what is important and the mental models about how to do things come from the founder. That means, whatever their background — banker, engineer, techie or social entrepreneur — everyone sees the founder(s) as the emotional leader of the organization. Everyone looks up to them for the vision, for "why do we exist and what is our core purpose?" and for cultural cues — "What's important around here? How do we know if we are doing something the way you would do it?" But, if the founder is the organization, how does s/he scale and grow it? How do founders multiply themselves? The statistics prove that founders who are able to build an institution are rare. There are many founders who have great ideas, but who don't make it. There are some who start an institution and gain momentum, but who don't have the leadership skills or the temperament to scale and then steady it. And unfortunately, many founders become bottlenecks

If founders can grow and evolve themselves as they work on scaling their businesses, they can become the true multipliers of growth



Founder's Leadership Journey

The summary of the five stages of a Founder's Leadership Journey that is intense and packed with decisive moments

	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
STAGE OF TRANSITION	CREATING	SCALING	NORMALIZING	SUSTAINING	MATURING
WHAT IS HAPPENING	The idea is developed and the organisation is created	Success and early growth produce a few processes and protocols	With more growth, discipline is embedded, and common practices entrenched. Structure is constantly shifting. Attempts to establish the right culture	Growth stabilizes, with increased size and complexity. Cultural norms are hard to maintain with infusion of differing styles	Growth slows, processes are established, efficiency becomes an objective. Opportunities emerge for reinvention
WHAT THE FOUNDER IS DOING	Almost everything	Getting things done based on past experience and intuition, and hiring a few professional managers	Hiring professional managers and leaders to get things done and provide even more discipline and rigour	Maintaining grip on vision and key strategic elements. Selecting a successor CEO, and stepping away from executive duties	Becoming the ambassador, continuing as the public face of the institution. Seeking ways to renew the organisation by watching for out-of-touch leaders
WHAT THE FOUNDER IS FEELING	In control. On top of the world	Still in control, but stressed and stretched	Worried about losing control, and anxious about hiring the right people so the culture is not diluted	Worrying about losing own autonomy and about how to sustain the original ethos of the organisation	Fearing the emergence of bureaucracy, and watching for signs of potential decline
HOW THE FOUNDER CAN SCALE UP SELF	Work with a mentor (someone who has been a founder and who has lived the role of CEO)	Learn how to stop micro-managing by having a model of trust and hiring to that model	When hiring, know that behavior and attitude supersede technical skills	Create written boundaries and meet weekly with successor CEO. Use a trusted advisor to help with the personal transition	Take ownership of recording and preserving the culture Give the new leadership team space to make changes and reinvent the organisation

The River Group LLC, after Greiner

for their own organizations! They put their organizations in jeopardy because of their own inability to let go of things.

However, leaders who can both start a business as an entrepreneur, and lead it through various phases of its journey, to scale and grow, are worthy of acclaim. Our view is that those who can do this are more than just great founders. They are great leaders. They are able to build institutions because they are able to inspire others to action — a core feature of leadership. So, what is it that they do well? What leadership qualities enable them to succeed and lead effectively?

They are self-aware

Founders are usually first-time CEOs. And first-time CEOs are both the 'master' and the 'apprentice'. And good founders recognize this dichotomy – they know their own capability as a leader, what they are good at, and how they can complement their skills by getting the best out of their colleagues. They know and are comfortable with the fact that their roles will change over time, and they simultaneously accept feedback, and try to act on it.

They trust others

Founders have big ideas, usually a vision of a product or strategy that will change things; which at times, can make them to think that only they know

all there is to know. But, good founders know that micromanaging stunts the growth of an organization. They give responsibilities to others and make them accountable for delivering on them. They know that CEOs don't really have control, and that it is a myth.

They take advice

Typically, founders are averse to authority, perhaps because of hubris. But, these days, there is no single, fixed truth about a course of action. And social media and the Internet make nearly everything available to everyone. Ambiguity and uncertainty are the norm. Good founders know when to take advice, whom to listen to, and leverage advice especially from outsiders (the Board, a mentor, a leadership coach) in order to bring fresh perspectives and avoid repeating mistakes. And they don't feel threatened if they are challenged.

They can build a leadership team

One of the great joys of being a Founder/CEO, is that being at the top of the hill, they have the full freedom to create. But, although Founders/CEOs have the big idea, they know that it is the others who bring it to life, and that it takes a team to make it happen. And they are good at identifying people who can collaborate in a team, who put the interests of the institution above their own function, and who are able to share leadership roles.

Leadership Advice

The leadership advice offered by interviewees, for founders, as they traverse through their leadership journeys

GROWTH PHASE

ADVICE

CREATING – ‘It’s my idea’

The founder creates the organisation, the product/service and the business model. Passion and creativity of the founder is paramount and, at best, he may gather a handful of trusted individuals to embark on the journey with him. Usually, these individuals are picked more for their loyalty to the founder or trustworthiness rather than because of any specific competence they possess.

The organisation is your life. It is 24/7 for you. Don’t expect that of others, though. If you do, you will create a high degree of tension. Also, try to define your culture and values early, and codify processes and practices; you are more likely to be trusting of others more quickly if you do so.

SCALING – ‘I need a few other leaders’

The founder grows the organisation and starts ‘scaling’ – experiencing high growth on its small revenue base. Customers, channels and employees are rapidly added. The founder has her finger in every pie, is personally managing most aspects of the business, and is stretched physically and mentally. The need to bring in professionals to manage different functions is now felt.

Know that you can be quite difficult to work with. You have lots of energy and determination. Others will need more time to solve problems than you do. What’s more, you find it difficult to define what you are looking for in senior leadership talent. So, spend much more time on specifying the type of person you want and the role you are hiring for. Don’t just hire people you know. And don’t be cheap. Hire good talent; it’s worth it. If you hire the wrong person, cut them loose quickly; don’t procrastinate

NORMALISING – ‘It’s time for me to step back’

With growth comes increasing complexity. The organisation continues to grow, but on the increased base, the rate of growth may taper off a bit. This can feel like a slowdown when compared to the previous stage, so it becomes critical for the organisation to ‘normalise’ and steady itself and its ambition. The founder must resist the temptation to focus on minimising costs only. The professionals already hired into the organisation start taking on different aspects of the business, and the founder experiences the first pangs of letting go. Amid this insecurity, he now needs to start planning for succession.

You know you need to make a big personal transition. You don’t like letting go. Get advice from those you trust outside the organisation. Involve some others internally in debates about your role. Start thinking about and planning for your succession in time. But don’t make the move until you are sure that the operating model is set and can be replicated.

SUSTAINING – ‘Who do I Hand over to?’

If the organisation survives the first three phases, it then enters a phase of ‘sustaining’ what it has built by institutionalising processes and systems. Relationships between the founder and other leaders develop, and they hopefully earn the right and trust to exercise greater autonomy. The moment of truth arrives when the founder needs to hand over the baton of running the organisation to someone else — either because the founder does not like running such a large business, does not have the skills for it, or feels that it is someone else’s turn. Rarely does the founder exit the organisation completely. Usually her role evolves into one that will continue to add value to the business, but in a different capacity.

When you are looking for a successor, look for leadership skills and cultural fit first, and technical skills later. Don’t have high expectations of getting it right the first time. Start thinking about how your own role will evolve to smoothen this transition. Create and leverage the right enablers to make it work.

MATURING – ‘How Do I evolve my role?’

Over time, sometimes a few short years, sometimes many years, the organisation grows. As it is ‘maturing’, it will need to question some of the fundamentals of its strategy, structure, processes, and especially, culture to cope with scale. The organisation will need the discipline and professionalism of processes and systems. The founder has to decide what his role is so that he continues to add value.

The most important thing needed to survive and surpass this phase is trust. You may continue to stay strategically involved, but give your leadership team space and support to make changes. With autonomy to create the future will come ownership for it. Debate and disagree with your successor in private. In public, share an aligned view. Make sure the Board has the stature and confidence to challenge as well as back both of you.


They are able to fail, learn from it, and rise again

Founders willingly take risks, are not afraid to fail, and while they hate to lose, they confront failure head-on, learn from their mistakes and pull themselves up again. They are resilient and dogged about their passions, which can inspire those around them to stretch and achieve great things.

Each phase in the ‘Founders’ Leadership Journey’, focuses on the founder’s experiences, while s/he grows the business and overcomes challenges to transition smoothly to the next phase. Founder CEOs are often riddled by a dilemma — they build the organization through their vision for a prod-

uct, a technology or a market; yet, they cannot realize this vision alone. They need people with complementary skills, mass processes, and they need to engage with hundreds and thousands of others. Most of the time, as growth occurs, others can do most of the work. After many hours of conversations with successful founders and key stakeholders, we now know that the only way for founders to address this dilemma is to take a step back and constantly ask themselves:

“What is it that I, and only I, can do here?”

...and then evolve their own roles over time, to continuously add unique value to the organization as it grows and scales. 

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Chiraag Dutta Chowdhury

WELLNESS PROGRAMS AND ENLIGHTENED SELF-INTEREST: JOINING THE DOTS

A recent ASSOCHAM paper indicates that adopting corporate wellness programs can save India Inc. about \$20 billion worth of income by 2018, primarily through reduction in the rate of absenteeism by 1%. Not just this, such programs can also prevent or help manage chronic and lifestyle conditions in employees and the corporate sector in general. This leads us to a pertinent question. Can wellness benefits be termed as a case for enlightened self-interest?

As an organization, you have a responsibility towards the employees and the community within which you function. Fulfilling your social and environmental obligations will automatically translate into benefits for your organization at large -- monetary or otherwise -- reinforcing the idea of enlightened self-interest.

A Milken Institute research study¹ suggests that good health “plays a large and vital role in employee productivity”. Wellness programs are aimed at preventive care and can keep chronic diseases such as cancer, hypertension, diabetes, and heart problems at bay. You save money by preventing absenteeism and enable employees perform to their full potential. Nearly 66% of companies with effective health and productivity programs believe they perform better than their competitors.²

What you cannot measure, you cannot manage. So proper assessment of the current health conditions and risk areas of an employee is critical



and provides the foundation for a well-designed wellness program. Analyzing the data from the assessment program helps a company identify key needs of its employee population and deliver targeted wellness programs to cater their needs. Such programs help you boost employee engagement as well as create a long-lasting impact on the life of an employee.

Your employees spend a large portion of the day at the workplace. Business outcomes are best served when most employees don't just show up at the office, but are healthy and productive when they do so. From healthi's experience in partnering with 130+ organizations drive impactful wellness programs, this usually starts with an engaging and easy-to-administer wellness program that employees love and HR partners can administer and monitor easily.

About the author

Chiraag Dutta Chowdhury heads Corporate and Group Client Relationships at healthi and is particularly stoked by healthi's industry-leading NPS and user delight rates of 92%

Global Leadership Forecast 2018: Viewpoints & Perspectives

The Global Leadership Forecast 2018, undertaken collaboratively by Development Dimensions International (DDI), The Conference Board & EY, is one of the most comprehensive leadership research projects of its kind that analyzes the concept of leadership from multiple viewpoints and breaks down the challenges, perspectives and strategies deployed by leaders all over the world

By **Manav Seth**

Do leaders make history, or do they simply add on to it? While there is no one direct answer to the question, what cannot be contested is the fact that leaders, and the quality of leadership, are integral elements of the world we live in. In the corporate world, leadership is even more prized, for one's ability to lead results in better opportunities, and the ability to lead well translates into making the best use of the said opportunities. To that effect, we need to keep the discourse on understanding global leadership alive and kicking, and frequently pause to look at how the leaders of today are functioning.

The Global Leadership Forecast 2018, three-way collaboration between Development Dimensions International (DDI),

The Conference Board and EY, is one the most comprehensive leadership research projects of its kind. With responses from 25,812 leaders and 2,547 HR professionals across 2,488 organizations located in 54 countries and from 26 major industry sectors, the research analyzes the concept of leadership from multiple viewpoints and breaks down the challenges, perspectives and strategies deployed by leaders all over the world. With the inclusion of over 1,000 C-Suite executives and 10,000 high-potential employees in this mix, the study also critically assesses the leadership capability and preparedness for both, today and tomorrow.

The Forecast lists 25 findings about the current and future state, context and capability of leadership. These have been clas-

sified into the six leadership megatrends, which make an attempt to comprehend the inter-disciplinary concept that leadership has evolved into today.

Leaders at the Core

Unsurprisingly, the biggest challenge that global leaders face today relate to talent and future leadership. Developing 'Next Gen' leaders (64 percent) and Failure to attract/retain top talent (60 percent) emerged as the two largest challenges that C-Suite executives identified. But, that's not all: qualitatively, HR professionals consider the assessment of their company's leadership development program lower than that of their leaders'. Just 35 percent of the HR professionals rated their organization's bench strength (the supply to fill critical leadership positions over the next three years) at any level of strength, and over a third of them (37 percent) believe their succession management system and processes to effectively low or very low.

However, despite allocating high budgets towards building talent pipelines and leadership development, only 14 percent

Developing 'Next Gen' leaders (64 percent) and Failure to attract/retain top talent (60 percent) emerge as the two biggest challenges of C-Suite executives



of the CEOs admit that they have the leadership talent to execute their strategy. HR is also not adequately consulted in the process, the findings show. “Only one in four HR professionals are involved in strategic planning from its inception. This diminishes the role they can, and should, play in connecting the business to required leadership capability.” Lastly, the Forecast reiterates that organizations having a purpose statement are better off than those without one, but, ‘purposeful organizations where leaders bring the states purpose to life through behavior’ financially outperform all others (by 42 percent better precisely).

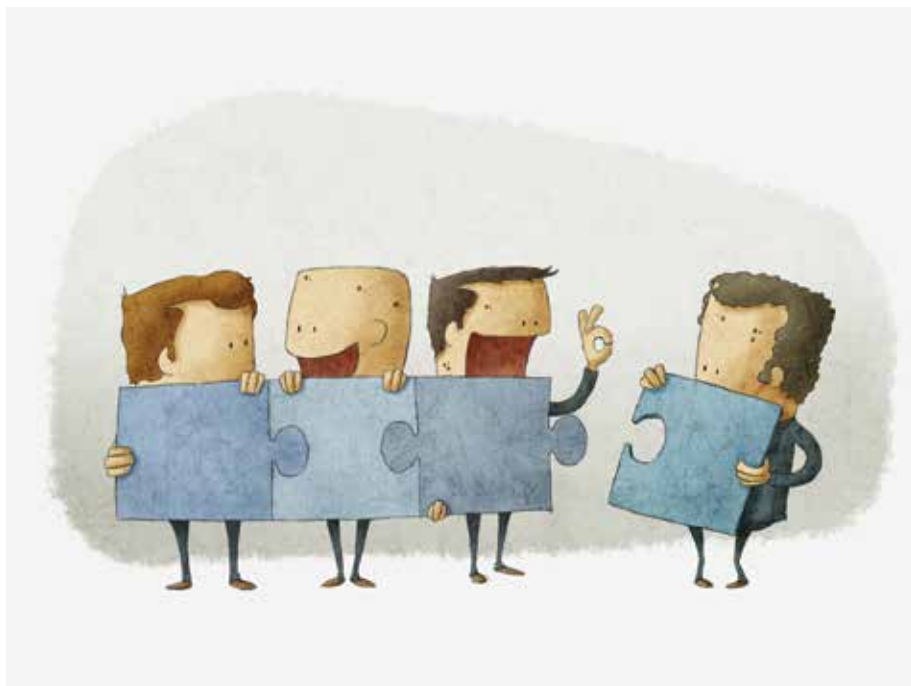
Digital & Data

Across the major competencies that comprise key digital-era leadership skills, on an average, only 22 percent of the leaders considered themselves to be effective in all. The research shows that digital pioneers not only outperform the average organization (by 50 percent), they are also better equipped to take on future business challenges than digital laggards. Organizations and leaders with a high state of digital maturity are more agile, have stronger cultures and experimental mindsets and are more future-focused. The report reveals that companies whose leaders are well prepared to use data to guide decisions are 8.7 times more likely to have closely integrated talent and business strategies, 7.4 times more likely to have a strong bench of future leaders, and 2.1 times more likely to have grown aggressively over the past three years, compared to organizations whose leaders are ill-prepared for a data-rich business context.”

Interestingly, the findings suggest that leaders of tech organizations are facing unique and more severe leadership challenges, as they reported the lowest success rates for their leaders. “According to data gathered from 1,086 technology leaders and 107 HR professionals, tech companies are falling behind in four key development practices that not only drive higher success rates, but also affect other leader outcomes, including higher engagement and retention.”

Growth & Potential

Despite an increasing budget to develop high-potential employees, the research found that the results are severely underwhelming on the front. “Despite 65 percent of organizations having high-potential programs, 68 percent rated them as less than highly effective... (their) progress is nonexistent at best and retreating at worst.” Furthermore,



Leaders are viewing HR as a Partner more than ever before (48 percent in 2017 as opposed to 37 percent in 2014); although this has come at the cost of HR being overlooked as an Anticipator (down from 20 percent in 2014 to 11 percent currently)

the challenge is compounded by the simultaneous evolution of the concept of ‘learning at workplace’. “HR professionals face particularly difficult choices about synchronizing complementary modalities, appropriately blending technology-centric and high-touch (formal training, coaching) learning, and applying learning back in the workplace.” Catering to the needs of the modern learner, and balancing it with available resources in a rapidly evolving environment is a tough balancing act that not many are able to ace.

The movement towards making performance management systems fairer, focused on development and frequent has also met with partial success, as only 34 percent of the organizations have achieved all three practices; in other words almost two-thirds of the companies studied are yet to make their performance management more effective. Lastly, in a telling finding, the study says that most leaders had ambitions to lead early in their life or careers (76 percent), indicating that the motivation to lead and experience are the biggest factors that help leaders become who they are.

Leader Diversity

Millennials, now at the cusp of assuming leadership roles, and the often overlooked ‘Generation X’ workers have also been given their due in the research. “In general, Millennial leaders are likely to: rate their intellectual curiosity higher than other generations, are more likely to seek feedback and input from colleagues and mentors and, are more likely to want “stretch” assignments.” The study of style and functioning of Generation X leaders shows that they are poised to take more important leadership roles; although their average promotion (1.2) has been slower than that of millennials (1.6) and Baby Boomers (1.4) in the last five years, they’re less likely than millennials to change companies or leave in the near future.

The study also shows that women currently inhabit less than one-third (29 percent) of all leadership roles, with the large majority being in first-level management positions. The findings suggest that companies that have reached an above-average level of gender diversity overall (at least 30 percent) and at the senior-level (more than

20 percent), outperform diversity laggards in key leadership and business outcomes. That's not all, leaders from more gender-diverse organizations were 1.5 times more likely to work across organizational boundaries and create synergies in their efforts and organizations with greater gender-diversity were 1.4 times more likely to have sustained, profitable growth.

Cultural Drivers

The study emphasizes and lists the many benefits of having a culture of learning from a variety of sources. "When everyone in the company can be a coach, everyone benefits." However, only 36 percent of the organizations said they have a formal mentoring program for their leaders, and nearly 6 in 10 leaders who participated in the study had no mentor. This despite the fact that, "leaders from organizations with formal mentoring programs were 1.7 times more likely to feel well prepared for capturing organizational knowledge before it's lost than were leaders from organizations without formal mentoring."

Agility, a term that has been used regularly in the recent past, has also been broken down in a practical sense in the study. According to the research, more-agile organizations have leaders who are better prepared to understand and anticipate the changing market environment and adapt accordingly as "their leaders are 3.2 times more prepared to anticipate and react to the nature and speed of change, and 1.2 times more capable of responding to the competitive environment."

The discourse on culture cannot be complete without engagement. The findings show that career development is the most ignored ingredient of engagement and that HR needs support leaders who are disengaged, and work to get the following mix: "concerted organizational effort, a motivated leader, and employees who take responsibility for their own engagement."

The HR Opportunity

The last trend examines the role and opportunity that HR has in this changing leadership paradigm, and suggests ways to ensure that HR professionals work as a Reactor, Partner and an Anticipator to business and talent challenges. The findings show that while HR's own perceptions as a Reactor, Partner and Anticipator are roughly at the same levels as that of 2014, more leaders are viewing HR as a Partner than ever before (48 percent in 2017 as opposed to 37 percent in 2014); although this has come at the cost of HR being overlooked as an Anticipator (down from 20 percent in 2014 to 11 percent currently).

Leadership Megatrends: Global Leadership Forecast 2018

Findings of a research-driven roadmap for leadership acceleration that centers on the state, context, and future of leadership.

Leaders at the Core

Leadership and talent are top agenda items for CEOs, and the readiness gaps continue to be significant.

Digital & Data

How digital and data-rich business contexts accelerate the need to build the right capabilities to thrive.

Growth & Potential

Proven practices for aggressively developing leader talent and bench through a robust learning and growth engine.

Leader Diversity

Understanding and advancing gender and generational diversity in leaders to achieve the diversity dividend.

Cultural Drivers

The powerful forces that can propel—or if lacking, will cripple—rapid, disruptive change.

The HR Opportunity


How HR can elevate and extend its influence on business outcomes to deliver on this strategic agenda.

The Forecast also makes another interesting claim: it states that this rapid evolution of work, and as a result, of HR, is not smooth. "While HR leadership should be in an enviable position, in reality, it's losing the race. Their organizations are changing faster than they are, putting them even farther behind... The work world is experiencing considerable upheaval, yet only one in five HR leaders felt very prepared to handle the challenges." About 70 percent of the HR professionals admitted the need to improve their application of HR Technology and analytic skills, and 56 percent felt the pressure to demonstrate the financial impact of the same. "One in four HR professionals is thinking more about bailing out of their organization. However, on a more positive note, two-thirds felt more engaged."

The report also states that HR leaders who should be building a stable founda-

tion for tomorrow's leaders are actually way behind schedule, and in reality, are witnessing a decline in success of analytic effectiveness. In other words, "the analytics bar is rising faster than HR can leap over it." Despite 70 percent of the HR respondents attesting to an increase in their analytics skills and data-driven decision making, the progress and integration isn't at a pace that can keep up with the contemporary requirements. This is particularly worrying because "Those succeeding with advanced analytics are 6.3 times more likely to have new advancement opportunities and are 3.6 times more likely to have a stronger reputation with senior business leaders."

Unlike other research intensive studies, the Global Leadership Forecast 2018 is not just about identifying and understanding leadership challenges, as it also enlists 'where to start' and 'how to excel + differentiate' checklists for each of the 25 trends. This provides the reader with an actionable strategy to chart a future course of plan, to "build, reinforce or remedy their foundation for evidence-based leadership practices and research... and draw on proven, high-impact leadership practices to gain a sustained competitive advantage by harnessing their leaders' potential at all levels and from all backgrounds." It also has an extensive 'leadership scoreboard', which shows the "in-place" frequency of 34 leadership practices and the links from each to three critical outcomes: Leadership Program Quality (in the eyes of the leaders/learners who are the "customers" for these programs), Leadership Bench Strength (supply of ready-now leaders to fill critical roles over the next three years), and Financial Outcomes (an externally gathered composite of operating margin, EBITDA, revenue growth, and return on equity). This section is particularly insightful in understanding how global leaders look at their own practices, how these manifest as measurable outcomes and leadership traits which need improvement universally.

The multitude of perspectives in the Global Leadership Forecast 2018, alongside the unshakable and fact-based evidence, gives an all-encompassing understanding of the challenges and trends underway in leadership today. The Forecast serves as an important source of information and knowledge for the HR community, and a timely reminder of the journey it is on, and the milestones ahead. 

Source: Global Leadership Forecast 2018 - 25 Research Insights to Fuel Your People Strategy

Real Time Compliance Management

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

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

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

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

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

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A DIFFERENTIATED APPROACH TO PROGRESS

In an exclusive interview with People Matters, **MANISH VERMA**, Head-HR (Asia Pacific), Cargill, shares his insights on what it takes to adapt to the evolving business ecosystem, Cargill's talent strategy, culture, digital disruption and what it takes to manage change | **By People Matters Editorial**

Manish Verma is the Regional HR leader, Global HR Solutions for Asia Pacific at Cargill. He leads HR Solutions team covering Asia-Pacific Markets and integrated regional Talent Performance and Talent Acquisition teams that provides solutions consulting and delivery of overall value-added human resource services across all functional areas for leaders, managers and employees in the region.

Q The global business ecosystem has seen some unprecedented transformation in the recent past. What do you think has changed in the APAC region specifically?

A Five decades ago, Japan was pretty much the sole manufacturing power in Asia. Then came the Tiger Economies, and then China, and India. If you reflect on just how much has changed since the last three decades, you will find that the days of Asia's bigger economies are fading and new markets are emerging. After Japan, the rapid rise of Australia, Taiwan, Singapore, Hong Kong and South Korea in the last three to four decades have had a huge impact on the global economy; and at the same time, we have also seen these large established economies make way for a new generation of Asian economies.

Political, societal, and economic changes over the last decade have driven an increased degree of openness in Asia — most spectacular example is China, and recently Vietnam that were previously closed off from the world. After Vietnam's reforms, it is now hard to imagine that the country would become one of the most important players in the global economy. As Asian economies continue to open up, there is greater economic connectivity that has in turn created opportunities for collaboration and more comprehensive supply

chains. However, this also means fierce competition among Asia's manufacturers.

Most certainly, the key beneficiaries are society and citizens of these countries. By 2030, Asia will have 64 percent of the global middle class, which will generate a huge demand for regionally produced products. This also creates a "buyer's market" for companies where they can shop around with different manufacturers in various markets, find suppliers that suit their needs, and have ready-to-go supply chains set up in the region. Ultimately, this has helped to make Asia, as a whole, an attractive destination for production, where the region itself has effectively become a marketplace of manufacturers.

Q Do you think that digital disruption has had a significant impact of how some of these trends have evolved?

A Most certainly, Asia is the world's fastest growing consumer markets. With accelerating technology adoption and flourishing digital innovation, Asia is starting to shape the future of marketing, distribution and consumer experience. And as Asia's population moves online, it is embracing digital commerce. Five years back, the value of e-commerce in China reached US\$295 billion, overtaking the US to become the world's biggest e-commerce market. One big example is the rise of the penetration of mobile phones in Asia that has driven widespread Internet connectivity, and transforming consumer behavior. By 2019, the region will have almost 4.3 billion mobile subscriptions, or 117 for every 100 people.

As consumers become increasingly connected to the Internet via their mobile devices, they are joining social networks in ever greater numbers. Nearly one billion individuals across Asia are now active users of social media. As more and

more consumers join social networks and messaging services, these platforms become important pieces of the online industry. They help find content, enable content, spread virally, contribute to reviews of products and services, and highlight consumer preferences, encourage consumers to provide rich data about themselves that companies can use to target their marketing activities more accurately.

Q How has Cargill adapted to the digital trends in the business ecosystem?

A In today's complex marketplace, farmers are looking for a digital edge. Cargill is deploying a variety of smart tools for producers that enable to work together more effectively and sustainably. There are many examples — the Cargill teams in Canada use Greenlight Grower Management, a cloud-based program developed by a third-party vendor to capture field and crop data for farmer customers. The tool analyzes this data to help customers plan crop rotation, as well as fertilizer and crop protection applications. Farmer customers are empowered to make more informed choices for their operations that help drive profitability. In Côte d'Ivoire, Cargill and SourceTrace Systems developed a software solution that helps cocoa farmers increase the sustainability of their production. Equipped with a cloud-enabled mobile app, lead farmers who act as coaches collect and quickly analyze field-level data. With the resulting insights, farmers work with their coaches and cooperatives to make production decisions that increase yields and meet certification standards for sustainable cocoa. GPS maps generated through the process also advance understanding of how climate change may impact cocoa farming and help address deforestation. Aided by this on-farm coaching, cocoa farmers who fully adopted farm development plans saw



BIG INTERVIEW

yields rise by an average of 49 percent last year. Another tool, Dairy Enteligen™, a Cargill animal nutrition software platform helps dairy farmers make the most of their operations. The system connects disparate data on feed formulation, animal biomarkers, farm management, and finances. It creates a comprehensive analysis that changes how Cargill consultants work with their dairy customers. Before even setting foot on the farm, they know how much milk a customer's cows are producing and why, and have identified opportunities for improvement.

Tapping data gathered by satellites and other sensors, Cargill is developing informed analysis about everything, from crop yields to the movements of shipping vessels on the high seas. These insights help us better serve our customers and reveal ways to achieve greater sustainability. This year, we have partnered with World Resources Institute's Global Forest Watch to map approximately 1,900 Cargill sourcing areas of cocoa, palm, soy and other commodities. Based on 2014 data, this work establishes a baseline that we will use to track our progress in eliminating deforestation in our supply chains.

If you are unable to preserve your organizational culture, you will never be able to retain talent

Q How has this change in your business strategy impacted your talent strategy?

A Culture and engagement are vital parts of the employee experience and overall talent strategy; and Cargill is broadening its focus to look at employee journey maps, studying the needs of our workforce, and using net promoter scores to understand the employee experience, change tracker surveys etc. Workplace redesign, well-being, and work productivity systems are all becoming part of the mandate for HR. The concept of a "career path" is of a past. Cargill is looking towards "always-on" learning experiences that allow employees to build skills quickly, easily, and on their own terms, for example through the use of self-paced learning etc.

As jobs and skills change faster than ever, acquiring and recruiting the right people has become more important than ever. Talent acquisition is now the most important challenge companies face, which highlights the need for organizations to integrate their social networking, analytics, and cognitive tools to find people

in new ways, attract them through an employer brand promise, and determine who will best fit the job and culture.

From a talent stand point, our thought processes have changed completely. We are integrating both building and buying philosophies. We have developed a process-oriented approach for talent attraction while supporting hiring managers with all the resources they would need to make hiring decisions.

Q What is the biggest talent challenge that you feel organizations are facing today?

A Trends such as digital disruption, demographic changes, modernization and urbanization are transforming the business world and Asia in particular. It's clear that the implications for talent strategy and management are profound and fast changing. Skills shortages and creating a robust leadership pipeline in Asia keeps leaders and HR awake at night, and the way these trends are unfolding, they only likely to compound the problems. This is the time to have fundamental review of industry's talent strategy approach.

Given that skill shortages and creating leadership pipeline are the issues in

today's context, talent mobility related strategies will only become more important in the future as we foresee unequal supply of new workers. That said, immigration legislations and local vs. foreign talent debates often are the challenges. But there are positive sides to the story too, as we see changes are already underway, driven by megatrends — improvements in technology have made time and location-independent working a popular reality, allowing employers to access skills from anywhere. I think the biggest challenge that the industry is facing today is value play. The only way you can get to value play is through talent and eventually through culture. You can acquire a product, factory, brand, and talent as well. But if you are unable to preserve your culture, you will never be able to retain talent or get to your customers faster.

I think there is an increased awareness of this competitive advantage and that is why companies are investing in building the right culture. If companies have a culture that is accommodating and inclu-

sive, they will succeed across geographies. And when this is done within a framework, organizations will be closer to talent and customers both.

Q How do you think organizations can enable seamless technology adoption by their employees?

A In my view, an organization's culture play a very important role in technology adoption as it guides the way the employees behave and work. In most organization, people and culture are at the heart of organizational value systems and typically drive both success and failure. The way leaders and managers behave in a culture ultimately determines how and to what extent the employees leverage the digital workplace to connect, communicate and collaborate. It is very important to understand how the culture impacts and influences work. Change management plan is key to adopting digital workplace strategy that aligns to the organization's working culture. In any organizational culture, collaboration is necessary to solve business problems and operate optimally. As information continues to grow at an unprecedented rate, tech tools enable people to create their own content, rather than simply consuming existing content. The digital workplace delivers on these goals by fostering a stronger sense of culture and community within the workplace.

Cargill has a change management framework – Change, Communication & Education (CCE). We use this framework for any kind of change that we bring in. From the strategy standpoint, we also have a differentiated approach when it comes to driving technology adoption.

Q Do you feel startups or smaller organizations have a benefit in terms of changing mindsets and managing change as compared to multinational corporations?

A The answer is both a 'Yes' and a 'No'. Large organizations have the advantage of having many resources to mobilize to impact the change. And that means that in terms of human resources and monetary resources, you can deploy the change on a scale. The flip side is that large organizations take a longer time to adapt to changes as the decision-making process is longer and people might take longer to feel the impact. So, you have to be cautious about how you want to deploy the change.

On the other hand, the advantage that smaller setups have is that they are quick to adapt and require less change management. Here, the effort required is more but the time required for the change is lesser compared to a larger organization. **em**

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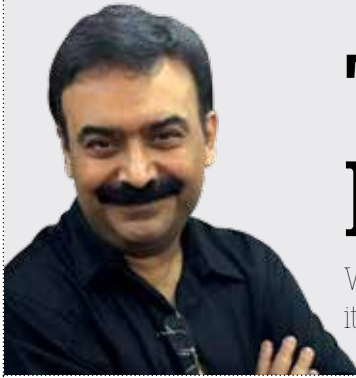
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ABHIJIT BHADURI



The Gig Economy Dilemmas

With 30-40 percent of the workforce joining the new world of work, it is time to rethink many aspects of the gig economy work set-up

If poaching someone who is already employed elsewhere is tough; it is tougher to find people who are freelancers

commissioned to do a large mural or painting that offers a steady income flow for the duration of the project. But today, the gig economy is embracing people beyond showbiz.

When my teacher in school offered extra classes at home, she told my parents that she had a large family to support and a teacher's meager salary was inadequate. She was doing the gig to be able to support the family.

I live in an apartment complex where several housewives have signed on to an app called Foody Buddy. FoodyBuddy is a platform that aims to connect buyers (Foodies) and home chefs (Buddies) who live around them. Several stay-at-home moms have found a fantastic option to showcase their skills. They have all joined the gig economy.

Sudeepa had worked with a telecom giant for years. She has recently been laid off by his company but has started coaching students. She is not making as much as she did when she had a full time job, but she is much happier and has more control over her time.

I have been a gig economy worker since October 2016. I enjoy the creative freedom and the ability to choose the projects that I am interested in. I coach leadership teams and work with organizations on their digital transformation. Being a gig worker allows me to do creative things and travel and write.

There are many shades of gig-economy workers. At the lowest end of the skill pyramid, you have the Uber Drivers or the carpenter who

On 7th March 2003, Broadway musicians went on strike. The League of American Theatres and Producers proposed to reduce the minimum orchestra size requirements from 24-26 to as low as 7 members, with a virtual orchestra filling the gaps. For the next four days, the musicians sat on strike outside the famous theaters of Broadway joined by many well-known actors and performers. The city lost \$7million during those four days forcing Mayor Bloomberg to intervene, reduce the minimum number of musicians to 18-19, and hold that number steady for the next ten years.

We have all seen the early warning signs of automation and how it could put people out of jobs, but then, nothing has changed in our labor laws. The gig economy is growing to encompass all shades of workers, from blue collars to highly paid professionals in every field. However, the law remains horribly inadequate.

The 'Gig' expanse

Artists and entertainers have always been a part of the gig economy. Some of them are lucky, they get



you can fetch through HouseJoy or UrbanClap. LinkedIn is full of white collar gig workers. They range from consultants, lawyers, executive coaches, designers and IT specialists.

Today, Bansi would have been called a “gig economy worker”. He went by a less glamorous term – casual labor. Every morning he would go to the gates of the factory and offer himself to do the back-breaking work. There were days he would get a daily wage, and then there were days he was not that lucky. Two years back, Bansi moved to Bangalore and started working with a startup to deliver food. He rides a bike and is often seen weaving his way through the traffic. He delivers pizzas. He is a gig worker. A year later they shut down. Bansi is taking driving lessons and hopes to become a driver with a cab hailing service. He has spent his life in the gig-economy.

The UK based Lawyers On Demand (LOD), which was established in 2007 now has more than 600 lawyers — the business has doubled in the last three years and the market is booming. Experfy offers data scientists, data engineers, data analysts, and visualizers. Sparehire.com has 5500 professionals listed. More than 3.5 million people have registered as freelancers from India on Freelancer.com.

Leadership dilemmas

Have you ever thought about what is common to bus drivers, bank tellers, cashiers, telephone operators, assembly line factory workers, stock traders, soldiers, journalists? Automation in varying degrees is impacting their jobs. From augmenting to elimination, there is a wide spectrum of what automation is doing to jobs that have employed millions of people around the world. Is there anyone who is safe from the march of robots? A job that is super-specialized and done by a handful of people is safe because it is not economical to automate. Jobs that deal with rapidly changing environments are also safe from automation. Being a great leader of people is unlikely to be threatened by automation. But there are dilemmas that leaders are facing as they deal with gig economy workers.

Brand matters

If poaching someone who is already employed elsewhere is tough, it is tougher to find people who are freelancers. The personal brand of the professional matters more and more. Brand building is a painstaking process that takes years of work. Start early. Create a body of work and make it easy for people to find you. Making your brand searchable on social media helps. Leaders must encourage their employees to create strong personal brands without feeling threatened.

Invest in soft skills

Soft skills matter for everyone, but for the gig worker, soft skills can prove to be ‘the’ differentiating factor between one gig and the next big one. Being able to negotiate your terms without putting off the other person matters a lot. Being able



Being a part of the gig economy is a great way to explore hidden talents. But being a gig worker is also full of insecurity, loneliness and income volatility

to work and collaborate with a cross-section of professionals is a common skill for all successful gig workers.

Open talent economy

Leaders need to be able to work with the open talent economy where the core full-time workers are augmented by the gig economy workers and this includes academics, interns, consultants etc. The leaders have to be talent magnets to be able to get the best of the open-talent pool.

Laws are lagging behind

Gig economy is a one-sided contract. The employers pay for the time the skills used. But staying updated costs time and money since gig-economy workers do not have access to the Learning & Development departments the way regular employees do, nor do they have the opportunity to build pension funds, medical insurance leave alone wealth creation opportunities like ESOPs. This is where the government needs to create laws that govern gig-workers.

The gig economy works great if you have a financial cushion built in. Then it is a great way to explore the hidden talents you never knew you had. But being a gig worker is also full of insecurity, loneliness and income volatility. The unorganized blue collar workers have always lived without the safety net regular work provides. As 30-40 percent of the workforce of our country is joining this new world of work, it is time to rethink the labor laws. 🇮🇳

ABOUT THE AUTHOR

ABHIJIT BHADURI is the author of the bestseller “The Digital Tsunami” and a popular columnist. He is a consultant to organizations on issues of talent, leadership and culture.

Indian Employment Law Reforms: The lineup for 2018

Most Indian employment laws were drafted primarily for traditional models of workforce engagement; however these laws are failing to keep pace with the needs of new and emerging sectors that are driven by cutting edge technology, increased automation and creative forms of workforce engagement, including gig/on-call working

By Nohid Nooreydzan, Veena Gopalakrishnan & Nishanth Ravindran



Nohid Nooreydzan



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Nishanth Ravindran

The year 2017 was marked by a number of significant employment law changes — reforms that have been hailed by many as being both progressive and business-friendly. 2018, being the last year in the term of the current government led by Prime Minister Narendra Modi, is likely to witness even greater number of developments in the employment law landscape.

The article provides a brief round-up of significant employment law developments that took place in 2017 and focuses on the key employment law reforms lined up to be introduced in 2018.

2017: Key Developments

Increased maternity benefits: The Maternity Benefit Act, 1961, was amended in March 2017 to increase the mandatory maternity leave for women with less than two surviving children from 12 weeks to 26 weeks. The amendment also provided for adoption and surrogacy leave of up to 12 weeks. Pursuant to the amendment, employers having 50 or more employees are required to provide crèche facilities to their employees who return from maternity leave.

New law on rights of persons with disabilities: The Rights of Persons with Disabilities Act, 2016 (“RPWD Act”) was brought into effect on June 15, 2017, to replace the erstwhile disability law in India. The RPWD Act is applicable to private establishments and, inter alia, prohibits discrimination with respect to recruitment, employment and promotion on the basis of a person’s disability. Private employers are also required to notify and publish an equal opportunity policy. The meaning and scope of ‘disability’ has been enhanced significantly to include 27 different types of disabilities as opposed to the erstwhile disability law which only covered 7 types of disabilities.

Increased coverage for mandatory employee insurance: The Employees’ State Insurance Act, 1948, a critical social security legislation, which provides statutory insurance to employees was amended to increase the wage limit for coverage from INR 15000 to INR 21000.

Simplified Employment Law Compliances: With a view to reduce the cumbersome compliance requirements under various legislations, the Government, in February 2017, introduced the Ease of Compliance to Maintain Registers under Various Labor Law Rules, 2017. The rules allow employers to maintain consolidated registers for 9 central employment laws, including the Payment of Wages Act, 1936, the Contract Labor (Regulation and Abolition) Act, 1970, Minimum Wages Act, 1948, and Equal Remuneration Act, 1976.

Model Shops Act and Maharashtra’s New Law for Shops and Commercial Establishments: The Government of India, in July 2016, introduced the Model Shops and Establishments (Regulation of Employment and Conditions of Service) Bill,



2016 (“Shops Bill”) with the objective of creating uniformity in state-specific legislations that are applicable to shops and commercial establishments. The aim of the Shops Bill was to create a framework in relation to terms of employment such as hours of work, leaves, overtime and weekly holidays that states could adopt. The state of Maharashtra was the first state to adopt the Shops Bill and passed the Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017, which has replaced the erstwhile 1948 legislation.

Increased Trade Union Activity in the Information Technology Sector: 2017 witnessed a marked increase in trade union activity in the information technology sector. Traditionally, the role of trade unions has been limited to the manufacturing sector. Karnataka became the first state to have an information technology specific trade union registered under the Trade Unions Act, 1926 — the Karnataka State IT/TES Employees Union. This trend has continued into 2018, with Forum for IT Employees (FITE) becoming a registered union in Maharashtra.

Introduction of a Common Platform for Complaints of Sexual Harassment: The Government has introduced an online platform known as SHe-Box (Sexual Harassment Electronic Box) to help women employees lodge complaints of workplace sexual harassment. Through this platform, women employees (including women employees in private establishments that have an internal complaints committee under applicable sexual harassment law) will have a common platform to raise complaints of workplace sexual harassment.

Line up for 2018

Enhancement of the gratuity ceiling: The Payment of Gratuity Act, 1972 (“Gratuity Act”) entitles employees who have been in continuous employment for a period of 5 years to gratuity at the rate of 15 days wages for every year of continuous service, capped at INR 10,00,000. The Payment of Gratuity (Amendment) Bill, 2017 (“Gratuity Bill”) was introduced in the Lower house of Parliament (Lok Sabha) on December 18, 2017 with a view to allow the Government the discretion to (i) prescribe the gratuity ceiling, and (ii) the period of maternity leave that would be deemed to constitute continuous service. It is anticipated that the Gratuity Bill will be passed by the Lower house in the next session of Parliament and that the ceiling is likely to be enhanced from INR 10,00,000 to INR 20,00,000.

Consolidation of Labor Laws: As part of its election manifesto, the current Government had promised to review the Indian employment laws to reduce multiplicity of employment legislations and keep the legislations in sync with the requirements of the evolving labor market. In furtherance of the same, the Government has sought to consolidate 44 central employment laws into 4 labor codes:

1. Labour Code on Industrial Relations — Consolidating the Industrial Disputes Act, 1947, the



India needs to relook at its employment laws to ensure that businesses are not constrained, innovation and entrepreneurship is encouraged, and employee rights are not compromised

1. Industrial Employment (Standing Orders) Act, 1946 and the Trade Unions Act, 1926;
2. Labour Code on Social Security and Welfare — Consolidating social security laws such as the Employees Provident Funds and Miscellaneous Provisions Act, 1952, the Employees State Insurance Act, 1948, Maternity Benefit Act, 1961, the Employees Compensation Act, 1923, etc.;
3. Code on Wages — Consolidating the Minimum Wages Act, 1949, the Payment of Wages Act, 1936, Payment of Bonus Act, 1965 and Equal Remuneration Act, 1976; and
4. Labour Code on Occupational Safety, Health & Working Conditions.

The code that is likely to come into effect soon is the Code on Wages, 2017 (“Wage Code”). It is anticipated that the Government was working towards having the Wage Code passed in the lower house (Lok Sabha) of Parliament in the budget session and this might be taken up in the next session of Parliament.

National Employment Policy: The Government of India has proposed the introduction of a National Employment Policy to address the growing rate of unemployment in India. The proposed aim of the National Employment Policy is to create a comprehensive action plan to ensure that quality jobs are created across various sectors. It



The Government of India has proposed the introduction of a National Employment Policy to address the growing rate of unemployment in India, and create a comprehensive action plan to ensure that quality jobs are created across various sectors

appears that this would be done by incentivizing employers to hire, by allowing relaxations in employment law compliances or bearing a part of the cost for social security payments.

LGBTIQ Rights: The Supreme Court of India, in its landmark judgment in August 2017, observed that the right to privacy and the protection of sexual orientation lie at the core of the fundamental rights guaranteed by Articles 14, 15 and 21 of the Indian Constitution. Further, the Supreme Court on January 8, 2018, stated that it would review its position on Section 377 of the Indian Penal Code, 1860, i.e., the criminalization of sexual intercourse between consenting adults of the same sex. With respect to transgender persons, the Transgender Persons (Protection of Rights) Bill, 2016, inter alia, seeks to prohibit the discrimination of transgender persons in terms of employment, healthcare services and access to facilities.

Law Governing Factories: Amendments to the Factories Act, 1948, has been in the pipeline for the past two years. The amendments are primarily aimed at allowing the state government to increase the number of overtime hours

that employees can work and prescribe rules in relation to exemptions that could be given to various categories of employees. These measures would allow flexibility to State Governments to undertake initiatives to encourage the development of industries.

Changes to the Law on Contract Labor: The Government has released a draft bill for the amendment of the law governing the engagement of contract labor in India – the Contract Labor (Regulation and Abolition) Act, 1970 (“CLRA”). The bill primarily intends to exclude workers who are regularly employed in the establishment of the contractor from the definition of the term ‘contract labor’ for the purposes of the CLRA.

2018 Budget Proposals to Provident Fund Contributions: The Finance Minister in his 2018 Budget speech has proposed that the Government will make provident fund contributions of 12 percent of wages for new employees for a period of three (3) years and reduce the mandatory contribution limit from 12 percent to 8 percent for women employees for the first three (3) years of employment. We would however have to wait for amendments to be made to the Employees Provident Funds and Miscellaneous Provisions Act, 1952, and allied schemes, to understand the manner in which these proposals will be implemented.

Most Indian employment laws were drafted primarily for traditional models of workforce engagement in sectors such as manufacturing and infrastructure. These laws are failing to keep pace with the needs of new and emerging sectors that are driven by cutting edge technology, increased automation and creative forms of workforce engagement, including gig/on-call working. While the above reforms are much needed, standing at the threshold of the artificial intelligence revolution, India needs to relook at its employment laws to ensure that businesses are not constrained, innovation and entrepreneurship is encouraged and employee rights are not compromised. ☞

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SAMIR NAKRA



Future of work

Resisting change has never been an option for any species or organization. So how do we manage this change in an organizational context?

There's been massive disruption in the last few years with technology impacting virtually every aspect of life. Faster computing and newer technologies are creating newer ways to serve customers, reducing inefficiencies and impacting bottom-lines. We can't avoid the reality of these technologies anymore, which are run on intelligent algorithms that analyze user-inputs and develop in real-time. It's obvious that the next wave of technology will impact the way we do things and impact jobs; taking away some and adding some others to the economy. We can already see organization structures become flatter and team sizes smaller, with people working in remote, or on contract for specific assignments. All this will impact the way we have known work e.g. leadership, performance, careers, value frameworks...all will get impacted by this wave of change.

Resisting change has never been an option for any species or organization, and evolution is testimony to the fact that anyone who did resist change, perished. So how do we manage this change in an organizational context? The answer could lie in systems thinking i.e. looking at the inter-linkages of systems and balancing the harder aspects of change with the softer aspects of mindsets and culture.

So how do we do this? The 7S Framework of McKinsey provides us one such systemic model that can help us manage change in a holistic manner. It consists of the *Hard Elements* of Strategy, Structure, Systems and the *Soft Elements* of Shared Values, Style, Staff and Skills. An approach could be to run a diagnostic to assess current awareness and adaptability to this change. Needless to say, most businesses get the Hard Elements right, but it's the Soft Elements that don't get adequate planning or attention. There could be a reason for this...the soft elements are difficult to measure and even more difficult to implement as they are deeply wired into people's mindsets and behavior! It's there-




We can't avoid the reality of new technologies at the workplace anymore, which are run on intelligent algorithms that analyze user-inputs and develop in real-time

fore imperative that business along-with HR and OD isolate these measures while designing the intervention.

The OD team could design a diagnostic or do an analysis using the existing organizational survey, industry reports, run a *scenario planning* workshop along with the top team to arrive at a roadmap for this change. The scenario planning workshop can be quite useful and should be designed around the business strategy and analyze the cultural impact of the change, on the way people do things. These *ways in which people do things* are the softer elements of change. Scenario planning is something that the Armed Forces use during sand

models and war games and is extremely effective. Some challenging questions that could come up in such a workshop are "How the organization drives core values with an increasingly distributed and diverse workforce?" "What style of leadership would organizations need to build, to manage performance with remote teams?" "How do they see the skills matrices changing on the back of the evolving business landscape?" Some of these questions will throw up interesting scenarios which will link back to the people plan.

Outputs from this diagnostics and design work will flow into the People Plan, which should include work-streams that address the Soft Elements of change. These work-streams will link-up to impact the overall organizational readiness and culture for the future. Interim pit-stops should be designed into this journey and draw from Business and HR Analytics on elements like performance data, customer surveys, managerial effectiveness, attrition and employee health surveys. HR/OD should then measure needle change and present this data to business to provide another nudge and also link this back into the overall design.

"Culture eats strategy for lunch" and that is what organizations will have to work on to adapt to the new landscape. The changes to come will not just impact technology, but the way people interact with each other and get things done. They will impact culture and focusing on this aspect of change will pay rich dividends. 

ABOUT THE AUTHOR

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FONS TROMPENAARS



The shades of gray - Gig economy dilemmas

The gig economy has developed quite silently as a by-product of the on-demand economy, however, have you ever thought of the kind of dilemmas the so called gig economy is creating?

ELEMENTS OF WORKPLACE



Challenges galore

For us, a gig economy is an economy in which employees do not have a permanent employment contract, but work in the form of paid jobs or short-term employment contracts that are executed both in succession and in parallel. The gig economy is also called a platform economy. As such, it is a good metaphor from the American slang for a 'music performance', originally an abbreviation of 'engagement', which was conceived by black musicians in New Orleans. Currently, the word 'gig' in the United States is more broadly used as a term for 'short-term paid work'. One of the first dilemmas was well articulated by Hillary Clinton:

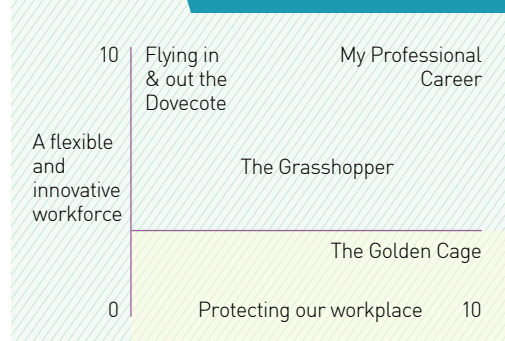
"Many Americans are making money, designing websites, selling products at their own car. This on-demand, or so-called gig economy is creating exciting economies and unleashing innovation. But it is also raising questions about workplace protections and what a good job will look like in the future."

So, on the one hand, we need a flexible and innovative workforce, whereas on the other, we need to protect our workplace. It looks like this:

Have you ever thought of the kind of dilemmas the so called gig economy is creating? This relatively new phenomenon makes temporary positions and employment contracts more a rule than an exception. What is the impact of the gig economy on companies and employees, and what are the advantages and disadvantages that need to be reconciled?

Traditionally, employees had a job for life. Whereas the Baby Boomers and Generation X are used to mainly consecutive employment, there is a trend to the emergence of people (generation Y and Z) who opt for short-term paid jobs or jobs, and thus create their own balance between work and private life. The gig economy has developed quite silently as a by-product of the on-demand economy; and in the meantime, one in three Americans is already working in the economy. On similar lines, in the Netherlands, this number is estimated to be one in seven working people for 2017. Though there is a denigrating way of talking about the gig economy, it is an increasing part of the global economy.

Dilemma 1: The Flexibility/Stability Dilemma



The gig economy is not sustainable if flexibility and innovation are not complemented by a few protection offerings by the workplace. What we see is the increasing need of youngsters (X and Z) to choose for their own career rather than the path

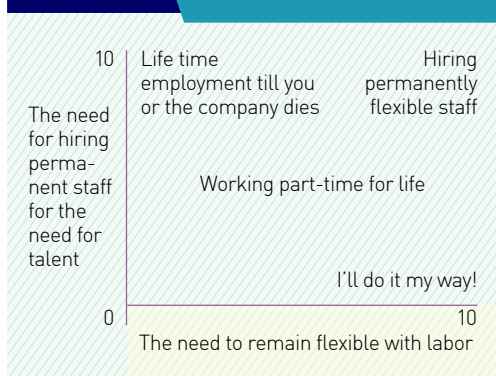
that the organization has designed for them. And they are finding their stability in the profession that they choose and the instability in the organizations they use for developing their professional knowledge and experience.

Questions of laws and regulations

As we are unfortunately used to in the business world, vision-free governments are again miles behind reality and have absolutely no answer to the 'gig economy'. In fact, the lousy socio-economic policies of the past few years are actually stimulating the gig economy in a perverse way. It is becoming increasingly difficult for companies to start up a company normally because they completely lose their way in the forest of regulations because of the lack of trust in the financial services industry. Labor laws, compliance regulations and health insurance legislations mean that companies prefer to hire people than to offer them a permanent contract, while there is enough work! It causes a second dilemma that societies need to face and reconcile.



Dilemma 2: The Talent Dilemma



There are many companies that want and can grow, but they do not dare to hire people anymore.

Work-life balance

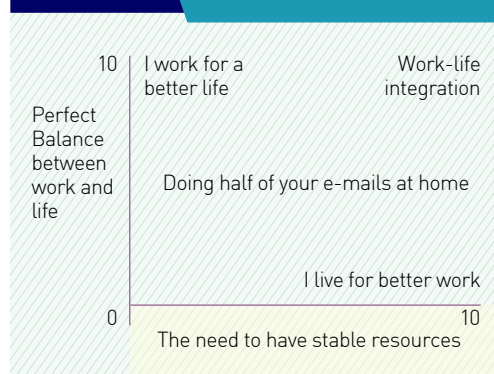
It seems like such a good idea: working when you want and can achieving an optimal balance between work and life. Work hard from time to time and recharge the battery. Because work is temporary, a high reimbursement is often given and if you do not like it, you just leave. You do the jobs where your passion and expertise lies and varies as much as you want and can. Delicious! I do the work I like and get paid for it. I can work anywhere with my laptop.

But there are also disadvantages: an irregular income, doing gigs under the price, maintaining the network and carrying out the administration. You also have to take care of your pension yourself and you will have to insure yourself for legal assistance, medical expenses, disability to work and professional liability. In addition, especially when you work at home, you miss social contact with your colleagues. You might have earned a lot of money but after that bike accident you can no longer work

The gig economy, a relatively new phenomenon, is making temporary positions and employment contracts more a rule than an exception

and that money evaporates quickly. Every week, you need to eat with friends and family to survive. So we have to resolve a third dilemma if the gig economy is sustainable:

Dilemma 3: The Work-life Dilemma



One way that this dilemma can be reconciled is to answer the question: How can work help you to get a more flexible life and how a set of gigs can give you stability in life's resources? Dutch females are one of the largest groups of women in the world doing part-time work but the stability is given both by a growing economy and partners that work full-time. But it should give inspiration.



The gig economy provides a window of possibilities, yet at the same time, it also poses a huge threat

Growth for companies

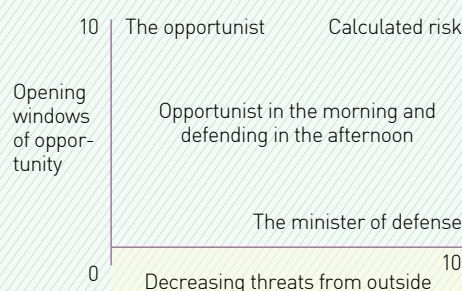
For companies, the gig economy offers the possibility to deploy real specialists for demarcated jobs. The HR departments usually maintain records of proven specialists who are often hired for short-term projects or assignments. However, the disadvantage for companies is that it is difficult to retain good people who usually become more expensive to hire if asked frequently. In this respect, the gig economy empowers people to shape their own destiny and leverage their existing assets to their benefit.

There are new paradigms evolving where clusters of people unite in a “pool of competence” from which organizations can demand certain types of reliable and experienced staff who know the industry. Temporary staff organizations are setting-up such pools and reconciling with the need to quickly deploy specialists without losing the quality and commitment one needs for certain jobs.

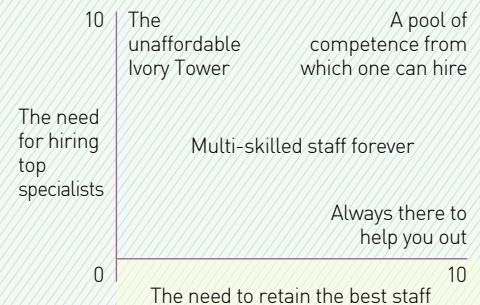
Impact on employees


For employees, the gig economy provides a window of possibilities, yet at the same time, it also poses a huge threat. Location-independent work and the ever growing process of globalization means that competitors are increasingly the people abroad. Gig workers constantly have to update their knowledge because the specialists of today are the dinosaurs of tomorrow. Building a network is crucial to survive as a gigger, and furthermore you are as good as your last assignment. Direct feedback on gig platforms means that you cannot make too many mistakes; otherwise your reputation will end. Furthermore, it is necessary to carry out a number of administrative matters yourself. This leads to the fourth opportunity and threat dilemma:

Dilemma 4: The opportunity and threat Dilemma



Dilemma 5: The Retaining Specialist Dilemma



In order to reconcile the dilemmas above, we need to create a culture that stimulates the individual workers, companies and governments to bring the opposites together. 

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.

Chaitanya Peddi - Darwinbox

Rise of the autonomous workforce Enabling ownership & Authority



The wave of change that swept through workplaces in the last decade is no less than revolutionary. Broadly, this is about three generations with radically different ideologies, working as a unit to run businesses and drive the economy. There has been a gradual shift in the perception of several components of business like culture, definition of workplace, work life balance etc.. Multiple socio-economic changes contributed to this trend, primarily driven by access to information & a better quality of life.

Let me take an example to build the case here. Not so long, say fifteen years ago, the focus of majority of working class population was to have a steady job, put bread on the table, secure a future for the progeny, and save enough for life post retirement.

However, it is no longer the case. Cut to present and your modern day employee no longer aspires to just about survive. They switch jobs far more often, freelancing or gig economy, & the concept of remote workforce have gained massive momentum. Their focus is to scale greater heights while learning & contributing meaningfully as a part of their career. On top of this, they want to indulge in leisure far more often, ultimately to strike that perfect work-life balance. It is safe to say that they want to be autonomous.

The definition of workplace is far more fluid than what it used to be in terms of policies, role & responsibilities, and culture. Concept of standardization has taken a backseat. One size definitely does not fit all, not anymore!

At the heart of true autonomy lies decentralization. When we distribute power & authority, hence making employees shoulder more responsibilities with minimal monitoring or control, what ensues is a feeling of trust and heightened sense of ownership.

The need of the hour is to embrace this change, leverage the available technology to enable and engage autonomous workforce and make the most out of this opportunity to innovate; so as to make ourselves ready for the consequences that stem from this.

“Autonomy in the truest sense can happen only when HR makes a strategic role shift from being a controller to an enabler!”

Autonomy makes way for job roles that are cross-functional and often involve multiple stakeholders. With this changing nature of work, an increasing number of traditional philosophies of HR management are now coming under scrutiny. Here are some aspects of HR which I believe will witness major shift:

1 Talent Management - Own your own Career

It is no longer the HR or the immediate manager who owns the employee's career development. As policies become more employee centric, employee will rise to be the key stakeholder in decisions that chart out his/her career path which in turn will have its own implications on the conventional framework of measuring progress as well. Once annual, performance reviews will now reduce to an instant and real-time input from multiple stakeholders at work. This ultimately will resonate in the form of a heightened sense of independence and authority.

2 Workplace Policies - Bend or break

Investing in the employees the authority to manage themselves, pays priceless dividends in terms of trust and engagement. A leading travel booking company started their journey to autonomy by doing away with the system of fixed leaves/year. To everyone's surprise there was only a marginal difference in the leaves consumed; but the sense of ownership & trust came a long way in shaping their culture! It is critical to leverage intelligent systems for transformations of this scale so as to measure the implications while providing much needed flexibility.

3 Employee Engagement - Proactive, not reactive

When the stakeholders involved are proactive rather than reactive, strategies are far more impactful. And to ensure such proactivity from your workforce, engage them well right from day one. From acceptance of offer letter, to onboarding, to finally becoming a vital part & parcel of the organization, engagement efforts must be ample and prominent. Aligning employees with organizational values & beliefs, ensures the much needed ownership and autonomy irrespective of the location and / or mode of work.

With so much happening around, these are definitely exciting times to be in HR and technology! As HCM takes new shape every day; we at Darwinbox, live the challenge of enabling this transformation in enterprises through a HR technology platform, just as swiftly.

Chaitanya Peddi is the co-founder and product head at Darwinbox, an 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 Management.

Visit www.darwinbox.com to know more.



The Fear Cognition Scale (FCS) for the Digital Workplace

The sobering reality of shrinking positions has increased fears of workplace insecurity and incentivizing 'career cannibalization'. It is time for professionals to gain the true faculty of their fears to devise effective strategies for charting their careers on a more robust and fruitful course

Workplaces are undergoing profound transformations to accommodate the varying expectations of a multigenerational workforce and the increasing influx of AI-enabled entities. The inevitable need to maintain robust talent pipelines for assuring a healthy supply of capable leaders has galvanized progressive organizations to place greater emphasis on effective talent development and employee engagement activities. However, the sobering reality of shrinking positions that can productively and profitably use 'human' talent is increasing fears of workplace insecurity and incentivizing 'career cannibalization' of peers by ambitious professionals. Consequently, the adage of 'survival of the fittest' has permeated into the digital world with a renewed ferocity. Therefore, it is becoming imperative for the 'mindful' professionals to gain the true faculty of their fears to devise effective strategies for charting their careers on a more robust and fruitful course. The following analytical tool is being presented for facilitating the respective self-assessment:

1. Do you fear of being wrong in your views/perspectives/approaches/insights?
2. Do you fear of being marginalized/ignored/neglected by the majority of your peers, even though, you are right in your views/perspectives/approaches/insights?
3. Do you fear that being correct most of the time might open the door for a big failure in the future and tarnish your stellar reputation cemented on past accomplishments?
4. Do you fear the inability to formulate a convincing argument when encountering stiff resistance from skeptical quarters?



The FCS scale serves as an early warning system for talented professionals who might be neglecting their well-being while feverishly trying to stay relevant in the digital world

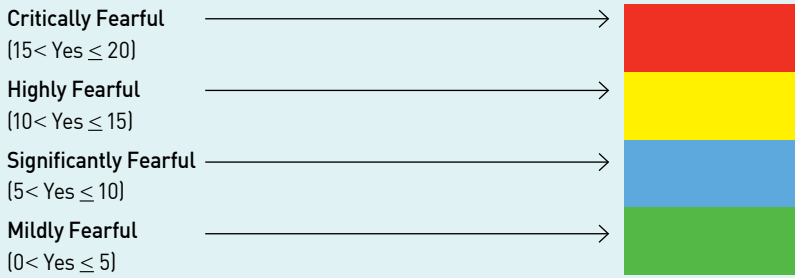
5. Do you fear that your current professional skill set does not have a high probability of a promising career?
6. Do you fear working for a different employer?
7. Do you fear switching career paths

to meet the evolving demands of the Digital world?

8. Do you fear layoffs/early retirement due to the evolving demands of the Digital world?
9. Do you fear being forced to become entrepreneurial to achieve/sustain a respectable living in the Digital world?
10. Do you fear the skill set of your peers might propel them ahead of you in terms of climbing the corporate ladder?
11. Do you fear taking challenging assignments that can jeopardize your promising career prospects in case of failure?
12. Do you fear relinquishing a 'stable' career in the short-term to pursue a riskier option for remaining relevant in the long term?
13. Do you fear the increasing encroachment of AI-enabled technology in the workplace?
14. Do you fear of being under-utilized at your workplace?
15. Do you fear of being over-utilized at your workplace?
16. Do you fear 'loosing face', especially, in front of those who look up to you?
17. Do you fear that sharing information/knowledge will enable others to surge ahead of you in terms of climbing the corporate ladder, especially, if they don't reciprocate accordingly?
18. Do you fear the power/influence of your supervisor(s) on your career prospects?
19. Do you fear the detrimental aspects of organizational politics?
20. Do you fear having a multitude of fears concerning your professional life is significantly affecting your capability to work to the best of your abilities?

The aforementioned questions should be answered in a simple 'Yes/No' manner and then the tally of 'Yes' answers should be matched on the following FCS scale:

The Fear Cognition Scale (FCS) for the Digital Workplace



Created & Developed: Murad Salman Mirza

The four categories highlighted in the FCS scale depicted above can be better understood as follows:

Mildly Fearful

This pertains to the normal level of fear that a professional experiences at work and should not constitute as a cause for alarm. Psychologists often point out that some fear is actually good and one needs to embrace it in a meaningful way to take advantage from its benefits, e.g., having higher level of situational awareness, discovering personal strengths and weaknesses, facilitating personal development, etc. It is part of human nature due to presence of uncertain outcomes in the workplace and the inherent personality characteristics of an individual. Senior professionals with a high EQ (Emotional Quotient) are often found in this category.

Significantly Fearful

This reflects an elevated level of fear that is palpable in a person's behavior/actions as he/she performs assigned responsibilities. It is generally triggered by the inability to adjust to unfamiliar/pressurized work environment while trying to gain traction within the corporate hierarchy for a promising career path. It is usually noticeable to close colleagues/peers who often act as the 'unofficial counselors' to remedy an exacerbating condition that could derail a promising career. Corporate cultures thriving on strong shared values and an effective mentoring approach are best suited to overcoming/alleviating such recurring challenges. New talent/junior professionals are often found in this category.

Highly Fearful

This pertains to professionals working under profoundly stressful conditions that

It is usually noticeable to close colleagues/peers who often act as the 'unofficial counselors' to remedy an exacerbating condition that could derail a promising career

can be due to a multitude of factors, e.g., domineering supervisor(s), impending layoffs, team discord, leadership change, disciplinary proceedings, toxic workplace politics, etc. It can significantly dilute a person's cognizance of self-worth and cause extensive damage to his/her sense of well-being that can manifest in poor job performance. HR/talent function is generally required to do effective interventions in such situations for curative remedies, preferably proactively, before simmering discontent casts a dark shadow over the entire corporate culture landscape. Middle management is often found in this category.

Critically Fearful

This reflects a debilitating level of fear that can lead to lingering mental and physical illness if not treated by professionals with relevant expertise, e.g. Psychologists, Psychiatrists, Therapists, etc. It is normally the exacerbation of afflictions resulting from trying to survive in a toxic workplace due to lack of options for switching

employers or earning a meaningful living in another way. Generally, the respective employee tends to ignore/suppress/hide his/her worsening condition by masking it with outward jovial displays of conformist behavior. However, such attempts are often detectable by astute observers/coworkers who can discern the deviation from 'normal' behavior through various combinations of physical alerts, e.g., nervous laughter, refraining from proactive peer socialization/professional networking, unexplained sweating, body tremors, frequent stammering, desperate attempts to fit-in, excessive overtime working, significant number of sick leaves, inability to voice personal opinion, profound sympathy indulgence, etc. Unfortunately, a professional who has reached such a stage of fearfulness is often deemed unsuitable/stigmatized for career progression and, more likely, liable for layoff/facilitated exit/termination. However, mismanaging the departure for such an individual can have disastrous consequences as evidenced by recurrence of unfortunate incidences of workplace violence perpetrated by indignant/resentful former employees.

Parting Thoughts

The aforementioned FCS scale also serves as an early warning system for talented professionals who might be neglecting their well-being while feverishly trying to stay relevant in the Digital world. Quite often, such people tend to marginalize health concerns, hobbies, family and friends, old contacts and acquaintances, etc., as they focus on career aspirations by embracing stressful/unreasonable/detrimental working conditions and trying to impress influential sources of power with their professional abilities. However, such 'transient' bonds cannot substitute the time-tested relationships that are generally needed in precarious situations to provide strong and reliable support for a balanced approach to life and profound self-reflection to recalibrate priorities in accordance with the 'true' passions. Are you listening...? 🎧

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





THE TIPPING POINT

Reports indicate by 2020, 50 percent of the working population will be a part of the gig economy. Although this accelerating pace of independent work could have tangible economic benefits, it comes with its own set of challenges!

By **Suparna Chawla Bhasin**

The gig economy is empowerment. This new business paradigm empowers individuals to better shape their own destiny and leverage their existing assets to their benefit.

- John McAfee

This is the classic hustle between traditional and the alternative. It is a new paradigm; a by-product of a new generation (millennials) and a disruptive new world order – uncertain yet rewarding, flexible yet unstable, futuristic yet insecure.

This is the Gig Economy.

Reports indicate by 2020, 50 percent of the working population will be a part of the gig economy. Since the industrial revolution, this will be the biggest disruption in the workforce. A recent study by the McKinsey Global Institute “Independent work: Choice, necessity, and the gig economy”, reveals that “up to 162 million people in Europe and the United States—or 20 to 30 percent of the working-age population—engage in some form of independent work.” Technology has disrupted the workforce in some unprecedented ways. From displacing the workers to enabling increased productivity from remote workers, there are many pros to getting the contingent workforce. However, although this accelerating pace of independent work could have tangible economic benefits (increased workforce participation, more opportunities for the unemployed, increased productivity), it has its own set of challenges related to benefits, income-security measures etc.

Through this cover story, we bring insights and perspectives of thought-leaders and industry leaders on how organizations are reacting to such labor market changes; how employers generate win/win relationships with independent workers; the pros and cons of considering the contingent workforce; sourcing, engaging, and managing talent in this new world of work. 🎯



DAVID MALLON

Vice President and Analyst-at-Large/Bersin,
Deloitte Consulting LLP

ADJUSTING TO THE NEW NATURE OF WORK

Traditionally, freelancers and contract workers have been managed through the procurement department. But managing this gig workforce, however, requires some internal adjustments

The American workforce is undergoing dramatic change, becoming a more flexible, collaborative network that redefines the definition of the “worker.” In this gig economy, people are growing comfortable with flexible working arrangements, moving between roles and between organizations, and working across geographic boundaries. This flexibility on the part of workers, combined with a growing demand for talent, has the potential to reshape the workforce into a collaborative, transparent, technology-driven marketplace. Simply put, in a few years, a significant number of people who work “for” your company may not be employees or even contractors. They may be temps, freelancers, collaborators or other types of virtual workers, all connected through online platforms to increase productivity.

Managing this gig workforce, however, requires some internal adjustments. Traditionally, freelancers and contract workers have been managed through the procurement department. Solving for talent and workforce challenges using a gig marketplace to connect workers with assignments begs greater HR involvement.

In the gig economy, HR faces new challenges around culture and compliance. How does a company create a common sense of identity among a disparate workforce? How does it ensure that gig workers are reinforcing the corporate brand or messaging? How does it maintain regulatory compliance and training for everything from harassment to data security when it doesn’t employ the workforce? Technology provides some answers.

Collaboration software tools offer data that companies can mine to gain to track worker compliance and monitor the mood of the workforce. Many social media tools already generate insights into employee sentiment, and companies are finding that these same tools can be used to monitor behavior as well. Yet monitoring is just the start. How does the organization then cultivate a two-way relationship with these workers, instilling a belief in the organization’s mission, vision, and brand?

Developing a gig workforce comes with other unique risks. Companies may have to work harder to retain experienced employees. While firms tend to gain flexibility in managing payroll costs and adjusting fluctuations in the market place, they have less control over worker availability. Talent that a company was counting on for a specific project can disappear with little warning. This risk is amplified by record low unemployment rates, a highly transparent job market and rising expectations for hourly and contingent workers.

In addition, companies that operate in different countries face divergent laws with regard to contingent labor. Consider the wide-ranging policies adopted by local governments around the globe for how ride-sharing services compensate and schedule drivers. Or how even local governments are writing rules that require employers to set firm and adequate schedules for their contingent workforce.

Therefore, before companies can embrace the gig economy, they should consider several steps to change their definition of employment:

- Workforce planning must adjust both to account for the growing role of automation and to account for increasingly divergent and diverse talent sources.
- Companies must remove walls that they have spent years building. Many organizations are designed to keep proprietary data, patents and technology separated from non-employees, for example. These barriers inhibit collaboration.

Solving for talent and workforce challenges using a gig marketplace to connect workers with assignments begs greater HR involvement





- Monitoring culture, engagement and the employment brand must be done objectively. How companies manage and interact with gig workers will affect their brand. Gig workers may not be on the payroll, but they are as much a part of the culture as full-time employees.
- Branding must extend beyond products and customers. Workers are no longer a captive market, and a company's brand will extend into the workplace as well as the marketplace. Workers' reactions and satisfaction with company engagement are likely to be shared on social platforms and will affect the organization's ability to attract other workers in the future.
- Management must shift its focus towards the output of remote workers and away from how they spend their time.


The gig model is already disrupting traditional approaches to staffing across several industries. In technology, for example, large companies develop the operating systems that run smartphones, but hundreds of smaller firms, startups and individual developers use gig-based workers to create the apps that bring value to those systems for consumers.

Increasingly, companies outside of the tech industry that have traditionally used full-time employees are hiring gig workers for at least some of their operations. At the moment, many of these tasks require lower skills, but increasingly, demand for creative talent will grow. If a company has a special project that requires expertise its own workers don't have, it may hire gig

How does a company create a common sense of identity among a disparate workforce or ensure that gig workers are reinforcing the corporate brand or messaging? How does it maintain regulatory compliance and training for everything from harassment to data security when it doesn't employ the workforce?

workers specifically for that project and pair them with employees. Groups will come together to work on a specific project, then disband. Some members will join other groups to address a different issue, perhaps at another company or in another country.

The growth in gig workers already is outpacing growth in the economy overall. From 2002 to 2014, while total employment increased 7.5 percent, gig economy workers increased by as much as 15 percent, according to the Aspen Institute. Increases in the number of independent contractors accounted for more than 29 percent all jobs added between 2010 and 2014.

As the gig economy shifts toward more creative work, the nature of the work may shift from shorter-term projects to longer-term relationships. Companies that are well positioned to capitalize on this new, flexible workforce will be those that embrace disruption in the workplace and begin now to rethink the nature of work and workers. 





KHALID RAZA

Director, Talent Development, Altisource

GIG ECONOMY IS HERE TO STAY

Companies will need to revisit their plans, be judicious in using the 'better' skilled freelancers to do regular roles while keeping critical profiles in house

I employed a driver to take care of all my crazy navigation through the jam-packed roads in Bangalore. The driver, a really dedicated professional, took care of all the driving tasks for my family. However, the agreement also bought a regular employee cost in my home P&L, something that started to pinch me, especially when the utilization was low due to vacations and outstation travels. I figured calling a cab aggregator taxi was a more efficient model for my needs — frequency, scale, comfort and cost.

That's gig economy in a nutshell for you. According to one definition, it is 'a labor market characterized by the prevalence of short-term contracts or freelance work, as opposed to permanent jobs.' In the gig economy, instead of a regular wage, workers get paid for the "gigs" they do, such as a food delivery or a car journey. A few years ago, nobody could have thought that doing a small gig in exchange for an hourly payment could become someone's full-time job.

A recent study by the McKinsey Global Institute "*Independent work: Choice, necessity, and the gig economy*", reveals that "up to 162 million people in Europe and the United States—or 20 to 30 percent of the working-age population—engage in some form of independent work."

Although this trend is fast catching up, there are many who vehemently oppose the scope and vision. This attitude depends on the perspective from which the matter is looked at. Those preferring to be self-employed cannot be blamed, considering the economic and political uncertainties in

the world today. But, millennials currently shape the largest proportion of the US work population (elsewhere too) and they are orientated towards satisfaction of their needs and personal interests. Gig options provide the much wanted flexibility and sense of independence from the corporate walls.

This talent shift has happened because of the nature of millennials, fueled by new companies and services which disrupted the market. Uber, Airbnb and Swiggy are just a few examples of companies with growing demand, which wouldn't exist without the gig economy. By growing in size and revenue, disruptive startups acquire influence in the job market, shaping particular trends and introducing new rules.

Gig Economy & the corporate world

Let's look at our corporate world where 'war for talent' is nothing new and with intense competition, most organizations tend to focus on bottom lines to increase profits. This is the sweet spot for all those freelance professionals, who sacrifice the comfort and security (or may be not) of the corporate world, to do the work they love, and be their own master. Companies are latching onto this tribe as it helps them get an immediate workforce, reduce cost and innovate faster. It also helps them avoid the hassles of culture-clash, promotions, workforce management, infrastructure etc. allowing more focus on the work, rather than on the people.

Learning and Development, as a function of HR, has always employed freelancers and now most companies prefer to have only a couple of regulars in L&D, and get the rest of the work done through external experts. This model allows companies to tap the most recent and relevant knowledge and expertise, at one-tenth of the cost. If you are hiring another graphic designer

The reality for most 'self-employed contractors' is that working in the gig economy means lower pay, lack of security, and no employment rights worth speaking of





or a content developer, you may want to rethink. Technical experts like coders and testers are hired on contracts all the time, allowing companies to keep their headcounts in control, and thus have a better grip on the scale in either direction based on demand. However, we need to take each case on its merit – one size fits all solution never really fits anyone. The question is, which are the roles in your organization that can be done by a freelancer?

Challenges with the Gig Economy


Advantages aside, gig economy workforce is not without its downside. According to TIME magazine sponsored survey, freelance workers and contractors will earn 28 percent less than their regular counterparts, however, that's only because they work fewer hours. According to the survey, more than 80 percent of companies that use independent contractors say that they do so because they can quickly adjust the size of their workforce, save money on benefits, and tailor the worker to a specific task.

Inspired by the examples of successful entrepreneurs, many people no longer want to climb the career ladder but are drawn to the idea of creating their own future. Time, in this case, prevails over money.

In theory, and according to proponents of 'flexible working', these workers enjoy the freedom to work whenever they choose. And this may suit some, for example, students, older workers or parents looking after kids who could use a bit extra to supplement other sources of income. But the reality for most 'self-employed contrac-

Companies are latching onto the gig model as it helps them get an immediate workforce, reduce cost, innovate faster, and also enables them to avoid the hassles of culture-clash, promotions, workforce management, infrastructure etc.

tors' is that working in the gig economy means lower pay, lack of security, and no employment rights worth speaking of. The biggest issue here would be that the 'self-employed' gig work does not come with pensions, sick pay, holiday entitlement or parental leave. You have to be a 'worker' or an 'employee' to get these basic rights.

In my view, this is really not a deal-breaker because a self-employed professional, from doctors to shopkeepers, never had pensions, sick pay, holiday entitlement or parental leave. Gig economy is here to stay and will flourish. Companies will need to revisit their plans, be judicious in using the 'better' skilled freelancers to do regular roles while keeping critical profiles in house. 



(With inputs from Sanmitra Mallick, Shruthy D and Vanitha Poojary)



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GIG ECONOMY - A BRIDGE TO THE FUTURE OF WORK

The business environment will eventually force more and more organizations to leverage the gig economy whether they like it or not

To the typical 9 to 5 office goer, the term gig-economy conjures up images of a struggling musician, or writer — hungry, tired and far from home, looking for their next assignment. But the emergence of the freelancing, temporary or assignment-based workforce has grown from a small trickling stream of renegades and misfits into a gushing river of millions of free agents, a huge global talent pool to dip into. In a country like India, where millions still sit for the Railway Board exams because it represents stability, credibility, and respect, is the gig economy growing, and how are talent management teams and business leaders leveraging it for their organizations?

A recent study by Paypal India states that India is the largest freelancer market in the world, and one in four freelancers in the world is from India. A study by E&Y reveals that 3 out of 4 organizations globally are looking to increase their contingent workers, and interestingly, two-thirds of contingent workers like the contingent model and don't want a full-time job. This is like a perfect union, where both employers and individuals workers seem to be gravitating towards a new model which suites them both. However, what are the implications of this for talent management teams or individuals?

The rise of the free-agents or giggers perhaps can be characterized by the following conditions:

The 'Now' way of business: Organizations today are facing uncertain business environments and lesser clarity on business moving forward. This makes for the 'now' model to emerge where assignments are created that require to be done today cause visibility is only for today. Such assignments that are ad hoc, temporary and prone to vagaries require more unplanned resources.

Business Projectized: More and more businesses are creating assignments and project-based goals and endeavors than typical tasks and activities because the outcomes require collaboration from cross-functional teams, sharper deadlines, and defined end objectives. This again makes a case for work products that can be shipped anywhere in the world and done by short-term workforce.

JIT Team: Organizations are facing situations where they need teams to be set-up for short periods of time or a quick ramp-up or ramp-down to react and respond to the market opportunities. The gig economy is ideal for professionals who look for autonomy in career prospects, and for organizations that are looking for short-term solutions to capacity or skill.

Cost Burden. A fulltime workforce is an ongoing, year-on-year burden on cost — not just payroll costs but other associated costs including health and medical insurance, which can be reduced. This is making businesses open to increasing their temporary workforce. Why not try this if it shows well on the bottom-line?

The new employee: A freelance industry report back in 2012 cited by Daniel Pink revealed some interesting data points. 90 percent of freelancers were happier than they were before going solo; only 29 percent of North American freelancers work more than 40 hours a week; and 46 percent have more free time.

In the midst of these trends, we can be sure that organizations will continue to look for top talent. While the industrial era and the century following institutionalized the employee-employer relationship, the era of technology and disruption will redefine the workforce engagement in a

A study by E&Y reveals that 3 out of 4 organizations globally are looking to increase their contingent workers, and interestingly, two-thirds of contingent workers like the contingent model and don't want a full-time job



number of interesting ways. There are interesting models of engagement that one can observe to see how the employee-employer relationship is being redefined in this new equilibrium. Companies like Airbnb, Uber, Adobe are at the forefront of a renegotiation of the typical employment contract, while professional services firms like KPMG are also evolving to redefine their relationships with contract workers with respect to the following HR aspects:

Learning and Development: While the earlier phase of evolution of the giggers was characterized by skills building and training as the responsibility of the gigger, increasingly, smart talent teams are recognizing that reskilling is one of gigger's big worries, and they are providing platform and training to giggers who are registered with them. This changes the dynamics of how L&D is run. For example, KPMG is working with Coursera to provide learning platforms and world class programs that are always available, self-guided and also 'just-in-time'. Individual trainings and training calendars will be passé. People learn best when they have the opportunity to deploy what they have learned immediately and almost ongoing. Just-in-time training is the way to go.

Open Hiring Models: HR teams need to revamp how they source, curate, and engage talent. William Allen who runs both Behance and 99U (freelance platforms for Adobe) has also setup a recruitment portal that allows other organization to hire full-time creative professionals. The professionals show their portfolios and creative work, have open feedback and ratings on their assignments, and references that can be easily engaged. KPMG in Australia has a platform that has 1500 consultants signed-up for exclusive ad hoc work for the firm as and when needed. Temporary consultants sign an exclusivity agreement, get feedback on an open platform and are paid some of the best rates in the industry.

HR Policies: The area that requires most redefinition would be the policies. In a time where there would be 2 fulltime employees, 3 bots and 4 freelancers working on a single assignment, organizations will have to reassess their compensation structures, performance development models, policies on non-compete, non-disclosure as well as their benefit models. Today, full-time employees and giggers are looked at as two buckets; however, tomorrow there may be other buckets. The Ubers and Airbnbs show that there can be distinct parts of the value chain that can work entirely through giggers. The social contracts are different from their full-time employees and can coexist to deliver new



The gig economy is ideal for professionals who look for autonomy in career prospects, and for organizations that are looking for short-term solutions for capacity or skill

business models and provide immense economic value.

HR Engagement: The best engagement platforms will have the best talent. This is a no brainer. Adobe gives a great example of an organization that's shows that it is committed to a community of freelancers. 99U has a new strapline "Empowering the Creative Community"; their previous strapline was: "Insights on making ideas happen" — this marks a subtle shift of focus to make their freelance community feel cared for, focusing on their needs and making them successful. If as a whole the community is successful, there is no reason to say that that Adobe, through 99U, will not be successful.

HR Platform: To engage and empower the giggers, HR platforms would need an overhaul — from digital HR, open systems, open transparent feedback mechanism, simple digital contracts, agile onboarding etc. There isn't an aspect of the employee engagement cycle that does not need an overhaul.

The gig-economy represents a parallel universe. It's where a professional's

engagement is characterized by short-term contracts or freelance work. The advantage for the individual is that one can work only in chosen fields during a specified time. Employers/hirers of skills may only avail of services when there is a requirement and have no other commitments with the gigger. The business environment will eventually force more and more organizations to leverage the Gig economy whether they like it or not; and the organizations that will be successful would be the ones that provide a safe, keen and paying audience to a struggling actor or a musician in his or her journey and make those gigs a win-win for all. 🍷





ANSHULA VERMA

Director and Recruitment Leader,
Ernst & Young

GIGNOW: DEVELOPING A NETWORK OF CONTRAC- TOR TALENT

The rapid growth of the gig economy clearly indicates that this is the future of work, but it also questions its acceptability and the readiness of the corporates to embrace it

The gig economy, also called 'sharing economy' gets its name from the shared model where each piece of work is termed as an individual 'gig'. It is a work environment where organizations hire temporary workers or freelancers instead of full-time long-term employees. The rapid growth in the gig economy clearly indicates that this is the future of work, but it also raises the question on its acceptability and the readiness of the corporates to embrace it.

Digital disruption resulting in a significant transformation in the business models is already driving the boardroom discussions, posing a challenge to the leaders, strategists and industry experts. This scenario is only going to intensify in the times to come. Some of the disruptive technologies, such as Artificial Intelligence (AI), robotics and automation, are not only bringing about the transformational changes across industry verticals but these are also re-defining the future of the global workforce, giving rise to the so-called gig economy.

A recent PayPal study has revealed that over 40 percent of India's freelancing market has witnessed significant growth in the last 12 months, and also suggests that the rise in gig economy in India is largely fuelled by start-ups in the Internet and technology space. However, the gig trend is also seen making its way into some of the large established firms, where permanent jobs were given precedence over contractual roles, envisaging a huge demand for independent workers on a short-term contract. Staffing functions are already re-looking at the workforce mix to be created for their organizations to stay afloat and to be future-ready in this new environment. They are realizing that the right workforce mix is imperative for companies to ensure a ready pipeline of specialist skills on contingent basis, at any stage of the business lifecycle.


India is one of the largest freelancer markets in the world and is poised for growth. The mind-set, in the region, is rapidly shifting from permanent jobs to flexi-working. Primary reasons that drive professionals to adopt freelancing are more earnings, flexible schedules and the freedom to choose who to work for, that also provides them with financial stability and security. They also like the flexibility of holidays, taking time off, and the ability to work from home. On the whole, being unable to get a full-time job is not the main reason for doing contingent work. For the clear majority, there is a conscious decision to embrace the gig economy.

Keeping up with the market, EY is steadfast in managing this changing trend

by responding to the forces of globalization and technology innovation with agility. We realized that creating an appropriate infrastructure to support a growing global contractor workforce requires investments in tools, teams and processes. This led to the creation of GigNow — our platform that is built using agile methodologies which allows flexibility and frequent updates to meet our needs now and in the future. GigNow is EY's new and innovative approach to sourcing, matching and engaging contract workers. It is much more than a technology platform as it combines the engaging process with effective selection methodology to enhance the experience for both EY and contractors. This new platform allows contractors to directly access EY's contract opportunities and find the assignment that allows them to have flexibility, make an impact, and grow as professionals.

Being unable to get a full-time job is not the main reason for doing contingent work; for the clear majority, there is a conscious decision to embrace the gig economy

Regardless of how we define it, the gig economy will continue to grow as more organizations expect to make greater use of contingent workers. The natural question, then, is: Why? What's driving the growing use of contingent workers?

Evidence from EY's survey of employers shows that organizations are using contingent workers to flex and bolster their capabilities. Contingent workers help employers control labor costs, and respond to the peaks and troughs in demands that come with seasonal trends. Meanwhile, access to virtual portals and other technology advancements have made it possible for contingent workers to gain access to job opportunities in ways that weren't previously possible. Like any other shift in the marketplace, gig economy is also not free of the necessary evils, but with millennials craving for flexibility, control and variety of work, it is surely for keeps. 



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GAUTAM GHOSH

Consultant – Talent Advisory Services, VBeyond Corporation

WHAT'S SO NEW ABOUT THE GIG ECONOMY IN INDIA?

The basic concept of “gig economy” is not new in India but traditional organizations have been caught like a deer in headlights with the sheer pace of changes in the last few years

Actually, the basic concept of “gig economy” is not new in India. The majority of the informal workforce in India has been freelance in both the urban and rural workforce. In urban areas plumbers, electricians, carpenters, housemaids, construction workers et al have always been a part of the informal workforce without full employment and benefits. Some negotiate assignments directly with the principal employer and some are employed by contractors.

In the small and medium segment in sectors like gems and jewelry where skills are more important, migrant workforce who are not full time employees have been engaged.

However, the issue with the organized workforce which employs 15 percent of the total workforce in the country has been the Contract Labour Act, which has discouraged many larger employers from employing contingent workforce. The biggest hindrance has been the law which states that if the contractor fails to provide the wages of the labor, the principal employer has to pay the full wages of the contract labor. This clause kept many large employers from employing contract labor, and especially if their business was seasonal, they lacked the flexibility to expand and contract their workforce with the demand of their business. Although the arrival of large temp agencies eased it somewhat but for the arrival of the true gig economy we had to wait for a decade more.

Gig economy in today's times

So what are the reasons for the current rise in gig workers in India?

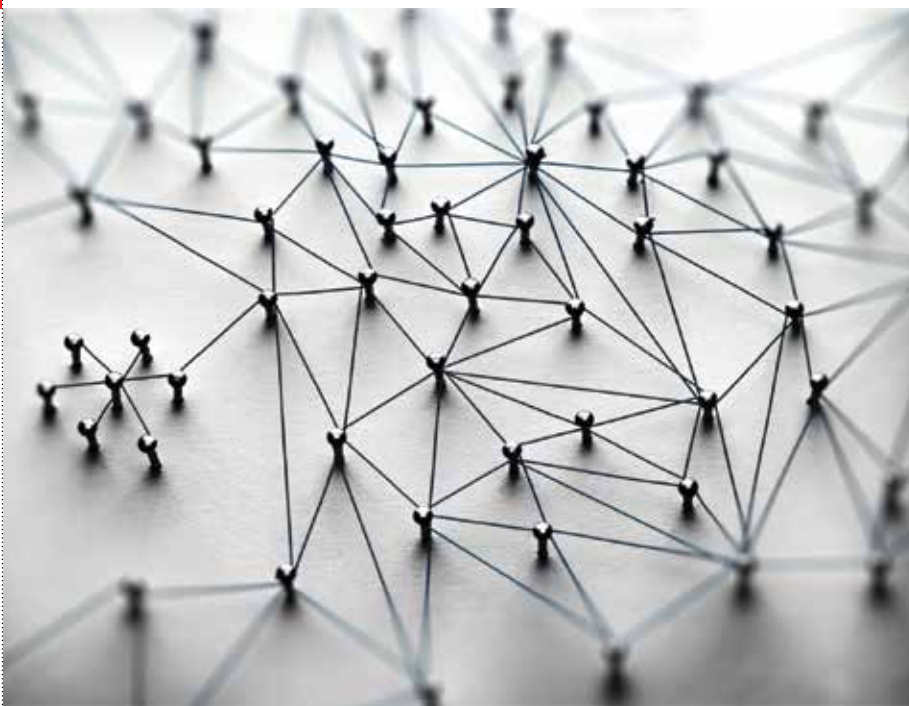
Flattening of the corporate pyramid:

Since the dawn of liberalization in 1991, traditional, large private businesses have had to be nimble to compete with their global counterparts. This changed the psychological contract they had with their workforce. The earlier “hire till retire” policy went out of the window and people were assessed solely on performance, and if they couldn't measure up they were asked to leave. Organizations also realized that they needed to shed layers to be closer to the customer.

Rise in project work: With the arrival of the IT services companies, a new kind of worker emerged, whose loyalty was to the skill-set he/she had built an expertise in and not to the employer. If you hired a SAP-MM consultant because you were pitching for a project that would need that skill, and it did not come through, that person would leave for an employer where the skills were wanted. In 1999, Tom Peters wrote an influential article called “Brand You” which called on employees to see themselves as CEOs of “Me, Inc” – reinforcing the message that learning and growth of oneself is one's own ownership and shouldn't be relied on large organizations.

Growth in other opportunities: With the rise of the Internet and falling barriers to erstwhile “elite” professions like writing, fashion design and photography, many people moved away from the traditional “engineering-medicine-government job” paradigm to venture into these new creative fields. Social media gave rise to newer and newer professions like social media influencers in various niches from technology to fashion, stand-up comedy and performance poetry. Suddenly, the only limits were one's creativity and imagination.

While reskilling is now easier with the rise of micro-learning platforms, workers have to recognize that the main skills they need is “adaptability” and “preparedness” to move across industries





The arrival of the platforms: In 2005, Amazon launched its Mechanical Turk website for people to crowdsource small jobs they needed to be done for some money. For high-end knowledge work marketplaces like GLG that connected companies who wanted insights and experts and provided it to them for a fee. From those beginnings, we have the rise of the on-demand economy today with app-based platforms that match buyers and sellers (Ola, Uber for rides, OYO and Airbnb for stay)

Traditional organizations have been caught like a deer in headlights with the sheer pace of changes in the last few years. For example, traditional taxis like Meru, Mega Cabs and other radio cabs have been slow to react to Ola and Uber's scorching pace. Similar is the case with traditional budget hotels and guest houses to OYO and Airbnb.

However, not all is hunky dory with this. The gig economy, without a safety net of traditional employment benefits like medical insurance, leaves workers in a vulnerable state. While reskilling now easier with the rise of micro-learning platforms like LinkedIn Learning, Udacity, Udemy and Coursera, workers have to recognize that the main skills they need is "adaptability" and preparedness to move across industries, and to ride the waves as and when they come.

Implications for employers

Large employers are already sitting down

and looking at what roles are needed and what can be farmed out to the gig-economy ecosystem. Many restaurants in the metros have already let go of their "delivery boys" and handed the delivery to platforms like Delhivery, Swiggy and Zomato. Each and every industry will need to adapt and if needed, will need to support their workforces transition to the gig ecosystem.

As a talent partner with many IT firms in the US and India, contract workforce make up about 25 percent of our firm, VBeyond. Since they are remote, what is needed is constant communication and engagement as they work on our clients' sites, and keeping a track of what skills they are building so that we can find higher order projects for them and they keep growing in their chosen path.

With a contingent workforce, employer branding also needs to be different than hiring for full-time employees. It needs a dedicated Talent Community Manager who keeps them engaged and leverages that community to listen to their concerns. The community is key to also getting referrals from more of such people in the future. The most important thing is to deliver a smooth seamless experience while onboarding and making their payments on time. Having a CRM system and a database that keeps track of their skills and giving them visibility to forthcoming projects is also critical for being considered as a future client they would choose to engage with. 

Since contract workforce is remote, what is needed is constant communication and engagement, and keeping a track of what skills they are building



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CLINTON WINGROVE
CEO, Principal Consultant & HR
Anarchist, Clinton HR Ltd.

THE GIG ECONOMY – ANOTHER TAKE

The gig economy is excitingly disruptive and not only it is growing in magnitude, it is also growing in complexity

Numerous reports now indicate that by 2020, 40 to 50 percent of the working population will be a part of the gig economy. The gig economy is excitingly disruptive. It is not only growing in magnitude; it is also growing in complexity. We are only at the end of the start and nowhere near the start of the end.

Much of this change is being attributed to technology, which certainly has been a very significant enabler. Contemporary technology allows individuals to connect across time, space, language and culture. It has enabled specialized services like Uber and Airbnb. It has also enabled individuals to start their own businesses, merely using others' platforms like Fiverr, Upwork, Etsy and eBay. Other collaboration tools have also enabled organizations to create internal gig-economies — posting projects or tasks and enabling individuals to 'bid' on them as opportunities for development experience and alleviating the need for over-worked departments to increase headcount or reorganize.

However, focusing on the impact of technology fails to answer one critical question, "Why were so many attracted so early to the gig economy?" To answer that question, most organizations need to look closer to home than Silicon Valley!

If we trace the evolution of the gig-economy, say from 1990 onwards, the journey has significant waypoints e.g.:

- Recessions in 1990-93 across Europe, India and parts of Scandinavia;
- The financial crisis in the late 90's across Asia and Russia;
- The dot.com bubble of 2000;
- Financial issues globally in the late 2000 including the USA sub-prime crisis, the oil price crisis and the USA automotive crisis;
- Financial crises in Iceland, Greece, Ireland, and others;
- The very recent turbulence in the stock market.

Throughout this period, workers in most sectors, countries, and at most levels experienced lack of job security, redundancies, frequent change, stagnating or declining wages, cost cutting, increas-

ing demands and working hours, stress, and reduced investment in training and development — all of that combined with increased cost-of-living and reduced public services. And, concurrently, they saw reports after reports of executive and corporate malpractice, and excessive executive salaries, bonuses and benefits.

Many argue that the gig economy has arisen because of generational differences. That may be true in part but is more likely coincidental rather than an outcome of a causal relationship. Beliefs and values come from and are shaped by experiences not by birth year. We cannot ignore the experiences that organizations throughout the past 20+ years have given their employees and how these have shaped their beliefs and values. Some of have been:

- Organizations increasingly focused on short-term cost-controls and profit generation, they continued to promote into management and leadership positions those who excelled technically and who delivered short-term results, not those who demonstrated people-management or strategic capability.
- Most individuals must work to survive. So, finding paid work has always been and remains a primary need. Until the advent of the gig economy, this need was largely met by finding an employer who would offer consistent paid work. The process of locating such a position took considerable time, effort and emotional commitment. Hence, individuals were loath to repeat the experience unless they were forced to, or something significantly better appeared as an option.
- Organizations took advantage of this and treated their employees as "Human Resources," to be deployed and utilized for the good of the stakeholders, to whom loyalty was then expected.

Many argue that the gig economy has arisen because of generational differences; this may be true in part but is more likely coincidental rather than an outcome of a causal relationship



Whilst many have entered the gig economy from full-time employment, a rapidly increasing percentage is joining it straight after formal education – this begs a serious question, “How will they develop the interpersonal, organizational, and commercial skills to sustain the quality of service required of them?”

- Organizations set up processes to set goals for individuals, monitor their performance, produce largely invalid and unreliable assessments of their performance, and then reward and punish them in proportion to those assessments ... despite evidence to show that such processes did not work, do not work, and probably could not work in most cases.
- Managers in such organizations were encouraged consistently to focus on achieving more for less. Ironically, productivity has not increased in most sectors. Nor will it, while we continue to make the same mistakes.

Because of such experiences, many employees lost respect for those running their organizations, they lost trust in their management, their organizations and employers in general. Survey after survey has revealed that the primary cause of attrition and low employee engagement continues to be the low quality of people-management and leadership they experience.

The organizations that realized what was happening unfortunately tried the traditional style of “keep it simple” initiatives to address the problem. We saw an explosion of initiatives addressing Values, Employee Engagement, Wellness, Work-life Balance, and Flexible Working to name but a few. Whilst these produced some short-term positive impact, continued stagnant productivity, insufficient levels of employee




engagement, undesired attrition and staff-churn, more people choosing to enter the gig-economy demonstrated that we are not addressing the root causes.

Some argue that the gig-economy is the largest disrupter since the industrial revolution. But it is probably the two former technological changes that triggered the disruption – social media and eRecruitment. Social media enabled individual workers to share fears, concerns, and ideas together. They discovered that they were not alone; and the power or tribal affiliation took hold. eRecruitment enabled anyone to ask such questions as “What could I do?” “Who else could I work for?” “What am I worth?” and to make the process of considering and applying for multiple vacancies relatively easy. Suddenly, individuals who formerly felt trapped, undervalued, insecure, not respected, and/or not trusted knew that they were not alone and that they had options. The genie was out of the bottle. Many realized that they did not even need to be employed in the conventional sense. They could rid themselves of organizational constraints and poor management and offer their skills and services to multiple bidders.

A recent study by the McKinsey Global Institute “Independent work: Choice, necessity, and the gig economy”, reveals that “up to 162 million people in Europe and the United States, or 20 to 30 percent of the working-age population, already engage in some form of independent work.”

Many of these individuals are now independent resources for employers — contractors, consultants, associates, freelancers. On the positive side, this enables

organizations to buy units of work, without on-going employee overheads and responsibilities; to access high level expertise when, and only when, needed; to flex their capacity at short notice etc. On the downside, whilst many entered the gig economy from full-time employment in which they developed their skills, a rapidly increasing percentage is joining it straight after formal education. This begs a serious question, “How will they develop the interpersonal, organizational, and commercial skills to sustain the quality of service required of them?” The jury is out.

So, before organizations start attributing “blame” for or applauding the gig-economy’s disruption, or seeking to capitalize on it, they may need to look closer to home for the reasons for its explosive growth. Smart organizations will, of course, identify ways in which they can capitalize on the gig-economy by reducing permanent head-count, utilizing specialists only when needed, and ensuring coverage through concurrent contracting. Some are even setting-up their own internal gig-economies enabling individuals to be employed without specific roles rather than bidding on projects and tasks as they arise. But really smart organizations will act to address the root causes of the growth in the gig economy and will rebuild employee trust as employers; be highly and appropriately selective in whom they appoint into strategic roles so that commercially, ethically and morally sound business practices are followed; increase the quality of people-management (primarily through selection and promotion decisions, and partly through education and role modeling expectations); and address the changing social role of employment. 



PANKAJ BANSAL

Co-Founder & CEO, PeopleStrong

FREEDOM TO WORK – ITS RIGHT HERE!

It is the gig wave that will democratize work in true sense, where the opportunity to work would be up for grabs to anyone who has the capabilities – gig is going to be the new way of work

A alarm goes off at 8 am on a Monday morning, and Rahul wakes up to bright sunny morning in Shimla (a hill station in India). With his morning coffee in hand, he browses his workspace app and realizes that he has just received a payment for the piece of code he completed the day before and a 5-star rating. Excited with the outcome, Rahul browses the app to find his next gig. Not in the mood to code, he finds that an American company is looking for a voice-over artist. He shows his interest and by evening, bags the assignment that could fund his next vacation.

Well this isn't me working on the script of the first "Future of Work" movie from India; this is how the future of work would look like soon. Employment would be defined by a unit(s) of work which multiple people could deliver on and not by Job Descriptions. Managers beware!

What's the good news?

It is this wave that will "Democratize" work in true sense, where the opportunity to work would be up for grabs to anyone who has the capabilities. Whether we believe it or not, gig is going to be the new way of work. According to some estimates, one in every four gig workers globally belongs to India and this number is growing with every passing month as people increasingly opt to destroy geographic boundaries to deliver work. As per our estimates, almost 45-50 percent of informal working population will get into this work category, not only improving on the quality of work they do but also improving on the quality of life as they earn more.

Is there bad news too?

Well that effectively means that half of the workforce that we currently manage might not even remain ours to manage. The war to get exceptional talent would take a completely new turn and all the theories we have been studying till now to manage employee morale, manage performance would be defunct. With no set systems and compliances, there will be a lot of ambiguity as we arrive at the best way to manage the gig workforce.

And the silver lining?

As with anything new that comes to our lives, there is a good and bad/challenging side to the Gig economy too. However, it brings immense opportunities with it which can help in creating immense business impact. So how can we get ready

45-50 percent of informal working population will get into the gig work category, not only improving on the quality of work they do but also improving the quality of life as they earn more





as organizations or “Talent Custodians”, especially those of us who are yet to see this change in their organizations? Here are few suggestions that I think would work:

JDs to fungible work assignments

While everyone is still struggling in the monthly cycle of fill rates and cost of hire, a smart move would be to understand what part of work in your organization can be converted to “Gig”. Next step is to create pipelines (read create or be part of communities) for this talent and coach the operating teams to think about gig-based assignments and aggregation skills for the new way of work. It always pays to embrace change before time and if you could help your organization’s leaders to be ready for this one, I am sure they will thank you for years!

A “Gig” proof talent strategy

I know that the governments globally are still contemplating policy making in this space, but that should not stop you. Your talent strategy should include the needs of this category of workforce as well. Define payroll (hourly payroll) and work measuring processes (instead of performance management systems) that work best for your organization. There are some technologies available in the market, which can also be deployed if it is of interest, though that could wait some more time as systems mature more.

Humanize your benefits

While a lot of it would be dependent on legislations and compliances, as

organizations, it would be an amazing way to attract and maintain the stickability of the “Gig” talent if you can introduce innovative benefits to this workforce. For e.g. a certain percentage of the payment could be paid in the form of insurance contribution or investment in a pension fund or a meal card. While this might mean more work to start with, it would definitely help in creating your own community of gig workers and who are ready to create business impact. Remember Tata’s who in earlier days provided such benefits on humanitarian grounds that even today people vouch for the brand and lot of their practices formed the base of legislations which were formulated later? Doing the same will create an edge in your talent strategy. Gig economy as it grows is going to completely change the dynamics of work, work life and workplaces. Be it our labor compliances, our payroll systems, our recruitment strategy or the performance or succession plans, all of it would need a 360 degree change as soon as a significant part of the workforce starts operating in that model. CHROs will have Head of Gig Workforce along with Head of TA, compensation, rewards and others. And with the born-free generation entering the world of work fast, that time is close. It is up to us if we would like to stay in traditional way of work a bit longer or “free” our people to achieve their highest potential. I have full faith that at least some of us would find the strength to let go...our need to control the workforce in this case! 🙏

Half of the workforce that we currently manage might not even remain ours to manage – the war to get exceptional talent would take a completely new turn and all the theories we have been studying till now to manage employee morale, manage performance will become defunct



MOHIT GUNDECHA
Co-founder & CEO, Jombay

'SHARE THE SCRAPS' ECONOMY

The 'gig' or 'share' economy, on the face of it seems like an ideal solution for our current economic scenario where labor laws complicate ventures and the employment gap is now a chasm; but companies need to develop a healthy mix of full-time employees and on-demand skills to balance financial gains and the long-term health of their own organization



Several lofty, utopian terms are attached to the upswing we're seeing in the Indian 'gig' economy, so let me play the (freelance) devil's advocate here. Robert Reich, Senior Fellow at the Blum Center for Developing Economies at UC Berkeley says that where we're headed is 'Share the Scraps' economy, instead of the 'share' economy — an economy where we are all caught in a race to reach the rock-bottom of wages and benefits. The question we must ask ourselves is are we trying to harness collective genius, foster innovation and raise standards, or are we trying to eliminate standards (which were already on a downward spiral) by shifting all the risk and uncertainty to the employee.

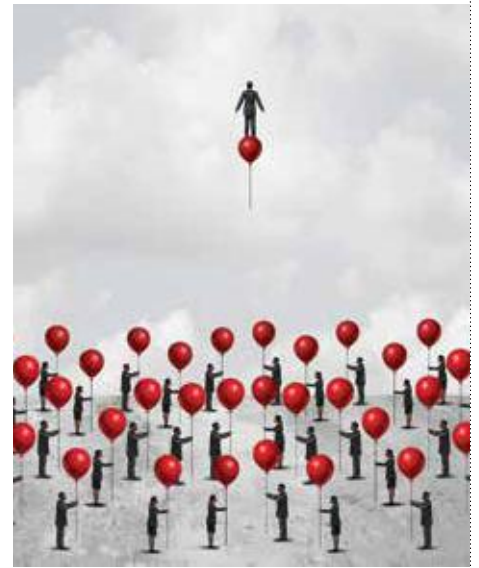
Let's begin from the perspective of the employee. Most of the psychometric profiles we build at Jombay find that people seek deeper relationships and shared experiences at work, and wish to strike a healthy work-life balance. Proponents of the gig economy speak highly of the flexibility and balance that comes with micro-entrepreneurship, but does that really translate into reality for most freelancers? Those trying to make a few bucks on the side in their 'free time' lose out on spending this time with their families, or allocating time to upskill themselves and make more money at their regular jobs. Those adopting freelancing full-time take all the risks of entrepreneurship with limited rewards. Platforms that connect buyers and sellers set prices by demand and supply equations, not labor law mandated minimum wages. Working in an unstable, unpredictable environment for low pay and no benefits, doesn't sound like much of a dream for a wide majority.

Of course, let's not forget the employer's perspective. Sure, there are some short-term gains like risk mitigation and lower costs alongside the ability to source skills on demand like we would all like to. Imagine if people buy cars, buy their own insurance, drive people around and you get to make a cut of their earnings! Of course they're not your employees so you don't need to concern yourself with annoying little issues like compensation, benefits, security and safety.

Organizations need to rethink their approach. If you treat them as 'hired help', then they will behave like 'hired help'. Measuring gains purely in terms of skills is short-sighted, and long-term goals like organization building could take a back seat. The money you're saving usually buys organizational competencies and knowledge, which when held within the company bring organizational growth through collaboration. Problems of suc-

cession planning and talent retention grow ever more complicated when necessary skills, competencies and knowledge cannot be retained, because they aren't held in the company in the first place.

Proponents of the gig economy speak highly of the flexibility and balance that comes with micro-entrepreneurship, but does that really translate into reality for most freelancers?



The 'gig' or 'share' economy, on the face of it seems like an ideal solution for our current economic scenario where labor laws complicate ventures and the employment gap is now a chasm. Companies need to develop a healthy mix of full-time employees and on-demand skills to balance financial gains and the long-term health of their own organization, as well and the economy at large. A talent management strategy which has flexibility, freedom and collaboration of the 'gig' within the company, still allow you to experience the advantages while escaping the trade-offs of the gig economy. The jury's still out, but at the end of the day you can't build a company to last if your employees are moonlighting at various gigs and your freelance workers have to multitask on parallel projects because they aren't paid enough. A date on Tinder (probably) costs less than a marriage, but also doesn't last very long. 🍷





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ANITA SINAI GUHA
Talent Advisor & Facilitator

COVER STORY

FLOURISHING IN THE GIG ECONOMY

How can you be successful in a gig economy despite the potential baggage of a moribund education that has set you up with expectations that are out of sync with reality?

When I first came across the term Gig Economy, I thought it was something to do with gigabytes; i.e., the digital economy. As I investigated further (aka googled), I learned that the term derives from a more conventional parlance: gig as in "a paid job". Originally used in a musical sense, for example, "My band has a gig at the Blue Frog next week" — the gig economy has come to mean an economy run by individuals offering their services for payment for a limited time. They are not employed but freelancing on contract. But digital, combined with mobile, are the key to enabling the gig economy — they connect the service provider with the organization seeking the service, link supply with demand, and through aggregation, spawn a price point for a mutually beneficial exchange.

Our VUCA world has provided the perfect context for the gig economy to advance. When the future is volatile, uncertain, complex and ambiguous, organizations don't want to make any long-term employment commitments. What if their business is disrupted next month or next year? What if they need an entirely new skill set, which their current talent cannot or will not embrace? What if their customers, influenced by some viral social media buzz, move away from satisfactory products and services toward the next new fad? What

if they are forced to reinvent themselves? "What if" scenarios are rife in a VUCA world! And when organizations struggle to understand what will happen tomorrow, they will favor flexibility in the decisions they make today. Permanent employment is too rigid, too expensive (including less visible costs like insurance, pension, gratuity, etc.); and companies need temporary cost-effective solutions. The gig economy offers precisely that flexibility — corporations get to choose the service they need in the here and now, and they get to stop its use and replace it with a different service tomorrow, next week, or next month. They pay for what they get and they stop paying when they don't want it anymore.

So, as far as organizations are concerned, there are many benefits (and few costs) to leveraging the gig economy. Since much has already been written on that subject, I will focus on the gig economy in the context of the individual. How can you and I, not merely survive, but prosper in the gig economy? In his book, *The Elephant and the Flea*, Charles Handy contends that our education has prepared us to seek lifetime employment in an "elephant" company. He uses "elephant" as a metaphor for solid, known brand corporations. Many of us can relate to our own formal education, a bulk of which was designed to enhance our knowledge (and to prove it by regurgitating it in the 'correct' format

When organizations struggle to understand what will happen tomorrow, they favor flexibility in the decisions they make today





in examinations). Good marks translated into better opportunities, a good job, with "good" usually referring to a company that was large, dependable, and a well-known brand. In short, our education prepared us to become cogs in the wheels of "elephant" companies, rising through the ranks to our own special level of incompetence! And, perhaps, that would have been defined as "success" in our grandparent's generation. But the world has changed...

Organizations find you and me more dispensable. We must continually prove our worth and, like the "flea" (to persist with Handy's metaphor) learn how and when to jump to another "elephant." Individuals in a gig economy must figure out ways to enhance employability versus seeking employment. They must take responsibility for their own careers. This imperative applies equally to full-time employees working in "elephant" companies and to freelancers seeking 'gigs' among a variety of clients and firms. It's amazing that Handy had the foresight to anticipate the gig economy two decades before it became as ubiquitous as it is today.

So, how can you be successful in a gig economy despite the potential baggage of a moribund education that has set you up with expectations that are out of sync with reality? Let me share the ways and throw in an acronym that will prompt your recall.

C is for Continuous Learning: You learned a lot in school and college and

maybe, in a past era, showing-off those certificates was sufficient to get you successive promotions in your job. But in a gig economy, you cannot rest on learning laurels of the past. On the contrary, you need those learning antennae constantly on the alert to anticipate change. That can happen only when you devote time to read voraciously, use online resources, enroll in MOOCs (massive open online courses) — there is no dearth of opportunities to expand your knowledge and understanding of the world around you. T-shaped skills (developing a wide breadth of knowledge with depth in one specialization) have given way to Pi-shaped skills (breadth of knowledge with TWO areas of specialization) and now, there is pressure to build Comb-shaped skills (Multiple specializations even as you continue to invest in generalist knowledge)! The key is to be versatile: to have the capability and flexibility to switch from one field to another in line with fickle unpredictable demand. If you want personal growth, you must cultivate the habit of continuous learning.

A is for Agile Mindset: They say it is not enough to work hard, you must work smart. Developing an agile mindset is a smart way to work. The best condition for innovation is at the cross-section of different disciplines and agile is about working in cross-functional teams. Agile is non-hierarchical, open to change, rejecting the inertia of the status quo. Agile is taking risks, failing fast (and learning how to

Permanent employment is too rigid, too expensive; and companies need temporary cost-effective solutions

pivot), being flexible versus rigid, responding with speed, and always prioritizing value to the client. An agile mindset welcomes transformation. For success in the gig economy, embrace the agile mindset.

N is for Networking: Developing breadth and depth in your network of acquaintances, colleagues, and friends is more important than ever in a gig economy where you are responsible for marketing yourself. Leverage social media to enhance your network. Your network makes you more visible — it gets your foot in the door. Your network also contributes to your continuous learning: much of what we learn stems from the company we keep.

C.A.N. (Continuous learning, Agile mindset, Networking): This is the beginning of a mnemonic for success in a gig economy. But CAN is incomplete without adding an "I" at the front: I CAN. I is for Identity, that distinctive something that makes you unique. "I" means I will invest time to discover my individual passion. I will persevere to gain mastery in that passion so that others can benefit from the value I will add. If Networking gets my foot in the door, Identity propels me into the room to stake my claim! I CAN — is an acronym and also, an attitude. Being positive, motivated, willing to try new things, take risks, demonstrating your individuality — all these and more are expressed through the I CAN attitude!

And so you have it: a roadmap to flourish in the gig economy! If I CAN, then, surely, so can you! 🍌
(The views expressed are personal.)



VISTY BANAJI



But who will guard the guardians?

- Can runaway increases in Executive Compensation be slowed down?

A study conducted by Aon-Hewitt computed that CEO compensation in India was 622 times the graduate minimum wages in the same organizations. What can be done for this unbridled gallop of Executive Compensation?

Juvenal wrote the question ("*Quis custodiet ipsos custodes?*" in the original Latin¹) that titles this column in the context of domestic venality. I must, however, immediately dash the hopes of readers who thought this column might contain salacious episodes of similar indiscretions committed by HR professionals. Instead, I plan to address the even greater scandal of the unbridled gallop of Executive Compensation, which is substantially the result of the people responsible for analyzing, recommending and controlling it (primarily HR) as well as those deciding about it (CEOs and Top Management) being the greatest gainers from its growth.² To those who recall the phraseology of the Cold War, it is almost as if the CEO-CHRO complex is fueling the compensation race.

The Genie unleashed

In the early '90s, when the magic lamp of liberalization came into corporate India's hands, one of its first wishes was for lifting the limits on managerial remuneration. This was necessary, overdue and, best of all, felt very, very good to those of us who were the beneficiaries. The dopamine rush was so heady that we had to keep rubbing that lamp again and again till the genie grew tired and told us that Directors' salaries were in our hands and we could take them wherever we liked. And, boy, did we take them up? We took them up so high and so fast that ISRO could have taken tutelage from us!

The CEO-carrying tips of the rockets we lofted went the furthest and, over a period, far outstripped some of the lower booster stages. An analysis of the data disclosed (at the behest of SEBI) by top listed companies forming part of the Sensex showed that while "the median employee remuneration fell or remained almost same during the last fiscal the ratio of the top executive's pay to the median employee remuneration remained

Ironically enough, those whom the rising tide of executive compensation has lofted high are also handicapped by it, especially since individual monetary rewards are both the justification and the vehicle for distributing much of the largesse



at astronomically high levels of hundreds-times in many cases.³ A study conducted some time back by Aon-Hewitt computed that CEO compensation in India was 622 times the graduate minimum wages in the same organizations. The ratio was 423 for the US, 270 for the UK, 268 for China and 142 for the EU.⁴ Clearly, we are launching our CEOs, remuneration-wise, on a trajectory where no nation has gone before.

While the median employee has been left far behind (not to speak of the lowest-paid employee or the subterranean salary paid to the contract worker), CXOs are far closer to the command module. Leaping CEO compensation has pulled CXO (and this includes CHROs) as well as other senior manager compensation a fair part of the way with it. The International Labor Organization has an interesting measure showing what shares of the total wages go to different groups.⁵ From their data we see that in 2010, the top 10 per cent of the best-paid employees in India obtained 42.7 percent of total wages while the lowest 50 percent of workers obtained just 17.1 percent of total wages. The ratio between the top and bottom deciles (P90/P10) for India show that the top decile of highest-paid employees earn 10.9 times as much as those in the bottom decile (while the top 1 percent earn 33 times as much as the bottom decile!) Here are some comparisons:

Wage inequality in the workplace

Country	Cumulative Wage Distribution		Decile Ratios	
	Bottom 50%	Top 10%	P90/P10	P100/P10
India	17.1%	42.7%	10.9	33.0
China	26.2%	29.7%	4.2	10.0
UK	24.5%	29.9%	4.0	11.0
EU	29.1%	25.5%	3.6	8.4

Clearly, the upper part of the managerial employee group is on the same soaring salary slope as the CEO. A CHRO would need to be a saint (or a fool) to single-handedly attempt slowing down the rocket in which all of that CHRO's workmates and stakeholders are favored passengers.

Over the last couple of decades, high and rising compensation has become a part of the self-image to which top executives have become addicted. If they don't see their salaries overtake, or at least keep up with, their reference group, they suffer from severe withdrawal symptoms. Performance drops, interpersonal frictions rise and the 'addicts' depart for better-paying surroundings. HR quotes such cases to bolster its arguments for staying on the roller-coaster of growing pay packages. The terms of reference and the comparison basket chosen for the compensation surveys most companies commission annually also add to this upward spiraling effect.



Are the islands of higher and higher compensation we are creating really tenable in a country where the vast majority lead fragile and poverty-stricken lives?

The Midas touch

Ironically enough, those whom the rising tide of executive compensation has lofted high are also handicapped by it, especially since individual monetary rewards are both the justification and the vehicle for distributing much of the largesse. There will always be a few leaders who are driven by the need to achieve something great or by the purpose and spirit of the organization. However, a growing proportion need ever-increasing dollops of money to carry out tasks they would have otherwise enjoyed doing.⁶ A meta-analysis of 128 experiments found that "tangible rewards tend to have a substantially negative effect on intrinsic motivation."⁷ The greatest casualties are less measurable outcomes, like creativity.⁸

What effect does the Midas touch have on those who are outside its range but still expected to contribute to the organization's overall goals and success? We saw earlier that CEO compensation in India averages 600+ times the graduate minimum wages of that organization. The pay ratio to the lowest employee remuneration is obviously much



Public pressure, shareholder activism and a vigilant Board are necessary but will not be sufficient to upend the reigning paradigm of excessively expanding executive emoluments

higher. I leave it to you to imagine what the ratio is to the salaries of contract workers who increasingly constitute a greater and greater proportion of the workforce in some organizations.

What kind of pay ratios should we aim for and what happens when they are too high? "When it came to the relationship between a CEO's pay and that of the average worker, [Peter] Drucker advocated a ratio around 25 to 1 (as he suggested in a 1977 article) or 20 to 1 (as he expressed in a 1984 essay and several times thereafter). Widen the pay gap much beyond that, he said, and it makes it difficult to foster the kind of teamwork and trust that businesses need to succeed. I have often advised managers that a 20 to 1 salary ratio is the limit beyond which they cannot go if they don't want resentment and falling morale to hit their companies," Drucker explained⁹. While such a Spartan ratio may presently be a distant dream, should we totally disregard Drucker's views on teamwork and organizational commitment? There is growing evidence that the correlation between high executive pay and corporate performance is negligible.¹⁰ This makes the recent research finding, that employee satisfaction and firm performance are negatively impacted by disparity in pay

that's unrelated to the economics of the firm¹¹, all the more worrying. Let us also look for a moment beyond the confines of corporate India. Are the islands of higher and higher compensation we are creating, really tenable in a country where the vast majority lead such fragile and poverty-stricken lives? Even if we focus only on the people who have similar backgrounds, capabilities and academic credentials as those entering the corporate sector but who made different career choices, are the teachers, judges, military officers and scientists in our country doing jobs of such little account that they deserve only a fraction of what top corporate executives earn? It is well-established that higher crime rates, health and social problems as well as lower social trust are all the inevitable consequences of unequal societies¹², such as the one we are creating. As Joseph E. Stiglitz wrote "...growing inequality is the flip side of something else: shrinking opportunity. Whenever we diminish equality of opportunity, it means that we are not using some of our most valuable assets – our people – in the most productive way possible. Second, many of the distortions that lead to inequality ... undermine the efficiency of the economy. This new inequality goes on to create new distortions, undermining efficiency even further."¹³

Stopping unsustainable increases

One version of the Midas legend tells us that the king was so distraught when his touch turned his own daughter into lifeless gold that he begged Dionysus to take away the fatal boon he had acquired. Dionysus told Midas to bathe in the river Pactolus and that whatever he put into its water would reacquire its former state. Where shall we find the Pactolus to wash away the layers we have added to executive compensation year after year? There are many tributaries that can be combined to give us the healing river. Space permits me to describe just three of them here.

In the first place, all organizations must be asked (statutorily, if necessary) to declare publicly their targeted pay ratio between total CEO compensation (including Long Term Incentives) and the total compensation of the Least-paid Entry-level Permanent Employee (LEPE). This should be accompanied by a rationale for the targeted ratio — perhaps explaining why the company believes it needs to be so far away from the limit prescribed by the father of modern management⁹ and many other management leaders and thinkers. Thereafter, each annual report must disclose for that year and the previous four years the actual ratios of LEPE compensation to compensation for:

1. The CEO
2. Median of CXOs
3. Median of managerial employees
4. Least-paid contract worker

To prevent the pay ratio target declaration, justification and reporting from becoming an exercise in brazenness or dissimulation will require an extremely active Board with Independent Direc-

Tiny buds of more equitable and commitment-conducive payment models keep cropping up all the time. Even in India there are interesting cases such as the wealth sharing plan adopted by Polyhydron in Belgaum

tors playing a pivotal role in questioning these. Moreover, Boards need to convince themselves that contingent compensation is linked to the right metrics, some of which are forward-looking.¹⁴ In a paper provocatively titled "Are CEOs Rewarded For Luck? The Ones Without Principles Are"¹⁵, Marianne Bertrand and Sendhil Mullainathan demonstrated how important the corporate governance mechanisms operating within the company are for ensuring fair compensation at the topmost levels. This can only happen with a genuinely independent set of directors supported by external consulting help, which is accountable directly to them. Those who are interested in finding out what this involves are referred to a previous column of mine, which deals with this matter in greater detail.¹⁶

Public pressure, shareholder activism and a vigilant Board are necessary but will not be sufficient to upend the reigning paradigm of excessively expanding executive emoluments. For that to happen, a positive set of alternative models need to emerge from innovating organizations with visionary CEOs and pioneering CHROs. Tiny buds of more equitable and commitment-conducive payment models keep cropping up all the time. Even in India there are interesting cases such as the wealth sharing plan adopted by Polyhydron in Belgaum.¹⁷ Momentum will form behind such breakthrough ideas only once a few enlightened larger corporate giants see the merits of paying smarter rather than just more. Perhaps this column falling into the hands of a bold CEO may catalyze the process.

Until these three dips in the Pactolus are arranged for the CEO-CHRO guards we have appointed to regulate remuneration in the enterprise, their oversight might well resemble that of the fox protecting the chicken coop. If we keep going the way we are, we should not be surprised to hear these agents defend their inexhaustible pay-increase demands to their principals in words echoing Robert Clive's defense (during his Parliamentary cross-examination) of his depredations in India: "Mr. Chairman, at this moment I stand astonished at my own moderation." 🍷



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Q & A

Designing rewards that drive employee engagement



From recognition and rewards to employee value proposition and HR, **David Litteken**, Vice-President Asia-Pacific Region, BI WORLDWIDE presents his perspective on the mutability in the engagement, rewards and incentive industry

By People Matters Editorial

David Litteken is the Vice President - Asia Pacific Region at BI WORLDWIDE. Prior to this, David was the Managing Director for APJ and China, and has been a member of BI WORLDWIDE's Executive Team since 2002. He has served as Vice President of various divisions including its Employee Performance Group and Healthcare practice.

Prior to joining BI WORLDWIDE, David worked in commercial sales and client services at Maritz Inc. for six years, where he focused exclusively on automotive accounts. David also had a 3-year stint as the President of Edina A Better Chance, a non-profit educational organization that recruits minority youth with academic promise from across the United States to pursue educational studies at one of America's leading public high schools.

Q You have worked in the performance-improvement industry for over two decades, focusing on the world of recognition, incentives, motivation, loyalty, and events. Tell us what has been the inflection point of the engagement, rewards and incentive industry.

A When you think of rewards and recognition, there are a couple of points to note. Firstly, think about "What is recognition and why should we do it?" "Is recognition about thank you?", "Is it about giving thanks?" or "Is it performance-based?" With this big shift in trend towards performance-based recognition, we need to think if we are setting the right targets and rewarding people appropriately. Ultimately, it is about striking a balance between giving people specific targets, making sure that they are recognized for their meaningful work, and

rewarding them with memorable experiences that they cherish forever. One big change we have seen is in the thought behind the kind of recognition that should be offered, and whether it should be business-oriented or geared towards creating a happy work environment. Secondly, as companies have grown and are connecting globally, there is also a discussion about how recognition programs can be local while connecting people globally.

Q How can leaders be empowered at their level to create rewards and recognition initiatives that truly make a difference?

A The key is to provide managers with discretionary budgets to calculate, identify the scope and impact of rewards and recognition, while guiding them on the kind of rewards (cash or non-cash reward) they should use to motivate their team members. Organizations need to provide managers and leaders with discretion but also give them the power to identify rewards that are commensurate with the exhibited behaviors. They need to put some basic rules in place while putting trust in leaders and giving them the leeway to move and lead.

Q How is technology enabling companies to personalize or reach out to people in a unique and segmented way?

A If you look at the recognition prep line, there is enough information that the HR department can provide to the system, for example, basic information like employee birthdays or work anniversaries. In some countries like Singapore or the USA, the military is revered. If organizations in such regions know the veterans or current military members working in the organization, they can thank them for their service to the country through a small gesture like sending them a greeting card. It is quite simple but also an incredibly powerful thing. What we are looking at is — harnessing such information, putting it in automated segmentation, and giving people the recognition they deserve. Technology is a tool that needs to be harnessed, but many times people become reliant on technology and don't do the diligence to keep up with it. Technology is a great tool, but it is about making things personal.

Q How do organizations ensure that global recognition programs also cater to local and cultural needs?

A I have had the privilege of living in several countries and working in offices all over the world. What I have realized is that we are more alike than different. We all have hearts. We all have brains. We all want to do meaningful work and work towards our future. But the culture part is crucial. It's the cultural nuances that make life interesting and us unique. For example, in north Asian countries, there is more of collectivism, and hence teams automatically become more impor-

tant than individuals. Here, awarding teams become important than rewarding individuals. Another thing is to look at the kind of rewards that motivate people. For example, experiences are critical for the millennium generation. In Asia, cosmetic and skin-care products translate into high esteem rewards for men and women and are one of the most redeemed items in Asian culture, when compared to other cultures. Simply put, cultural nuances play a really crucial part in designing rewards and recognition programs.

Q How critical is it to have an employee value proposition that is clearly defined? And how do you think HR needs to contribute on that front?

A The proposition that an organization makes to its consumers is different from the proposition that the organization makes to its employees. Taking the corporate branding message and trying to make it fit for employees does not work, as they are two distinct things. The first thing that organizations need to do is mine their internal and external data, including social media data, and try to find correlations

Cultural nuances play a crucial part in designing rewards and recognition framework

and insights. This can then be used to develop a simple employee value proposition, which can be followed up with branding communication. How you convey it, should be distinctive, and this is where the marketing team comes in. HR needs to involve marketing in the EVP process, bring in external parties like consultants or agencies that specialize in business, employee and PR communication to hit the mark.

Q What do you think will be some of the trends related to rewards and recognition that would be inevitable in the future?

A I think the trend will be personalization. It's like how Nike does it — they let the consumers design their own shoes and the way they want them to look like. Organizations need to leverage technology to make sure that the recognition system is healthy and personalized for employees — what the employees want to see, how they want to be recognized, what they want to receive — and then translate this information into individual rewards. Rewards need to appeal to the desires, aspirations, and motivations of employees. Organizations need to leverage technology to ensure what they are doing is highly personalized. That's the biggest trend we're going to see. **Em**

SANCHAYAN PAUL



Fair Pay & Fairness in Rewards - Taking philosophy to practice

How can organizations strive for fair pay and fairness in rewards?



The goals of compensation have shifted to internal consistency of reward policies and external competitiveness of pay

CEO of PepsiCo earned a salary of \$29.8 million in 2016. Away from sports and closer to home, the Prime Minister of India draws a monthly salary of Rs.1.6 Lakhs (\$ 30,182 annually) while Former Tata Consultancy Services (TCS) CEO and current Tata Sons Chairman N Chandrasekaran earned a little over Rs.30 crore (\$ 4,716,000 annual) in FY17, a majority of which was in the form of commission, the company's annual report showed.

The above could make you cry out "Not Fair!", unless you see it in a more holistic context of the jobs, the level of influence and power associated with them, benefits and perquisites that accompany each of them, and the sector/industry they work for. The jobs above are not the right benchmarks for each other. And, after all, money is not the only motivator!

Internal parity is no longer a driving principle in most organizations as employees come with their own set of skills, education, experiences, and they perform in different business contexts. The goals of compensation have shifted to internal consistency of reward policies and external competitiveness of pay. And the leadership issue is how to balance these two often competing forces.

Concepts of fairness and equity are developed during a child's upbringing and often persist for a lifetime. While an important business topic, it is also a "grey area" that's often left alone, gathering more haze and murkiness around it. Lack of fairness at the workplace increases counterproductive behavior. Employees may display "self-adjusting" behavior such as reducing effort to bring better correlation between effort and reward. So, let's quickly refresh our understanding of 3 different and inter-related concepts:

It would be rare to find a team manager who wouldn't have had a team member complaining that she/he is not fairly paid. The response that the team member gets is a bigger moment of truth than events that actually led to her/his perception of being not fairly paid.

An organization's stance on fair pay, the steps it takes to ensure fairness in rewarding and the capability it is building in its people managers to take and communicate reward decisions, impacts the company culture and these are at the heart of the employment relationship. Getting it wrong can have significant negative effects on commitment and morale of employees, employer brand and possibly public image.

Can pay ever be fair?

In November 2017, Lionel Messi inked a new contract with FC Barcelona. He will receive a \$59.6 million signing bonus. News reports say he will earn \$667,000 a week. Last season, he made \$50 million in salary and bonus for his efforts on the pitch, while Indra Nooyi, Chairperson &

Equity: Equity theory is based on the premise that employees will put forth a particular level of effort that they feel compares to the reward potential. From an employee's point of view, it comes down to a straightforward equation of inputs must equal outputs. Inputs range from enthusiasm to application of skills, while the output sought could include career advancement, monetary compensation, non-monetary recognition, etc.

Fairness: Fairness, besides equity is also perceived or measured in relativity. Employees gauge fairness in rewards relative to others and from what they see and hear in the media — from the Government, the market, from colleagues, managers, HR and top management.

Justice: This has 3 elements i.e. a) Distributive justice – How is wage budget distributed between employees? Is there architecture behind how they are allocated? b) Procedural justice – Is there consistency in execution and application of reward principles and processes? c) Interactional justice – is perceived at the point of impact when the Line Manager delivers or communicates the reward to employee and is perceived basis the level of trust between the manager and employee.

All of the above, are largely from the employee's perspective, however, it also depends on how other stakeholders act from their own view-point of fairness.

Perspecton Matters

As with most things, fairness lies in the “eyes of the beholder”! Each stakeholder i.e. the employee, the line manager, investors, board members, activist shareholders, the government and rewards experts, see fairness from their own “lenses”.

Employees: Employees express concerns about internal equity (comparison with fellow employees) and external equity (comparison with peer groups in the industry). The question here is “Am I being paid fairly for the work that I do?”

Line Manager: Managers are keen to see their teams deliver the desired business results and that behavior is aligned to team priorities. Managers are keen to ensure that the allocated budget is utilized for their high performing and most promising employees. The question here is “Am I empowered to reward my high performing team members?”

Investors & Board Members: Their agenda is to review top management compensation and pay for performance mechanisms to ensure pay is aligned to value created and return generated for shareholders. The question is “Is the reward program delivering value, and if it is profitable to our shareholders?”

Government: Governments are increasingly becoming active not just about ensuring Minimum Wages but getting increasingly concerned about ‘Equal pay for Equal Work’. Iceland has become the first country in the world to make it illegal to pay men more than women, while Theresa May's

Government in the UK has introduced a legal requirement for all employers with more than 250 employees to publish their data on gender pay and bonuses by April 2018.

Activist Shareholders: While big shareholders have, since long, talked about the rise in executive pay, activist shareholders are taking up the compensation cause, focusing more on whether CXOs deserve what they get. Activists are also taking up the issue of gender pay disparity and CEO pay to Frontline pay ratios.

Rewards Experts: Reward professionals are keen to make the most of their wage budgets, and want their reward programs to drive desired business results. The question here is “Is my reward program aligned to stakeholder needs, and are they aligned to business priorities like growing market share, delivering customer delight and expansion of distribution?” The economists among the reward experts also analyze if the annual pay increases in real terms is aligned to the increase/decrease in inflation & GDP.

It is essential to ensure that the rewards foundation is built on a performance-driven culture that measures delivery against specific & measureable goals and provides regular feedback to enable people to raise the bar



Fair Pay Principles

Pay equity is a complex matter. Taking into consideration all of the factors that differentiate one employee from another, it is not easy to determine what is fair and what is not. To meet the increasing focus and demand on fairness, organizations need to develop a set of fair pay principles that is relevant to their business. Below are 7 effective principles that could be adopted:

1. Non-discriminatory

The first basic step is to ensure that employees (both men and women) are given the right job and at the level that is commensurate with their experience, education and skills. This starts at the time of hiring an employee. Ensure that conscious and un-conscious biases do not creep in while making job offers. During salary reviews, more focus needs to be given to potential areas of pay discriminations i.e. is one set of employees' (say, male employees) average pay as a percentage of the market benchmark significantly higher than another set (in this example, women employees)

for the same grade in the same business function? While anything greater than 5 percent is considered a significant difference, companies may decide to keep narrower deviations as an aspirational benchmark. Organizations would benefit from a more formal process of analysis & monitoring of potential pay discrimination and interfering factors like gender, age, years of experience, social background, etc.

2. Market driven

Organizations normally commission annual salary benchmarking surveys in their relevant market place for similar sized roles. They should aim to ensure that all their employees are paid within an established pay-range (e.g. 75-125% or 80-120%, adopted basis business needs and talent market dynamics) of the market competitive benchmark that the organization has arrived at. Besides cash, HR policies and benefits offerings need to be benchmarked to ensure offering of a market competitive total rewards construct. These ensure an infusion of an element of external equity into reward decisions.

3. Enabled through performance development

To ensure procedural justice and build internal equity i.e. effort to reward correlation, it is elementary to ensure that the rewards foundation is built on a performance-driven culture that measures delivery against agreed goals and provides regular feedback to enable people to raise the bar and strive for better performance, that in turn creates opportunity to earn commensurate pay.

4. Give a share in company's successes

Business leaders and HR experts need to ensure that their employees get a share of the company's success. In addition to fixed pay and benefits, employees should have the opportunity to get a piece of the success of their business unit or market operations, through a commission or bonus plan.

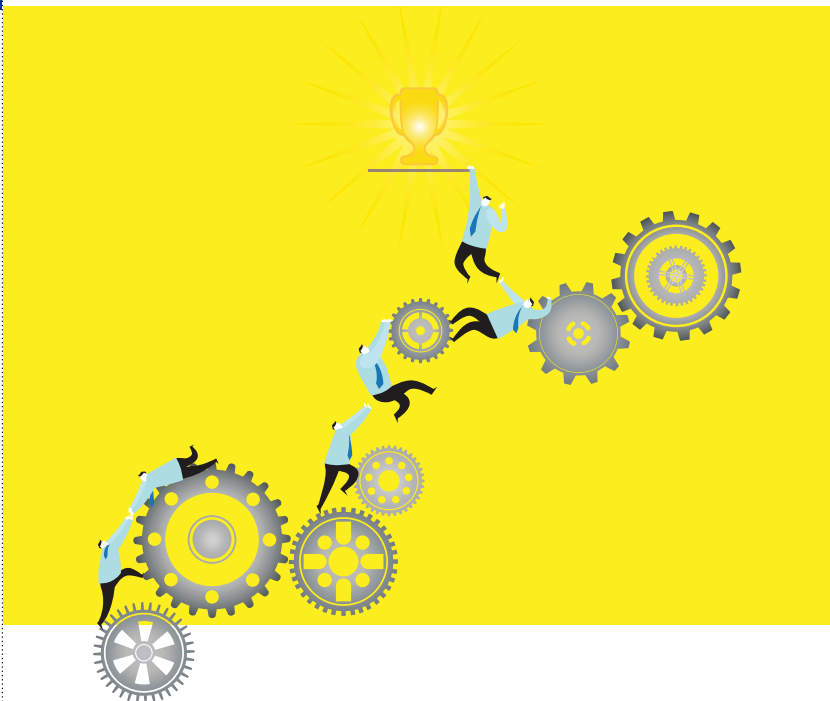
5. Enables a certain standard of living

Globally, companies are striving to ensure that employees in the lowest grades should have a fixed pay (i.e. excluding bonus, commission, overtime, etc.) that is at least sufficient to cover reasonable living for self and dependents plus some discretionary spend. This is what is a "living wage", however, most countries do not have a recognizable "living wage" equivalent. Thus, organizations should ensure that employees in different cities or regions are paid commensurate to cost of living or the industry pay levels in that city/region.

6. Communicated transparently, in a way it is easy to understand

Beyond providing pay-slips on a monthly basis, organizations should provide annual statements

Lack of fairness at the workplace increases counterproductive behavior; and employees may display "self-adjusting" behavior such as reducing effort to bring better correlation between effort and reward



that show the value of all pay and benefits delivered in the year. Many leading organizations provide a Total Rewards Statement (TRS) or an Employee Value Proposition (EVP) deal document. These should be easy to understand and accessible, and should include pay, benefits, commissions/bonus, recognition programs and career advancement opportunity offerings.

7. Establish Top Executives' pay rationale

Besides benchmarking executive pay against the pay of executives in companies of similar size and complexity, organizations should set standards on total pay for CEO & CXOs that do not exceed a certain percentage of the company's wage bill or should not be more than a certain ratio to the total revenue or a multiplier to the lowest paid frontline employee.

Fair Pay Analytics - What can organizations do to get early warning?

Progressive multinational organizations are carrying out discrimination testing by type and level of jobs to ensure Fair Pay. This includes analyzing differences due to factors like gender, age and nationality. Many are thinking of testing by ethnicity and disability and other forms of discrimination, subject to availability of data. Statistical testing, like T-tests, can be performed on the compensation data to check if the two groups (e.g. male & female) are similar and if there is probability of data points occurring by chance. These affirm whether the difference between the two groups is statistically insignificant or otherwise.

Empower & involve line managers

Building reward decision-making capabilities in your line managers and empowering them to take decisions within the overall rewards framework, will build a culture of ownership. Ownership at that level ensures interactional justice and fairness, since the person who knows the employee the most is involved in the decision.

Fair Pay is the right thing to do. Employees want it, shareholders and governments demand it and the society expects it. It is not about everyone getting everything, it is about everyone getting what they need in order to be successful and contribute to business success! 🙌

(The opinions expressed in this article are the author's own and do not reflect the views of his employer.)

ABOUT THE AUTHOR

SANCHAYAN PAUL is Senior VP & Head of Rewards & Organization Effectiveness with Vodafone India Limited.

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BUILDING FAIRNESS IN REWARDS
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Monitor Fair Pay Analytics

Item	Value
Item 1	10
Item 2	20
Item 3	30
Item 4	40
Item 5	50

Apply Fair Pay Principles

Empower & involve Line Mangers

View from various Lens

Sanchayan Paul

GURUCHARAN SINGH GANDHI



The mysteries of Change Management

Talking about change management is not the same thing as the ability to bring about change. The ones who brought about real change never knew the phrase but did the job. Talent Management custodians - are you listening?

Those who missed the powerful acceptance speech that Oprah Winfrey gave as she became the first ever black woman to win the Golden Globe Cecil B DeMille lifetime achievement award missed something. It was moving at multiple levels — and Oprah dealt with multiple issues delicately and with dignity like a trapeze artist. She spoke powerfully about the narrative of fight back against the twin scourge — sometimes independently and sometimes as a poisonous concoction together — abuse of gender and race. Her words to those who have so far caused such abuse was both a warning as well as a challenge, “Your time is up” will reverberate for a while.

Change management is very arrogant view of the process of change because it believes change can really be controlled

However, I was intrigued by something else. She mentioned a black woman Recy Taylor’ fight against a racial and gender abuse in 1944 — which was supported by ‘The’ Rosa Parks as a volunteer who later became the trigger of the resistance against racial discrimination — who Oprah finds an inspiration in. I was intrigued about the nature of influence and change. It was not lost upon me that once a ripple is made on calm waters, there is no way to know where those ripples will end. This was a classic case of “*no protest is too small or too insignificant*” — every event counts till it acquires a critical mass. I examined my own tendency to overlook imperfection and injustice in the name of my being a lone voice and felt quite petty.

There is enough literature on change management these days, which perhaps fails on this touchstone. True change does not follow a model may be! There must be sufficient dissatisfaction on the *streets* (or cubicles) brewing for sufficiently long period of time and each dissatisfaction with the status quo must be publically expressed and registered, and nature will provide the spark eventually. That is what the street movements have taught us across times, and more so in recent times. This is what is ‘*revolution from below*’ would mean. People, masses, us — we are creators of change, only if we add our small splinters of discontent till the whole thing turns into an inferno.

Then I remembered having read a book by the sociologist Dipankar Gupta a few years ago, which argued that all great revolutions have been led by a small elite at the top who have managed to forge changes in politics and societies *even when* those changes weakened the status quo to which they belonged and benefited from. All social reforms, freedom struggles across continents were led by this ‘minority elite’ — the masses only followed the direction. The book is obviously more detailed and nuanced and you must read it if this subject interest you. The limited point is that here was another body of work which was approaching the subject of revolutions and change not from the streets (as in the paragraph above) but from the enlightened *drawing rooms*.

The implicit argument is “if the masses knew any better, they would never have ended up with the problems of abuse and discrimination in the





first place.” Masses are mindless herds that can be easily led astray as history has proved time and again. Enlightenment, progress and progressiveness are all acts of defiance and these usually come from the top and a few, because they have the power in the structure to really make a difference.

Confusing right? So where does the locus of change really sit? Let me throw in another one.

Change management is a heavily researched body of work in the world of management these days. Researchers have studied organized change in organizations and proposed models for the future. The distilled wisdom from such change programs has been converted a ready-to-use, do-it-yourself, off-the-shelf models with an implicit promise that if certain steps are followed, then voila, change is ushered in! This is a third take on the subject of change, in which all change can be broken down into distinct steps, and each step can be mastered; and when those steps are done, the change you are seeking in a system can be brought about. There is a huge traction of this view given the popularity of these change models enjoy today.

The trouble with this view is that it reduces the subject of change to a passive entity, which is amenable to external influence. It assumes that the subject of change will not fight back or try to deflect, dodge or subvert the attempt. Living systems have an uncanny tendency of preserving the status quo. Change is a dynamic process to say the least – what compounds the issue that it is also an incredible political process. What chance does change have when it is viewed as a clinical process — oversimplified to a model or steps? Change management is very arrogant view of the process of change because it believes change can really be controlled. The outcomes of change can possibly be managed but the inherent process of change has a mind of its own. It must be respected by the ‘change manager’. The revolution often has a

Enlightenment, progress and progressiveness are all acts of defiance and these usually come from the top and a few, because they have the power in the structure to really make a difference

different trajectory than what the revolutionaries had originally planned for. Change leaders must be humble about the process, unfortunately which often they are not.

“There are more change managers than change these days in organizations” — the sarcastic jibe a colleague mentioned the other day to me says it so poignantly. The reason could be something as simple as this — talking about change management is not the same thing as the ability to bring about change. The ones who brought about real change never knew the phrase but did the job. Talent Management custodians – are you listening? 🙏

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

DR. ALFREDO BEHRENS

A gig for your life

A gig used to be hand-to-mouth work, and for most, it still is. So make no mistake, gig economy in developing countries bares only a pale resemblance to the same namesake in advanced ones



Replacing full-time employees with freelancers and independent contractors has given place to the Gig Economy, (which sounds jazzy) and that is where the term gig comes from, at least in the 20th century. Gig feels trendy; a gig economy, less so.

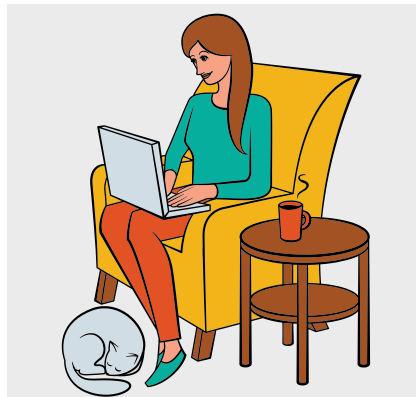
In developing countries, referring to a gig economy might even feel as if the advanced economies have finally caught-up with us. After all, doing gigs is what almost 80 percent of Indian workers have been doing for many years. It is also what about a third of Brazilians and Chinese workers are doing. We used to call it hand-to-mouth work, and for most, it still is. So make no mistake, gig economy in developing countries bares only a pale resemblance to the same namesake in advanced ones.

But what are the differences?

Perhaps most gigging in the advanced economies results from workers “exiting” the formal sector, willingly or not. This may also apply to workers in the small “modern” sector in developing countries. Yet, more frequently than not, in developing countries, gigging results from exclusion from the formal sector. This exclusion may lock-in workers into gigging for a lifetime and is usually the result of discrimination on the basis of gender, caste, ethnic background, education and more. The true difference between gigging here and there is the locking-in for giggers in developing countries where the family might be the only safety net available.

Both in developing countries and in advanced ones, workers in the gig economy operate outside the legal and regulatory frameworks. This usually translates into working in flexible hours and offering services for a lower pay, but also means that gigging workers lack whatever protection that the law and the State can provide.

The protection the State may provide might be meager in developing countries where competition for a habitat is more stringent. For instance, in many developed economies population is aging rapidly.



Gigging will leave us with a labor force with fewer incentives to either study more or even reproduce itself at similar levels of education


This enables workers in the gig economy to find a place to sleep where others have recently died. Not so in countries with young populations and migrations into cities where the newcomers are out bidden by higher paid formal sector workers. Thus, the shantytowns so frequently developing in developing countries. It is no wonder that shantytowns are also more prevalent where the share of gigging to total employment is highest, i.e. about 33 percent in Brazil and China to almost 80 percent in India, but only 7 percent in the Russian Federation.

Gigging is also far from the panacea in advanced economies. There are plenty of creative and operational services that benefit from flexible hours and diverse occupations, from cyclists distributing Uber Eats to designers and software devel-

opers. Overall, gigging may allow for a better allocation of talents. But such flexibility comes at a steep cost; besides low pay, there are no paid holidays, no sick leave, no pension, no safety net of any sort. This is a type of insertion into the labor market that works best when young, but it does not foster a secure base for family building. One must rightly wonder whether this type of employment is socially sustainable in the long run.

Still, one might be tempted to say that it is better for the unemployed to be able to gig than finding no job at a higher pay. Which is true, except for the fact that the dynamics are perverse: the larger the pay differential, the greater the incentive for established corporations to shed workers from payroll and thus increase the number of contenders for gig jobs, further lowering their pay. It is a fast race to the bottom.

There is another problem to deal with. Steady jobs provide long-term assessment of attitudes and performance. In the gig market, all there is to build is reputation, i.e. as in Uber drivers' reputation. Not only do Uber drivers, and similar gig workers, have little option than to put up with undue criticism when working, they cannot take their reputations with them should they move to a competing platform such as Lyft, effectively restraining them into bondage to one platform.

Surely the worst of the current gig economy's savage traits will eventually be restrained through regulation. But then labor costs will rise again, perhaps not to earlier levels, but we will be left with a labor force with fewer incentives to either study more or even reproduce itself at similar levels of education. Overall the gigging economy is worrisome because it is socially inauspicious. 

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.

The Joy of Leadership

Tal Ben Shahar and Angus Ridgway's book *The Joy of Leadership: How Positive Psychology Can Maximize Your Impact (and Make You Happier) in a Challenging World* deals with the complex nuances of leadership, happiness, and success, and talks about the real differences between those who flourish and those who flounder — at the workplace and in life! | **By Suparna Chawla Bhasin**

At some point in our professional careers, we have all met or worked with leaders or managers who bring out the best in everyone, who make work effortless, who inspire and motivate people around them. These are the leaders who unriddle and unleash latent competencies in individuals, teams, and co-workers and allow them to grow, innovate and flourish. These are the leaders who reflect the true difference between engagement and wallowing.

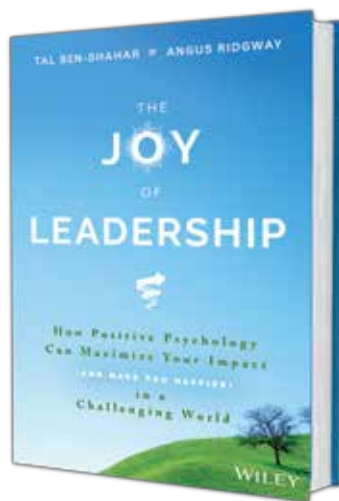
But who are these leaders? What is the secret of people who thrive? And what does it take to consistently perform and achieve?

Tal Ben Shahar and Angus Ridgway's book *The Joy of Leadership: How Positive Psychology Can Maximize Your Impact (and Make You Happier) in a Challenging World*, conspicuously answers these questions and apprises that “these are the dream bosses, dream partners and dream colleagues that we all wish to work with — these are the 10X leaders”.

The book is not just about leadership; this book is about the difference between “those who flourish and those who flounder”, and in the authors' own words, “The purpose of this book is to share what we've learned about the behaviors that make the very best leaders who they are and how everyone can put these behaviors into practice.”

The book doles out the *mantra* for becoming a 10X leader and synthesizes Angus's knowledge of research-based leadership models with Tal's knowledge of positive psychology. From acknowledging the nuances and impingements of the disruptive world to addressing the contradictory possibilities in the business world, the book redefines the ways in which leadership is perceived and developed, and elucidates the mode in which, leaders can help organizations achieve shared goals and bring joy to themselves and those around.

The Joy of Leadership highlights five characteristics, recurring areas of focus that are observed in successful, 10X



Leadership is not just an idea, a body of knowledge or a set of skills; it is one of the most complex and ineffable human behaviors, a mode of viewing and interacting with the world that inspires and motivates others

leaders — Strengths, Health, Absorption, Relationships, and Purpose — the SHARP framework. It is through combining and integrating these performance multipliers, that the 10X leaders achieve lasting success and fulfillment, in their personal and professional lives.

The book starts by making a case for why “flourishing in the work environment (becoming more energetic, focused, and happy” is crucial in a disaggregated, uncertain and boundaryless world marred

by the fluidity of people, roles, and information. However, the authors mention that it is this uncertainty that also “creates unprecedented, boundaryless opportunities for human development, for growing into the kind of joyful, influential people — the 10X leaders.”

The authors then examine the myths related to leadership, happiness, and success, before introducing what 10X leaders do. The cross-examination and interrogation of the myths lead the authors to conclude that “the best way to lead, and to succeed, is to be happy — and not the other way around. The authors then elaborate the SHARP framework in detail affirming the value of each to living productively and happily, and costs to people and organizations when these attributes remain underdeveloped.

One critical point the authors make is that “the development of the talented person into a joyful leader if, in a sense, a transaction, involves two symbiotic agents: the organization and the individual.” And the SHARP framework “requires practice and interaction, in the context of the workplace; it's implemented over an extended period; and it measures results beyond attendance or satisfaction surveys.”

While the book deals with the complex nuances of leadership, happiness, and success; the concepts are dealt with simplicity, and the philosophy and practical insights are elucidated and concluded in uncomplicated and intelligible manner. Every chapter in the book is replete with practical and actionable points — the real-life analogies in the book prompt the readers to think about their own experiences and correlate to what is mentioned in the book.

The book is not just another management book. The authors, Tal Ben-Shahar and Angus Ridgway, offer a seamless blend of research, practical anecdotes, and real-life pointers for a thought-provoking and engaging reading experience that augments intelligence on the themes. It is an inspiring, instructional and purpose-filled read! 📖

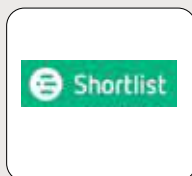
Jobs of the week



dEEVOiR Consulting Services Private Limited
 HR Manager
Location: Mumbai
Job ID: 21812531
Description: Explores the market best practices in the recruitment and staffing and implement appropriate best practices in the organization.



Talent Corner Hr Services Private Limited
 HR compliance officer
Location: Kolkata
Job ID: 21841023
Description: Ensure Statutory Compliance through coordination with Branches, HR Ops and FMG team.



Shortlist Professionals Inc
 Director, Recruitment
Location: Mumbai
Job ID: 21867754
Description: Lead our recruitment business as a strategic business unit, building on our existing team of recruiters, managing operations, and developing and executing on a sales strategy.



Sampoorna Computer People
 USIT Recruiter
Location: Chennai
Job ID: 21839649
Description: A combined role with a strong emphasis on sourcing candidates as well as managing the full end to end process.



Orbit Staffing Innovision Private Limited
 Senior Recruitment Consultant
Location: Hyderabad / Secunderabad
Job ID: 21858339
Description: Immediate opening for "Sr Recruitment Consultant" for Non IT Must Have 3 to 8 Years of experience.



Husys Consulting Limited
 Manager HR
Location: Goa
Job ID: 21817182
Description: HR Generalist Role for the Region allotted Communication Candidate Sourcing Employee Relations Problem Solving Team Work Negotiation Data Analysis Ethical and Discretion.



Vitasta Consulting Private Limited
 HR Business Partner
Location: Pune
Job ID: 21856962
Description: Team & Branch Handling experience, Excellent communication skills.



GlobalHunt India Private Limited
 Manager - HR Operations
Location: Gurgaon
Job ID: 21815519
Description: Support the Head of HR Ops in designing and developing the strategy for the HR department.



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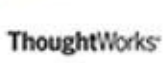
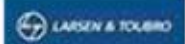


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Past Month's events

Compensation & Rewards Summit "Decoding cutting-edge practices"

ORGANIZER: NHRDN

DATE: 9th February, 2018

VENUE: WelcomHotel Shereton, Saket, New Delhi

KEY TAKEAWAYS: NHRDN's 6th Compensation & Rewards summit "Decoding cutting edge practices" featured eminent CEOs, heads of C&Rs and CHROs who came together to share their experiences and strategies to develop fair and transparent Compensation & Rewards strategies. Through a blend of strategic sessions, case studies and presentations, key issues were discussed and panel discussions highlighted trends and innovative practices in the design and execution of C&R strategy across industry in India and overseas.

Combating resistance to training using stealth, micro & skill-based learning

ORGANIZER: People Matters and Adobe

DATE: 16th February, 2018

VENUE: Online

KEY TAKEAWAYS: There are many reasons why employees resist training – it could be due to work pressures, relevance of training, motivation levels and the availability of engaging learning programs. But how are learning companies tackling this problem? What are some innovations that learning companies are turning to? Through this exclusive webinar, Dr. Allen Partridge, a globally renowned eLearning veteran discussed how Stealth Learning and Micro Learning are helping employers reach their employees learning needs.

Human Capital Connect 2018

ORGANIZER: People Matters and SAP

DATE: 21st February, 2018

VENUE: The Leela Palace, Bangalore

KEY TAKEAWAYS: Numerous

researches suggest that a company's culture and people practices tend to lag behind process and technology when it comes to digital readiness. And business and HR leaders need to be both participants and accelerators in bringing this change.

To help the community of talent leaders in this transformation, People Matters with SAP SuccessFactors presented the Human Capital Connect, a conclave on HR transformation. This full-day conference included keynotes, masterclasses, case studies and fireside chats from leaders like Tarun Sareen, Managing Director, Deutsche Bank; Abhijit Varma, Partner, KPMG; Aniruddha Ganguly, Group President – HR, GMR; Raj Narayanan, SVP & CHRO, Titan; Moushume Basu Roy, Head - SAP SuccessFactors India, who shared their experiences on key themes ranging from 'setting up for digital transformation' to 'architecting business case for HR Tech Transformation', 'masterclass on envisioning the businesses of 2030' and various other topics.

Jump start and scale fast - Accelerating the HR transformation journey

ORGANIZER: People Matters & Oracle

DATE: 22nd February, 2018

VENUE: Virtual

KEY TAKEAWAYS: To help accelerate the dynamic digital transformation agenda of a company, its HR function needs to pay special attention to its short-term programs (or micro HR transformations). Well-aligned short-term programs not only help businesses to succeed but also ensure a lasting impact on culture, mission and processes. In the virtual panel discussion organized by Oracle and People Matters, the success stories of companies that have scaled-up fast and have managed to navigate their short-term priorities with an eye on the vision were discussed. The panel also discussed the critical talent priorities for rapidly growing companies, ideas for focusing on short-term talent needs with a futuristic approach, along with the role of technology in the journey of success.

Clearing the Digital Blur (TM) - The Role of HR in Digital Transformation

ORGANIZER: People Matters and Knolskape

DATE: 28th February, 2018

VENUE: Online

KEY TAKEAWAYS: Over half of the Fortune 500 companies have faced extinction since 2000. Collective innovation has become the norm, and constant iteration is of utmost importance be it in products and services, processes, strategies, or workforce development. None of this is possible by technology alone and the "people" aspect of digital transformation is more critical than ever before! So how does HR lead the digital agenda of organizations? People Matters in partnership with KNOLKSAPE presented a webinar to focus on the implications of digital transformation on HR, how HR can catapult to be the change leader and not follower, and how traditional HR functions can be re-designed to be successful in this digital wave.

Upcoming events

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. Some of the prominent speakers at the event will include are Na Boon Chong (Senior Client Partner, South East Asia, Aon Hewitt), Josh Bersin (Principal and Founder Bersin by Deloitte), Dr. Anna Tavis (Associate Professor of Human Capital Management, New York University) and many more. This event is for HR leaders, talent managers, technologists, HR Tech evangelists and individuals who are consistently striving to leverage talent technology to enhance organizational productivity and make their organizations digital ready. The conference will include a combination of webcasts, Facebook lives, case studies and panel discussions.



HOW TO REGISTER:
<https://www.talenttechevolve.com/>

Human Capital Connect 2018

ORGANIZER: People Matters and SAP
DATE: 7th March and 14th March 2018
VENUE: ITC Maratha, Mumbai and Westin, Gurgaon
THEME: People Matters in coordination with SAP is organizing Human Capital Connect to take the conversation on HR leading the digital transformation agenda to different parts of the country. The event will be held in Mumbai and Gurgaon on the 7th of March, and the 14th of March respectively. This is the time to seek the opportunity to learn from some of the renowned business and HR leaders from the community. HR Heads, CHROs and business leaders who wish to drive digital transformations in their organizations should attend this conference and learn the techniques of leveraging technology and enhancing digital readiness through a mix of masterclasses, case studies, best practices, keynotes and fireside chats.



HOW TO REGISTER:
<https://www.people-matters.in/event/human-capital-connect-2018-mumbai-547>

What every manager should know of labor laws

ORGANIZER: NHRDN
DATE: 10th March, 2018
VENUE: The Lalit Ashok, Bengaluru
THEME: To be able to draw the best out of labor laws, managers need to read between the lines of scores of judgments that are delivered by the courts. To support managers in this endeavor, NHRDN is organizing a one-day workshop where the uphill task of understanding laws will be made manageable through lectures and discussions. Managers and leaders who want to gain more clarity and context to these laws and understand their fundamentals should attend this workshop.



HOW TO REGISTER:
<http://www.nationalhrd.org/event/what-every-manager-should-know-labour-laws-lalit-ashok-bengaluru>

TechHR'18 Conference & Exhibition

ORGANIZER: People Matters
DATE: 1st - 3rd August, 2018
VENUE: The Leela Ambience, Gurgaon
THEME: People Matters TechHR'18 is about anticipating and owning the future trends. The conference will talk about disrupting the future of disruption and reframing perspectives. This year, over 3,000 global thought leaders, HR practitioners, HR technology product leaders, startups and investors will join us to raise the bar for talent transformation and HR technology as they propel discussions on Technology, Talent and Transformation.



HOW TO REGISTER:
<https://www.techhr-conference.com/register>

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". It will include masterclasses by experts on building capabilities in skills required to navigate through the talent analytics journey, and case studies that will bring learning journeys of leading organizations. Over 250+ HR & Business Leaders and 20+ world class speakers will be a part of this conclave.

Some of the themes the sessions will cater to will be: 'smart simplicity in a complex world', 'breaking the HR analytics myths' and 'the ethics of analytics'. The speakers list will include TK 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.talentanalyticsconference.com/>

SWATI SINHA



The Mark of Modern Leadership

The hard business knocks of the last few years and the complexities of the working environment have heaped new demands on the modern leaders. How can leaders counter such demands?

"Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

- Harry S. Truman

Pease of mind, KFC's secret recipe and the longevity of a modern leader in today's VUCA world are probably some of the rare things that one cannot find on Google.

The hard business knocks of the last few years and the complexities of the working environment have heaped new demands on the modern leaders. This new, VUCA environment now necessitates broader, and more novel skills than ever before. People want more from their leaders —reassurance and redirection, empowerment and solutions, emotional openness, and unshakable confidence. A handful of strategies like learning to delegate, honing communication skills, and building momentum quickly can help leaders score early successes. However, modern leaders need much more than a handful of strategies — they need to understand and confront the conflicting demands of the VUCA world, and adapt to the shifting business realities that require new behaviors, attitudes and skills consistently.

While it is true that the job of a leader in modern times has become tougher and multifaceted, for someone who wants to ace the role, they can boost their chances of sustained success by adopting the four dimensions of modern leadership that offer crucial guidelines for preparing and surmounting the challenges inherent in today's leadership roles.

Adaptive Challenge Management

In today's swift pace of change, most teams are in a chronic state of crisis which often generates crisis behaviors in people like working long hours, casting tasks aside and depending on the leadership to generate solutions to challenges. Although leaders need to restore equilibrium by mobilizing solutions to such challenges, the mark of modern leadership lies in tactfully holding the environment through a sustained period of disequilibrium and in discerning the adaptive challenges from the technical ones while conceiving solutions. While modern leaders need to mobilize solutions for technical challenges, they need to be equally good at mobilizing people to face adaptive challenges, which requires social learning. Thus, the key to managing adaptive challenges lies in steering team members to learn new habits, modify their values or priorities and alter the work methods. But since it requires individuals to take responsibility to learn the new ways, modern leaders need to shift gears from being responsibility-takers to being responsibility-developers by being constructive question-givers and act as people's guide-on-the-side. To aid the required social learning, modern leaders should focus on behavioral redirections, reward progress as necessary, and generate bonds between cross-functional teams.

To reduce ambiguity and stay productive, modern leaders need to create new habits and distinct patterns by being agile, observant, and responsive



Ambiguity Navigation

Ambiguity is the emerging design of today's business landscape. Market conditions, customer experiences, transformational technologies define the current business norms, which too will change. This alters the nature of leadership in modern times. While former leaders aced by divining the future through their clear visions, the mark of modern leadership lies in effectively navigating through ambiguity. Ambiguity refers to the lack of precision, and the existence of multiple meanings within the conditions that surround us. It is not only crucial to embrace the possibility of not understanding how the pieces fit together, but also trusting these pieces to come together because they are rooted in deep layers of observation and insights. Since the quantum and speed of changes keep increasing, ambiguity navigation needs to be a second nature to modern leaders. A good start is by acknowledging that ambiguity navigation requires working towards reducing ambiguity and staying productive even when uncertainty is unavoidable. To reduce ambiguity and stay productive, modern leaders need to create new habits and distinct patterns by being agile, observant, and responsive. They need to rethink assumptions, learn the unsaid, ask questions to get deeper meaning, collect information, solicit feedback, take on multiple perspectives, develop a systemic vision, and create different plans to iterate their way toward the future. By accessing broad spectra of data and opinions, modern leaders can orchestrate the activities of an entire ecosystem and make wiser choices.

Emotional Conservation



Rapid commoditization of Artificial Intelligence is converting our workplaces into hyper-automated zones, thus reducing human dependencies. However, this act of cognifying the human world offers its own challenges. Simulated interactions with devices are swiftly replacing meaningful interactions with other humans, which may eventually deplete people's emotional intelligence — the key difference between humans and robots. The mark of modern leadership lies in emotional conservation at the automated workplace, which necessitates modern leaders to redesign jobs that complement automation as well as conserve work zones as human-centered pods. They need to foster a climate that values emotional expressions free of insensitivities or fears of consequence, and encourage expressions of emotions both positive and negative in appropriate forums, listen empathetically, embrace the positive ones and skillfully channel the negative ones towards constructive ends. Emotional conservation also demands modern leaders to be graceful while tactfully managing individual and collective emotions, and also understand both sides of contradictory issues without succumbing to cognitive dissonance. This in turn, will give the modern leaders a distinct advantage in times of digital transitions.



Digital transformations across the world have made digital fluency a business imperative for modern leaders

Digital Fluency

Where new digital technologies like social media, mobile and analytics are advancing rapidly on the economic scales, digital fluency of leaders acts as a differentiator. Digital fluency refers to the state of being at ease with digital technologies, demonstrating the technical, social, legal, and moral understanding that enables individuals to be successful and safe in a digital world. Digital transformations across the world have made digital fluency a business imperative for modern leaders. For this, modern leaders need to sculpt their positive digital identities and effectively facilitate digital transformations for the organization by learning and actively engaging themselves on various online platforms to accelerate and expand their reach to others. They will need to consider their digital profiles and digital interactions carefully and aim for consistency in their values and profiles. Digital fluency also demands modern leaders to leverage digital disturbance to catapult their team's relevance by investing in building internal capabilities, and grooming their teams through digital academies. By prudently coordinating digital initiatives, modern leaders can continuously advance their and their organization's digital competitive advantage.

In today's business world of ever-accelerating change and evolving ideas, modern leadership ushers leaders to effect change through other people rather than make things happen themselves. Modern leaders will last as long as they are committed to continual renewal, are meaningfully engaged in the business prospects, and are creating long-term value for their organization.  

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Blogosphere » SUHANI TIWARI



A bad manager is every employee's worst nightmare. So why do employee engagement initiatives target motivating employees but not on grooming managers?

The 'Manager Mirage'

'A bad leader can take good staff and destroy it, causing the best employees to flee and the rest to lose all motivation' - Anonymous

A bad manager is every employee's worst nightmare. Studies show that employees leave organizations due to their managers, more than any other reason. Why is it then that all employee engagement initiatives are targeted at motivating the employees but not on grooming managers, which might turn out to be the most motivating employee engagement technique?

A study by Gallup revealed that only 1 in 10 people possess the required skill to manage teams. 9 out of 10 managers in the workplace are provided this opportunity just as an answer to 'What Next?' in their career plan. An exemplary individual contributor might reach there sooner, a complacent Type B individual might get there in due time, but everyone does get there eventually. But this is like rewarding a good cook by giving him the keys to the car and assuming that he will know how to drive, simply because he displayed talent in another form. The crash that will inevitably happen will be catastrophic for all the passengers, irrespective of who was in the drivers-seat.

Another study by Gallup reports that managers account for at least 70 percent of variance in employee engagement scores across business units. Having too many bad managers can demotivate a majority of the workforce and potentially bring the whole company down. Whereas good managers can directly impact the profitability of an organization by causing a more motivated and engaged workforce. There is an impact, a very considerable one, on the bottom line. Then why is this aspect of Organizational Development so

Only 1 out of 5 managers currently leading teams in organizations possesses the talent required to be a People Manager

obscure and underappreciated if the value of investing in it can quite tangibly be measured in profits?

In the quest to hire managerial talent, companies miss the mark 82% of the time. Only 1 out of 5 managers currently leading teams in organizations possesses the talent required to be a People Manager. An article published by Harvard Business Review states that when companies can increase their number of talented managers and double the rate of engaged employees, they achieve, on average, 147 percent higher earnings per share than their competition. The importance of choosing the right people to 'lead a team' is a fact hidden in plain sight and corroborated by as many numbers as one would like to refer to.

Just assigning reportees to anyone senior enough or celebrated enough to be a manager does not only frustrate the erstwhile star performer struggling to develop capabilities to be a good manager (in the best case scenario), or induce apathy in the team where the manager just doesn't care if the team dynamics are healthy; but will also cause the morale of the entire team to sag, working under a leader with no motivation to offer. Organizations need to invest in capability assessment of individuals and identify those who the traits



of being efficient managers. Behavioral/ Personality Assessment techniques like dedicated interviews, questionnaires, and Personality Inventories can be a big boon to organizations for maintaining a healthy leadership pipeline, and employees clearing those assessments can be provided further mentoring to justify the responsibility through their performance. Such assessments need to be part of appraisal/ coaching conversations to determine whether people management would be the right path for an individual and whether he/she is ready for it.

A task well-begun is a task half-done. Choosing good managers in the first place will not only save organizations a lot of money, but will also create a high-performance culture all though the workforce.

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