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HR SHOWCASE 2017
Get Inspired...

Brief excerpts and book of best practices shared from the participating organisations

weschool S.P MANDALI'S
Welingkar Education

Editorial

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HR leaders who judged the best practices

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Inauguration
Ceremony Clippings

HR Showcase-
pointers to what
lies ahead

Foreword

From the Desk of NHRD President, Bangalore Chapter-
Mr Krish Shankar, CHRO - Infosys Ltd

We were all witness to the magnificent NHRD HR Showcase in December- an exposition of best practices and innovations, as well as a learning fest! We had over 60 innovations and HR best practices being showcased by over 40 organisations- plus numerous knowledge sessions, panel discussions and a wonderful set of Offbeat talks and conversations that provided a stimulus for the development of budding HR professionals.

This booklet is intended to capture those innovations that were showcased in a handy 'one-pager'- so we can dig deeper into them, connect with others to understand better and learn from them.

As I wondered at the wealth of innovations that was showcased, I thought they presented some interesting insights, and pointers to what could be in store for us to follow in HR. I could see 5 big trends where innovations were leading to, and here they are:

1. **Use of analytics in structured way to make people decisions:** I could see many examples of organisations that have built strong algorithms and analytical frameworks to make decisions on talent deployment, development and retention. In the past, there was focus on analytics to predict attrition- however, while that seems to have become very sophisticated, what I saw was that various insights from such analytics were sued for many decisions- hiring, learning, deployment of talent,etc. This is truly scaling up with lot more sophistication than one can imagine.

2. **Gamification of key processes, especially hiring and learning:** Technology has enabled various organisations to gamify many aspects of their HR processes, notably in the learning and hiring areas. We could see some very innovative use of games in hiring, and a large number in learning. This is clearly an indication that a 'pull' strategy is more effective than a 'push' strategy in these areas, and thus gamification has great advantages. The second big advantage is that it is personalized- and this is truly enabled by technology. I think we will see more large scale use of these features in our hiring and learning.

3. **Talent development, especially for the digital age:** While management trainee programs and leadership development programmes have been in vogue for long, what we saw in this Showcase was the effort that organisations were putting in to develop alternate talent, and at the bottom of the pyramid. The investment in people across different levels, the care organisations were taking to identify talent and provide the support to transform them, was truly remarkable. We also had outstanding examples of initiatives and investments organisations were putting in their talent attraction and development- targeting a wide canvass, from campus hires tosenior leaders. Talent is critical- and we saw organisations adopting diverse and multifaceted programmes to make a difference.

4. **Inclusion:** The seriousness, and focus, that organisations provided to identify diverse talent, develop them and make them successful was truly heart-warming. The various support mechanisms organisations have put in place to increase the participation of women in the workforce, even in manufacturing industries, was very inspiring. The amount of focus some organisations were putting in helping People with disabilities was remarkable. What we saw was an whole ecosystem of NGOs that helped identify and select such talent, and organisations supporting it in a big way. I am sure this will be truly scaled by all organisations in time to come.

5. **Cutting edge technology in helping with some HR processes:** There were many examples where organisations used technology to improve their basic HR processes-chatbots galore, but more interesting uses too. For instance there was a tool that would take a video of a person on the laptop camera, and from facial expressions can figure out whether she was demonstrating more happiness or otherwise. Imagine using this to check a person's feeling after she has had an appraisal conversation with her boss- we will know exactly how that conversation went, and what the boss could do differently! Tons of examples, or as they say in tech jargon, 'use- cases'!

Those were the big trends that one could see from the innovations on display in the HR Showcase. I think there is a lot to learn from these, and hopefully this learning booklet would be a catalyst in inspiring more of us in the HR community to drive more innovations. It was indeed a pleasure to see Bangalore being the hotbed for such innovations- I am sure we will continue to lead the way. Watch this space- as we bring Showcase 2018 to you on 30 Nov- 1 Dec this year!

The team behind making it happen

Glimpse of NHRD
Showcase 2017

accenture

Accenture Solutions Private Limited

Gender Diversity initiatives at Capability Network(CN) India, part of Global Consulting & Strategy Network in Accenture

Gender Diversity has been a global business imperative for Accenture with an aim to be gender balanced (50-50) by 2025 globally. This provides access to rich talent and service our client needs better by providing range of talent, increasing our ability to innovate and maximize performance. FY17 recruitment and HR practices have led to tremendous improvement in the diversity metrics for Capability Network(CN) India, part of Global Consulting & Strategy Network in Accenture and helped create a 'Talent Advantage' by positioning CN strongly in the market. gender diverse talent pool available for Consulting business in the market is minimal. The diversity at the tier 1 B- schools that we recruit from is not more than 30% hence achieving a gender diversity recruitment mix was a great achievement this year with the focus and leadership support that we received.
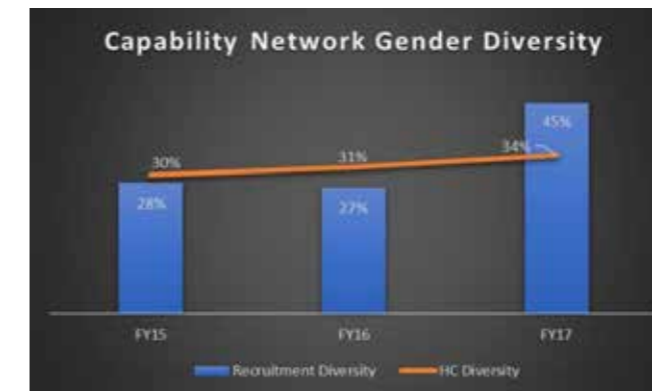
Description of the HR practice:

Capability Network undertook the following initiatives to supplement our overall effort of creating a conducive environment for our women employees

- Built strategic external partnerships to give us access to diverse talent pools both at exec and entry levels

- Leadership support in defining and executing local relevant processes to help meet the agenda

- Educating the recruiting team on the various organization wide Diversity programs. This helps them position the value proposition with the candidates

Tangible measures to substantiate the business impact:

- Women headcount increased by 2% in FY17

- FY17 Recruitment Gender Mix at an all-time high. Up by 18% as compared to last year

- Women Attrition down by 2.6% vis a vis last year

- Focus on women exec retention helped sustain a healthy gender mix

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Progression Based career model at Capability Network(CN) India, part of Global Consulting & Strategy Network in Accenture

DiPA, HR Coach of the Future

Capability Network India, as part of Global Consulting & Strategy Network in Accenture provides talent agility and scale to geographic unit based practices along with access to global skills that is, taken to our clients to drive value through speed, scale, and flexibility.

To be able to compete for talent with competitors and accelerated career growth opportunities for high performers, there was a need to reinvigorate an attractive career model

Introducing Progression Based career model

- Introduced **progression based model for Consulting Workforce** (Capability Network) to

provide accelerated career path through faster growth opportunities; Aspirational **average tenure ~12 years from Analyst to MD**

- The purpose of this model is to **reward and refresh our talent** to compete with industry peers and align our value proposition to that of other strategy firms

- Enable **accelerated career growth for high performers.** In recent years, career progression was elongated at various levels to approximately 15.5 years from Analyst to MD leading to frustration amongst the high performers

The Change Journey

Reinvigorated career model

Switch from sub level based progression to fast track career based model enabled by HR Business Partners

Personalized discussions with business leads on the career trajectory, fitment and aspirations of the target pool

Enablers to support the change

Redesigned Recruitment strategy in line with the progression based model

Value proposition staged well with candidates and new joiners

Help employees realize greater rewards

Targeted efforts to retain top talent

Transition to roles outside consulting within Accenture in line with career aspirations and skills

Achieve Business Outcomes

Enabling **faster career trajectory** for our employees

Payroll Cost savings owing to transition out of employees who do not meet the expected performance

**Retention of Top Talent** by providing accelerated career path

With the rapid advances of Artificial Intelligence, Human Resources in Accenture India is driving organization change through digitization. Digital People Advisor(DiPA) is an Artificial Intelligence based chatbot that brings a digital consumer grade experience to Accenture in India by providing accurate responses on HR processes, policies and procedures and enabling a personalized experience for every employee.

Designed with a quirky personality to match her growing intelligence, DiPA is as capable of making employees smile with a witty, whimsical reply or surprise them with a near-human moment of emotion.

DiPA understand users' questions and delivers useful and relevant responses with speed and accuracy. Accessible round-the-clock DiPA is driving a fundamental change in the way our people are looking for information and support from HR.

DiPA provides personalized responses to individual employees on their queries through its Assist mode crafting a superior, personalized experience. The eventual vision is to enhance DiPA's capabilities to play the role of an HR Coach along with voice enabled chat.

Currently DiPA is on web browser and soon will be available as mobile App, Windows Cortana search and on MS teams.
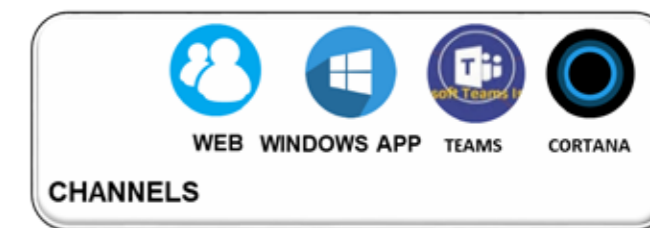
DiPA enables HR to focus on higher-level tasks which machines are incapable of, like strategic thinking. In other words, by taking over these tasks, technology enables the workforce to be more human.

Have an HR Query? ASK DiPA

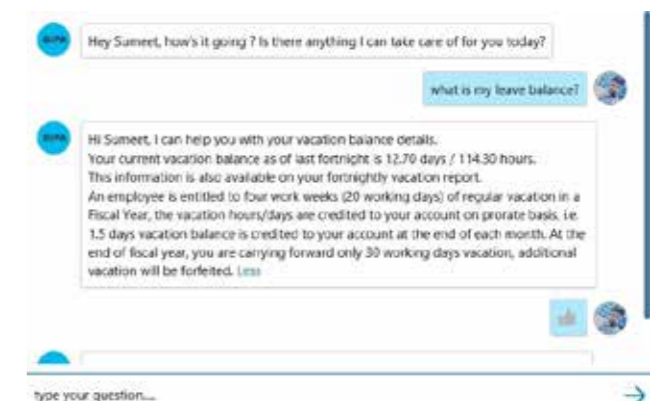Quick Answers - Anytime, Anywhere!

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EVOLVE- Setting a solid foundation for first time people leaders

Career Fair

With rapid changes to the business landscape and workforce expectations, the role of people leaders is undergoing a seismic shift, and is multi-dimensional than ever before at Accenture.

EVOLVE, a learning intervention, was envisioned to help people leaders orient to the 'new', at the most critical juncture of their careers – when they transition to become people leaders. EVOLVE focused on all first-time people leaders (not just high potentials) to enable wider change and help everyone be successful.

EVOLVE was built on the following pillars:

- **Principles of Durable Learning –** EVOLVE was designed to be Relevant, Engaging, Contextual, Effortful, Generative, and Spaced.
- **Leveraging Technology –** Learning was made engaging, personal, and feasible at scale through simulations, Digital coaching, Touch-cast video, Online assessments, Portal and others
- **Relevant and Relatable –** EVOLVE involved business leaders as facilitators, and focused on the real-world aspects of the learner.

Key elements of EVOLVE:

Strengths-Finder and 360 Assessments	'People Leader' Development Plan	Facilitated and Self-paced Virtual Sessions	iLead Virtual Simulation	Digital Coaching on Strengths	Accenture Technology Business Priorities Touch-cast	Classroom Workshop on 'Leading People through Conversations'

In its 1st version in 2017, EVOLVE touched 650 first time people leaders. Highlights:

- Participation – 70% (despite low physical touch-points)
- Learning impact as per participant feedback – 4.5 (out of 5)

As we go ahead, EVOLVE will scale up to touch all first-time people leaders, and set the right foundation for their present and future roles.

Illustration 1:
Virtual Simulation –
ilead (Knolskape)

Illustration 2:
Touch-cast Video on
Business Priorities

Illustration 3:
EVOLVE Portal –
One stop-shop for Participants

1. **Problem Statement/Business Challenges**

Upskilling the existing employee base to enable them to move across roles and take up new business opportunities. Building an inclusive workforce with a diverse set of skills & competencies which would enable a strong succession pipeline.

2. **Objective & Description of the Best Practices:**

- **Objective –** Building an inclusive workforce with diverse skillset & competencies that results in a strong succession pipeline.

- **Description of the HRBP -** An open and transparent platform that creates buzz and excitement around the multitude of opportunities available in airtel. Employees are made to take ownership of their careers via the philosophy of AIM (Aspire, Invest, Move) through the following interventions – Competency framework launch, emphasize learning via utilization of new channels and learning platforms, sharing success stories, launch of Career App, etc.

- **Strategies for design and implementation** – Career Fair done on ground to mobilize the different action points. A week long Career Fair organized across offices and streamed on the App for employees to feel the flavor and imbibe the philosophy.

- **Key Initiatives –** Launch of competency framework to demystify roles across functions, launch of Career App for employees to seek destination roles and figure out how to build their competency towards the desired skillsets, Internal & external speaker sessions to motivate employees to take charge of their own careers

- T**angible Measures –** Employee applications for IJP's post launch of the Career Fair, increase in the number of role movements, reduction in consultant hirings due to strong internal succession pipeline

3. **Business Impact & outcomes –**

- 180% increase in the no. of employees applying for IJP's during H1

- 30% increase in the no. of role movements during H1

- 9% to 4% shift in Consultant hirings leading to reduction in the Talent Acquisition cost

LEADERSHIP IN A DIGITAL AGE -
Amazon Connections Program & Toolkit

One of Amazon's investment philosophies as stated in its 1997 Letter to Shareholders is that "We will continue to focus on hiring and retaining versatile and talented employees… We know our success will be largely affected by our ability to attract and retain a motivated employee base, each of whom must think like, and therefore must actually be, an owner." Through two decades, our focus on this area has always been an emphasis, and we continue to innovate, invent and simplify, a recent innovation being the Amazon Connections Program.

While leaders at Amazon build customer obsessed products built basis deep customer insights, we also wanted to enable them to build a workplace where talented employees strive to be at by equipping ourselves to be agile in managing our ways of working. Amazon Connections is a program to listen and learn at scale by asking employees a daily question about their experience working at Amazon. This generates feedback on employee experience at every team in Amazon and provides leaders with actionable real-time inputs on their teams. With the scale of inputs generated through Connections every day, it becomes important to have a toolkit that helps teams to turn high velocity inputs into specific action plans.

The toolkit comprises of an automated analysis tool, guides on analyzing trends and templates to create action plans. The tool analyzes responses at scale and presents teams with actionable focus areas – Areas to Leverage (Strengths the team should celebrate), Areas to Actionate (Improvement Areas) and Areas to Monitor (Risks that need to be addressed).

The analysis also has an inbuilt "Andon Cord" (an urgent action required feature), which helps identifying immediate and urgent areas that need attention. In addition to actionable focus areas, the tool identifies top and bottom outliers and provides a summary of key engagement drivers in comparison to benchmarks.

Actionable focus areas are published to the team on a cadence, inviting ideas to address these areas. The ownership to action on feedback lies with the team. This enables them to lead actions they value to make their workplaces better. Typically, Core Action Groups (comprising of both people managers and individual contributors) ideate solutions using existing Amazon Problem Solving Tools (5 Why Root Cause Analysis) and continuously drive them as goals.

The toolkit includes guides to aid the Core Action Groups to further analyze data trends by different dimensions and arrive at the right areas to action. To accelerate the action planning process, step-by-step facilitation guides are available to the Core Action Groups to facilitate action planning on specific problem statements. Action Planning Meetings result in documented Action Plans structured as a template in the toolkit.

The Connections Program and toolkit has helped leaders and teams in Amazon to continuously assess the health of their organization, respond to feedback from their team and proactively engage into solutions for different areas that influence the team and their workplace. The toolkit helps managers gain real time insights into areas needing their attention. For example, new managers at Amazon were able to use the tool and root cause that some of the areas needing attention were primarily an effect of their management style. The tool helped the new managers identify blind spots and consciously tailor their approach to certain areas.

With self-enablement as a core design tenet, the toolkit helps teams own and drive changes that positively impact their workplace. Another example of this was a team being able to use the tool to identify that their ways of working did not align with another team they collaborate. Both teams were able to engage with each other on this problem statement and create mechanisms that enabled deeper collaboration. Real-time employee feedback made available to managers ensured that the teams engaged on the problem statement rather than the sentiment.

There are many such examples and as well as data collected from questions related to the effectiveness of the Connections Program and the impact it has had on teams on a regular basis. The program and toolkit has helped leaders across Amazon to be as agile and nimble on managing their team as they manage their businesses, through real time insights and action plans.

Amazon Campus Mentorship Series - ACMS

Recent trends across the technology industry shows an increased focus on improving gender diversity. At Amazon we observed similar trends in tech teams especially at senior levels. Hence, this has resulted in an increasing focus to enhance the gender ratio in technology teams at Amazon. As per industry trend, availability of women in tech is scarce and hence it is imperative for organizations to explore different avenues of tapping this talent and creating an inclusive work environment to aid their growth and development. Keeping this goal in mind, Amazon launched an initiative as an experiment to increase the pipeline of women talent in tech roles.

This initiative was called "Amazon Campus Mentorship Series" (ACMS) which was targeted towards grooming women talent in engineering campuses. The gender ratio at the top Engineering campuses which Amazon was visiting was even more skewed. In addition to this, number of women students who would apply for corporate roles in technology space was even lower. This led to a need for an innovative solution to work around these dynamics and enhance the pipeline of women students who would be keen on pursuing a career in technology.

Through ACMS we proposed to tap the women talent available in local engineering campuses and groom them for taking up roles at Amazon through constant engagement spread over a period of 4 – 6 months. During the course of this engagement, multiple opportunities were provided to the female engineering students to interact with successful women technology leaders at Amazon, seek mentorship and demystify some of their beliefs around having a corporate career.

ACMS is designed around four key pillars:

1. Classroom learning,

2. Project based learning,

3. Leadership Interaction and

4. Mentorship.

This is based on a blended learning model that emphasizes on mentorship and experiential learning.

The program comprises of five key phases starting from launching the program on identified campuses to the closure of the program where we identify a set of students for internship opportunity at Amazon.

- **Campus Launch:** We identified the select campuses in all 4 locations (Hyderabad, Bangalore, Chennai, Delhi) where ACMS could be launched. A small group comprising of a tech Leader, HR representative and Diversity representative visited each campus and launched the program addressing a group of students.

- **Student Assessment:** Once the program was launched across select colleges, we conducted a selection process for the eligible applicants to select ACMs participants. This process consisted of an online test focusing on key technical as competencies applicable for SDE roles.

- **Mentoring and Classroom Sessions:** students who get selected, were made part of the program. Classroom sessions were conducted on core technical areas, soft skills and built an overall understanding of Amazon culture. During this phase, they were also assigned a mentor, a tenured tech representative from Amazon, capable of playing a role a guide during the course of the program. One of the key aspect of this phase was to provide hands on experience to the students to help them sharpen their coding and problem solving skills.

- **Final Evaluation:** At the end of learning phase, students were assessed as per the intern selection process. As on outcome of this, selected students were offered internship opportunity.

This initiative helped us in engaging early with women engineering students and providing them a platform to connect with tech leaders and mentors from Amazon. These interactions helped in inspiring the students and groom them for technology roles available at Amazon. It created a win-win opportunity for all the stakeholders. The colleges that are being selected are extremely excited and consider this initiative as a great forum for their students to start a career which was only aspirational for them until few months back! We are all set to launch the second chapter this year and continue to nurture talent and groom them to become future technologists!

Amazon Campus Mentorship Series has received internal accolades in multiple forums and has been awarded as the "Most Innovative HR Practice" in tech space at Amazon India. One of the key milestones was also to get a special mention in company's founder's board meeting in Seattle where ACMS was considered a truly innovative practice which other geographies seek of emulate.

Arvind

HR as a Strategic Business Partner Arvind Cluster Manager Development Program

1. **Objective:**

   HR as a strategic business partner to solve business problems and drive growth

2. **Problem Statement:**

   a. Growth and expansion challenges in certain geographies and channels

   b. Low people efficiency and high inventory costs leading to pressure on working capital and EBIDTA

3. **Business Impact & Business Outcomes**

   a. 100+ outlets opened against a plan of 80 outlets – increased market penetration

   b. 2% improvement in contribution from channel

   c. Increase in revenue by INR 7.5 Crs through improvement projects

   d. 20% improvement in employee efficiency from INR 2.98 lakh to INR 3.63 lakh per employee

   e. Financial impact of intervention – INR 10.1 Crs against an investment of INR 30.4 lakhs – ROI of 3322%

   f. Inventory cover reduced by 12 days - from 118 days to 106 days

   g. Franchisees now take part in local marketing activities and drive promotions and mall tie-ups

   h. Increased awareness of competition activities & offerings, and also cluster managers are actively scouting new locations for market expansion

   i. 11 people promoted in the system, creating opportunities for high potential store managers to move up in the system, hence clearing bottlenecks as well as saving hiring costs for laterals

4. **Description**

   In the business review meeting of Q1 2016, the cluster manager role was identified as a high impact role that could potentially address pressing issues of slow growth and expansion, low people efficiency and pressure on working capital. They handle store operations, on-board and retain franchisees, translate corporate strategy to on-ground actions, drive local marketing, handle store level costs, manage inventory and movement of goods, staff training at store level, VM and SOP adherence, forming a key link between the management and the front-end retail ground force.

5. **Strategy & Key Initiatives:**

   We designed an experiential intervention for Cluster managers. We interacted with brand heads, regional managers and visited stores across all brands to identify key needs to solve the business problem and narrowed it down to 6 needs - Business Acumen, Franchisee Management, Execution Excellence, Customer Centricity,

   Inventory Management & People Management

   a. Built customized digital simulation environment after 16 field visits

   b. 4 retention modules after workshop to reinforce key learning

   c. Ensured learning intervention translated into business impact at ground level, enabling all 87 cluster managers to undertake individual post-workshop projects with constant follow up & guidance throughout to see business impact. These projects were bucketed as

   i. Projects to increase sales/revenue/margins – 54 out of 87 people implemented this project

   ii. Projects to control operating and people costs – 73 out of 78 people drove this project

   iii. Projects to drive inventory control – 19 out of 87 people drove this project

6. **Tangible Measures**

   a. Opex reduced by 1.75 Cr

   b. Revenue improvement of 7.5 Cr directly attributed to projects undertaken

   c. Inventory holding was optimized, reducing cost to company by 0.85 Cr

   d. Financial impact of intervention – INR 10.1 Crs against an investment of INR 30.4 lakhs – ROI of 3322%

   e. Employee Efficiency improved by 20% - from 2.98 lacs to 3.63 lacs per staff

   f. Salary as % of Sales was reduced from 8.22% to 6.43% by optimizing staff movement and hiring

   g. 11 people promoted to higher roles within 6 months

7. **Recognition**

   a. Winner of "Best Practice in Learning Transfer For Improving Business Bottom Line" at the Asia Pacific HRM Congress Awards 2017

   b. Runner up of best Practice in "HR Impact" category at RAI Retail Awards 2017

8. **Implementation Challenges if any**

   a. Ensuring the intervention was relevant to the participants - Undertook field & market visits across brands to understand challenges & constraints. Developed a customized business simulation to ensure relevance. Tested the simulation with 150 B-school students at Christ University to ensure no glitches

   b. Ensuring participants retained learning - Rolled out online, gamified retention modules to participants to make it easier for them to access the modules at work, or on-the-go. Quizzes after each module were made part of a leaderboard, & prize money was announced for best scores for brand & region. Completion rate achieved – 83%

   c. Ensuring participants implemented their learning at work- Personalized phone calls and reminders to every participant over a period of 6 months to answer queries and push them to implement their projects. Best projects were invited to make a presentation to the MD and awarded cash prizes and recognition certificates by the MD

   d. Ensuring impact of the projects were captured accurately - Instead of just taking participant inputs, we collected project and implementation data from reporting manager and skip level manager of each participant

Λrvind

LEADERSHIP IN DIGITAL ERA
iLearn 2.0

1) **Objective:**

Fashioning possibilities in learning through a unified digital platform and fostering collaboration

2) **Problem Statement:**

a) Creating unified Platform catering to seven business units with customized approach

b) Building digital culture of, ON THE GO learning

3) **Business Impact & Business outcomes**

(1) **Productivity**

1. Benefit to Cost Ratio: 9.9:1 with cost saving of INR 21.3Lakhs

2. Increase in learning agility

(2) **Engagement**

1. TNI completion increased from 1% in Q1 to 47% in Q2(iLearn launched in Q2)

2. Learning Engagement increased to 55%

3. Daily time spent on digital learning avg. 5 mins

4. Facilitates TNI, IDP and self-development completion

(3) **Culture**

1. **Fos**ters collaboration- Communities of Practice-Retail, Sourcing, B&M

2. Communication - Vision, values, learn from leade**rs, sharing best practices**

(4) **Capability**

1. **D**evelopment on Business acumen, Retail expertise, People Management, new age skills like Digital Marketing...

2. One **click access to Learn beyond boundaries, features like Course Era, EdX...**

4) **Description**

i) iLearn 2.0 is an immersive learning platform that offers enhancement of a learner's knowledge and skill combined with a social interaction that creates a microcosm of the Arvind enterprise and the values that it encapsulates across its businesses in India and abroad. Provides users 3C's

ii) Control: Freedom to learn –what, when, from where & the way. Track progress on every step. In-house channels.

iii) Choice:20K blended learning objects-Read, View, Listen. Bookmark, Organize, Share & access content

iv) Convenience: Device-agnostic, gamified. User-friendly interface. Learn at the point of need- online, offline

5) **Strategies & Key Initiatives**

i) To develop digital learning mindset within the organization.

ii) **Initiatives:**

(1) Single day launch across divisions, functions and regions covering 1300+ employees

(2) Awareness sessions by Business Heads for their respective BU's

(3) Launch of Video of the day through e-mail to all users 3 days /week

6) **Tangible Measures**

(1) Adoption to E-learning increased from 15% to 75%

(2) Active Users at 55%

(3) Everyday time spent on digital learning increased to 5 mins

(4) Benefit to Cost Ratio: 9.9:1

(5) Cost saving of INR 21.3Lakhs

(6) Break-Even achieved in 3 Months

(7) 157 Man-days of Training completed which is equivalent to 450 CRT amounting to 22.5 lacs

7) **Recognition**

i) iLearn 2.0 won the Most Innovative New Learning Technology Product at the 16th Asia Pacific HRM Congress, 2017

8) **Implementation Challenges if any**

(1) Diversity of Businesses – 7 BU's

(2) Education and Adoption of the learning platform at the early inception stage

(3) IT Infrastructure

(4) Top Management

(5) Digital Literacy

ATRIA

New Hire Training & Assimilate Program

1. **Problem Statement/Business Challenges**

   Assimilation of new joiners into the organization's culture and guiding & helping them hone their skills to use it in the organization's context is crucial for making their journey fruitful and successful. The challenge was to institutionalize a robust structure allowing seamless execution of the above mentioned objective.

2. **Objective & Description of the Best Practices:**

- **Objective –** Help new joiners understand and internalize organization's culture and their job role and dependencies in detail. To show them a clear path to their success in the organization.

- **Description of the HRBP -** A comprehensive and robust induction program for all new joiners that provides a common understanding about organization's culture, values and ways of working and at the same time, providing a clear picture of their specific roles and expectations. The program consists of a detailed classroom and hands-on training that is tailor made for each role. These sessions also included clear understanding of their targets and expectations.

- **Strategies for design and implementation –** Providing a conducive environment to all new joiners wherein they learn without any pressure or hurry! The program had to be time bound to serve business resourcing on time. The program was intended to set the clear and real expectations through buddy program with field & floor visits.

- **Key Initiatives –**

   New Hire Training - There are no two ways about the importance of training. Our new hires are skilled professionals. The training we provide them helps them better utilize their skills. Laying the foundation of what a new employee is expected to do is the way forward for both the employee and the organization. To give every new hire a fair understanding of their role in the organization, we have a thorough training program that matches our high standards for both performance and ethics. While the employees who have been working with us are attuned to the ACT way of working, we bring the new employees up to speed with their seasoned colleagues with adequate training. Depending on the function an employee is joining, the new hire training can last anywhere between 7–15 days.

   Being a tech company, we use every opportunity to utilize technology to the best of our capability.

With this as the basic premise, we've started a tech-enabled unified training program to ensure that every new hire, without any exception, undergoes the New Hire Training (NHT). Under this program, each employee gets access to an e-learning module delivered by a central trainer or SPOC who provides practical examples and addresses queries, if any. The use of e-modules spares the necessity of the right cohort size for training. Gone are those days when there had to be a certain number of students in the audience for the trainer to teach!

These online modules are easy to understand as they include videos, voice-overs, quizzes, and activities. As most of our front-end employees are more comfortable with vernacular languages, we've created modules in regional languages, such as Kannada and Telugu, which ensure there are no gaps in their understanding. We make sure that language doesn't limit our new employees' opportunity to learn.

The training sessions cover various aspects of the job, including behavioral, functional, and application based. The trainees are required to clear an online assessment after the completion of each topic to ensure they've understood the topics covered in the training. Every employee must clear the final assessment before they can officially take up their respective roles. The final assessment includes theoretical online valuations and simulated/real-life practical scenario assessments. All joining, except senior management roles, happens on Mondays, which enables a structured approach for induction of new hires.

Assimilate Program - Adaptability comes with practice, practice, and more practice! And there's nothing better than giving new employees the opportunity to adapt through an on-the-job training. While general orientation and induction give a general idea of an organization's functioning, it takes custom programs to lay the foundation for the role a new employee will be taking. One such custom program for employees in customer-facing roles at ACT is called the Assimilate Program. This program provides new hires a structured on-the-job training (OJT) to prepare for their role. The new employee is also assigned a buddy within her or his team to learn the tricks of the trade as quickly as possible.

The Assimilate Program lasts between seven to 15 days. Before the new employees start their job,

the business HR for the respective branch ensures that they have all the necessary information with them, including contact details, HR details, hands-on training on internal systems, etc. The HR personnel also ensure that the new employees have been assigned a buddy who they can shadow during this period.

But what use is any program if we don't know how it's faring? So, the new employees share their experience of the Assimilate Program with the business HR on a daily basis. The branch manager or the functional manager reviews the progress of the OJT with the new hires once a week to understand if any course correction is required. The learning is mutual! The branch HR captures the feedback and the progress and shares the same with the respective functional heads and HR heads.

Buddy Program - Who doesn't need a good friend! Friends make our lives easier. Everyone needs a buddy at the workplace too. There's so much to learn and so much more to remember that it can all get overwhelming too soon. To ensure that our new hires don't have to deal with information overload all alone, we have a functional Buddy Program in place. Every new hire gets a buddy after their induction and the buddy supports them for the first 15 days once they start working. The new employees hired at an executive level are also required to make field visits for three days with the buddy assigned to them.

The buddy assigned to a new hire is chosen meticulously. According to the selection criteria,

an employee must have completed a tenure of at least one year in the organization. She or he must have had a performance rating of 4–5 the previous year. And there shouldn't be any documented complaint against the employee chosen to be a buddy. To ensure that the Buddy Program is sustainable in the long run, we recognize effective buddies in our monthly R&R program. Not only does this encourage buddies to be great mentors, but it also encourages them to be proud of being a buddy.

3. **Tangible Measures -** Individual productivity on agreed parameters and adherence to behavioural & disciplinary aspects are the two major observable measure of the program.

4. **Business Impact & outcomes –** ACT has seen a noticeable improvement in the new joiners' productivity and stickiness with the organization. Most of it can be attributed to this program.

5. **Recognition if any –** On successful completion of the new hire assimilation program and all assessments & evaluations, all new joiners are certified and introduced to the entire organization as the new members of the team.

6. **Implementation Challenges if any –** Like any other large scale initiative, ACT faced multiple challenges during initial phase of this program. The buy-in by the business, effective communication to the new joiners, training all internal trainers and buddies, mobilizing all necessary resources and planning & real time coordination and setting the benchmark for certification were the major challenges in the implementation of the program.

Strategic HR Partnering with R&D

Biocon on the Global Map:

Asia's premier biopharmaceutical company is poised to enter developed markets with biosimilar products in the disease area of diabetes, cancer and autoimmune disorders having a market potential of USD 60 billion. As one of the earliest biologics players in India, Biocon created a rich pipeline of novel and biosimilar assets; some of which are available to patients in India and other emerging markets. The multi-disciplinary capability, state of the art Biocon Research Centre houses nearly 500 research scientists and is one of its kind in South-East Asia harnessing the power of biotechnology.

**About the Best Practice
(Strategic HR Partnering with R&D):**

In the year 2015, three biosimilar product development had entered late phase with a completion timeline fixed for the financial year 2018. An early market entry will give Biocon a lead into a combined market potential of USD 20 billion for the three programs.

Roadmap for HR:

R&D had to ensure delivery within the agreed timelines, budgets and decision making with the stake holders. With multiple programs running in parallel, scientists were under pressure to get it 'first-time-right'. Retention of key employees was important to ensure timelines are metand knowledge is not transferred to competition.A GPTW survey on employees that year reflected lower perception on various indices. It helped us understand key areas of concern. It was important to prioritise activities and ensure that scientists focus only on science and not any other areas. Every employee needed to contribute in the journey.

Collaboration combined with Cultural Change was the order of the day! HR took a consultative approach with R&D and proposed:

1. **Structural Change -** An organisation redesign for an effective process execution. This included Creation of R&D competency framework, role clarification and structured job descriptions that resulted in creation of Integrated Product Development Group. Primary objective of IPDG is to liaise between the scientists and the stake holders to ensure business continuity. Introduced an Operations Team for logistics support. Top talents were identified from internal talent pool using the nine box matrix. The entire exercise took six months to complete.

2. **Procedural Change -** R&D introduced a stage gate approach to mitigate risk and manage programs by identifying milestones, preventing repetitions post completion of stages. R&D formed a Core Committee for periodic reviews, introduced timesheet to measure progress. HR brought biannual goal audit to ensure focus on the biosimilar programs.

3. **Cultural Change -** To engage employees scientifically and with business goals, HR identified key talents in R&D, made them partners and gave them ownership to drive specific engagement programs. Some of the important initiatives were:Scientific collaboration with universities &PhD Program for employees, Science & Business Talks by internal & external leaders, Cultural Integration of New Joiners and Scientific Newsletter stimulating employee's scientific quotient.

Work-Life Balance - In times of high pressure, created opportunities for time-outs/learning & sharing podiums like BRL Commune, BRL Day & passionate pursue of hobbies. HR also introduced a robust R&D specific rewards & recognition program including spot awards to increase employee morale. Certain salary corrections were also carried out based on merit and to ensure parity.

Impact of the Practice:

Periodic reviews since 2015 resulted in the following:

1. Formation of IPDG team, resulted in 76% adherence to project timelines of Biosimilars.

2. Stage gate approach resulted in better decision making as repeat failures were avoided.

3. Better role clarity and retention of critical talent upto 93% over the last two years.

4. Over all attrition came down by 7% over the last three years from 23% to 16% at present.

5. Timely development of the three biosimilar products under review by global regulatory bodies resulting in ensuring that Bioconis well placed in competitive landscape of Biosimilars Business.

6. A recent employee survey reflects a 33% rise in the overall engagement index from 59% to 80%.

The entire exercise opened up various opportunities in terms of future roles for employees. Our study reflects that involvement of employees in the engagement programs increased emotional commitment to the organisation which in turn brought in more ownership and accountability.

B Sync

1. Problem Statement/Business Challenges

We chose to embark on this journey to move the business model from traditional IT Services Company to a digital services provider that focuses on disruptive technologies. The idea was to bring in a cultural transformation within the organization and move from a traditional IT services firm to a truly global digital services provider. This transformation had to take place top down, which meant involving the leadership team to engaging the employees at the entry level Inspiring and instilling confidence with both our external and internal stakeholders was key.

2. Objective & Description of the Best Practices:

- **Objective**

Our company's DNA talks about how this is a "by the people", "for the people" organization. Therefore, coming together to ideate and to create a work environment for them seemed fitting. With the roadmap of being a digital leader by 2020 we began working on the cultural transformation within Brillio. So the objective was to create an environment where every Brillian feels empowered, is inspired by potential & strives for excellence.

- **Description of the HRBP**

B-Sync is a platform to connect like-minded Brillians. The B-Sync initiatives act as a platform to form interest groups in the areas of sport, Adventure, Music, motor biking to increase camaraderie & thereby foster collaboration. B Sync has become our informal learning platform where performers and achievers identified through the interest groups share their journey and experience to the entire Brillio community. We have conducted over 23 events from the different interest groups which helped Brillians from various locations collaborate and get to know each other more closely.

- **Strategies for design and implementation**

With more than 70% of our people who are millennials we had to relook at current methodologies, processes and engagement methods. We identified high performers from this segment and challenged them to identify processes and tools that would work for them. These are the Cultural Catalysts who worked on what kind of culture they wanted in Brillio. They defined the self-driven initiative called B Sync.

- **Key Initiatives**

✓ Culture Catalysts (A team of Brillians)who help in driving informal learning platform by forming interest groups which increases camaraderie & thereby foster collaboration.

✓ GROW [Get Rid Of your W's] is a unique collaboration platform that emphasizes on bringing in outstanding achievers from different walks of life to share their journeys with us. Through this platform, Brillians will have a chance to interact with speakers from various fields like technology, design, innovation and research, sports and entertainment and so on.

- **Tangible Measures**

Success metrics & Impact on Business:

➢ The engagements from B Sync have helped our attrition numbers to drop drastically in the past couple of years – almost by 20%!!

➢ Hi-Pot attrition numbers were less than 5%

➢ Talent engagement scores increased by more than 22% & were more than 85% in case of Hi-Pots

➢ People experience has a direct impact on Customer experience & this was reflected in our CSAT scores which also increased by 15%

➢ We won the Business World HR Excellence Award 2016 for Talent Retention

➢ We have 48% of the organization engaged in the activities of B Sync.

➢ Collaboration improved from 55% to 61% in 2016

➢ We are par with the industry benchmarking of balance at work with 68% in 2016

➢ Compared to other IT companies with a benchmark of 73% we are at 74% for being a fun place to work

➢ The feeling of being part of a community improved from 68% to 72% in 2016

➢ We are at 72% in camaraderie against the industry standard of 77%

3. Business Impact & outcomes

Same as above

4. Recognition if any

✓ Brillio LLC was honored as Achievers 50 Most Engaged Workplaces™

✓ Award winners of the Business World - HR Excellence awards in Talent Retention

5. Implementation Challenges if any

We believe that people should not be tied to their systems and should have the ability to access information at their fingertips no matter where they are. With this in mind, we designed a customized mobile app that was launched with the objective of promoting a digital culture for Brillians. A lifestyle application to give best in class digital experience & a collaborative environment to all the Brillians.

This version of the app is primarily targeted at making the lives of managers simpler and hopes to remove the bottle necks in the flow of key business processes. It provides real time access to business/time critical data and promotes co-ordination amongst employees for improved decision making. The app is self-intuitive and employee-centric.

INNOVATION

Social Side

Keeping the agenda of "COLLABORATIVE WORK SYSTEM", we deployed a new social feature – "Brillio Now".

- A feature that brings to you, an opportunity to celebrate the birthdays of your peers

- SMS or call at any instance in time

- Introduces the new joinees in a team

- Helps to plan leaves by showing the upcoming holidays

- Announcements regarding the company, which reaches every individual

Innovation of Productivity

Prioritizing maximum time consumption in multitasking, we listed Timesheet, Leave Management, WFH/On Duty, Travel and Expense to be the major concerns of an employee.

1) **Attendance automation**

Compliance to leave 'entries were an issue earlier because they were made in a web application and hence not integrated to the swipe system. Key highlights are below:

- A leave application can be processed in 3 secs/ 3 clicks

- Provides details of Employee leave balance-assists HR to estimate leave liability / ensures compliance of entries is 100%

- Improves employee engagement- hassle-free processes of leave application/ approval.

2) **Timesheet**

An employee can submit the timesheet for the current week on the move as the system prefills this, based on his work schedule. Key highlights:

- It is more of a user-friendly feature, which just takes 15 min/week to < 10 secs/week.

- More than 1200+ billable timesheets weekly are being automated through this feature

3) **Expense –**

- Expense claim, verifying the claim, adding money – Can be progressively done

- The app speeds up the claims, invoicing & reimbursements by digitizing expense reports

- Ensures 100% compliance and eliminates manual data entry with accounting integrations

4) **Work from Home (WFH)/On Duty**

The employee can intimate his/her manager through the app.

IMPACT

Creating a well-rounded approach to manage and transform our work force requires effective transformation which begins within our organization and our employee's.

* FOR THE INDIVIDUAL

Employees are the backbone of every organization and that's the ingredient we should always be concerned to protect!

Improving Business Productivity

• Applying leave entries takes around 5-10 minutes per transaction currently. OnTheGo brings it down to 5 seconds. This alone saves about 3000+ hours across the org

• Approvals have traditionally seen a good traction. In 12 months, 7000+ approvals (timesheet, expense, travel) have gone through the app. Each is just a fraction of a minute. This has brought down the time significantly

• Given a global business, opening an individual's bridge has just become a click

Improving Social Status of Employees

• When people connect socially, retention improves. OnTheGo brings content relevant to their phones regarding their team member's birthday, any new person who joins etc. This visibility helps people connect

• OnTheGo appreciates employee on their work anniversary, on their birthdays and so on

FOR THE ORGANIZATION

• For the organization, this app is a testimony of its capability – for the UX service, for the mobility service, for the mobile analytics service, for the design thinking capability and so on. This state of the art app, has become a selling point for our capability.

• Improved flow of business processes – With approvals coming in OnTheGo, compliance has improved significantly. This has eased up invoicing, expense payments, travel booking, leave approvals and so on

Predictive Analytics in Attrition

Objective :

Predict Survival probability of employees and identify key patterns for proactive actions

Methodology :

1. Investigate : Identify the Business problem and critical areas of focus

2. Data : Collect, clean and prepare data for modelling. Variables considered - 14

3. **Analytical modelling :**

   • Use Descriptive statistics to explore the data and identify key areas of focus

   • Apply Survival analysis techniques to understand the patters at macro level

   • Application of Machine learning to predict the survival probability of each employee

4. **Deploy :**

   • Deployed on the segment of the population to understand the impact and extrapolate to the wider population

Output :

1. Decision tree model build on previous year exits and applied on current population. Model came out with an accuracy of ~81% with good accuracy levels in 80% and probability levels

2. Extensive use of survival analysis to identify critical areas of focus (Rewards impact, Compensation segments, High performers focus,Span of control, Diversity focus etc.,)

Last-mile Connect :

1. Revamped Rewards & Recognition strategy

2. Proactive retentions resulted in a reduction in attrition by 7% over a period of 6 months and reduction in high performers attrition to 9% from 31%

3. Limited the increase of Average Remuneration cost(ARC) to 2% against projected 7%

4. Improved connect with client with focus on deployment of High probability survival employees

Future scope:

1. Extended the project success to two more high volume units covering 10,000 plus people and in the process to implement it organization wide

2. Extending to the other areas of HR with work started in Compensation and Recruitment areas

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Cargill™

Business Impact due to HR Best Practice

Cargill is a 150 year old organization with a multinational presence with an ever changing business environment and a globalized workforce.

With a globalized workforce, Inclusion at workplace is 'how' the organizations and their'thought leaders' provide ways that allow employees across multiple cultures to participate, contribute, voice out and feel inclusivity without losing individual uniqueness.

How do we achieve this -

Cargill's purpose is to be the global leader &trusted partner in agriculture, food, and nutrition by nourishing the world as a safe, responsible and sustainable place. Inclusion and diversity are key enablers to achieve this purpose.

The path to secure this goal requires each person, regardless of role, level, department or location, to demonstrate inclusive leadership behaviors to drive extraordinary results. To stand apart in this changing world, we must actively engage all employees and create a more integrated, better equipped organization.

Description of the HR Best practice / Intervention emphasizing why you would consider this a HR Best practice

Why do we have to be diverse and build a culture of inclusivity?

Inclusion and Diversity can provide us with great value. As we increase our footprint across the globe, we are greeted by varied cultures, varied approaches and ways of doing things.

The organizations culture of inclusion and high performance will position us to consistently focus our efforts on two areas related to inclusion and diversity –

- Our people
- Workplace

Our people –

Cargill's guiding principle 5 states that – "We treat people with respect and dignity".

In line with the above principle, we proudly proclaim that, at Cargill every single employee matters and every single employee counts. Winning with workforce requires us to put our people first – all of our people.

This displays how we think, act and engage with others. Every employee is a leader at Cargill, and as leaders we must behave inclusively to drive increased levels of contribution and engagement to the organization as well as society.

Leverage the power of our diverse workforce globally through –

- Developing and engaging globally diverse talent
- Uniqueness
- High Performance

Workplace -

Winning in our workplace requires us to demonstrate thought leadership. Authentic, inspirational leaders who are also thought leaders behave inclusively to serve as role models for others on their teams and with whom they interact. This demonstrative leadership would breed a culture of inclusivity and high performance where everyone can give their best and diversity is leveraged as a competitive advantage through

- Inclusion
- Productivity
- Engagement

In the above context, we can also see the Government of India initiatives to encourage the growth of 'Women Leaders' in the boardrooms to bring in diverse viewpoints based on different backgrounds and perspectives.

Indra Nooyi, CEO of Pepsico once argued:

"Great ideas still come from people. The challenge is to create the right environment to encourage innovation and ideas. The diversity of people in a corporation promotes innovation because it achieves greater diversity of ideas. There is a link between diversity and innovation that's not theoretical - it's real". (Walkup, 2003, p. 97)

How do we strive to achieve 'Inclusion' –

At Cargill, we try to build a globally inclusive environment, through various 'business resource groups'. To namea a few, we have a –

- **Cargill Ebony Council –** Works on building an inclusive environment that fosters and supports full participation of African-Americans in reaching their full potential

- **Cargill Pride Network -** To foster an equitable, safe and supportive business environment for lesbian, gay, bisexual and transgender employees, their allies, and business associates

- **GROW Network -** Provide employees who are new to Cargill opportunities to connect with others, gain a broader perspective of the company and allow for professional development in a safe environment.

- **Cargill Women Network -** Commitment to increasing female participation in the workforce, and we strive to increase the number of women leaders within Cargill through recruiting and development initiatives

Strategies

- Accelerate development for high potential diverse talent in Cargill managed at an enterprise level

- Build organizational capability in Inclusion and Diversity (formalized and announced in Aug 2017)

- Leverage Cargill Business Resource Groups (BRG's) to drive Inclusion & Diversity

Diversity Profile &Ancillary Messaging – How not to ignore the 'imperceptible' :

As per Business Strategy Review, there are 4 external forces that will change how we work by 2025.

- Technological Developments
- Societal Trends
- Demographic Changes
- Globalization

We need to foster an inclusive environment to leverage diversity as a competitive advantage. The employees should feel respected for not only the business they bring in but also for their personal uniqueness.

Representation of diversity has to be deep rooted with the inherent values, beliefs and behavioral norms of the organization.

Recognizing the Imperceptible –

Bias :

- Be cognizant that everyone has a bias
- All bias can be overcome except the most deep rooted

"The most powerful aspect of communication is not verbal communication but nonverbal" – 'Stephen Young, - Micro messaging – Why Great Leadership is Beyond Words'

There are two types of micro messages –

- Micro-Inequities – Negative Impact
- Micro-Affirmations – Positive Impact

'Leading Diversity profile' Assessment is designed to evaluate behaviors and bring in awareness as to how leaders can better champion diversity & inclusion in the organization. The assessment is a tool to enable self-reflection and dialogue for subsequent action.

As stated by Jim Collins – "The old adage, 'People are your most important asset' is wrong; The right people are your most important asset" (p. 77).

Skills for leading Inclusion & Diversity –

- Self-Awareness
- Empathy
- Listening
- Non Verbal Communication
- Understand different communication styles
- Effective communication skills
- Leadership

Tangible Measures to substantiate the business impact

Cargill, Bangalore for the current year is committed to increasing female participation in the workforce, and we strive to increase the number of women leaders within Cargill through recruiting and development

initiatives apart from building in other diverse workforce.

Cargill, Bangalore Chapter Priorities –

Healthy male female ratio at each level

- Identify business units that are less gender diverse.

- Review the current infrastructure and policies and come up with actions enhancing attraction and retention of diverse talent.

- As a progressive organization, explore enhancing the maternity leave from 3 months to 6 months and / or explore other relevant FWAs to support post maternity. Implement 5 days of paternity leave to make the policy more inclusive.

- Review Recruitment and Selection process and build in progressive measure to ensure we have at least diverse slate of candidates at the entry level (up to Professional band) while interviewing; build sensitivity of hiring managers on unconscious bias; engage a diverse interview panel for a fair and transparent recruitment process, review referral program and engage women to refer more women as brand ambassadors.

Coaching & Development

- Created an institution to promote and reiterate the core culture of inclusion and diversity building and developing Talent.

- Created a mentor-mentee program for women employees called "Spoorthi". Explore cross group leader mentoring

- Health, wellness and personal effectiveness programs – to be the very best we can be and give our very best for self and company growth

Flexibility

- Identify roles where flexible work arrangements can be an enabler. Define PDS and leverage these roles to engage second career women, provide opportunities to new and existing talent to manage their careers flexibly in line with their diverse life stage needs. Engage an external partner.

- Communicate, encourage and track usage of flexible work arrangements in more structured and transparent manner beyond exigency situations. Workshops for mindset shift and process orientation to make this as part of working culture

- For larger population, introduce 4 days in a month, work from home option, to manage demands of work and personal priorities.

- Formalised plan for 3 months to ensure work life balance for returning mothers

Hiring Plan for Second Career

- Formalise plan which acts as a platform that enables women to return to corporate world on their own terms.

- Identify roles which can worked as part time or flexible hours

- Use of social media to market and attract best talent

Measures of Success

- Healthy Male and female ratio at different levels

- No. of Women in Leadership position.

- Formal Hiring Plan for Second Career for Women

- Effective mentor mentee program – Enrollment and active (participation)

- Formalize FWA for 3 months for returning mothers

Any Recognition (External& Internal) received for the HR practice

- http://www.humanresourcesonline.net/events/best-diversity-inclusion-strategy-asia/

- CBS, Bangalore – CHRO (Anitha Manikantan)on the panel for NASSCOM on the Karnataka Regional Council to lead the initiatives in Diversity& Inclusion, across the region

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mind of N

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EVER WONDERED HOW TO GO THE DISTANCE WITH ORGANIZATIONAL CHANGE AND DEVELOPMENT?

At the crux of any organizational change and development program lies the need for alignment between employees' behaviour and the organization's goals.

At mind of N, we address this need for alignment in the areas of leadership, sustaining culture, and maintaining performance goals.

We do this by making individuals realize the irrationality in their sets of behaviour and mitigate these irrationalities through systemic change.
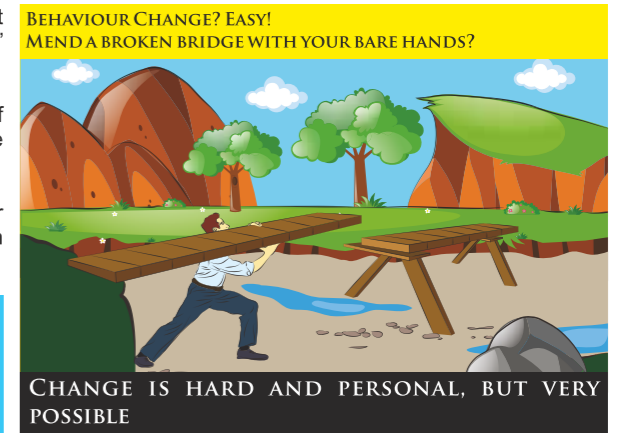
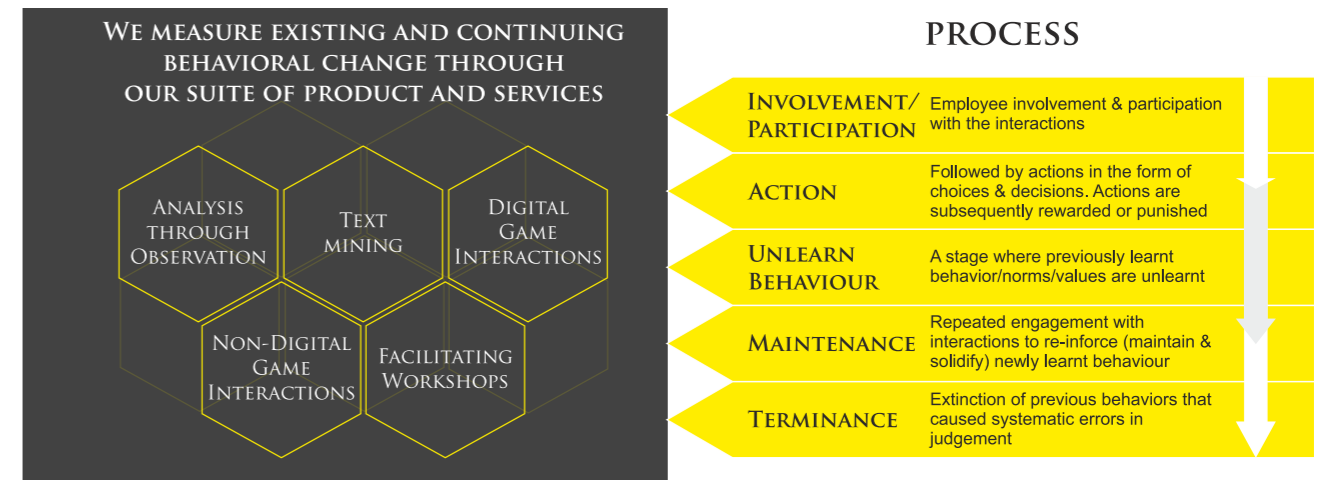> "WE CAN BE BLIND TO THE OBVIOUS, AND WE ARE ALSO BLIND TO OUR BLINDNESS."
>
> DANIEL KAHNEMAN, Thinking, Fast and Slow

BEHAVIOUR CHANGE? EASY!
MEND A BROKEN BRIDGE WITH YOUR BARE HANDS?

CHANGE IS HARD AND PERSONAL, BUT VERY POSSIBLE

An oft noticed scenario of behavioral biases creeping up in organizational settings would be for instance, how leaders and managers tend to underestimate exposure risk and overestimate the capability of systems to mitigate hazards.

HEURISTICS (Rules, we live by!)		BIASES (Hidden traps, that rules create!)	ADVERSE EFFECT ON ORGANISATIONS
Viewing a need in the real world as a "problem" you can work on solving	Framing Effect	Mistaking your view of the problem for the real need.	LACK OF SHARED MEANING
If you're leaning towards an action, see if you can prove it's a good one.	Confirmation Bias	If you only look for supporting evidence, you could miss a fatal flaw	EXECUTION ISSUES
			INCOHERENT PLANNING
"If it ain't broke, don't fix it"	Status Quo Bias	Bias against anything new	NON-OBJECTIVE EVALUATION

The awareness and detection of the ever-present biases in our behavior act as a means for ensuring behavioral change. Addressing these biases can serve as a powerful tool within organizations to understand the current behavior and take steps to allow behavioral alignment.

People are most likely to change their behavior if they see the new behavior as rewarding and normal. At mind of N, we attempt to bring about behavioral change using this dynamic through a digital gaming environment as well as traditional non-digital games that stimulate a person's learning abilities.

WE MEASURE EXISTING AND CONTINUING BEHAVIORAL CHANGE THROUGH OUR SUITE OF PRODUCT AND SERVICES

- ANALYSIS THROUGH OBSERVATION
- TEXT MINING
- DIGITAL GAME INTERACTIONS
- NON-DIGITAL GAME INTERACTIONS
- FACILITATING WORKSHOPS

PROCESS

INVOLVEMENT/ PARTICIPATION	Employee involvement & participation with the interactions
ACTION	Followed by actions in the form of choices & decisions. Actions are subsequently rewarded or punished
UNLEARN BEHAVIOUR	A stage where previously learnt behavior/norms/values are unlearnt
MAINTENANCE	Repeated engagement with interactions to re-inforce (maintain & solidify) newly learnt behaviour
TERMINANCE	Extinction of previous behaviors that caused systematic errors in judgement

Crossbow

"Shift Left – Employment Verification"

1. **Problem Statement/Business Challenges**

   Organisations are wasting time & efforts interviewing fake candidates.

   Dressing up a resume has become a convenient practice and is a means to stand out among the crowd of applicants. However, when dressing up involves falsifying work history, it poses a big challenge to recruiters and employers to unearth the "untrue" parts.

   Data collected from numerous studies done over the years on the employment market reveals some interesting data points. Some 20 to 30% candidate's fake references on resumes; nearly 34% of applicants lie on resumes; and some 23% of the background checks contained some or the other discrepancies.

   The current process of recruitment typically involves usual stages starting from sourcing & screening, tech & HR interviews, offer roll out & onboarding of the candidate, and finally the background verification part - past employment history, education credentials and criminal verification.

   The current process of employment history verification takes up to 14-21 days, have not been entirely successful in weaning out candidates who "falsify" their records with false experience certificate and remuneration. Given the tight employment situation, potential candidates pay between Rs. 15,000 to Rs. 30,000 for a fake experience letter.

   More important, the cost to employers on discovering a fake candidate at the last stage i.e., post on-boarding is significant. Employers end up incurring termination related expenses, when they discover employee's, who's claim do not match at the end of the verification process. Besides monetary loss, it also threatens the company's reputation and trust with clients. So, the ability to identify and disqualify such candidates early in the process of recruitment is a real challenge.

2. **Objective & Description of the Best Practices:**

   - **Objective**

     To Identify and disqualify dishonest candidates early in the process cycle, lower the cost of candidate acquisition, deliver productivity gains, provide reliable outcomes and help organizations reinforce ethics, compliance and trust to their customers.

   - **Description of the HRBP**

     ✓ Shift Left Verification, is a practice intended to find dishonest applicants early in the recruitment process, who's information in the resume does not match up with the employment background verification outcome.

     ✓ In the traditional recruitment model, screening - interviews - offer letters - Onboarding are kept on the left side of the process, and the Employment BGV on the right side.

     ✓ The problem with this practice, time and efforts are wasted on a dishonest applicant leading to negative outcomes for the business such as wasted billable time, increased time to place on billable projects and termination costs.

     ✓ In a Shift Left approach, prima facie evidence is established at the early stages, by moving employment verification to the left in the recruitment lifecycle. Eliminate

dishonest candidates early & deal with genuine candidates.

- **Strategies for design and implementation**

  ✓ Using Technology to automate the entire process, eliminate the dependency on respondents such as previous employers, using highly reliable data sources for verification, delivering a quick TAT and tamper proof results will enable organisations to adopt the best practise "Shift Left".

  ✓ In addition, factoring other aspects such as consumption of service to be procurement friendly and delivering tangible benefits for the relevant stake holders.

- **Key Initiatives**

  ✓ Digi-Verifier using the combination of innovation and technology, delivers quick TAT, unbiased & tamper proof results without dependency on the respondents, uses highly reliable data for verification i.e., from IT Traces and Bank Credits of the candidate, intelligently identifies relevant credits, verifies against the information disclosed in the resume, experience letters and last pay slip and provides observations in the Digital Employment Verification Report.

- **Tangible Measures**

  ✓ Disrupting TAT, Report generated in 10 Minutes against 14-21 days

  ✓ Better equipped to negotiate the offer

  ✓ Technical resources billable time better used

  ✓ Avoid cost implication due to termination after hire, due to Red BGV

  ✓ Cost effective verification

3. **Business Impact & outcomes**

  ✓ Productivity Gains

  ✓ Quality outcome due to Automated Process and highly reliable data sources used for verifications

  ✓ An innovative solution that is secure, fast, cost-effective and easy to adopt

  ✓ Multiple Employment details up to 7 years

  ✓ Report includes auditable evidences

4. **Recognition if any**

  ✓ DigiVerifier got the recognition as "The Best Use of Technology for Recruitment" from Asia Pacific HR Congress in Sept 2017 and for "Innovation" by People Matters - TechHR Spotlight 2017

  ✓ ISO 27001-2013 certified

  ✓ Trust Guard certified - Industry Standard Security and Privacy Compliance

5. **Implementation Challenges if any**

No challenges, As service consumption is easy with procurement friendly RaaS Model and user friendly UI's

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Visit: www.crossbowglobal.com; www.DigiVerifier.com

Strengthening Diversity and Inclusion

Two years back, when we were taking a stock of diversity within our organization, we realised that while we had a healthy overall representation of women, the number of women in sales and manufacturing were very low. Given that over 60% of our workforce are in these functions, we knew that something needed to be done to bring more gender parity in this space. That's when we decided to look at hiring more women into sales and manufacturing, and encouraging them to occupy some unconventional roles.

Today, the impact of our efforts in building inclusion can be seen below:
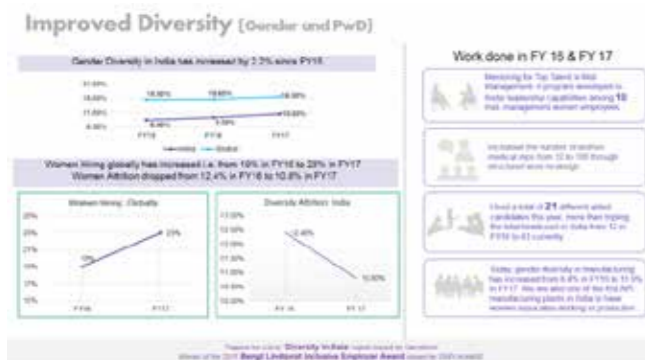
1. The SHE Story: Increasing Women in Sales

What is SHE?

In order to increase the diversity in our field sales and effectively deepen our market reach, we created an all-women sales force (Medical Representatives) whose work was redesigned to provide flexibility and variety. We called this team "SHE" (Special Hospital Executives)

Who were the SHE's: These were women returning from maternity or on career breaks, who wanted to play a second innings in their career.

Their task: Each SHE is expected to cover 1-2 medical institutions and:

- Generate sales for our mega brands and new launches
- Create long term relationships with the junior doctors there to enhance our brand recall and increase our market penetration.

The Launch

- 50 SHE's were recruited as a pilot across tier 1&2 cities in two of our sales divisions
- They were hired on Fixed Term Contract basis for the 1st year to study feasibility and success of the project

- Medical institutes where SHE's would be deployed were identified and performance evaluation parameters were created

The work redesign: We completely redesigned the work done by SHE's:

A Regular Medical Rep	A Special Hospital Executive (SHE)
Works for the full day	Works part-time, and for shorter hours
Travels to multiple locations to cover 10-12 doctors	Covers 1 major hospital/ medical institute
Focus is on building relationship with senior doctors and key opinion leaders	Focus is on building relationship with junior doctors in order to "catch them young"
Endorses only 5-6 products to a wide range of doctors	Builds relationship with the young doctors/ interns instead of focussing on the senior doctors

Today we have 100+ SHE team members working in field promoting our mega brands.

Challenges Faced:

Getting managers' buy-in- Back when SHE was in the process of being conceptualised, the sales function was struggling with a very low diversity count. Most managers had never hired women in the past. Their team meetings were usually late in the evenings and introducing the SHE team members who worked in the 1st half of the day meant reorganizing the manager's work schedules.

We wanted them to understand that there is a sound business case to employing returning mothers to this project, and a concrete economic impact.

Lack of approved funds- Another challenge that the team faced was trying to identify the finances to fund this initiative. This initiative was launched at a time when further budget allocations could not be granted, which meant the team had to build a business case and seek approvals in the mid of the year. This meant taking steep targets and promising to meet those targets in half the year.

New methods of evaluating performance- A new set of policies and performance evaluation metrics had to be created for SHE's since this was a completely new initiative in the company and within the pharma industry.

Overcoming those Challenges

To secure buy-in, multiple meetings were conducted with sales business heads to ensure that the economic impact of the initiative was communicated and noted. Our teams worked hard to achieve the steep targets that they had set for themselves and ensured that the whole project is self-funded, thus creating no impact on the MPC.

Performance metrics were created along with compensation structures in consultation with the legal teams to account for allowances and incentives

To start off, we decided to run a pilot in 2 divisions – Aqura SG and Wintura.We started out by hiring 50 SHEs on Fixed Term Contract and made the whole project self- funded. This ensured nil impact on MPC. Today, this number has doubled and we have 100 SHEs working with us.

This initiative also had the backing of our Apex Diversity Council, which anchors the diversity and inclusion initiatives across the organization. The ADC's structure is simple—it convenes every quarter under the co-chairmanship of our CHRO and chairman. Members include business heads and women representatives from Sales, Manufacturing and R&D verticals who head the Local Diversity Councils (LDC) of each BU. These members' present solutions and progress on various initiatives that have and need to be undertaken to boost diversity and also finalize plans for the next quarter with specific timelines.

We have already extended the contracts of over 30 of the SHE employees for another year, and 2 of our performing SHEs have already been absorbed as full time PSRs in the business.

The results are starting to show - There has been a substantial increase in prescriptions in the institutions and the team is confident to deliver FY 16 Target of INR 4.65 cr.

Business Impact of SHE's& Tangible Measures

This initiative was piloted in two divisions: Wintura&Aqura SG, and it has been very successful. SHE teams majorly focus on creating long term relationship with resident doctors in various institutions, helping propagate brand recall and creating a demand for our brand.

- **Increase in revenues:** SHE's have contributed to an additional revenue generation to the tune of 90,000/- per month per person. Major brands benefitted for FY 16-17 is Omez 20 (SHE Field force has played their part in addition of 45 lakhs strips for the year)

- **Increase in customer base:** They have expanded our overall customer base pan India— from 1.10 lakhs customers to 1.17 lakhs, leading to enhanced brand visibility and Rx traction.

- **Increase in unique penetration:** Strengthen relationships with healthcare professionals in 25 unique medical institutes across India.

- **Increase in product ranks:** One of our products, Hydroheal AM has seen a remarkable Rx growth of 19% this year thanks to the efforts put in by the SHE teams.

- **New Prescriptions:** We have been able to enter and generate prescriptions from hospitals where we were never present - MGM Hospital in Mumbai & Aurangabad, Hindu Rao in Delhi, Sasun Hospital in Pune are such examples

- **Increase in revenue growth:** Increased our revenue growth on an annual basis (in Wintura by 3.4Crs and in Aqura by SG 4.80Crs in FY 17)

- Reached out to over 25 untapped medical institutions and established a concrete presence there—especially in colleges where only females are allowed (Muslim Maternity Hospital in old city Hyderabad)through their relationship building and word of mouth publicity.

Today, 50% of SHE colleagues from Wintura and Aqura SG are above 100% of their targets.

Recognition

CII IWN (confederation of Indian industries and Indian Women Network) awarded Dr. Reddy's with the Gender Parity Award and recognized the SHE initiative as the best program to encourage women's participation in the manufacturing sector

2. Increasing Women in Manufacturing

Given that 40% of our workforce is in manufacturing, we knew that something needed to be done to bring more gender parity in this space. **That's when we decided to look at hiring more women into manufacturing, and encouraging them to occupy some unconventional roles.**

Key features of this initiative include-

1. Hired women at all levels- entry level, mid & senior levels. Number of women increased from 778 in FY15 (Div% of 8.37%) to 1352 in FY17 (Div% of 11.9%) in manufacturing

2. Became legally compliant to deploy women in API Production and also in night shifts in plants (select plants).

3. Garnered support of family members by organizing plant visits for them and dialled up their interactions with plant leaders. Such events helped bring confidence among family members that Dr. Reddy's offers a safe workplace for women to work in production

4. Hired women who are on career breaks through our unique platform- "Career Comeback for women"

5. Shift redesigns to make it a 5 day work week in our Bio-similar plant. The 9.5 hrs (Fixed shift schedules) A and B now allow for 2 days weekly off and better predictability thereby encouraging women employees to opt for both the shifts. It also facilitates proper shift handover (due to the overlap).

Business Impact

We have today become one of the first API manufacturing plants in India to have women associates working in production. Our numbers speak for themselves. The gender diversity in manufacturing has increased from 8.4% in FY15 to 11.9% in FY17.

Challenges Faced:

We faced multiple challenges—

- **Lack of role models—**Women had very few role models within manufacturing who they could look up to.

- **Anxious family members-** In a country where career choices are often determined by family, there was also an unwillingness amongst women to take up roles in manufacturing. Anxious family members, and a lack of awareness about the kind of roles available was primarily why women were hesitant to take up roles in this function.

- **Managers were biased** and weren't sure if women would take up these roles.

- Enabling women to take up night shifts in our plant also meant ensuring that our existing **security and safety mechanisms** are further beefed up so that all women feel safe and empowered to take up the evening shifts

- This initiative required a lot of **legal approvals and compliance,** which we did not have at that point.

- The **women talent pool in the market** was limited. The manufacturing industry does not employ any women in manufacturing

Overcoming those Challenges

We took up a multi-pronged approach to overcome these challenges.

- To address the issue of lack of role models, we began communicating stories of women leaders already in this space. We provided visibility to women who had already taken up such roles and leveraged social media to share their success stories with the entire organization.

- To address the anxieties of women and their family members, we organized family visits and family days so that they can get a feel of the plant and the working environment. They were informed about the various kind of roles, and shown the comprehensive safety mechanisms that we have in place for them.

- We also conducted unconscious bias trainings for our Managers to help them recruit more objectively.

- Provided point-to-point cab facilitiesand women drivers to drop the women home from their night shift duty at the plant. Along with this, we also provided them with crèche and healing room facilities at all our plants, implemented a POSH awareness drive and empowered our local and apex diversity council to conduct reviews and check-ins on the progress made.

- To increase our talent pool, we partnered with various agencies, put in mandatory 25% CV slabs and also deployed an entirely women led self-managing teams at our plant in Baddi to serve as an example for others to follow suit.

The impact

The impact of our diversity initiative has been manifold. For instance:

- Our gender diversity in the organization has increased from 9.3% in FY16 to 10.6% in FY17

- The gender diversity within manufacturing has increased from 8.4% in in FY15, to 10.25% in FY16 to currently 11.90% as of 28th Feb 2017.

- Diversity hiring increased from 19% to 21% as of FY17 YTD thanks to our managers actively trying to build more gender-balanced teams.

- Diversity attrition reduced in all our plants— from 15.9% in FY15 to 10.96% in FY17

- Our supportive policies and practices such as maternity counselling and buddy mothers has enabled maternity resignations to drop from 15 to only 1 in a period of one year

- Our pro-women policies and diversity agenda was also shared and discussed by the Hindu. The link to the article can be found here: http://www.thehindubusinessline.com/companies/companies/article9461739.ece

- Over 600 pledges were taken this international women's day by men as well as women, to work towards unleashing women's power and unleashing their potential

Today, we have successfully:

- Increased our diversity in manufacturing from 8.4% in FY15 to 11.9% in FY17

- Reduced women attrition from 15.09% in FY15 to 10.96% in FY17

- Grown our women headcount from 778 in FY 15 to 1352 in FY 17

- Introduced point-to-point cabs and trained women drivers to build safety further

- Redesigned the shift schedule in one of our plants to make it a 5 day work week to accommodate more women

- Increased the visibility of women working in unconventional roles through planned story sharing, inspiring other women to take up these roles too.

Our long term support policies and initiatives have not only been testified for by our women, but have also reflected in the number of resignations post maternity, which declined from 15 in FY16 to just 1 in FY17.

We feel this is a testament to the growing success that we are trying to sustain at our workplace when it comes to empowering, engaging, developing and supporting women at Dr. Reddy's.

Recognition

- CII IWN (confederation of Indian industries and Indian Women Network) awarded Dr. Reddy's with the Gender Parity Award and recognized us for encouraging women's participation in the manufacturing sector , 2017

- Dr. Reddy's Laboratories has also topped the "Diversity in Corporate Asia" among 200 major companies in the report issued by Carnstone, 2016

3. **Other initiatives**

We understand the crucial role that women returning post maternity play at the workplace, and have created several initiatives and policies to support them through the entire process and empower them to return to work without any bias or discrimination.

For instance, we provide maternity counselling services to all our women employees, along with access to a "buddy mothers" program wherein soon to be mothers can reach out to "buddies" within the company that can help them with their doubts and queries around pregnancy.

Our policy in this space has always been far ahead of the times. We offered 6 months of paid maternity leave much before the maternity bill was passed, followed by 3 months of extended leave and the option to extend the leave further. Post maternity, women are exempted from the bell curve appraisal, and are eligible for reduced work hours for a period of one year.

We realised that these policies also require the buy-in of male colleagues and also provided them with 15 days of paternity leave and reduced workhours for a period of 6 months, as well an option to avail family care leave.

Apart from taking care of women post maternity who were already a part of the organization, we also reach out to returning mothers externally through our comeback career for women's platform, where we provide career opportunities to women who have taken a break from professional work to devote more time and energy to the demands of their personal lives.

These hiring efforts combined with other initiatives to build a more inclusive workplace have helped Dr.Reddy's top the "Diversity in Corporate Asia among 200 major companies in the report issued by Carnstone.

Talent Management

1. Problem Statement/Business Challenges

Redesigning the existing talent management process for identifying the Organization's Future Leaders, through a data driven, insightful, contemporary and constructive approach, with ample scope for scalability.

2. Objective & Description of the Best Practices:

- **Objective**

    Redesigning the existing talent management process for identifying the Organization's Future Leaders, through a data driven, insightful, contemporary and constructive approach, with ample scope for scalability.

- **Description of the HRBP**

    ✓ Establish an online Assessment Centre which delivers reliable data which can be used for key people decisions and development activity

- **Strategies for design and implementation**

    ✓ To establish a hybrid design for the assessment centre which allows additional data points generated through real world like simulations.

    ✓ To utilize the same primarily for people decisions including new hires & internal promotions.

    ✓ To ensure the same is communicated in a simple and effective manner so that acceptance of the new practice is 100%.

- **Key Initiatives**

    ✓ Design and deployment of an online Assessment Centre

    ✓ Intensive communication exercise which saw the CHRO and her direct reportees covering every single employee in the grades of senior manager, general manager and vice presidents which ensured clarity and acceptance

    ✓ Incorporate the assessment centre as a part of the new employee hire so that it brings parity between lateral hires and internal employees who are promoted

3. Business Impact & outcomes

- ✓ About 65 Middle Management Talent participated in the Virtual Assessment Centre, with practically zero disruption to their work schedules and deadlines.

- ✓ Transparent and objective driven assessment experience for its potential promotes

- ✓ Greater precision of the assessment results

- ✓ Significant cost and time saved

- ✓ Insights into mapping the competency levels of the middle management. And redesigning learning and development inputs for the junior and middle management

- ✓ Sense of pride and accomplishment for the participants

- ✓ Equitable opportunity for New Hires and Internally Grown Talent

4. Recognition if any

- ✓ Was shortlisted for NHRD Showcase 2017

5. Implementation Challenges if any

- ✓ Acceptance from Senior Management

- ✓ Gaining the Confidence of the population of employees who were subjected to the assessment

- ✓ Establishing credibility of the tests

Track 1 : Digital Era of HR
Digitizing training through WhatsApp called Wishapp

Track 4 : HR as a profit center / enabler / strategic HR BP
Integrated Talent Management and Capability Development Program called Flip-ahead

Context:

The HR field has a very dynamic landscape today. The world is now characterized as "VUCA" with increased focus on digitization, transformation, social media exposure, ROI, business strategy and new age elements like employee engagement, culture, data analytics, continuous learning with impact on business metrics and employee experience.

In line with this thought, it was important to entrench a culture of continuous and real time learning for our field executives who front end our company. Our's is an e-commerce company where customer experience is of paramount importance. Speed matters with respect to intervention and impact towards on-going customer feedback owing to the dynamic nature of customers and the geographies they belong to.

Objective:

The objectives were in line with our value of Keeping Customers First. The intent was to enhance overall customer satisfaction, reduce negative feedback, increase positive feedback thereby increasing the bar of experience and advocacy. The ripple effects would be adherence to org expected behavior, optimized cost and efficiency of training mechanism with effective agility and cycle time of impact.

Design Principles:

The approach used was that one size does not fit all. It was important to leverage technology and make learning more contemporary, accessible and impactful while using actionable, real time customer feedback as the training need.

The Practice:

Digital Learning goes a step further – finds it way through whatsapp: Customer feedback was tracked for individual field executives to arrive at the area of opportunity / training need. The relevant training course was pushed to the whatsapp number of the executive on a daily basis after working hours, accessible 24/7. The courses were customized in local languages to ensure inclusion. To enhance impact, gamification and leader boards were used to promote collaborative learning at the end of a course and a culture of healthy competition. Also, customer satisfaction score was given weightage in the incentive calculation of the executives to encourage practice and implementation of the learning.

Impact:

The impact can be seen through the lens of the Kirkpatrick Model. The Reaction of the executives was positive and gathered through a WhatsApp survey. Learning was through gamification, leaderboards and collaboration. Behavior of executives was improved and aligned with the expectations through real time and timely training interventions based on customer feedback. The results were worth marveling over. 400 active users weekly, 79% active user rate, 46000 minutes spent online, 30 average weekly minutes per user. The adoption stood at 98%; Week on week adherence at 80% (Above industry benchmark). The cost impact was Rs. 65 / user, very optimal compared to conventional training mechanisms.

The ROI from the exercise was an increase in satisfaction scores by 20%, increase in positive feedback by 50% and enhanced customer experience and advocacy.

Context:

We are a service industry with a lot of manpower at junior / entry level as well as offroll positions. The churn % in this bucket is quite high at 18-20% . In this people dependent service industry, there is always a threat to business continuity and continued productivity due to cycle time in hiring / backfilling an exited resource and training him/her to reach an expected level of performance. It was thus, the need of the hour to retain high performers from within, create an internal talent pipeline and provide these employees with a vision of the future through a career ladder and opportunities to climb the same.

Objective:

The intent was to build a structured career ladder for junior level employees and also provide an opportunity for offroll employees to be absorbed as onroll which served as an aspirational element. The results could be seen in the trust and commitment levels towards the organization, cost and efficiency due to continued productivity and a strong internal talent pipeline to move up to occupy future vacancies. The big picture was attraction of potential talent, retention, higher engagement, satisfaction and advocacy.

Design Principles:

The principles were 2 fold: First, a growth structure for junior level and onroll employees and a lever for capable offroll executives to be absorbed in the system. This would serve as inspiration and aspiration to this program. The program stood on the pillars of meritocracy, transparency and continuous learning.

The Practice:

Flipahead is an integrated talent management program for junior and entry level positions in the organization. It spreads across the supply chain network across India and covered close to 3253 employees in wave 1 and 6000 employees in wave 2. The eligible pool is put through a qualifier test called #FCAT. Qualifying candidates go through 4 months of assessment / development centers and capability building workshops. This is followed by a panel interview post which the selected ones form the ready talent pipeline. The highlight of the practice is the action plan. Any vacancy or open position upward in the ladder is filled through this pipeline, thus reducing external hiring and moving people vertically from within. The reason this stands out from any talent management intervention is the target audience it caters to, strong capability building over 4 months, qualifiers and the action planning post that resulting in a continuously evolving organization. Wave 1 has seen 100+ vertical movements through Flipahead including offroll to onroll converts.

Impact:

Not only do we have 300 + employees ready to take on next level roles, the program resulted in many offroll to onroll converts who now champion the program at their level. This has also resulted in increase in retention, advocacy, engagement sentiments and reduction in hiring cost due to decreased external hiring. Hitting the right cylinders on Cost & Efficiency, Trust & Commitment, Pride & Advocacy.

Recognition:

The practice received the most prestigious CEO Award for Best HR Practice cutting across the entire Flipkart HR fraternity.

Wish-App: The Learning Pull that's WhatsApp enabled

1. Problem Statement/Business Challenges

The HR field has a very dynamic landscape today. The world is now characterized as "VUCA" with increased focus on digitization, transformation, social media exposure, ROI, business strategy and new age elements like employee engagement, culture, data analytics, continuous learning with impact on business metrics and employee experience.

In line with this thought, there was a need to entrench a culture of continuous and real-time learning for field executives who front end the company. Being an e-commerce company where customer experience is of paramount importance, speed matters with respect to intervention and impact towards on-going customer feedback owing to the dynamic nature of customers and the geographies they belong to. This along with the requirement to create a 'pull' factor to learning rather than a push was the opportunity that was capitalized.

2. Objective & Description of the Best Practices:

- **Objective**

The objectives were in line with our value of Keeping Customers First. The intent was to enhance overall customer satisfaction, reduce negative feedback, increase positive feedback thereby increasing the bar of experience and advocacy. The ripple effects would be adherence to org expected behavior, optimized cost and efficiency of training mechanism with effective agility and cycle time of impact.

- **Description of the Practice**

Digital Learning goes a step further – finds its way through WhatsApp: Customer feedback was tracked for individual field executives to arrive at the area of opportunity / training need. The relevant training course was pushed to the WhatsApp number of the executive daily after working hours, accessible 24/7. The courses were customized in local languages to ensure inclusion. To enhance impact, gamification and leader boards were used to promote collaborative learning at the end of a course

and a culture of healthy competition. Also, customer satisfaction score was given weightage in the incentive calculation of the executives as a positive reinforcement of the implementation of the learning.

- **Strategies for design and implementation**

The approach used was that one size does not fit all. It was important to leverage technology and make learning more contemporary, accessible and impactful while using actionable, real time customer feedback as the training need.

- **Key Initiatives**

  - ✓ Need based learning

  - ✓ Real time, accessible and continuous

  - ✓ Contemporary, leveraging the most used app of all – WhatsApp

  - ✓ Direct impact on business metrics

- **Tangible Measures**

The impact can be seen through the lens of the Kirkpatrick Model. The Reaction of the executives was positive and gathered through a WhatsApp survey. Learning was through gamification, leaderboards and collaboration. Behavior of executives was improved and aligned with the expectations through real time and timely

training interventions based on customer feedback. The results were worth marveling over. 400 active users weekly, 79% active user rate, 46000 minutes spent online, 30 average weekly minutes per user. The adoption stood at 98%; Week on week adherence at 80% (Above industry benchmark). The cost impact was phenomenal, very optimal compared to conventional training mechanisms.

The ROI from the exercise was an increase in satisfaction scores by 20%, increase in positive feedback by 50% and enhanced customer experience and advocacy.

3. Business Impact & outcomes

Same as above

4. Recognition if any

5. Implementation Challenges if any

Implementation challenges were primarily due to the target audience and the mode we chose to get this going. Entrenching a pull towards learning for field executives, getting a high adoption rate and ensuring action learning and implementation on the ground were primary challenges that were successfully overcome.

Flipahead: An integrated Talent Management and Capability Development Program

1. Problem Statement/Business Challenges

We are a service industry with a lot of manpower at junior / entry level as well as offroll positions. The churn % in this bucket is quite high at 18-20%. In this people dependent service industry, there is always a threat to business continuity and continued productivity due to cycle time in hiring / backfilling an exited resource and training him/her to reach an expected level of performance. It was thus, the need of the hour to retain high performers from within, create an internal talent pipeline and provide these employees with a vision of the future through a career ladder and opportunities to climb the same.

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    The intent was to build a structured career ladder for junior level employees and provide an opportunity for offroll employees to be absorbed as onroll which served as an aspirational element. The results could be seen in the trust and commitment

levels towards the organization, cost and efficiency due to continued productivity and a strong internal talent pipeline to move up to occupy future vacancies. The big picture was attraction of potential talent, retention, higher engagement, satisfaction and advocacy.

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    Flipahead is an integrated talent management program for junior and entry level positions in the organization. It spreads across the supply chain network across India and covered close to 3253 employees in wave 1 and 6000 employees in wave 2. The eligible pool is put through a qualifier test called #FCAT. Qualifying candidates go through 4 months of assessment / development centers and capability building workshops. This is followed by a panel interview post which the selected ones form the ready talent pipeline. The highlight of the practice is the action plan. Any vacancy or open position upward in the ladder is

filled through this pipeline, thus reducing external hiring and moving people vertically from within. The reason this stands out from any talent management intervention is the target audience it caters to, strong capability building over 4 months, qualifiers and the action planning post that resulting in a continuously evolving organization. Wave 1 has seen 100+ vertical movements through Flipahead including offroll to onroll converts.

- **Strategies for design and implementation**

    The principles were 2 fold: First, a growth structure for junior level and onroll employees and a lever for capable offroll executives to be absorbed in the system. This would serve as inspiration and aspiration to this program. The program stood on the pillars of meritocracy, transparency and continuous learning.

- **Key Initiatives**

    ✓ Objective assessments through a standard yardstick

    ✓ Focused development centers and capability building workshops

    ✓ Unbiased panel assessments and identification of potential

    ✓ Vertical movements out of talent pool created

- **Tangible Measures**

    Not only do we have 300 + employees ready to take on next level roles, the program resulted in many offroll to onroll converts and a lot of vertical movements who now champion the program at their level. This has also resulted in increase in retention, advocacy, engagement sentiments and reduction in hiring cost due to decreased external hiring. Hitting the right cylinders on Cost & Efficiency, Trust & Commitment, Pride & Advocacy with continuous productivity and no gap in business metrics on account of manpower availability.

3. Business Impact & outcomes

Same as above

4. Recognition if any

The practice received the most prestigious CEO Award within the organization.

5. Implementation Challenges if any

Implementation challenges included our razor sharp intent of ensuring complete objectivity and zero tolerance to bias which added to the rigor during the conceptualization stage. The success of any implementation also lies in sustainability. By ensuring vertical movements from the talent pool created through the program, not only does the organization ensure trust of employees towards it but also the long term successful sustainability of the same.

INCLUSION as a practice

1. **Problem Statement/Business Challenges**

   To build an environment that is accessible to all employees of the organization. To enable the environment in a manner such that experience of all interacting in it and with it, is alike.

2. **Objective & Description of the Best Practices:**

   • **Objective**

   To enable the environment and make it inclusive in it's true sense

   • **Description of the HRBP**

   Inclusion is a mindset and when that is followed as a practice, it lends a great power to the way one works.

   "Enable the environment, and disability ceases to exist." All practices at GiftAbled are based on the thought.

   • **Strategies for design and implementation**

   To follow "Inclusion" as a practice, the following is taken care of:

   1) **Building a diverse & an inclusive workforce.**

   a) Recruitment of persons with disability is a common feature. Not only they are a part of the organization, but, find career growth paths and lead teams in the organization.

   b) A healthy gender ratio of 60:40 (female: male) is maintained. For every 10 employees hired, 6 are women. This redefines the gender trend in the Industry.

   2) **Accessible workspace & environment**

   The physical structures were modified such that they are accessible by all. The physically challenged employees of the team drive in till the office door with great ease. They can access their work stations, toilets independently.

   3) Learning **Sign Language** is followed as a practice. Every member is christened into the office through his/her introduction with Sign Language taught by a Hearing Impaired employee.

   4) Each member of the team leads the **team volunteering** activity at another organization which works for Diversity & Inclusion. This is a mandated practice –followed every month.

   5) **Others**

   • **Periodic reviews** of accessibility, knowledge of sign language etc;

   • **Consensus and full participation** of the team in all decisions. This has led to a complete acceptance of the same.

   • High performing employees are **recognized** and accordingly awarded. Quick wins and success stories too are highlighted across the organization.

   • **Key Initiatives**

   a. All employees, new-joinees learn sign language.

   b. All meetings, talks etc. are interpreted in sign language simultaneously.

   • **Tangible Measures**

   The culture of Inclusion which is followed as a practice each day, has delivered substantive results. Every member of the organization has now inculcated the idea of Inclusion and practices it in most aspects of their lives. Some highlights are:

   1) **Acceptance and Accessibility**

   • Has led to an increase in performance of employees with each passing year. Most employees have shown a 25% improvement in their work.

- Issue of absenteeism is non-existent.

- Employees work with joy and passion which is very visible.

2) **Career growth** and Leadership of teams by employees with disability are serving as live examples for others in the team to take inspiration from and work hard.

3. Business Impact & outcomes

Our Drive for Inclusion has:

- Led to increase and creation of a diverse no. of products and services (due to in-home diverse viewpoints and experiences). Our products category has almost doubled.

- Our clients have chosen to continue partnering with us given our commitment to inclusion. 90% of our partners chose to continue with us.

- Employees with physical challenges work and perform at par with others. Sometimes, better. All members of GiftAbled communicate very well with each other – including the Hearing Impaired (HI) employees. Processes followed, have helped create empathy & understanding in the team. It has helped growth of employees as better individuals -working in harmony with a greater job satisfaction and happiness and a lot of passion.

4. Recognition if any.

No

5. Implementation Challenges if any

GLOBAL EDGE
Intelligence Of Things

Leadership in the Digital Age

1. **Problem Statement/Business Challenges**

   ✓ Creating additional Value to the customer through innovative solutions and services

   ✓ Organization change management, Market competition and people issues.

2. **Objective & Description of the Best Practices:**

   • **Objective**

   ✓ To enable GlobalEdge Leaders to be more effective in the Digital Era.

   ✓ GlobalEdge Leaders thrive to achieve customer excellence by being Digital.

   • **Description of the HRBP**

   ✓ Siddaram Kumbar working as Lead – Learning and Development. Involved in designing, developing and delivering Organization learning interventions.

   • **Strategies for design and implementation**

   ✓ Growth with Maturity. Transforming the organization through key Org. level learning initiatives.

   • **Key Initiatives**

   ✓ **Systems and Tools:** Embracing Digitalization across the stages of People Management. (i.e Identify, Develop, Deploy, Stay and Grow).

   ✓ Leadership learning Events: New Leaders Program, GlobalEdge certified Project Manager, GlobalEdge certified People Manager, Executive Coaching.

   • **Knowledge Management Programs**

   ✓ **G2G – Globalitie teaching Globalite,** Organization WiKi, Forums, Learning Management Systems and Organization Idea Tracker.

   • **Tangible Measures**

   ✓ Increased Customer Satisfaction and Revenue Growth

3. **Business Impact & outcomes**

   ✓ Agility in handling customer problems – Reduction in customer escalations.

   ✓ Revenue Growth in key accounts by adding over 20% via new business.

4. **Recognition if any**

   ✓ GlobalEdge Featured in Zinnov GSPR Report 2015 as an True Engineering Partner.

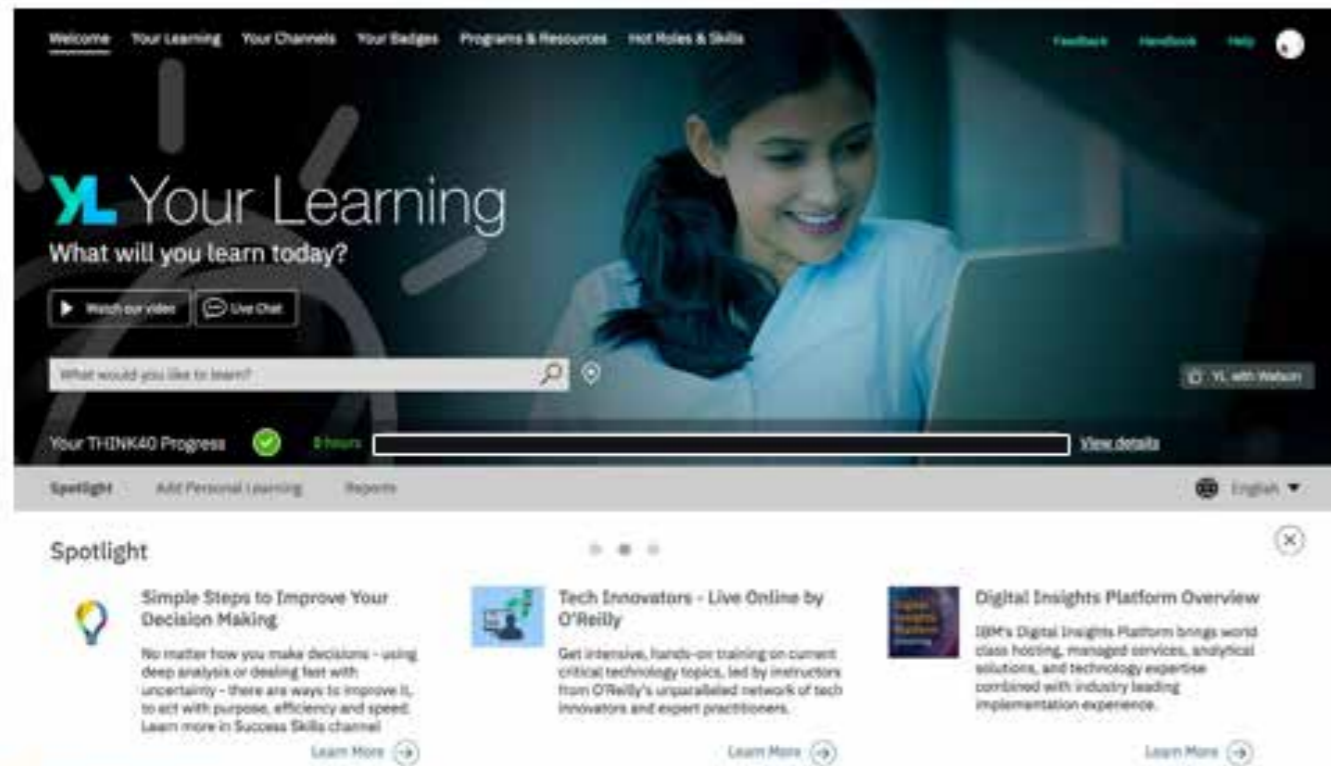   ✓ GlobalEdge featured in Zinnov Zones – IoT Technology Services Report, 2016 as an Established IoT partner.

5. **Implementation Challenges if any**

   ✓ Influencing Leaders to adapt to the changing Digital World.

How IBM's Digital Learning platform is reinventing talent development

YOUR LEARNING

A view of the homepage of Your Learning, a personalized learning experience designed for you and your career.

Three forces are converging to drive unprecedented disruption in the workplace: the rapid advancement of technology, the shift toward economic globalization and the realities of industry disruption. They have created a perfect storm for a global skills crisis as employers are forced to find and develop talent where they are. Adding complexity to this problem is the fact that the most critical knowledge and skills for the future may not yet be known and may be entirely new to the organization.

Today's employees work amid a sea of digital tools. The digital landscape includes co-collaboration and cloud platform tools and has created a heightened demand for an ecosystem way of working and non-hierarchical mindset. Traditional top-down learning management, which decides who needs to know what,

offers employees and employers limited options. It consumes maintenance time and is slow as sludge to adapt.

At IBM we took bold steps to re-define the prevalent practices on skills and careers with Your Learning - the digital learning platform used by 380,000+ IBMers around the world with the ability to access, track, interact, and socialize skills development through a next generation digital learning experience platform.

At anytime, anywhere, IBMers use their smartphones, tablets, and other digital devices to tap Your Learning to sift through learning of all types – micro-courses, videos, webinars, and other rich content, and track down in-person opportunities for coaching and mentoring.

Three key elements that deliver a seamless learning experience!

Our laser focus is on user outcomes and it is the premise for every action we take. We measure success based on the value of what Your Learning brings to IBMers. We restlessly reinvent solutions at speed and scale based on closed loop feedback – and we work in multidisciplinary teams. The ultimate learner experience is created through the following three main pillars:

1. **Technology:** Watson cognitive computing (AI), a Cloud platform and open API architecture. Watson cognitive computing is the engine of Your Learning. It gathers information, and reacts to it. It builds up an understanding of what something looks like – and gets better and better at determining what unstructured data means when you connect all the context together.

2. **Science** -based content, curation and design: While the Your Learning platform is aggregating all the learning across the organization, we have a specific focus on bite-sized learning. This micro learning is well suited to meet the needs of today's corporate learners.

3. **Seamless user experience:** Your Learning is the quintessential learner experience – it is the IBMers one stop place to retrieve, search, save, manage, contribute, and complete their quest to build revolving skills in the workplace. Our user experience design is simple, intuitive, and goal oriented.

IBM's Your Learning embraces and exemplifies the ecosystem way of working and learning. It is a multi-sided platform connecting employees, stakeholders, content, services, and vendors to one centralized digital platform to serve many different roles and many different needs.

We are in an unmatched era where traditional models around learning and engagement have transformed to an ubiquitous and personalized digital learning experience. IBM's Your Learning is a solution to the skills dilemma facing talent organizations today by giving employees the personalized digital career roadmaps with super cognitive intelligence they need to stay ahead of the skills curve.

More reading on our IBM's Your Learning platform:

1. Reinventing Corporate Learning with a Digital Marketplace Strategy: ibm.biz/ IBMsReinventingCorporateLearning OR https:// www-01.ibm.com/common/ssi/cgi-bin/ ssialias?htmlfid=MBW03043USEN&

2. IBM's Your Learning and Watson – Together a game changer in Learning: ibm.biz/ IBMsYourLearningandWatson OR https:// www-01.ibm.com/common/ssi/cgi-bin/ ssialias?htmlfid=GBW03388USEN&

HR Best Practices – IBM India Talent Acquisition

Diversity & Inclusion Best Practice for Excellence in Inclusion of Persons with Disabilities Infosys BPO

IBM has been a strong advocate of the importance of people to the success of a company. This is precisely the reason how we have been able to reinvent ourselves over and over again. This tie very well with our mission – to help hire the best and to maximize their performance.

Business Impact, Business Outcome&Strategies and Key Initiatives

Best in class Talent Acquisition that enables and empowers hiring teams to hire best talent and faster. The IBM Kenexa Talent Suite is a cloud based integrated hiring solution to attract and acquire new talent. It includes:

1. **Simplified Candidate Application:** Fully responsive application allows candidates to search jobs and submit application with minimal clicks and on any available device form.

2. **Watson Candidate Assistant:** Watson powered chat-bot assists candidates to search for live jobs, help them to apply, and provide answers to frequently asked questions in native language.

3. **Social Listening:** Analytics driven tool powered by Watson helps recruiters to make an analysis on how a specific skill or a job compares to a similar one in the market. Real time analysis on market trends and insights into hiring by top competitors.

4. **Automated Onboarding:** Paperless onboarding experience for joiners. Candidates can complete their onboarding formalities at their own convenience on handheld device or laptop.

5. **Digital Interview:** Fully integrated with Kenexa Talent Suite, can be used to conduct digital interviews without candidates or interviewers to be at the same location. Completely mobile enabled.

6. **Social Referral:** IBM fully utilised the social referral platform to source candidates from various social media platforms like Facebook, LinkedIn, etc.

7. **Myca:** Conversation service that returns employer specific answers to career and career related questions. Currently leverages the CHIA platform designed by IBM Research, the system will respond to known intents accurately 90% of the time.

8. **Digital Analytics:** Data to help understand candidate behaviours and recruitment effectiveness

9. **Watson Talent Insights for Brass Ring:** Visualize and analyse BrassRing and Lead Manager DIT data (data insight tool)

10. **Talent Acquisition Transformation:** leveraging the Kenexa capabilities to ensure transparency and ease of communication - be it internally between hiring teams or with the candidates/ employees in matching jobs to applicants

Tangible Measures

- Overall offers made lead time gone down by 8-9 days per offer.

- Increased joining per recruiter up by 19%

- Hiring lead time improvements up-to 4%

- Overall hiring process - 100% paperless

- Reduction in On-boarding time by 75%

Recognition

IDC MarketScape: Worldwide Modern Talent Acquisition Systems 2017 Vendor Assessment has rated the Kenexa Talent Suite as one of the leaders in the ATS market.

More about this at: https://www.ibm.com/talent-management/reports/ibm-leader-idc-marketscape

The global mobile workforce of today has broken many stereotypes and assumptions which have been a part of many businesses. Globalization today has made it essential for the workforce to interact and work with people of different cultures, work styles and thought processes. Multiple studies over the years have confirmed that having a diverse workforce in an organization makes it more responsive to any situation. We believe that Diversity in talent is not an option but a key driver for our success. Our vision is to create an inclusive work place and leverage the power of diversity for sustainable competitive advantage. We believe that Diversity & Inclusion is in our DNA and inclusion can give our employees the opportunity to participate, develop and contribute freely and equitably

To share a brief snapshot, **we have 32 Delivery centers in 14 countries across the world employing more than 34625 employees belonging to 80 nationalities.** Our Initiatives are categorized under three areas IWIN (Infosys Women's Inclusivity Network for Gender Diversity, Infyability for Employees with Disability and Multicultural Diversity/Creating common ground.

Sharing below is the best practices on inclusion of people with disabilities as part of our workforce.

Infyability - Disability Initiative:

The inclusion of persons with disabilities in mainstream work opportunities has not become a full-fledged movement as yet. Different companies are still in various stages of the learning curve to understand and put into place procedures to become inclusive. The process is slow and fraught with doubts and concerns. The number of candidates with disabilities who get hired into mainstream roles is dismal and the process of building their careers is rudimentary at best.

Identifying roles at the next level for these candidates which are best suited for their capabilities is a painstaking process involving multiple stakeholders.

Our objective is to create an Inclusive Organisation and an Inclusive Society.

➢ **Inclusive Organisation:** The Disability Initiative at Infosys BPO is aimed at hiring and integrating people with disabilities into the regular workforce with a focus on creating professionals who can build their careers and would become role models in their communities and for the rest of the organisation too.

➢ **Inclusive Society:** By extending the skill development program to include special batches for candidates with disabilities, the organisation is hoping to create a level playing ground for these candidates to take their first firm steps in transitioning to the corporate world and building their career.

In the initial days of this journey, the focus has been on creating an accessible and sensitive work environment for employees with disabilities. This has been possible through access audits, sensitization workshops, role mapping etc. Sensitization workshops were held for all employees across designations including peers, managers and superiors and senior management. This helped us place candidates with disabilities in different teams mostly in core business processes. All our new buildings and campuses are completely accessible

Creating an encouraging environment is equally important for employees with disabilities to do well. Enhanced Loan for employees with disabilities to enable then to buy assisted devices. Our hearing impaired employees have also gone through promotion panels with the help of interpreters and have been successfully promoted and this has been a

unique experience. We sensitize the panelists prior to the panel to enable them to take a fair decision. This has created aspirations in this group of employees that they can also grow in the organisation. Domain

Training, Six Sigma Programs, Design Thinking and more such relevant programs are conducted to help them build their competencies.

The Diversity Office is involved in the entire lifecycle of EWD's (hire, training, career building) by providing them with reasonable accommodation which enables them to build their careers with us.

Tangible Benefits:

✓ Close to 17% of our employees with disabilities are high performers and earn incentives

✓ 62% of our employees with disabilities have been with us for more than 5 years

✓ 20% of our employees with disabilities have been promoted in the last one year

✓ Seven of our employees with disabilities won the National Award for Best Employee with disabilities

✓ The Clients recognises Infosys BPO as an inclusive organisation and appreciate our work in this space. They are happy to support our efforts to increase this pool.

✓ Business is happy to recruit from this pool as they have a highly productive and engaged team.

✓ The teams who have employees with disabilities are more flexible and deliver better results.

Recognitions:

✓ National Awards for People with Disabilities under the category Best Employee 2016,2015,2014, 2012.

✓ Seven Employees have won this Award.

✓ Diversity Impact Award – Asia's Best Employer Brand Awards 2012

✓ ASTD Excellence in Practice Award - The Diversity Initiative – 2009

✓ Helen Keller award" for most disabled friendly company – 2006

As part of our CSR initiatives, we also conduct Special skill development programs exclusively for people with disabilities, hoping to create a level playing ground for these candidates to take their first firm steps in transitioning to the corporate world and building their career.

In Collaboration with NASSCOM Foundation we have opened an NDLM Center for Empowering People with Disabilities.

The National Digital Literacy Mission Centers (NDLM) aims to facilitate digital literacy training across the country. The primary objective is to make at least one person in every family digitally literate. These centers will provide a powerful platform that will enable communities to acquire knowledge, skills and information that can positively impact their day-to-day life.

The organization's commitment to this cause is very evident. Internally our employees with disabilities continue to be supported to meet their career aspirations and are consistently growing depending on their capabilities. There will continue to be a focused approach on increasing the employment opportunities for people with disabilities within and outside the Organisation.
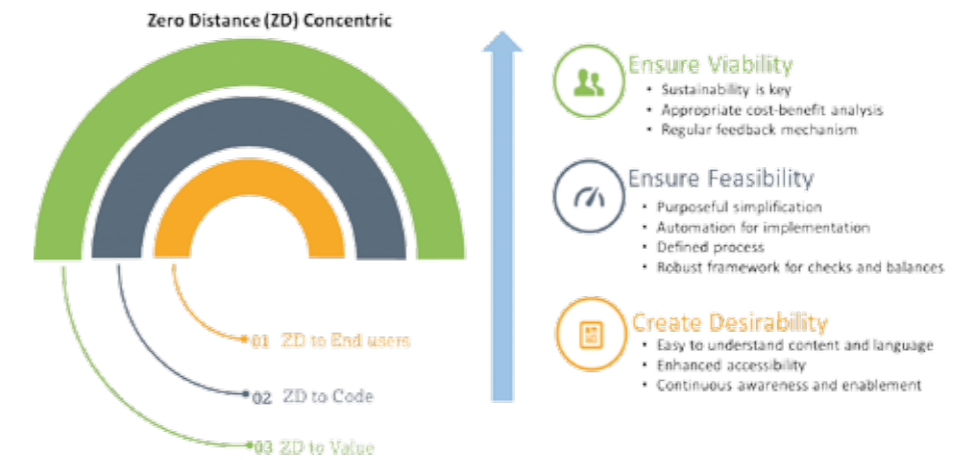
Infosys HR Compliance – Our Zero Distance story to Compliance

Compliance includes adherence to statutory regulations, to employment law, ethics, and code of conduct; hence it is a critical function in any organization.At Infosys we believe that compliance is about culture and how it drives employee behavior. Ensuring the right culture is a daunting task given our size and geographic spread. It becomes more difficult given the constant changes to the legislation and enforcement of new laws. The consequence of not having the right culture is severe ranging from penalties, debarment and public shaming by authorities.

The solution lies in a well thought and executed approach directed towards key business partners- both within and outside the organization. We have institutionalized various practices to create a more informed workforceand industry with a three pronged approach-Educate - Re-enforce– Assess to create awareness and create a brand for ourselves within the organization and in the industry. As a result of our persistent and innovative efforts we have not only institutionalized collaborative compliance enablement as a key process in everyday operations but also created our ownZero Distancewith the Industry, Leadership, Business and Employees.Below is a snapshot of our Zero Distance (ZD) approach and what we have achieved-

Our Approach:

What we achieved:

Through this journey we have been able to establish ourselves as an effective business enabler for the industry and the organization. With our mantra- Compliance is everyone's business we have brought the subject closer to these 4 key contributors for us to ensure sustained compliance as a practice and culture.

Leadership in Digital Era –
Evolving role of HR, Infosys BPO Ltd.

Problem Statement/Business Challenges:

With technology as a disruptive force, and service provider operating models radically changing, the outsourcing industry had to move away from work focused primarily on efficiency and cost, to work that is focused on effectiveness and enhancing customer experience. The new BPM industry had to focus on co-creating business value by using technology as a lever to enhance human intelligence, and garner data insights that enable a great stakeholder experience. To keep pace in the competitive world, Infosys had to reimagine BPM, which required that we ignite the minds of our employees and get our leadership ready for the digital world.

Objective & Description of the Best Practices:

We arrived at the following three priorities where HR can play a key role to make this change happen.

- Build Automation skills to meet the market needs that are driven by technology:
- Foster Innovation to meet the customers demanding more value:
- Manage & Develop talent to address the skills set and engagement of the evolving workforce:

Leaders have to accept change and drive transformation. The market demands made it imperative for our leaders to be innovative and inquisitive by trying out new ideas, eliminating repeated work where possible, and building deep domain expertise. We redefined innovation using Design Thinking, Zero Distance and Creative confidence. We embedded these at grass root level to make problem-finding a key element of our employees' skill sets, enabling them to think differently about clients' problems and come up with the right solutions.

We renewed continuous employee engagement by introducing Fortnightly dipstick & Quarterly at org level, Shorter, crisper adaptive survey's, Real time, live integrated dashboard, Actions at unit, team and manager level.To support this we also renewed the Performance Management practices by bringing in Shared Goals, Flexibility to review, 360 Degree Feedback and Focused Individual Development conversations.

To help leaders embrace digital tools, our leadership development programs encouraged leaders to use blogs and twitter to exchange thoughts and share experience on their action learning projects.We made sure that our leadership development programs had the right blend of 3Es-Education, Exposure and Experience to build on specific competencies. Automation and Robotics

workshops were introduced to build awareness and develop skills linked with application based projects from their workplace.

Business Impact & outcomes: The success of these programs was measured through clear business outcomes through various work integrated projects which included increase in utilization and internal talent readiness and various tangible outcomes for individuals, business and organization as mentioned below:

Revenue savings $	Work Integrated Projects	Organic growth
• $300 Mn Design Thinking • $100k outcome from Leadership programs • $253 Mn Zero distance	1200 Design Thinking 150 Leadership Programs 1400 Zero distance projects	26% of the talents trained on future skills development promoted
Driving Social Media: 1500+ Knowledge sharing tweets, Over 95 experiential blogs	Reduction in attrition by 6 % from FY'17	**Talents trained:** 70% of workforce are design thinkers 1000+ talents trained in Automation & Robotics

Recognition:

- ISI Awards in Quality for Process Improvement
- Recognition: Forester Report states that Infosys has run more than 30 Design Thinking workshops for their clients & 5 of them have embraced the same in their respective organizations.
- Global ATD Best 2017 Award for Best Practices-dT was cited as key differentiator
- NIQR Award in Quality for a key Transformation Project
- ATD 2016 Excellence in Practice Awards for our Front Line Leadership Program
- People Matters League Award 2017
- TISS CLO Award 2017 for Accelerating Leadership Development for Sr. Managers

HR Digitization Initiative at Infosys

Building a Progressive, Diverse & Inclusive (PDI) culture at the Ingersoll Rand Engineering & Technology Centres (ETCs)

Infosys is a global organization with over 190,000 employees spread across the world. **Given this multi-generational, diverse and mobile workforce, creating an employee experience that is simple, hassle freeand uniform was the main challenge.** The HR digitization journey that we embarked upon about 3 years back focus on employees rather than HR. We started working on more systems of engagement rather than system of records to create. The business impact are:

• Enhanced user experience through better access, simplified processes and digital experience

• Lean HR due to process simplification and automation

• Increased collaboration and networking and accelerating the culture of innovation

We looked at the end to end lifecycle of an employee and introduced digital interventions at key stages.

Launchpad is our premier engagement solution for new joinees. Starting from before they join to well after their induction, Launchpad helps employees embrace the ethos of Infosys (through talks of leaders, stories of similar employees, blogs etc) as well as navigate through important joining related tasks and processes.

Safety/Emergency App is a vivid example of how we are constantly listening to employees and providing smart solutions. Wedevised an App that on one click can trigger emergency reaction from the security office of Infosys.

With an extended maternity leave, it is easy for our lady employees to feel alienated and out of touch with the company. With our **SapphireApp,** they can remain in touch with their projects, get the latest news in the company. They can also reskill themselves. The result, women come back more confident and productive.

We are also leveraging the latest technology in the area of responding to employee queries. Our Infosys proprietary **Chatbotis** successfully being used for a year now. We see a large volume of queries being diverted tothe bot now. This has enhanced employee experience and reduced the effort of HR while providing the right solution to employees each time. We are also applying intelligent analytics on the helpdesk data to understand the sentiments of employees and are channelizing the feedback to change policies and practices.

Initiative Taken	
Helpdesk	Employee Satisfaction - 94.92% (FY 17) Turn Around Time - 98.62% (FY 17) 30% reduction in tickets
Launchpad (New Joins)	Employee Satisfaction - 90% Reduction in manual interventions – 75% 4 hrs of joining formalities / form filling saved 55% reduction in data correction
Zero Distance	15000+ ZD plans; 5225+ plans implemented for clients; 40 interactions with the CEO
Compass	100,000 unique users 70,000+ connections 20,000 development support requests

We have won many accolades internally and externally, latest being **the SHRM Award for Leveraging Technology in HR.**

At Ingersoll Rand we believe that a diverse and inclusive culture is essential to being an Innovative leader in the market place. By leveraging the talents and skills of all employees we will continue to strengthen our company, maximize the investment of our shareholders, and be able to better lead in the 21st Century. For us, having a P**rogressive, Diverse and Inclusive** (PDI) strategy is not only a business imperative; it is also a social and ethical responsibility embedded in our core values.

To drive PDI, various initiatives were rolled out which eventually is substantiated by the 2016 Employee Engagements scores. **The Employee Engagement Index is in the top quartile which is a whopping 28 points above external norm for the industry which is a key indicator of happy and engaged employees.**

Specifically the PDI index in the Employee Engagement Survey is again an enormous 30 points above external norm which reflects the sense of belonging and inclusion that employees experience at Ingersoll Rand.

Our key PDI programs and initiatives fall under 4 categories listed below and some key highlights have been shared.

1. Workforce Engagement & Inclusion programs

- Early Talent Program aims at equipping and developing the talent to be "deployment ready"; to pro-actively plan and address any attrition risks and/ or ever changing business needs, build the organization capability and help us move up the value chain and Enhancing our diversity ratio in terms of both gender as well as Region within the country.

- Respect Effect workshop for all employees to teach the skills necessary to identify, develop and if needed change productive and counter-productive behaviour patterns towards creating respectful work environments.

- Appreciating Regional Culture initiative helps shine the spotlight on Indian culture thereby enabling all sections of our employees y to augment their understanding of our unique regional and cultural ethos and the underlying commonality that existed despite apparent differences through celebrations, competitions and events driven by employees.

- Employee Resource Groups for Gender & Generational serve as a catalyst for helping employees embrace differences, and appreciate the strength and value of a diverse workforce thereby creating an inclusive work environment

2. Growth & Innovation Initiatives focus on improving cross functional synergy and collaboration across all verticals and levels in the organization. These are stretch assignments that are "Employee Led, Manager Supported & Organization enabled "which is our philosophy of creating an inclusive workplace at ETC.

- ETC Tech Fest provides a highly engaging and creative platform for all engineering teams to showcase their best practices in the areas of new technologies , new products and new solutions which promotes a culture of learning across the organization and also serves as forum to recognize and celebrate key achievements

- ETC Leadership conference for all people managers and leaders across the organization enables us to share best practices, new initiatives and programs to support the growth priorities of the organization related to engineering, process and leadership competencies

- Technical Training Council is a cross-functional team of leaders and employees working together to identify the technical training needs of the organization and catering to the growth needs of the organization

- Technical Excellence Council for brand building and recognition in industry forums by show casing ETC capabilities

- Proof of Concepts (PoC) Committee aims to nurture Ideas to product commercialization. A core team of employees and SMEs from the business & engineering teams review ideas proposed for seed funding considering the business value proposition before any investment in concept development thereby enabling a culture of innovation in an inclusive way.

3. Inclusion focused Policies, Processes & Systems

- Career Progress (CP) was launched in 2016 and is an exciting new approach to career management.

  - The purpose of this initiative is to enhance how we develop employees, and make career management part of the standard operating system for our company.

  - Development is viewed as a shared responsibility between the organization, managers, employees and HR thereby driving a culture of collective ownership and inclusivity.

  - CP has 2 components 1. Career development planning and guidance, tools and resources.

  2. Career Framework -

  - Standardized job architecture and success profiles. Reward methodology, guidelines and compensation

  - The Prevention of Sexual Harassment Policy was successfully formulated and online modules were used to spread awareness and ensure 100% compliance. This policy helps create a respectful and a harassment free work environment.

4. Community Outreach Programs

- ETC has initiated and participated in CSR activities that is employee led, owned and funded. These initiatives were under 3 broad themes; education, agriculture and growth.

Our commitment to a progressive, diverse and inclusive workplace resonates in the programs and initiatives highlighted above that enables us to be a premier performing organization where

- We are excited to offer an environment that encourages us to feel comfortable to be ourselves at work every day

- We understand, appreciate and embrace our differences and use these strengths to continuously improve our business

- We attract and retain top talent from all over the world

- Our diverse, inclusive and progressive work environment is a source of new thinking, innovation and dramatic growth

- Our culture has a positive impact on our relationships with our customers, suppliers and communities

We are proud of our "inclusive culture" where employees are encouraged to think and behave like owners of the organization – key organizational initiatives are conceptualized by employees, driven by employees and are for the benefit of employees and the organization… initiatives of the people, by the people and for the people!

Supplier Diversity Program
(Building an Inclusive Workforce)

Kyyba is a privately held company and provides Technology and staffing solution operating since 1997 and headquartered in Michigan, USA.

Diversity & Inclusion:

Diversity is an assortment, a variety manifested in a host of fields such as race, ethnicity, gender, political belief, religion, opinion, skill sets and abilities, experiences, ecology, circumstance, etc. **Inclusion** is an act of introducing an element or group of elements to another element or group of elements of which it was earlier not a part.

Who is a diversity supplier?

In simple terms a diversity supplier works on the principal of engaging **minority-owned, women owned, veteran owned , service disabled veteran owned business** in order to address the opportunities and challenges that arise from differences and similarities.

Highlights of HR bestPractices:

1. **S.M.A.R.T Goals**

    (specific, measurable, attainable, realistic and time bound): Based on client requirements we frame our own diversity goals .Time bound goals are set to meet the diversity hiring needs of our clients. We take a stock of their expected diversity ratio, basis which we develop our Quarterly / Yearly goal.

    Since our goals are very specific, it becomes easy to measure it. We conduct a quarterly review to measure our diversity portfolio.

2. **Rewards and Recognition:**

    We kindle interest among employees to work towards diversity supplier program by linking it with performance appraisal, sales target as well as rewards and recognition. All based on attainment of a diverse supply of workforce.

3. **Membership / Co-Charing various Minority Boards:**

    Primarily co-chairing NMSDC (National Minority Supplier Development Council) and **Asian Pacific American Chamber of Commerce (APACC)**. Along with these two key organizations, we also have partnered with 11 other institutions, including National Veteran Business Development Council that certifies Veteran owned businesses and **New Horizon Learning Centre** to certify veterans. We have the bandwidth to support any corporation's veteran initiative.

4. **Tie-up with Universities:**

    We have tie up with 11 of the most prominent Universities based in the USA, to help students of various ethnicities to partake in the internship programs and getting placements, thus helping in solidifying the future mix in the American workforce.

Impact on business:

1) Clientele Growth: From 32 clients in 2007 to 81 in 2017 – We recorded a 39.5% growth

2) Growth in revenue: From $3.95 million to $42.6 million in 2016 - We recorded a phenomenal 976% growth.

3) Growth in Headcount: From 52 employees in 2017 to 790 employees in 2017, we recorded a 1470% growth

manipalglobal

Game Changers: A Leadership Development Program for the Digital Age

Business Challenges:

Businesses which invest in workforce skills and nurture leaders, will capitalize on the growth opportunities that digital age will bring. Developing leadership competencies, capable of being responsive rather than reactive in the digital era, coupled with talent differentiation is our key strategy.

Objectives & Description of Game Changer Program:

Objectives

- To build 70% leadership from within the existing workforce, customised to internal growth requirements

- Skill development through continuous, self-driven, and experiential learning with global exposure

- To be abreast with global management trends, cultivate intrapreneurship and cognitive skills imperative to the digital world

Description

It is our endeavour as a high growth enterprise to prepare our talent to take up challenges in the future. With the help of this program we identify and develop the future leaders for Manipal Global.

As a part of this program, the participants are taken through Leadership series, mentoring programs and asked to take on a live project with dedicated coach assigned to them.

Strategies for Design & Implementation

Manipal Global Education is in the business of EduTech, merging over five decades of higher learning with future forward technology to assess skills & deliver learning- anytime and anywhere. Identifying skillsets that are core to the current & future growth of the organization is the foundation. Carefully nurturing, incentivizing a culture of continuous learning,backed by an engaging, immersive learner technology, to upskill and cross skill the digital generation. From such a skill force, a pipeline of leaders was to be groomed with competencies crafted to our unique business needs is the critical final step.

Key Initiatives

a. A scientific basis to the evaluation of roles and competency framework. Hays,MBTI& MSF were a few tools and our internal MeritTrac evaluation platform, to identify and short list from a pool self-nominated, enthusiastic aspirants

b. Inculcate and incentivize, a culture of learning with incentives for technical trainings for a disruptive world, leveraging PROlearn and our partnerships with Coursera, and self-learning tools such as WebEx, TEDEd for a hybrid, blended approach

c. Global exposure using a week long immersion program with International faculty/courses from GlobalNxt University, Malaysia/Chicago Booth School of business

d. Learning from leaders as trained mentors invested in their successors' development and external coaches to groom world class leaders

e. Social and networking opportunities to get them connected for self-realization and peer to peer learning, and post program engagement through shadowing and rotations

Tangible Measures

Manipal Global is a leader in the EduTech space combining decades of experience in higher learning with products relevant for the digital age. Talent that is acquired is nurtured and integrated, people managers are key to productivity as well as retaining talent, and once identified, Hi-pot mid-level managers are put on a one year flagship program called Game Changers.

A detailed profiling of the individual, not just lists areas for development, but also their learning preferences, personal growth opportunities etc. is done using scientific techniques such as MSF, MBTI.

We have documented impact from the program on our business – through 3 observed areas:

Linear growth in acquiring new clients and expanding our customer base. However **disruptive growth** fuelled by transformational projects **and digital products** creating accelerated avenues for new service & product lines has been 84%of the impact achieved through various projects delivered.

Business, Career Impact and Outcomes:

There have been some good examples of participants of Game Changers who have contributed as key business drivers through their projects –through disruptive technologies and digital products, such as MobiTrac: a tablet based application to conduct any face to face assessments, competitive advantage through a skillforce adept at cognitive skills such as design thinking, data analytics, project management and agile. 50% of participants got promoted or re-designated post program completion. The moment of truth has been the contribution to succession plan, where out of 9 departments, a pipeline of succession was created for 7 departments at different levels with the graduates from the Game Changers program.

MaGE uses a full stack Learning repository, on a connected & context aware delivery technology to develop skill ready leaders of the future.

Say Hello to Maci from Mindtree

Let's say hello to Artificial Intelligence (AI) and automation. While this is the buzzword now sweeping across the industry, we do not want to just talk about it. We want to use this technology to do something for the Mindtree Minds. It is very simple. When we as a company can work on AI for our customers, why should Mindtree Minds be left behind? One of our first products in this line is Chatbot. That is how Maci came into being. We believe in tasting our own wine before it is served to our customers.

Maci is our own Chatbot developed in-house for Mindtree Minds globally. To augment our Global Contact Center where voice calls are handled, we have taught Maci to handle simple policy related queries on areas related to Leave, Not in Office (NIO), Performance Management (PACE), Utilization bonus, Expense Claims and India payroll. Maci also understands your leave or NIO requests and is capable of triggering the same in the respective applications. This means you can now submit your Leave and NIO applications in Maci instead of getting into those applications. Imagine this. You learn what the policy is, understand what the relevant process is, find out your leave balance, submit your leave application and if you are a manager even approve if it is in your queue. All of the above not in the leave application, but using Maci, the chatbot!!! You can do the same for NIO as well. Managers now can use Maci not just to chat, but also to approve the requests

coming their way instead of getting into the relevant application.

The following approvals can be made the chat window:

- Leave requests
- Expense claims
- Travel requests
- Not in Office (NIO)
- All other general tickets

Maci is poised to learn a lot more in the coming weeks as she has a great appetite for learning. Shortly we will let Maci learn by herself and that is going to be even more exciting. They call this Machine Learning. With Maci you now have another channel to have your queries resolved quickly. Chat with Maci and find out how she can help you.

Over 26000 queries were addressed by Maci accurately in the last 3 months that would have otherwise taken the bandwidth of our staff from Global Contact Center. Since Maci is available, 24 X 7, instant response results in higher customer satisfaction and also there is consistency in the quality of responses given Due to this, 20% of the bandwidth is freed up at our Global Contact Center, which is being used for other tasks.

Holistic employee well being as a strategy to increase performance and retention

1. **Business Impact of the HR Practice:**

   Mindtree, in association with SHRM (Society of Human Resource Management) published an independent study factoring in key metrics measuring workplace stress, job satisfaction and organizational commitment

   Key findings:

   1. 16% reduction in stress levels across employees with a 60:40 male/female ratio.

   2. 25% reduction in stress levels across women employees in Mindtree.

   3. 14% increase in job satisfaction

   4. 12% increase in organizational commitment

2. **Description**

   Mindtree expanded its wellbeing strategy from more than just Diet, Fitness and mental wellbeing. Mindtree focused on holistic wellbeing targeting areas such as workplace stress, mental agility, social wellbeing, leadership habits, time management and so on, while also leveraging the platform to encourage users to keep using zoojoo. be for their usual wellness activities.

3. **Strategy**

   Four pronged execution strategy:

   1. Identify areas where we will measure impact.

   2. Identify well being behaviours that can create those impact.

   3. Creating a behaviour change initiative through micro behaviours

   4. Creating a culture of holistic well being

4. **Tangible Measures to substantiate the business impact**

   After the first 20 months of rollout, we started analyzing the data. A team of organizational behavior researchers from Indian Institute of management, Bangalore and Georgia State University did a 4 month study to quantify the impact.

   1. Task Performance – Mindtree Minds engaged with the wellness platform had 83% better job performance (as rated by supervisors) compared to their non-engaged peers

   2. Energy and Enthusiasm: Mindtree Minds engaged with the program were 82% more enthusiastic about the daily work

   3. Positive Mood – Engaged Mindtree Minds were 87% in positive mood compared to the peers who were not engaged.

   4. Social adjustment with team workers – Engaged Mindtree Minds felts 82% better connected to their co-workers compared to others

   5. Commitment towards the company – Engaged Mindtree Minds had 84% favorable opinion and commitment towards the company

   6. Job Satisfaction –Mindtree Minds engaged with the initiative reported 88% more job satisfaction compared to their peers.

   Mindtree, in association with SHRM (Society of Human Resource Management) published a cross- sectional independent study factoring in key metrics measuring workplace stress, job satisfaction and organizational commitment.

Key Inferences from the research:

1. When people adopt healthy habits into their life, it not only changes their behavior but also body physiology. Forming healthy habits has a positive influence on physiology which in turn will bring down work stress.

2. Women are more willing to address their work stress concerns and make lifestyle and behavior changes.

3. There have been significant changes in the work stress of unmarried employees who use the platform actively.

4. Our study also points to the possibility that when there is a significant reduction in the work stress levels, there will be an improvement in job satisfaction.

   At Mindtree we believe that wellbeing is not just a benefit that we give to employees but when

5. **External Recognition**

- **SHRM Report:**

   Mindtree used zoojoo.be to drive habits across its global locations which helped employees to be more positive & stress free. The impact was studied by SHRM and released as a report at their annual tech conference. The behavior change data was studied by SHRM and it quantified the impact to this change on stress levels, productivity and retention metrics.

   By focusing on habits that were meaningful on individual levels, not only was Mindtree able to drive organizational objective, it also created a thriving workforce.

- **Georgia state university and IIM Bangalore study:**

   A combined study has been done by researchers from Georgia state university and IIM Bangalore to measure how the wellbeing related behavior change driven by Mindtree via zoojoo.be impacted performance, social and economic indicators within the organization. The academic paper is in the process of publication in peer review journals. Some of the areas that were shown to be significantly impacted by the program are:

➢ Job Satisfaction

➢ Effective commitment toward the company

➢ Task performance (rated by the supervisor)

➢ Altruism (rated by the supervisor)

➢ Energy and enthusiasm (rated by the supervisor)

➢ Positive mood (rated by the supervisor)

➢ Confidence (rated by the supervisor)

➢ Career prospects (rated by the supervisor)

➢ Creativity (rated by the supervisor)

- **Arogya Award:**

   Arogya Health recommends Mindtree to the GOLD level of 2017 Arogya World Healthy Workplace Awards Program in collaboration with Public Health Foundation of India after conducting the ocular inspection and after all the respective stakeholders presented to them about the overall wellbeing structure in Mindtree.

Mindtree's Leadership Journey – Creating Possibilities for Future

The IT industry of yesterday, today and tomorrow are significantly different - there are tectonic shifts in the Industry which are forcing IT Services providers to reinvent: Be it pressure on growth, the rise of the digital economy, intensity of competition among global peers, innovation in business models, a sharper shift in the talent demographics from off shore to near shore, the need to have a presence in new verticals/ offerings / geographies, service integration, newer contract structures. In short, the need for adapting to these changes become key.

With the IT industry steering its way to a new landscape, it is imperative for Mindtree to stay ahead of the curve to partner with clients, thereby delivering value with differentiation.

DESCRIPTION:

PILLARS:

We have curated the "Pillars Program" for the entry level that identifies the top 5% of the talent who are consistent performers. Mindtree Mind who is ranked "Above Expectation" for 2 continuous cycles will get an entry into this elite club. Through this program, we not only recognize the pillars for their achievement but also provide them a bundle of benefits like Certification, Career Anchor Program, Shadowing Program, Outbound Activity etc

ENTEPRISE LEADERSHIP:

While each program is customized and developed keeping the persona of learners and the outcome that is expected out of the program, some of the approaches we follow to ensure maximum impact are featured below. The underlying key principle irrespective of the nature of the program and nature of the participant is the upkeep of Mindtree Values & Culture.

➢ Executive Coaching

➢ Immersions

➢ Learning Labs

➢ Action Learning Projects

➢ CXO Experiences

➢ External Presence/ Networking Groups

The key aspect of each journey is our philosophy "Learning from unusual Sources", which is why is we always focus on learning from experiences or different sources such as field immersions. That is what makes us different. Our leaders go and study different organizations/ business models and also sometimes help them solve real time problems.

BUSINESS IMPACT:

Pillars:

• On an average, 15% of the pillars population's career aspiration of going onsite is met

• Only 7% of the entire population are on bench for less than 30 days

• Attrition % in this group is around 3% YOY , this helps in reducing the replacement cost up to 35%

• Pillars have exceeded their revenue target by approx. 17% and have contributed to growth of the account

• Accounts where more than 50% Mindtree Minds are recognized have shown an increase in revenue growth by 43% on average as opposed to Mindtree growth in the last year which is 22%.

Business Impact for Enterprise Leadership:

• NPS Score: 80-90% Attrition %- 9-10% only

• Number of leaders moved to manage diverse roles/job enrichment(40% of leaders from 2015 program)

• 40% of leaders are given individual experiences

• Success rate of action learning projects- 60%- 70%

Recognition:

Published in book - http://sites.tcs.com/blogs/research-and-innovation/author/dr-ganesh-shermon

Name of Book- Business of Staffing- A Talent Agenda; Authors- Dr. Ganesh Shermon & Kavita Shermon

Under the category of- Emerging Trends.

Published in CLO Magazine

A Profit Share Program

Mountain Trail foods

1. **Problem Statement/Business Challenges**

   In the retail industry, we are faced with many challenges on a daily basis such as unavailability of experienced manpower, threat of poaching by bigger retail brands, high turnover of about 35-45%, lack of company loyalty & commitment to the brand by employees, lesser engaged employees etc.

2. **Objective & Description of the Best Practices:**

   - **Objective:**

     The Profit Share program was designed to instill a sense of ownership amongst the Store Managers and create entrepreneurs in house. The aim is to empower and have a shared accountability of the store's success with the Store Managers. The store managers receive a share of the profits they have generated, bringing about a sense of ownership and drive in them.

   - **Description of the HRBP**

     It is a strategic recognition platform to ensure profitability of our retail stores and to retain/attract the best talent available in the industry. The store managers receive a direct share of the profits they have generated for the previous quarter, bringing about a sense of ownership and drive in them.

   - **Strategies for design and implementation**

     There is a twofold criteria for selection of this program with a mix of Objective (Balanced Score Card rating & Audit clearance) and Subjective scores (based on Chai Point's Operating Principles of Quality, Consistency, Responsiveness, Innovation).

     The employee who receives the top scores in both these criteria for the previous quarter, are declared as the Profit Share winners in that quarter.

     The winners of this program receive an amount which is equivalent to 75% of their monthly CTC.

     We have successfully completed 5 rounds of the profit share program with over 20 winners on a PAN India basis with 100% retention ratio of the winners.

   - **Key Initiatives**

     ✓ Monthly monitoring the Balanced score card figures for continuous improvement

   ✓ Additional income for the winners which is as much as 75% of their monthly CTC

   ✓ Direct impact on business metrics

   ✓ The program is coveted since the employees need to earn their place in the list every quarter to qualify for this. Hence high performance and sales growth is ensured.

   - **Tangible Measures :**

     ✓ Food & Beverage wastage has reduced from 5% in 2015-16 to 3% in 2016-17

     ✓ People cost has reduced from 22% in 2015-16 to 16%

     ✓ Training Modules completed has increased from 20% in 2015-16 to 65% in 2016-17

     ✓ Attrition rate has reduced from 30% in 2015-16 to 27% in 2016-17

     ✓ 100% retention of all the Profit Share winners in the system till date

     ✓ Increased sense of ownership and employee delight

     ✓ Store managers get freedom & empowerment to run the store

     ✓ Store managers get all round exposure to Store Operations.

3. **Business Impact & outcomes :**

   Same as tangible measures

HR as a Tech Enabler

Ness Digital Engineering

At Ness our initiatives are focused on continuously building & modernizing platforms thus enriching Customer experience. The underpinning of the drive to build strong frameworks relies on Innovation. Typically, Innovation @ Ness is often driven as initiatives championed by HR professionals along with passionate committed senior leaders.

Relying on the spirit of Innovation coupled with mission of designing path breaking solutions for our clients, Ness offers a plethora of Tech initiatives to harness the collective power of Ness's finest technical minds whilst enabling skill development among them. We believe Digital Customer's Delight is the most sustainable form of differentiation.
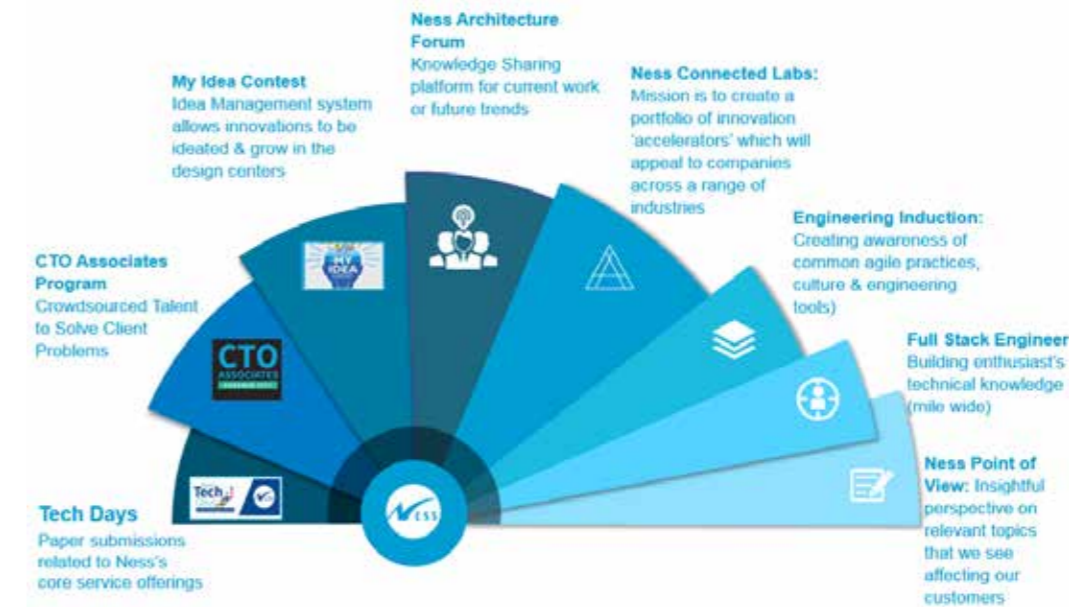
One such initiative is **The Chief Technology Office Associates Program** unique in itself, a differentiating program developed for unleashing employee's capabilities, building a pool of passionate technologists ready to assume challenging business assignments while facilitating client engagement.

It encompasses the following aspects:

- A key feature is Continuous engagement – employee participation at every step. No life membership is guaranteed. A minimum score is required to stay put in the program.

- Facilitates internal knowledge exchange that our technologists can use to build skills that keep pace with rapid technology change and further advance their careers. Also, contributing to collaborative threads which aims at pushing Ness's technology agenda.

- Technologists are exposed to real time client problems, where in they proactively create accelerators engaging in resolutions.

- Credits are based on importance of activity to Ness and level of engagement through a publicly visible leaderboard

Our customers consider this program as highly valuable to their business thus enabling us to create a genuinely immersive and memorable experience.

The role of HR in these initiatives has been transformed prominently from a controller to a Strategic Partner. Our increased focus is to align Organizational goals to with employees' expectations. Few obligatory HR functions have evolved to enable employees plan their career growth in conjunction with the Organization's. For example, Performance Management – Apart from assessment of the reporting Manager, an employee gets multi stakeholder feedback which helps assess him / her in a better way. Retaining the best of breed through continuous learning and certification programs.

While this is a journey, we strive to achieve and evolve a lot more in the workplace.

Ness Competency Assessment Program (N'CAP)

Ness Digital Engineering

1. Problem Statement/Business Challenges

The Ness Competency Assessment Program (N'CAP) was introduced to create learning and engagement games/activities for employees, which in turn will help align an employee's proficiency with identified Org. (Ness) competencies.

2. Objective & Description of the Best Practices:

- **Objective**

The Ness Competency Assessment Program (N'CAP) was introduced to create learning and engagement games/activities for employees, which in turn will help align an employee's proficiency with identified Org. (Ness) competencies.

The activities under N'CAP banner help analyze the level of an employee's existing competencies (mapped against our Org. Competency Framework) and creates a medium to bring change or new learning experiences for them.

- **Description of the HRBP**

The Ness Competency Framework identifies 20 unique competencies for employees from Level 1 to Level 5, grouped under the Delivery (Technical) and Support functions. The framework mandates that an employee should possess several competencies in order to move on to the next level in their role.

N'CAP is developed around these competency standards that have been identified for a specific role. It includes a behavioral skills checklist which both the employee and the employer can keep to note / track employee performance. This tracker integrates with the HR framework on Training, Rewards and recognition and Performance management (Individual development plans, succession planning, career growth) within the organization.

The competency-based approach is already being used by Ness in Hiring, Training and Performance measurement. Since its launch, multiple client teams have been approached to create awareness and popularize this competency-based method.

- **Strategies for design and implementation**

N'CAP is developed around Ness Competency Framework standards that have been identified for a specific role. It includes a behavioral skills checklist which both the employee and the employer can keep to note / track employee performance. This tracker integrates with the HR framework on Training, Rewards and recognition and Performance management (Individual development plans, succession planning, career growth) within the organization.

Through the fully in-house designed N'CAP (Ness Competency Assessment Program) initiative by Ness L&D, the HR objective of Employee Engagement with Learning was successfully translated into action across Ness India.

- **Key Initiatives**

*2015: Successfully launched at all Ness India centres (Bangalore, Hyderabad & Mumbai) where 15 sessions under Pilot phase covered 195 employees. Ness L&D team received Internal recognition for the Design & Roll-out of the initiative.

*2016: 48 N'CAP sessions in the year covered a total of 640 employees from 28 unique client teams/functions. Overall effectiveness score was 4.3 on a scale of 5.

*2017: N'CAP evolves from a standard practice to an established best practice continues as an engagement intervention for all new client teams.

- **Tangible Measures**

Through the fully in-house designed N'CAP (Ness Competency Assessment Program) initiative by Ness L&D, the HR objective of Employee Engagement with Learning was successfully translated into action across Ness India.

The Core HR benefits through these games/activities is to analyze the level of existing competencies in an employee & create a medium to bring change or learning experience with emphasis to:

- Set clear performance expectation.
- Give insight on overall Org. strategy which leads to greater engagement and motivation.
- Imbibe a culture in employees to be more proactive and contribute beyond their individual roles.
- Provide clear direction for learning new job skills that are valued by the organization.

3. Business Impact & outcomes

The Ness Competency Assessment Program (N'CAP) was successful in enhancing employee engagement in the organization and at the same time served as a tool for Employee Competency assessment.

The program, designed fully in-house by Ness L&D (department internally known as "Ness Academy"), resulted in Organizational Cost saving estimated to be 15% of the Annual training budget in terms of designing & running the project using external Vendor.

The learning & employee engagement activities under the N'CAP banner were successful in re-introducing the importance of Org. Competency Framework Model among the employees. The competency-based assessment program focuses on identifying workforce behaviors essential to achieve individual and organizational strategic goals. It provides a clear direction for learning new behavioral job skills that are valued by the organization. It gives insight on overall organizational strategy, which leads to greater employee engagement and motivation.

The program is one of the mediums in the organization to help employees understand the competency-based approach. There are several other indicators that enable managers to better know how to support skills development of an employee. Awareness through all mediums such as N'CAP observations, Appraisal discussions, Succession planning etc. enables Nessians to enhance their workplace skills.

4. Recognition if any

Internal: After the successful launch of the N'CAP initiative, the L&D member (who had designed and championed this project with the help of L&D team) won a Customer Orientation category Award in Ness R&R program (Q4'15) along with a substantial cash prize.
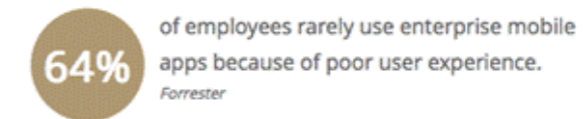
LOOP!
Mobile-based Communication, Collaboration & Engagement

The Backdrop:

Today's consumers are a demanding lot! Having been brought up on a strong diet of omnipresent, contextual Apps and innovative experiences driven by mobile phones and wearables, they expect nothing less than the best from every tech touch point in their lives. As a Technology company, we at Pramati, serve this demanding consumer base by means of our own IP, as well as software that we develop for our customers. And for us to successfully deliver this excellence, it is imperative that we give our employees the very same experience that we expect them to design and develop for their customers!

64% of employees rarely use enterprise mobile apps because of poor user experience.
Forrester

Given this context, the HR team at Pramati, in collaboration with SpotCues Inc., a Pramati venture, have built a mobile-based Communication, Collaboration & Engagement Platform - **Loop!**

Loop has led Pramati's initiative around digital transformation at the workplace, and has been a key driver in moving from top-down to bi-directional communication, leading to greater transparency in how information gets shared and exchanged.

Key Features:

- A mobile based communication platform that connects our employees across 5 global locations.
- One common platform to drive all our employee engagement and organizational initiatives.
- Enables us to engage, motivate and reward our employees through engagement programs that employees can participate directly from their mobile devices
- Has helped improve productivity through **mobile based access** to our enterprise portal and internal apps!
- Is Instrumental in acting as a **Change Agent** to drive several Organization wide initiatives through Crowd-Sourcing and Approval of Ideas!

About Pramati:

Pramati Technologies, a privately held company based in Hyderabad, India, and Mountain View, California, builds independent companies focused on profitable, well-defined markets in social, mobile, and cloud computing technologies. Among its companies are Reve Marketing, Inc. (www.revemarketing.com), a marketing technology solutions company, WaveMaker Inc. (www.wavemaker.com), Rapid Application Development platform, SpotCues Inc. (www.spotcues.com), an enterprise BOT platform, and Imaginea Inc. (www.imaginea.com/), a software innovation services company. Pramati companies serve large customers like Morgan Stanley, ICICI Bank, Visa, Kimberly-Clark, Sara-Lee, Liquidation.com, and others. Pramati has operations at Mountain View, California; London, UK; and Hyderabad, Chennai and Bengaluru in India. For more information on Pramati, visit the company website at www.pramati.com.

Premium Transmission

Premium Transmission Limited-
Navigating Generational Attitude

Preface & Description:

Started & found in 1961, Premium Transmission Limited is a part of the stable of companies promoted well-reputed Thapar industrialist family. Premium Transmission has seen many changes and transformations over period of time, part of Greaves Cotton to an independent organization. Premium has been transforming and progressing thru times of red tapism, nationalization of banks & economic structure, end of license raj, economic liberalization to current days of global competition. This transformation also brought changes in which organization brought cultural changes to survive and perform times and future. Culture building and agility in organization policies & procedures is a major HR focus of the organization.

Transformation began 5 years back however last 3 years have seen major changes in the overall corporate image & HR philosophy. Major four arms of cultural foundation are established during these 3 years of transformation are

- Employee Care
- Pay For Performance
- Rewards
- Retention & Nurturing

Business Impact & Business Outcome

The four cultural foundations are interwoven with business. Each of the cultural foundation directly influences business and are customer centric. Customer centricity is core of the HR philosophy. Talent retention, nurturing, performance and rewarding aspects of HR are directly targeted to bring consistency in revenue, profit and stakeholder's value.

Strategic and Key Initiatives

Premium transmission limited embarked on journey of culture transformation mainly in four areas:-

- Care for employees who are most important business contributor
- Pay for performance – creating culture of high performance in organization
- Culture of reward – recognizing our employees who are contributing for growth of self &organization
- Retaining and nurturing talent

These are premium for business and derived from the strategic links.

Key initiatives during the transformation were building transparent policies & procedures, creating higher level of trust among the employees by continuous communication. Establishing open door philosophy be organizational leaders.

Tangible Measures

- KRAs of all the employees and their performance monitored and measured throughout the year
- Individual performance is directly linked to company performance viz. Revenue, Contribution, material cost & its percentage etc.
- Lucrative rewarding system deriving business results , generating higher revenue & contribution, reducing wastages and focusing key areas of working span
- Agility of the performance bell curve as per the business or unit results
- Progressive process and technology adaptation
- Rewards have brought up progress and completion of critical programs and projects

Implementation Challenges if any

Transformation from a legacy based culture to definite organization culture brought bigger challenges in multifold.

Following were bigger transformations have taken place during navigating these changes

- Psychological & mindset transformation of employee's attitude
- Technological changes
- Corporate structure & organizational structure
- Multigenerational organization

Unlocking organizational growth potential at TAFE... Creating people efficiencies and driving job enrichment:

Description, business impact and outcomes

In 2014/15, at a time when the tractors industry was witnessing a relatively sluggish period of growth, PwC partnered with TAFE Ltd. to help prepare the organization for envisaged growth. The intent was to identify avenues around organization effectiveness and efficiencies, especially for core functions. While there were several levers which were discussed - sharpening capabilities, increasing engagement and enhancing business and strategic alignment right through the managerial spine - managerial productivity was zeroed in on.

Using a holistic approach which was both rigorous and participative in equal parts, PwC worked to identify tangible opportunities for developing a productivity culture – roles where utilization could be improved, and focus be redirected to core, gainful engagement; levels which could be rationalized; as well as places in the structure where strategic priorities and portfolios could be housed. In numbers, the effort saved about 200,000 managerial man-hours, in a ~120 unique managerial roles' sized organization.

PwCs recommendation were accepted and implemented by TAFE over 2015-16. PwC also invested in upskilling the TAFE project team, to carry out the necessary tweaks to the construct (with time and changing priorities). Today this exercise is evolving, TAFE and PwC begin reengaging on how the question of productivity can be taken beyond work distribution alone.

Strategies and key initiatives

PwC's approach involved a study which evaluated work flows and processes across four levers - work utilization (what kind of work gets done, how utilized are role holders); redundancies and duplications between roles in different functions or role overlaps and across the vertical spine or hierarchy or role compressions; and managerial metrics and an outside-in point-of-view.

These levers were effected through on-the-ground discussions, workshops, observations, data analyses and validation with leadership and articulated strategic objectives to drive an exercise which stakeholders participated in and (therefore eventually), owned.

Tangible measures

PwC studied ~120 unique roles and gainful utilization values for those roles, highlighting activities which were being duplicated. PwC suggested additional core

work areas which the role could adopt as well as clear non-value-adding activities. In the process, appropriate FTE numbers were also derived for unique roles, after taking into account strategic business objectives for the envisaged future. In particular, PwC recommended savings of 200,000 man-hours or almost 82 FTEs (of which 68 were finally implemented).

Recognition

This project (and therefore the attendant approach and methodology) received the Best Project Award in the Growth Strategy category at the 2016 AMCF Global (Association of Management Consulting Firms) awards in New York. The project submission was one among many from global consulting firms across industry sectors.

Further, the project was commended by the TAFE Chairman as having achieved desired outcomes and changed mindsets. In the words of the TAFE Head of HR - 'acceptance of the recommendations was spontaneous' - given how participative the process was.

Implementation challenges if any

The key to its successful implementation was how the exercise was communicated. It was positioned as seeking to identify opportunities to improve efficiency and plan for growth. As a logical next step, PwC is now working with TAFE to look at workforce design, capabilities, technology and other levers (such as KPIs and Rewards) to drive a next-level productivity culture.

randstad

Our purpose is to support people and organizations in realizing their true potential
Attract - Retain - Develop| 5-3-1 framework | Randstad India

Our purpose: is to support people and organizations in realizing their true potential

Attract - Retain - Develop| 5-3-1 framework | Randstad India

What is 5-3-1?

The cornerstone of our business is Best People coupled with a powerful brand promise of Human Forward and 5-3-1 catalyzes our human capital endeavours into a measurable, realistic, scalable and sustainable future

5-3-1 is a comprehensive talent framework aimed at building our human capital capability by Attracting, Retaining and Developing top talent at Randstad.

Role of People Manager:

With 5-3-1, the responsibility, accountability and influence of building, retaining and developing a high-potential team lies with the people manager.

5-3-1 ensures that we attract the best minds, retain the top talent and develop for outperformance. This translates to consistent high performance, increased stickiness to the organization and continued success as a team.

How we do this:

Data from annual talent management exercise (People Review) helps identify 3 to retain and 1 to develop. Engagement is ensured through multiple touch-points through future-focussed conversations that propel growth (Great Conversations). Focus on IDP quality enables identification of areas of improvement and appropriate interventions. 5-3-1 in built in People Manager's KPIs to build responsibility and accountability and enablement through 5-3-1 workshops and compass meetings.

Business Outcomes:

Robust talent pipeline resulting in almost 20% hires through 5 manager referrals thereby also reducing hiring TAT. Comprehensive early warning system helps managers identify and control disengagement. Downward trend in voluntary attrition (subjective data) translating to higher commitment to stay.

(Re-purposed version of Aon's Engagement Model)

Dossiers
Bringing back the "H" in HR

RBEI is on a journey of transformation. We believe our strongest asset in this journey is **"Our People".** In the last few years we have "Reimagined People processes" to achieve business goals (Aspiration 2025). Focus has been on aligning the culture of the organization towards "Autonomy, Mastery, Purpose" (Drive by Daniel Pink). Few of the key changes have been focus on collaborative goals, removal of bell curve, moving towards continuous dialogues and introduction of performance calibration meetings. For driving these changes there was an increased need for HR to be the architects of change. We have well designed HR structure, tools and processes to effectively deliver business results. There are also associate touch points across the lifecycle to engage them. However we felt the need for good old "personal connect" to make them feel "cared and listened".Even in the digitized world it is of utmost importance to understand and take care of the softer aspects – pride, aspirations, uncertainty, fear, confidence, self-worth to truly "engage" associates.

The thought to make them "Feel Cared" led to the beginning of Dossiers at RBEI. Small little biographies of each employee. Creating dossier is a process of trust based conversation between the employee and the HR. What started as a small projectis being practiced across the organization for over a year. Each HR business partner spends an average of 300 hours in a year towards these meaningful conversations. The dialogues are documented on "Conversations that Matter". It gives us a genuine insight about the associate. We are seeing tangible benefits as:

- Improved employee retention of high potential associates

- Reduction in recruitment and training cost

- Increase in employee referral

- Increase in high value projects

- Policies like Leave Bank and Shakti

While there are benefits which we can measure, there are something's that money can't buy. The feeling of "being cared" is priceless.

Going Back to Basics has helped us as HR to form a trusted bond with our People. We look forward to continue this exciting journey by building on this.

Robotic Process Automation (RPA)
## Schneider Electric, India

At Schneider Electric, the global leader in energy management, we believe in people power. With this as a guideline, we decided to introduce **Robotic Process Automation (RPA)** into our HR architecture – so that we could free up precious man hours and effort, and shift our talent's focus from mundane, repetitive tasks, towards output that requires human creativity and innovation. In automating basic and simple processes and transactions, a good amount of effort in HR (primarily towards data and tool management) can be re-directed.

This would lead to the creation of a **People-First** Digital Organization, which would lead to more focus on customer centricity, a more engaged workforce - with their efforts re-directed towards more intuitive and innovative projects and undertakings thus creating a world – class talent force.

Robotic Process Automation (RPA) is the application of automation software to carry out tasks and activities in applications and systems by interacting with them in the same way as a human ("Digital Worker or Virtual Worker"). RPA is an emerging technology trend that can emulate **transactional, administrative tasks.** It works best where the underlying processes are **rules-based, manual, repetitive** and **frequent.**

RPS brings about are ease of Deployment, Enterprise Speed & Agility, Lean process and methodology creation, Simplification and Digitization, Scale – Up of Output, among others.
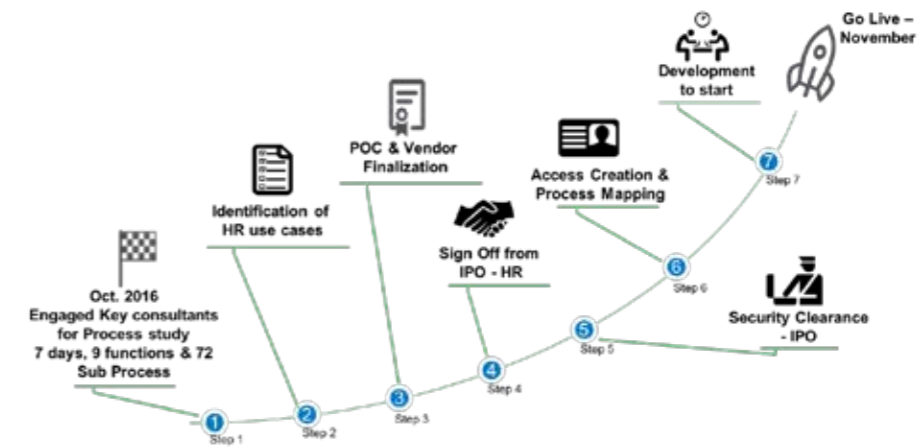
To deploy RPA, our first step was to connect with our IPO team, so that certain feasibility and diagnostic studies could be conducted. Soon after, we engaged key consultants to study our processes and functions – covering 9 functions and 72 sub processes overall. Through this, we could identify certain HR "use cases" – cases that were eligible to be automated as pilot cases, i.e. cases that were rule-based, manual, repetitive and frequent. We identified a few use cases from our end after this exercise, for which RPA would be effected, as a pilot batch, in November 2017.

RPA (among other strategic innovations) would help create a talent force that is world class and most importantly, relevant, with the ability to visualize and adapt to the future. This strategy towards continuous improvement is what will have potential and ability to create agile business that is Straightforward, Open to Challenges, Passionate and Effective; that will aid our journey towards Digital Revolution; and most importantly – be absolutely dedicated to our customers, and our employees

Employee Financial Wellness as a HR-Enabler: Scripbox Money Skills Program

Scripbox.com is India's most-trusted online investment service used by 3,50,000 users to save and invest their money without being confused by complex financial jargon. Last year, LinkedIn rated us the #2 financial services brand globally (after Citi) for jargon-free content that resonated well with our audience of young salary earners. We use a proprietary algorithm to select only 10 mutual funds in a bias-free way, out of the 8,000+ mutual funds offered in India. Based on our track record and having earned people's trust, we now have customers across 1,000 locations who have invested Rs.500 crore of their savings across one million investments. We are 5 years old with about 100 employees, all based in Bangalore.

India's corporate employees are not financially well

Recent surveys show:

- 65% of corporate employees in India cite financial security as their top-most concern

- 54% of corporate employees are always under financial stress and spend time thinking about personal finance issues at work, impacting productivity

- From our own data, 85% of the 18,000 people who've completed our online "Wealth Check-up" are not on top of things.

We noticed that corporate employees, including our own:

- Keep asking for salary hikes, running the risk of being priced out of the labour market

- Don't adequately save what they get. There's neither any discipline nor automation around savings, and there is lack of awareness around tax-saving options

- Save in things that don't even keep-up with inflation, like their salary account

Our solution to drive financial wellness: the "Money Skills Program"

We drive financial wellness for our own employees by:

- Running programmatic personal finance workshops of 1 hour each over 6 months across:

  - Understanding your salary slip and how the monthly tax deduction is computed

  - Your tax return and how to fill it up

  - Your secret savings in employee provident fund, the online portal and transfers

  - How to manage your loans

  - The time value of money, inflation, compounding, asset classes, their expected return

  - How to make a simple financial plan and execute it

- Automating the savings of the Diwali bonus by directly crediting it to our "Any Time Cash" debt mutual fund which can be withdrawn using a debit card, but only when required

- Opening Scripbox accounts for our employees to translate knowledge into automated action

The outcomes

Our employees feel financially well with knowledge and awareness about money, reduced day-to-day stress, with a sense of confidence and clarity to handle emergencies and life events. They're also able to make full use of the tax-saving options available and build a clearly directed pursuit of wealth and financial freedom. This also leads to enhanced employer branding, with more realistic expectations around salary increments. In the future, our workforce productivity should go up as seen through reduced sick days and leave, higher customer satisfaction, better manager performance assessments and increased retention. We will measure how improved financial wellness moves these hard metrics in the year ahead.

We are now delivering this for others

Having done this for ourselves, we are now delivering Money Skills workshops for other companies, with no product sale or obligation to use our investment platform. We've educated 4,000 employees across 150 companies so far. With credible and certified trainers who are engaging speakers, and post-workshop engagement through our blog and app, we believe employee financial wellness will become a new pillar in companies' benefits programs and a key enabler of business performance.

Building inclusive workforce

Challenge:

It's a proven fact that engaged workforce can be far more productive than disengaged ones. Engagement while comes from role alignment, learning& growth, a fun filled work culture definitely keeps the spirits of employees high and contributes to keeping them engaged.

Having Fun at work is easier said than done. It is common today toorganize many off the shelf engagement activities and replicate it within their organizations. The challenge is to:

1. Create consistent enthusiasm and participation from employees for such events

2. Have ready pool of team that is proactive and organize events continuously

3. Events that can align and address different engagement needs of employees

Objective:

Our purpose is to make everyone who touches Tally Happier, and our employees are no exception.

Solution:

We created a cross-functional, structured and inclusive employee engagement platform, called TURFF, which fosters creativity, fun, recreation and holistic growth at work. TURFF stands out as being:

- Meaningfully aligned with organizations priorities/objectives

- An institution that displays unyielding passion by the volunteers where each member goes beyond the call of duty to churn out FUN

- A platform that recognizes, through an innovative point system based rewards and recognition, the most passionate, creative and committed volunteers

- A platform that comprises of volunteers from various department across the organization including representation from national/ international regional offices

Impact:

- With the advent of TURFF our overall rating of 'Fun and Peace at work', measure in our employee engagement survey has gone up from **2.7/5.0 ➔ 4.0/5.0 (2014 ➔ 2017)**

- The TURFF team is the only team in the organization that has won 'Best Team of the Year' award 2 times in three years

The Challenge:

Though Employee Engagement measurements have been around in some form or the other for over half a century, the statistics on most standard engagement surveys within the industry are rather disheartening.

For example, the standard rates of employee abandonment and cynicism regarding engagement surveys are high, with 4/5 employees believing that their managers will not act on the survey results and 29% of them thinking that the surveys are downright pointless.

However, nobody can deny the fact that these surveys when well executed, provide crucial, actionable data on what employers can do to make employees more engaged.

The Objective:

In line with our value that, 'Our Strength is Our People', we outlined the following objective for our employee engagement survey:

To have an instrument to measure the morale and happiness of employees and provide insights which can be actioned upon

The Solution:

We at Tally, designed our own, customized employee engagement survey titled TallyWala Happiness Index (THI).The survey was created in conjunction with the leadership of Tally, to ensure that it was and continues to be:

- Relevant to the needs of the organization and its employees

- Agile enough to adapt to the dynamic nature of our industry and our people

- Impactful enough to ensure that the results translate into visible and measurable actions for employees

While the survey does touch upon some of the traditional areas such as 'Growth and Development', 'Rewards and Recognition' and 'Supervisors/ Managers' we have also added some unique categories in line with the culture of Tally, such as 'Communication and Adaptability', 'Fun and Peace at Work', 'Values'

The Impact:

In contrast to the standard industry rates, our TallyWala Happiness Index has boasted of a completion rate of over 90% every year since its inception. In addition, the inputs received from the survey have helped, the overall engagement score of the organization to improve from a 3.8 to a 4.0 since 2015, with over 80% of employees scoring above 3.6 on our 5 point scale

Integrated HR Excellence Scorecard

Problem Statement:

1) The HR team was faced with a major challenge of business buy in to HR programs. They were either minimal or forced.

2) Effectiveness of HR initiatives / interventions were not clearly evident.

Objective & Description of the Best Practice:

Objective

1) To transform HR strategy from a push to pull approach

2) To correlate to the context of the business environment towards gauging effectiveness.

Description of the HRBP

An **HR excellence dashboard** that periodically measures a business unit's performance on key Talent KPIs. These KPIs pertain to areas such as Employee Performance, Learning, People Engagement, Rewards /Recognition & Retention.On a quarterly periodicity, each project is measured & made aware of their performance on the scorecard.

Strategies

Aligned with the business KPIs - This scorecard integrates into the overall business measures ensuring equal weightage & importance on HR focus areas. Leadership teams are involved in the review QoQ.

Measurement for Effectiveness – Account performance is correlated with Employee Turnover & Employee Satisfaction.

Key Initiatives

The scorecard involves the collaboration of various partners during implementation - Delivery Excellence, other HR functions& Business

Tangible Measures

Retentionimproved by 102bps, Satisfaction indexby 1.85, Quality of Career connects enhanced by 2600 bps, the employee-HR equation bettered from the previous year(4200 bps improvement).

Business Impact & Outcome

• Strong connect with strategic business themes of Digital enablement, Improved Employee productivity, Associate satisfaction & Retention.

• The initiative became a Self-governing model with feedback& a robust review rhythm.

Recognition

This initiative (branded as 'HeartBeat') has been shared within the organization towards quantifying HR processes both operational & tactical. This has also been documented & sent for a TATA group level assessment as a sustainable practice

Implementation Challenges if any

Ensuring data flow from various systems took some additional time before a streamlined process was in place.

Business Impact & Business outcomes

Gamification of the freshers hiring process to engage, spot & hire Quality Talent with readily deployable skills and accelerated performance

Description

The need of the day is versatile talent with high 'Learn ability Quotient' who have demonstrated their problem solving skills, ability to think differently, and who are motivated self-learners picking up skills which are in demand and keeping themselves abreast of technology changes. The challenge was to get the best talent with high learning quotient from anywhere in the world and attract them for the challenging assignments with Business Units in the latest of technology.

The solution came in way of 'Contests' that we conceptualized on TCS Campus Commune, which is TCS's own Digitised Student Engagement Platform which, with over 1.4 million users, is one of the largest student engagement portals in the world, owned and managed by any private Organisation.

Strategies & Key Initiatives

Over the last 4 -5 years the TCS Talent Acquisition Group has launched multiple contests on Campus Commune in partnership with certain Business Units:

1. Code Vita — The TCS Coding contest (in partnership with TCS Research & Innovation Unit

2. EngiNX — The TCS Engineering Design contest in partnership with the Engineering & Industrial Services Business Unit

3. HackQuest — The TCS Ethical Hacking Contest in partnership with TCS Cyber Security Practise

4. Testimony — The TCS Assurance contest in partnership with the Quality Engineering COE

Tangible Measures

In the last couple of years, TCS had hired in the range of 2000-2500 Trainees through this gamified model and this clearly gives us an edge over competition. The candidates hired through this mode have been observed to be better performers and tend to stay longer.

Contest based joiners have been observed to have a clear 56% more high performers than those who join through regular campus process . 64% of them get allocated into billable engagements within 0-90 days of completion of ILP, where as for normal trainees it takes upto 6-8 months to get into billable engagements.

Recognition

Rasbic - Best use of Technology for Recruiting

Limca Book of Records - Codevita: - The largest team programming contest open to students in India

Recruiter Awards 2016 - Best Graduate Recruitment Strategy

Brandon Hall Excellence - Best Social Talent Acquisition Strategy

Achievers In The Making

1. **Problem Statement/Business Challenges**

   Two way problem statement capturing needs of employee & the firm.

   Employee – Non availability of platform to showcase inherent Sales, Leadership, Ownership & Communication skills to move laterally to appropriate best-fit roles in the firm leading to attrition.

   Firm – Non availability of a pool of high potential Sales talent workforce competent to take up national & global level customer facing, revenue generating business development roles at the entry level. Hi Pot Engineers leaving the firm to pursue MBA.

2. **Objective & Description of the Best Practices:**

   • **Objective**

   To provide a win-win situation for the existing employee & the firm by means of an intense training program that grooms & nurtures young, high potential Sales talent workforce to take up best-fit, high impact, customer facing & revenue generating roles in India & abroad (irrespective of their previous background) thereby mitigating the need for expensive external hires at entry level.

   • **Description of the HRBP**

   AIM as a process involves 4 stagecontinual engagement with the associates –

   (a) Selection – With selection ratio of 15:1, Involves aptitude tests, psychometric tests & 2 rounds of personal interviews.

   (b) Training –5 month process. **Virtuals – 2 months,** trainee's needle is aligned virtually whilst already being under their handover period in their current assignment by means of daily virtual sessions, certifications & leader connects. **F2F – 1 month** flipped classroom pedagogical boot-camp wherein the participant& trainers engage together in

an **intense 24/7 environment of learning & networking** with stay at the campus guest houseinvolving learning via case studies, mock CXO pitches, sales simulations, networking with leaders, gamification for constructive competitive spirit &behavioural training. **Learning-By-Doing – 2 months,** trainees go out on the field & apply sales concepts to cold-call & sell low value, high velocity TechM / Mahindra products.

(c) Allocation, Career Management & Ongoing Engagement – Placement into sales business units in line with premier B-School placement process, QPRs & rotation plan based on succession planning. The participants form an internal elite group who have on going mentoring and coaching from leaders.

• **Strategies for design and implementation**

Content distribution – 40% sales concepts, 30% behavioural training, 20% technical processes & 10% internal processes all based on flipped classroom pedagogical model. Trainees are divided into ready-now & ready-future. Ready-nows can be mapped directly to sales roles and ready-futures are given 6-12 months' runway of sales enablement till they are ready for customer facing roles basis succession planning.

• **Key Initiatives**

Distance MBA from IMT Ghaziabad, Harvard ManageMentor, Cloud, Analytics &IoT Certifications & these are tracked. AIM Day, yearly extravaganza where alumni from the 1st to the latest batch meet to felicitate top performing AIMers of the financial year along with the support staff who make AIM what it is today.

3. **Business Impact & outcomes**

   400% ROI for the firm, resource costs **1/3rd the cost of an average external** hire at entry level, win-win situation for associate and firm, active

pipeline for sales, pedagogy is getting featured into several other business units in the firm and **prevents attrition** of young high-potential sales workforce. It has been a *disruptive HR practice* within the firm and across the group companies, with its nature of letting **millennials take charge.** The results in terms of building AIM core values like **Gratitude, Empathy, Optimism, Collaboration, CAN DO and Ownership,** have been successful, as testified by the managers of the AIMers and the leaders of the organization and hence we take pride that the AIM training is part of **Nation Building** in a manner of speak.

4. **Recognition if any**

Received 'Unique Process of the Year' out of 60 entries at **TechM Star Awards, '17,** an internal competition.

Nominated for **Mahindra Innovation Awards 2017 and featured in the top 8 from amongst 65 entries.**

5. **Implementation Challenges if any**

Getting the associate released from delivery projects, as they are hi pots.

Continuous updating of the content, as all trainings and content generation is in house.

Attitude building is the core of our trainings, which in itself is a non-linear process with difficult measures.

Leadership Development @ Titan – An Overview

At Titan, the Leadership Development process follows a tiered approach. We have a comprehensive model that has tailor made development journeys for all management levels

- Young Leader Program - Leadership Potential identification at an early career stage followed by accelerated development. Duration of 24 months

- Emerging Leader Program - Development Journey for Top Talent identified through Talent Management process for middle management. Duration of 18 months

- Senior Management Development - Development Initiative for Senior Management. Duration: 2 cycles of 18 months each

- Top Management Development - Development Journey for Titan Management Council. Duration: 2 cycles of 18 months each

All learning journeys follow the 70-20-10principles and include classroom, on the job and experiential learning. A few unique practices/initiatives that are embedded in our learning journeys are detailed below

- Deep Diagnostics - Variety of tools to understand motives, values, traits, Leadership Styles, Competencies

- Immersions - Participant gets a ring side view of practices around specific themes at other organizations. An opportunity to bring in an outside-in perspective

- Sponsor Conversations - Titan leader who acts as a sounding board. He/She tracks progress, offers perspectives on challenges faced and encourages participants to apply learning on the job

- Catalyst – Learning From the arts - Aims to build appreciation of excellence, aesthetics and creativity through exposure to various art forms and artists – music, dance, painting, photography, literature, etc

The process followed and the effort towards leadership development has led to positive impact in the following areas

- Career Growth for participants

- Positive shift in organization climate

- Talent Pool Retention

- Key initiatives that have been implemented which were derived through learning opportunities provided by the programs

- Readiness for leadership roles

The practice has been selected as a best practice among Tata Group Companies and was shared at the Group Level.

Associate Assimilation Program

Please answer the questions in context of the award nomination category applied for

1. What are the key objectives/ outcomes defined and/ or achieved for the chosen category given the current business context?

    Trianz in the last 4 years has grown in excess of 20% both by business value and head count. As hundreds of new associates joined us over the last few years, we realized the need for having structured interventions which will help all new associates assimilate faster into the organization and in-turn, facilitate higher efficiency; leading to higher effectiveness.

    This high rate of new talent addition into the Organization spun off a need to create a strong "assimilation program" which will help address the following:

    • Enable associates to understand the Trianz business model and value proposition

    • Awareness of various enablers available to make one's own role successful

    • Enhance the feeling of "belongingness" to new associates

    To achieve these objectives we initiated the Associate Assimilation Program through

    • First 90 days plan

    • Bestie @ Trianz

    • Cap and Clap

    (All these three offerings are further detailed below)

2. Please describe the key initiatives undertaken in the chosen category that have led to the efficiency and effectiveness of the select category as well as the overall HR strategy.

    1. **The first 90 Days program:** To help associates know everything they need to know about Trianz, its culture, their own function and their individual role which is facilitated by a gamified platform. The theme of the platform is modelled like an arcade 'ninja game'. The whole plan is divided into 3 stages (30, 60, 90 days). At the end of each stage in the 90 day plan, an associate completes a 'level' and is eligible to 'play' the next level. On completion of all three levels in the program, one 'éarns' a Trianz Cap.

    2. **Bestie:** A structured buddy initiative, where the besties are selected after careful calibration and are tasked with ensuring that all new associates get a 'personalized experience' of settling down. The uniqueness of this initiative is that the whole experience is facilitated by a peer who is well versed with all required facets of Trianz and is qualified to share this knowledge with a new associate.

    3. **Clap & Cap:** Is a unique initiative where associates; after successful completion of their 90 day plan, are awarded a Trianz cap in a public forum in the organization. This helps create a feeling of completion of a 1st milestone in the organization, enhances peer level recognition and also has a high positive impact on one's own affiliation to the organization.

    As we induce more and more millennials / Gen Y into our organization, we have realised that the success of any org level initiative is dependent on how participative we have been in crafting the offerings and howgamified (cool) the initiatives are.

3. What were the people and financial resources required to undertake the above mentioned journey? How did you build business buy-in for your initiatives?

    All these three initiatives have been coined with full participative approach by gathering inputs from across the organization. All tools / platforms and creatives have been created by internal teams who volunteered to contribute outside of their regular job responsibilities. All such contributions at Trianz are factored in through a metric called

corporate citizenship in the Trianz performance management philosophy.

All these three initiatives have almost zero cost involved. The only financial expense here being towards the Trianz cap.

Right from Conceptualisation to the execution of the 90 day plan was done by associates. The First 90 Days Plan was a good example of a zero cost initiative. The Bestie program on the similar lines is run by the associates with minimal intervention from the HR Team. The clap & cap initiative is much coveted at Trianzand the the associates have to earn a cap as a part of the completion of the first 90 Days Program.

Being an Organisation which emphasise on innovation the concept of the associate assimilation plan is easy to sell. There were several aspects of it. Involvement of different stakeholders and the most important, getting a buy in from the senior leadership team. But before involvement of any stakeholder, a survey was run(while conceptualizing any initiative) among the associates to understand their requirements and specific issues.

As a standard procedure at Trianz, all senior leaders were given an orientation of the survey conducted, opinions collected and then the proposition of the overall model.

This approach has not only helped the initiative become successful, but has made the business stakeholders a formal part of the talent management initiative creation and not just stay at a level where problem statements are formed.

4. Please describe the success metrics/ results achieved through your interventions.

90 day plan

All associates who complete the plan have found to have enhanced awareness of Trianz's business positioning, various operating models, and overlaps between functions / roles, one's own function / team, individual job responsibilities, expectations and KRAs.

Bestie

Measured through a formal survey at the end of 90 days seeking inputs from associates on the effectiveness of the program

Cap and Clap

An associate is driven to complete the 90 day plan and within 10 days of completion of the plan, s/he is awarded a cap.

5. Please illustrate if you have achieved any breakthrough in the said category during this journey.

The biggest breakthrough that we have achieved is that our associates today have a better understanding about the roles that they perform. They today not only talk the talk but walk the same. Their alignment to the vision (Trianz Value Proposition) and the business metrics is so high that they take pride in explaining the same to new associates while they join the organisation.

All associates have a common purpose to strive and achieve. Intricacies and nuances of the business are better understood

There is a sure trend in increased hiring through employee referrals. More than 30% of all our external recruitment need is fulfilled through referrals. All new joiners who have experience and completed the assimilation program contribute to more than 50% of all the referrals. This has played a huge role in enhancing offer to joined ratios and also significantly reduced our cost per hire.

Our biggest realisation is that an Associate who is well assimilated into the organization is highly productive, appreciates the interest that the organization has taken in his / her assimilation and is a strong advocate of Trianz in his / her network.

UNITED BREWERIES LIMITED

Building an Inclusive Workforce through Stepathlon

Description

- UBL, India's largest beer company is spread across 50 plus locations with workforce with varied cultural background, age, gender. The work environment also requires high physical and mental agility. Stepathlon worked as a simple yet effective solution to not only engage and unify the diverse workforce but also transform the sedentary into active.

- It is a pedometer based 100 day virtual race around the world that has helped us build an inclusive, healthy, engaged and productive workforce.

- It is agnostic to age, gender, location designation, physical ability and helped us create a "one Company" feel. Also helped us connect our satellite locations dispersed across the length and breadth of the country.

- Stepathlon provides a platform where employees can sync the major wearable devices or fitness applications. The employees were provided pedometers to track steps until 2015. However, last year, they have integrated an in-app step counter which syncs employee steps directly to the platform.

Initiatives

- A combination of Online (quiz, photography) and On ground activities (Zumba, health talks, Treasure hunts etc) conducted on a regular basis to keep the engagement levels up like

- Annual Event Step Outs organised wherein all the employees step out of their workplace on the same day at the same time .The MD also addresses the entire organization over a webcast to motivate the employees to be part of this health movement.

- The annual Stepathlon event in 2015 saw over 600 employees from across the country participate in "Step Out For a Cause" by stepping out at the same time on the same day as one-UBL. The co. donated a rupee for every step that the employees clocked on their pedometers towards Primary Education. The walk served the dual purpose of raising awareness about fitness and raising funds for a noble cause.

Recognition

United Breweries Limited Average

Increased Productivity	19%
Reduced Absenteeism due to Illness	20%
Experienced Better Teamwork	21%
Increased Engagement	18%
Weight Loss	24%
Feeling more Energetic	28%
Reduced Stress Levels	23%
Improved Quality of Sleep	20%
Sitting Less	32%
Walk More Steps	51%
Exercise Longer	52%
Exercise More Often	44%

Youth 4 Jobs

Mainstreaming A New Talent Pool – Youth with Disabilities

1. Problem Statement/Business Challenges

Valeo, Chennai faced the following challenges:

- Customer complaints about wrong packaging
- A high 40% attrition in the packaging line
- Language problems since contract workers used many languages
- High absenteeism affecting production cycle

2. Objective & Description of the Best Practices:

- **Objective:**

  Hire from a new hitherto untapped talent pool – youth with disabilities.

- **Description of the HR Best Practice**

  Bringing on board, a facilitator, Youth4Jobs (www.youth4jobs.org) to help mainstream hiring of PwDs. Y4J is a pan-India organization which focusses on helping companies begin or strengthen their journey of inclusion.

- **Strategies for design and implementation**

  Y4J designed a strategy which put in place processes which ensured the youth with disability was productive and was an asset to the company. The initiative was win-win both to the company and the youth as the design was participative.

  It involved key stakeholders like the following:

  - Speech and hearing-impaired youth and their parents
  - Top management and
  - Manager and supervisors at the place of work

- **Key Initiatives**

  *For employee ownership a naming competition was launched. ABLE+ was the name chosen

  - A fun-filled sensitization workshop was done for the top team including visitors from the French plant
  - Speech and hearing-impaired youth were identified and given a work place orientation
  - Parents of the youth were invited to the work place to counsel them as their sons and daughters were all first-generation workers with low self-esteem having been rejected in job interviews because of their disability.

- Low cost work place solutions were put in place like translucent jackets / signages. A flashing light was added to the emergency siren
- Sign language workshops customized to the plant needs were conducted
- An officer was chosen as the Diversity officer. Y4J invested in the skills of this officer

- **Tangible Measures**

  - Y4J encouraged Valeo HR to measure the impact of the work in the key areas of productivity and attrition
  - The results were shared in their quarterly HR meets

3. Business Impact & outcomes

- Increased productivity and quality
- Controlled absenteeism
- Improved employee morale
- Buy-in from the Union
- Successful implementation of KOSU (A lean tool to measure productivity) with speech and hearing-impaired candidates in packaging line
- Appreciation by national & international customers
- Improved company Brand Image

This lead to scaling of this initiative in Valeo plants in Chennai and Pune

More importantly, this best practise when shared mainstreamed hiring in the auto component industry. Companies like India Piston, Gabriel, Takata, India Brakes, Lucas TVS, Caterpillar, have begun hiring. About 450-500 locomotor and speech and hearing-impaired youth will get quality jobs in these companies over 2 years. All are first generation workers from poor families

4. Recognition if any

- Y4J won the Zero Project award as a global innovator at the UN headquarters in Vienna
- Valeo, Chennai won the First Inclusion award across its global plants for this work

5. Implementation Challenges if any

Initial skepticism. Issues raised were how to get buy-in from unions; maintain safety norms in the plant and no one understood disability

Talent Cartography and Marketplace

Description:

In a fiercely competitive talent market, **TIME** is of essence. Especially when it comes to **critical leadership talent**, delay in fulfillment impacts both – the top-line as well as the bottom-line. The need of the hour is to **identify proactively** – enable the recruitment team to have a complete view of talent supply, and be aware of passive talent who could potentially be part of Wipro. This in turn helps avoid delays due to reactive hiring that has an adverse impact on **time, cost & quality**. The challenge contemplated was to have an innovative, structured and proactive approach.

Implementation Challenges:

Getting business to explore internal talent before going to the market was a change management process. Every time an internal employee wished to move roles, striking a balance between the work-in-hand vs. new work-allotment was a task for the business and the recruiter. Convincing leaders to explore opportunities internally was another hurdle we overcame.

Strategies & Key Initiatives:

Talent Cartography outlines the **marketplace**, both internally and externally, incorporating the essential elements required to execute talent strategy. It drives **proactive fulfillment** of leadership roles in a nimble and **agile** fashion. This practice increases sourcing & staffing effectiveness in an environment governed by the contours of business strategy.

Implementing this methodic proactive hiring strategy, we launched **Talent Marketplace** for identifying, attracting & retaining internal leadership talent.

END OF REACTIVE HIRING

Business Impact & Outcomes:

Talent Cartography enables recruitment professionals to upgrade from **"order-takers"** to be **"talent advisors".** Business leaders provide seat on-board to recruitment leaders, while shaping business strategy. Internal Talent Partner **Satisfaction Score**, continues to be at top box rating; business leaders vocally express their gratitude to the business value created by the proactive approach. Continuous introduction of newer methods to recruitment had a significant impact both on manpower budget and in hiring source **cost per hire.**

Velocity: time-to-offer reduced by 1/2 | 2/3rd reduction in days to join (senior management & strategic roles)

Cost: External Partner usage dropped by 1/3rd of previous year

Referrals: 1/3rd hiring via employee referrals | Significant increase in top management & diverse applications

Talent within: 2/5th of hiring: internal talent fulfilment | This change within 1 quarter from launch (Apr 22)

Tangible Measures:

Series of activities executed under Talent Cartography which had a company-wide impact:

Elements	Innovation
iTRP (Internal Talent Review & Planning): Structured annual approach of identifying role holders, and their internal successors	**Talent Marketplace** as a platform that enables internal movements in line with career aspirations
eTRP (External Talent Review & Planning): External talent mapping to role-holders within organization	Every role holder had 5 names proactively mapped: possible external talent who could be on boarded when the need arose

Talent Book: Captured industry knowledge and people who were key players in near competition	Industry insights and intelligence including structures mapped against priority sectors.
ATSM (Applicants to Senior Management): Wipro executive leadership acting as talent magnets to attract the best talent.	Every applicant is proactively profiled irrespective of role availability. This talent pool was continuously engaged with and dipped into when the opportunity arose.

Recognition:

1. **CHRO (Wipro) Award'17 for Collaborators – Talent Marketplace** for Internal Leadership Redeployment

2. **Wipro HR Excellence '17: Above & Beyond Award** for driving & contributing to organization level initiatives

3. **Awarded runners up in "Excellence in Talent Sourcing & Staffing"** at SHRM India HR Awards 2016

4. Our **Talent Cartography Hiring Strategy** is well applauded by the business leaders

5. Talked about as **'Innovation in Hiring'** in CEO Annual Meets, Quarterly Talent Updates to Top Management

Performance Nxt | Manager Pro
Fostering a Winning Organization

Business Impact and Outcomes

Performance Nxt was launched in July 2016 to augment Wipro's growth ambition of becoming a $15b company by 2020. To support this accelerated growth plan, we ensured that our Performance Management system becomes a business enabler instead of an HR process. Since we have launched the process, our **Annual Engagement Score has gone up by 13 points.** The positive engagement seems to be translating positively on various business parameters as well. We have seen the top box ratings of our Customer Satisfaction scores rise to 88.3%. On the financial performance as well, Wipro recently crossed the mark of $2 Billion quarterly revenues in IT Services. While it can't all be attributed to our Performance Nxt process, but we can see that the process is enabling career development and fueling organization growth, the way we had intended.

Description | Strategy & Key Initiatives

Performance Nxt is a unique process **customized** to an employee journey's in the organization. All employees have **quarterly feed forward discussions** with their manager that **helps them identify priorities** for the upcoming quarter as well as **grow and develop** in their roles. Some of the key features of the process are:

1) **Giving a headstart to new joiners:** New joiners often struggle to get started in the organization. Performance Nxt ensures that new joinees connect with their managers and sign off their G&Os online within the first month. We have predefined role wise G&O templates and G&O enablement guide to make G&O setting faster and easier.

2) **Agile Performance Management** is a **360 degree Performance feedback** implemented for employees working in agile methodology projects. The process incorporates **standardized role based G&Os** and employees are rated objectively on multiple projects using a combination of **Team Metrics** and **Individual Metrics.**

3) Enabling the strategic charter of DIDI (Digital, Innovation & IP | Domain & Consulting | Integrated Services & Solutions) – The process allows for employee's feedback to be captured from multiple managers covering project as well as COE performance.

Self Help guides are available to employees to write effective reviews and do effective discussions.

4) Enabling Managers: Special effort has been put to equip managers to do objective and coaching based discussions with team. These include:

a. Developing coaching skills in managers:

i. Online Modules – Bite sized learning modules to equip managers to do effective discussions and manage touch conversations.

ii. In Person Facilitation through Manager Pro program to train managers in areas of Effective Interactions, Differentiation and Leading with a Purpose.

b. Enabling with Data – Key Performance Indicator (KPI) dashboards are available for key roles to ensure objective reviews.

c. Rewarding Performance – Linking with quarterly variable pay to empower managers to give instant rewards.

d. Manager Dashboards for managers to know how their team perceives the quality of their discussions.

5) Long term development: Process ensures that managers don't just focus on here and now but build their teams for the long term by creation of Self Development Goal and by integrating feedback from other learning applications (Trend Nxt) and behavioral feedback (WLQ – 360 degree feedback and KCA – Key Competency Areas).

Tangible Measures to substantiate the business impact

1) Adoption - 90% - quarter-on-quarter on-time adoption of the process by employees as well as managers

2) Annual Engagement Survey 2016 (YoY increase % points): Employee Career Growth – 14%, Overall Engagement – 13%, Periodic Performance Discussions -8%

3) Discussion Feedback Stage responses (all employees need to enter this after the discussion -Enables better performance – 91%, Helps identify priorities – 90%, Facilitates Growth & Development – 89%.

Any Recognition (External & Internal) received for the HR best practice

The Performance Nxt initiative was awarded the 'Creator Award' for best innovation in the Wipro Annual HR Excellence Awards 2016.

Implementation Challenges and how we overcame them

Since this was a cultural transformation intervention in an organization which has 180,000+ , employees, spread across 60 countries, we took several steps to ensure effective adoption.

1) Partnering with employees– Feedback was sought by CHRO from all employees through Yammer on how they wanted the organization's Performance Management process to be.

2) Pilot launch – Rather than launching the process for the entire organization, a pilot version was launched in March 2016 for smaller units. The learnings from the pilot were then applied to the full scale launch in July 2016.

3) Building an eco-system for Employee and Manager Enablement – As explained above, several online as well as face to face (Manager Pro) programs were launched to ensure that employees and managers understand the spirit of the process well.

4) User centered design ensured that the systems were easier and simpler to navigate, which in turn drove quick adoption by employees.

IE^2 - Fueling the Digital Journey thru Inergize (I)

Engage (E) Evolve (E)-

Disruptions in the industry and changes in technology make innovation and creativity MANDATORY and very critical for the organizations- survival and success. HR as an enabler and effective business partner plays an impactful role in weaving the cultural fabric of the organization with the emerging threads of innovation and learning.

IE^2 - Fueling the Digital Journey is a story of ideas, technologies and human capital that attempts to invigorate the workforce that strives towards living the Wipro ambition and vision of owning the future.

The initiative has been spread across 5 Geos, 27 customers, 15000 employees and 5 industry verticals and involved three key areas:

Creating awareness around Digital and Innovation culture through career fests, floor walks and leadership talks –

o   Career fests aimed at re-iterating organization's focus on Digital and emphasize how Digital can lend an advantage to one's career in Wipro

o   Floor walks were organized by Competency and HR teams to enable people with first-hand information on 'digital advantage' in their careers

o   Career stories and online contests coupled with leadership talks acted as catalysts in increasing the awareness

o   External workshops

Engaging people through focused intervention around special squads (Digital Squad), mentoring and action learning projects

o   The partnership between business and HR helped in conceptualization of the business relevant themes for the 'innovation event'

focusing on Generation of IDEAS

o   Creation of Digital Squad got the passionately innovative minds together

o   Domain specific whitepapers invited focussing on ways to leverage technology to change industry landscape. Mentoring, structured session part of the exercise

Encouraging and enabling idea generation, IP creation resulting in increased revenue –

o   Idea Huddles, Idea Enablement Sessions were organized

o   Each Winning Team was assigned a leader as a mentor and ensuring regular connects

o   Digital squad members' goals and objectives were aligned to three clear innovation themes of demand/revenue generation, thought leadership and brand building. This helped the tracking of their contribution towards digital revenue.

Key measurable were visible business results, engaged Digital Talent at workplace, idea generation and impact on customer. Although this is just the start of the digital journey, below outcomes have been visible and impactful:

Impact on revenue : digital revenue has been 109% in H1 (2017-18) 967 ideas were generated out of the idea generation exercise

38 patents are in progress

Top whitepapers & POCs taken to the customers

More than 9000 employees covered by online structured learning programs – resulting in Increase in deployable pool of employees across

new technology projects

The implementation has been a great experience with its own rewards and challenges. Once the concept was socialized with the business leadership, the implementation was smooth and the acceptance among the teams has been very high. This initiative has been acknowledged and recognized internally at the organization level, furthering the culture of digital aspirations.

In the words of Henry Ford, "Coming together is a beginning; keeping together is progress; working together is SUCCESS".TESTIMONIALS:

"Congrats HR team for successfully program managing Inergize initiative. I saw amazing interest within the participating teams. Most importantly some of the ideas have got great market potential".

Gopi Krishnan Vice President & Head, Consulting & IP, Consumer SBU

Journey has started in the right direction……

"Our growth and positioning in the market as thought leaders is going to depend on our ability to get our customers to view us their 'Partner of Choice' for 'Digital Transformation'. Digital Squad has done a commendable job so far! Kudos Team!! "

Sanjoy Paul – Vice President & Head of Digital, Manufacturing & Technology SBU

Inclusivity at Wipro

Problem Statement/Business Challenges: Nurturing inclusivity is an intrinsic part of Wipro's culture, it has remained a key focus area for the organization and is a strategic enabler to ensure a holistic business growth. At Wipro, our client portfolio is diverse in composition, in terms of locations, culture, industries and technologies they deploy. In order to address the increasing complexities of such a diverse clientele, it is imperative to cultivate a workforce, which can generate a rich mosaic of ideas that enhance innovation resulting in higher revenues & greater customer satisfaction.

Description | Strategy & Key Initiatives: There is a visible, deep organization-led strategic commitment to experience inclusivity as a 'way of life" and nurture a sense of belonging within teams. This is further strengthened, with the CEO as the Executive Sponsor of the Diversity & Inclusion (D &I) Council.

An overview of key initiatives across our various inclusivity pillars are shared below.

Inclusivity Pillar	Objective/ Description of key initiatives	Tangible Measures/ Business Impact
Gender	Our efforts here are all inclusive –and focus on providing an enabling work environment. For example: WoW or the Women of Wipro program has various initiatives following the research led insights from a life stage based approach for women (e.g: this has extended across levels- some of the key initiatives here are WoW Mom, Mentoring, Recruitathon)	-34.5 % - Women workforce today - 91% - Return to work post maternity leave
Persons with Disabilities	The CREATE (Career, Recruitment, Engagement, Accessibility, Training & Enablement) framework was adopted to promote those with different abilities across areas. Our self-identification form allows employees to request for reasonable accommodation while being assured of Wipro's commitment to non- discrimination	70% employees with disabilities in billable roles -15+ clients benefited from Accessibility Services Solutions - 100% internal/external products to meet Accessibility Standards

Nationality/ Culture Sensitivity	Today we have a strong 'local national' footprint in our international geographies- via both organic & inorganic growth. Our initiatives in this area have strengthened our efforts towards nurturing a culture inclusive workforce through various sensitization interventions.	
Under Privileged	There has been a committed focus on collaborating with colleges/ universities in small cities to drive opportunities for jobs and thereby increase recruitment. This has included collaborating with NGOs/Foundations which impart skills trainings to graduates from underprivileged societies. They work towards improving the competency, professional skills and employability of youth and prepare them for various roles- which makes them job ready for Wipro or other organizations in the industry	

Overall Business Impact- Diversity & Inclusion is the Top Engagement Driver at Wipro. There has been a 13% pts. increase in 2016 annual Employee Engagement scores as compared to 2015

Recognitions: Recent recognitions in the past 2 years

"Excellence in Diversity & Inclusion" award at SHRM India HR Awards 2017,2016

Innovative Policies & Practices for Persons with Disabilities Award 2017 by Zero Project, Vienna.

Runners Up in "Diversity & Inclusion" in the Corporate HR Best Practices category at NHRD HR showcase 2016 event

NASSCOM award for the Best program in Gender Diversity for 2015-16 in IT/ ITES companies.

Asia-Pac award in the Workplace Category at Disability Matters Asia-Pac Conference held at Bangkok 2015

In addition, Wipro has been selected as Dow Jones Sustainability World Index (DJSI) Member for the 8th Consecutive Year in 2017. Diversity & Inclusion framework/ initiatives is a key aspect of DJSI Sustainability Disclosure

Implementation Challenges if any- We are living in a world, which is evolving every day. So while there have been multiple learnings as we have designed & executed programs though our D &I journey since 2008, one key common challenge that we have faced is- how do we constantly & consciously address our own biases/ assumptions in nurturing a more inclusive workplace. We are encouraging employees to understand and align to the evolving world of today by believing in boundary less thinking. With sustained communication & sensitization through leadership blogs, face-face trainings and online certification modules – open participation is encouraged in conversations on inclusion & unconscious bias.

Leadership in Digital Age

Industry is undergoing a disruptive change accentuated by a digital tsunami. Wipro strategy of Run and Change is designed to handle the disruption so that leaders can bring in and normalize the Change by being customer-centric and digital–savvy. Wipro has come up with an initiative to create leadership pipeline for short-term, medium-term and long-term through a synergistic integration of three programs - Prism, LeadNXT, and Global 100.

Global 100

Business Impact & Business outcomes:

G100 employees are given tangible business outcomes to deliver during every rotation including revenue/ pipeline growth, contribution to business strategy and operational planning, leading strategic initiatives, creation of POV and business roadmaps, program management for multi-million dollar, multi-service line, global projects, as well as partnering with HR in reduction of attrition at BU level.

Description To build a truly global and diverse Leadership pipeline by hiring the best of global talent and developing them for senior roles.

Strategies & Key Initiatives – "Today, we stand at the cusp of a bold new future – one that holds the promise of infinite opportunities and is defined by new global paradigms, disruptive technologies and unconventional business models. Organizations of the future will demand a new breed of dynamic and enterprising leaders who will radically reshape the notion of 'change'. We have gone across the globe to look for those of you who have the potential to lead. This program will not only challenge you, it will also accelerate your learning" -Rishad Premji

Tangible Measures – Contribution to revenue and growth as well as employee engagement figures.

Recognition CEO, CSO, COO and CHRO actively champion the program.

Implementation Challenges There were initial difficulties in getting real exposure and responsibility, getting time and support from senior level mentors and transitioning candidates off the program into business roles during 4th quarter, where typically budgets and head counts are not available.

LeadNXT

Business Impact & Business outcomes: In Q1-Q2 of 2017-18, we hired 24 senior leaders as compared to 54 leaders hired in the corresponding quarters of 2016-17. This directly translates to (a) saving in hiring cost and (b) saving of additional payout related to salary hike. The other advantage of moving internal leaders to critical roles is that the duration becomes less than 6 months on an average for leaders to be effective in new their roles (as compared to 1-1.5 years for a newly hired leader).

Description LeadNXT works on identifying and developing high potential leaders, identifying next suitable roles for them and preparing them for their next roles.

Strategies & Key Initiatives

1. A year-long program with one face-to-face workshop

2. 3 coaching sessions on strengths and development areas of personality, using psychological instruments

3. Experiential outbound workshop - sessions on discovering oneself.

4. Online dialogue sessions on each of the 6 competencies anchored by Senior Business Leaders

5. Application Project to implement the learnings and to create a business impact

Tangible Measures % of participants moving into critical roles

Recognition Got executive level buy-in for the program. Also, recommendations about participants have been helpful for senior leadership team to take key decisions in terms of role allocation

Implementation Challenges

Each business unit wanted to nominate more members than the original plan. Hence, strict adherence of the selection criteria was necessary.

Prism

Business Impact & Business outcomes:

\# Reduced cost & cycle time for fulfilment of sales roles

\# High quality of future-oriented, client-centric conversations enhancing Wipro's profile with clients as a trusted advisor

Won Opportunity Value $ 340+ M Deployed into Sales Roles 76/112

Description Laterally hired experienced sales people need significant time to ramp up, affecting customer connect and confidence. Equipping/upskilling the current sales workforce has the challenges of unlearning before moving to a digital mindset & way of working. We needed a smart and sustainable way to address the challenge. Prism was that solution.

Strategies & Key Initiatives – PRISM provided us the opportunity to leverage in-house talent that already comes with the learnability & adaptability needed in the fast changing environment. These people also have deep understanding of the Wipro ecosystem and strong internal networks. Crisp, intense and exhaustive sales learning, followed by a SMART goal provides this targeted audience with heightened sense of achievement and confidence. This speeds up the whole transition process for their movement into sales roles.

Tangible Measures Open Pipeline, Won

Opportunity Value, Confirmed OB.

Recognition Got executive level buy-in for the program

Implementation Challenges –

Identifying the best talents from delivery who are interested in sales get nominated for the program.

Digital Era of HR- AI, Big data and Predictive People Analytics

Description:

With changing business dynamics and change in talent mix across the industry and increased focus on globalisation, speed in taking key people decisions is much more need of the hour than ever before.

Wipro HR team has enabled business to take smarter/better/quicker people decisions – by leveraging Data-Analytics-Digital.

Strategies & Key Initiatives:

HR as a function is going through a phase of transformation from being a transactional & reactive business partner to strategic people enabler and proactive business partner. Data science is helping HR community to provide smart insights to leadership and prescribe right set of actions.

Key Initiatives Delivered -

- Organization Pyramid Dashboard (Real-time platform)
- Global People Demographics & Geography Analytics (Real-time platform)
- Process Improvement on Continuous feedback (AI based)
- Hiring & Training improvement via Sentiment Analysis (AI Based)
- Business Health Diagnostic (Proactive Leverage of Big Data)
- Leadership Talent Succession & Mobility (Real-time Platform using Big Data)
- Real-time attrition tracker (Real-time platform)
- Top Talent Retention Dashboard (Real-time platform)
- Sentiment Analysis – Pulse Feedback

Business Impact & Outcomes & Tangible Measures:

Business impact is measured in terms of – Speed & Quality of decisions taken by leadership, potential savings secured on people & operational aspects, People Productivity, Bottom-line improvement, C-SAT, Attrition, Engagement, Compliance. Using Big Data, powered with analytics, we have ensured that we are agile enough to meet evolving needs.

Following are key measures indicating the effectiveness of our initiatives:

- Cost per hire - ~ 25 Mn USD has been saved in last 2 quarters by using data driven insights effectively
- Training effectiveness index & ROI – Pro-active multi-skilling based on business pipeline reduced

external fulfilment. Improved career aspirations of employees & cost saving on lateral talent acquisition

- Employee happiness - Integrate & link various processes, available data feed to create meaningful insights and action
- Improved the effectiveness & acceptability of people-process which improved productivity
- Engagement score improvement in 100% of accounts through BHD intervention
- 85% of accounts observed a decrease in Ombuds and employee Grievance cases (internal escalation platform) pre and post Business health diagnostic action plan closure
- Decrease in Voluntary Attrition post BHD action planning in 8 BPS accounts leading to save of 1mn USD.
- Career management - Internal fulfillments have increased by 4.5 times in last 36 months
- Employee Turnover Rate - we have seen attrition reducing from 17% to 15.5% in last 12 months
- Data Quality – Completely automated data with high accuracy. 'Measure what matters'

Recognition:

SHRM HR Excellence Award'17: Winners in 'Excellence in HR Analytics'

CHRO (Wipro) Award'17 for Best emerging Team – Talent Analytics

Wipro HR Excellence '17: Creator Award for Business Health Diagnostic

Process of IP filling for BHD initiated

Implementation Challenges if any:

Fact-based decision-making of this kind is only possible through collection and analysis of reliable data… However, for most organizations the problem is not that there is not enough data – it is that there is too much and it's all over the system.

As first step, we had to clean the data and integrate on one platform (SAP HANA in our case) to be able to perform real-time analytics. Second step was to create single source of truth across the organisation, which traditionally used finance & Delivery driven data. Third step was to get mindshare of leadership to leverage insights produced and convert them in to action.

As we move forward, we intend to leverage more of prescriptive analytics & AI based data feed to improve our internal practices as well as employee experience.

Articles

HR Tech 2020

Ashish Tiwari

Regardless of, at what juncture one is in their career the common fear across the board is that of relevancy of skillsets, thanks to the ever changing, dynamic nature of technology. Realization that what is sought after today may not be so tomorrow, reminding us of the very fundamental nature of life that- change is the only constant. Technology skillsets / job oriented skills prevalent in the industry 10 years back are almost irrelevant and the ones from 5 years back are also challenged with newer possibilities staring in the eyes. AI, VR / AR, Machine learning, analytics etc. were mere concepts till a few years back but are presenting limitless possibilities today. They have evolved from "where to apply" phase to "apply wherever" phase.

Talent Acquisition and Human resource functions of the organizations, which were always considered as the technology laggards, cannot stay away from the technology evolution, either. The proactive ones are constantly adapting the change and the not so proactive ones will fall prey to this if they don't act on it. "HR Technologies" as a space is therefore emerging rapidly &we are experiencing many consolidations where larger organizations are strengthening their presence & offerings in this segment. Many startups are fueling the innovations in spaces like employee& talent engagement, enriching their experiences, transformation, acquisition, mobility, performance management, assimilation, assessments etc. VCs and investors circuit is also heating up, many of them are strategically considering entry into HR Tech as a segment. The global industry which is estimated to be little over 50 B $, growing over 8% YoY will see more traction. India is in a very sweet spot, thanks to our massive scale and the current wave of moving from un-organized to organized sector, we will experience unprecedented growth, some estimate over 25% growth rate, which means over next 3-5 years, you are expecting some of the new brands to emerge - seriously big.

So the question warranting response sooner than later is – what problems in HR will technology solve? Or how would the technology enabled (or controlled) future of HR look like?

It appears that multiple technologies will integrate & collaborate with one another to create an eco-system which will subsequently create a consumer like experience for the employees. That means we may not have a completely ready, enterprise wide work flow tool any more (at least in short future) but may have multiple widgets and tools integrated with each other. There will be different solutions insourced leveraging different technologies like – **Big Data & advanced analytics** – offering predictability & scientific actionable tasks, enabling data driven decision making, **cloud** – offering massive scale and speed, **IOT** – enabling superior infrastructure, systems& facilities, **Social** – adding to organizational abilities to infer from and influence external lives of their employees and prospects, UI Designs of these days will provide visually appealing, pleasant, professional makeover to our old generation systems and many more different technologies like these will sync up together

Some of the concepts which will push us as serious challengers are as below:

Human Resources:

- Collaboration, systems integration, Transactional level engagement (including mundane conversations and initiatives) of HR BPs could be disrupted by AI chat bots, self-service apps, auto alerts, search / recommendation engines

- Transformation led initiatives will emerge as most important ones for the organizations, the industry will be very mindful of the fact that a high performer can also become redundant very quickly unless trained to be future ready. Perhaps the biggest lesson we haveis that we all need to keep an eye on the road ahead. Tool led assessments of one's readiness, scientific mapping of the training needs and trended measurement of their adaption will become norm

- Self-learning inclusive of self-assessment & declaration will become more transparent

- IOT led Smart offices can potentially have a lot to offer to HR – They can enable – auto

recognition of employees, ensuring attendance inputs, timesheets, working from multi-facility (including different work places), time stamping, break periods etc. It can also extend aid to multiple administrative tasks right from entry to office, parking issues to enabling logistics, cafeteria, seating, meetings and many more

- Performance management process will shortly have another additional appraiser - technology or apps, quantifying the facts on your performance, deliverables etc. These smart apps, clubbed with the inputs from other systems (or apps) like training apps & skills index (database) of the organization can even start recommending the next roles suitable for you besides your training needs, areas of improvement along with the recommendations available within and outside organization

- Resource management, contingency planning, allocation of projects, all people related risks will largely be controlled by the involvement of technology

- AR / VR along with sophisticated workflow systems will deliver unrealized experiences of virtual / multi location teams, complex skill demands will create the issue of skilled talent availability thereby the need of skilled talent at multiple projects / places will only increase. That skilled talent will perhaps work on multi assignments at the same time using the technology.

Talent Acquisition:

- Machine sourcing (based on tenets of Machine Learning) can poise a big threat to the very existence of recruiters. Auto sourcing systems will take the Boolean inputs from the Hiring managers and will fetch the search results from internal & integrated external databases, at ease

- Auto publishing of requirements, CV harvesting (auto sourcing), machine based work allocation to recruiters, organized dashboard backward reviews are some of the definite possibilities

- Auto match and sequencing of the matching CVs will get fine tune shortly

- Sophisticated simulators (AI) will provide the real time universe size &of people (qualified candidates) and will provide the query builder

like tool for the Hiring managers, enabling them to create the permutation & combination of skills, with in the budgets or location. Availability of this market intelligence will ensure there will be fewer mis-match of expectations and across the life cycle, people will talk realistic deliverables across the value chain

- Predictive analysis and data sciences will impact the up-stream processes, connecting directly with Machine sourcing and shall filter out the trended suspects of defaulters reducing the leakages in offer renege and discouraging window shopping

- TA specific, candidate centric marketing initiatives on Social media, innovative tactic for candidate attraction purposes will get approvals for additional budget approvals

- Selection process will start adopting lighter versions of assessments right at the screening stage and perhaps an advanced version for the technical evaluation replacing the interviewing rounds. AR / VR / ML / AI combo will contribute here too by enabling the assessments done through an app, sitting on your mobile, letting the candidate appear the process anytime, anywhere

- Asynchronous video interviewing, video JDs, Video CVs and video simulators will continue to tempt us and we hope to see further progress in this direction

- From candidate's perspective, they will enjoy smoother &professional engagement process during the phase of selection and will see organizations investing & taking leaps. The progressive ones will ensure leaving a guest kind of welcoming experiences for the talent. I look forward to see apps displaying the selection life cycle sooner than later, enabling the candidate to know their status of progress real-time

Besides the above few trends, emergence of lucrative business models will emerge inevitably, bringing paradigm shift in the way businesses are done. All the act of enablement in HR & TA will mature & become more business backward. So brace yourself for an exciting ride ahead, venturing in to some unchartered territories and speculate the possibilities with absolute optimism.

The disruption of HR

How technology innovation will move HR to its promised land

Avinash Saurabh

The unsurmountable logic of inevitability

When I think about what the future of an industry may look like, I prefer to focus on the *curve of inevitabilities.* This curve can be derived by an unbiased, time based logical extrapolation of the enablers of the industry and then reviewing the industry within the context of these extrapolated outcomes.

For example let's consider the gasoline car industry. What keeps the industry running is the fact that gasoline is readily available. But gasoline is also a non-renewable resource which means that it is inevitable that we will run out of it. We can reduce the consumption of gasoline and delay the depletion but it is inevitable that if we continue using it, we will run out of it. If we now review the gasoline car industry under this context, it is then just a matter of time before this industry cease to exist. No matter how we feel about this and whether we like to believe in it or not, the logic is unsurmountable. Companies that are preparing for this future now, are the ones who will lead the market later.

The inevitability for HR

The above example is simpler to accept because we see the shift already happening with companies like Tesla leading the way. However within HR it is a little trickier to find that curve of inevitability primarily because there are multiple factors at play here.

First factor is *artificial intelligence and big data.* Technology has advanced to a level where it can use large amount of data to make decisions that mimic human level intelligence. We may correctly argue that the decision making is not as good as that of humans but it would be naïve for us to believe that the technology will stop at its current level. It's only a matter of time when it will catch up with humans. When this happens the most obvious implication is automation of all process oriented tasks – you may want to read this as automation of employee on boarding, annual appraisals, reward and recognition etc.

We may try to comfort ourselves by arguing that for each of the HR processes that I mentioned earlier there is a human component involved. That is where the second factor comes into play –*humanized technology interfaces.* The way we interface with technology is no longer a boring, unilateral, non-responsive activity like "go to the 3rd tab on right side and click the button to book tickets". With advancements in chatbots, virtual assistant and gamification the way humans engage with technology is changing. Much as we ask Siri to tell us the weather it's a matter of time before we start asking the virtual assistant in our offices to tell us about the company policies and for them to reward us on good performance.

If you are an HR and even if you try to agree to the above two curves of inevitability, you may still try to comfort yourself by arguing that although the technology may become intelligent and the interface becomes more humanized, what if people just don't use it – after all we have all seen so many new technologies that were never adopted by the end users. To answer this, I would like to introduce the third and final factor – *our increasing comfort with self-service platforms.* The easiest way to explain this is to ask how did you book your last flight ticket ? For most of us that answer is surely not "via travel agent". The consumer today is becoming self-reliant in their use of technology to avail services. From hailing a taxi to ordering groceries we no longer rely on humans to help us with those services; we use technology. And as technology becomes more intelligent and humanized this trend will also continue.

So what does the convergence of these three trends mean for the HR?

When we combine (i) intelligent technology capable of making human like decision, (ii) humanized interface between this technology and its users and (iii) our increasing reliance on self-service platforms, it is clear to me that we will no longer need HR for activities that were traditionally core to the function. Areas like employee retention, reward, capability building, training etc where HR is the process enabler will get automated and run by intelligent algorithms. Some of these changes have already started to happen. For example a recent study showed that algorithms can predict human traits like intelligence, emotional stability, agreeableness and openness based on our digital social data and another study showed that algorithms are better at judging human traits than humans themselves!

So the obvious question to ask is what will happen to HR when its traditional roles are taken over by machines?

I believe that when this happens, it will not be that the HR becomes irrelevant rather the HR will elevate to a much larger role within the organization. The convergence of the three curves discussed earlier will free up time to help HR focus on helping employees find more meaning, purpose and happiness at the workplace. I believe that this is the ultimate promise of the HR function and with technology disruption inevitable over the coming decade, HR must gear up for the future.

The discussion should move from **process oriented** *human capital management to* **purpose oriented** *human capital nurturing.*

About the Author

Avinash Saurabh is the founder and CEO of zoojoo.be, a habit formation platform. Zoojoo.be is an IIM Bangalore incubated startup and is being used by over 300,000 member employees. Avinash is an INK Fellow, TEDx Speaker, was named as game changer under 30 by Indian Express and included in the list of 40 achievers under 40 by Business World.

Leadership in the Digital Age

by C. Mahalingam

Leadership is a fascinating subject of study. Its influence in an organization, society or a nation is far-reaching and long-lasting. A google search on "leadership" will yield millions of entries. Every month, a few hundred new books on leadership get released. As some leadership Guru said many years ago: "Next to God, leadership is the most misunderstood subject." Because leadership matters and does so big time, corporations are investing billions of dollars in leadership development. Good leadership brings speed to execution and builds organization capabilities required to enable execution.

Many years ago, Kenneth Blanchard published a "cost-of-doing-nothing calculator"which highlights the potential damage that is caused when leaders do not pay attention to productivity, customer satisfaction, employee turnover and a few other key aspects of managing an organization. Leadership effectiveness is also quite contextual. Leaders have to make sense of the VUCA world in which they operate and make meaning out of it for articulating to their people and for rallying them around.

In the last a few years, we have seen dramatic changes in the way business landscape is shaping. The 4th industrial revolution, as the emergence of the digital era is known as, has taken many industries by storm and surprise. Emerging technologies such as sensors and algorithms that drive machine learning, artificial intelligence, robotics, 3-D printing, Internet of Things and the like have dramatically altered the basis for completion for good. The implications are far-reaching even as organizations are grappling with it.

Driverless cars just do not impact the automotive industry alone. They have huge implication for health care industry as well. With fewer deaths due to accidents thanks to the driverless sensors-driven cars, the availability of human parts for surgical implants will become scarce. Literally, overnight the Airbnb has rendered traditional hotels somewhat redundant, though not fully yet. For HR too, digital platforms like freelancer.com and Topcoder and such others have brought about the possibility of crowd-sourcing talent, instead of having to hire them in large numbers.

Social Media has changed the way consumer perceptions are built. Organizations can longer hope to sell their products and services without being scrutinized by the social media. Big data and analytics offer significant scope for predictive analytics and wiser investments. Cloudification of technology has made technology more affordable with little investment in owing the IT infrastructure. Nerds have become even more worried with technologies becoming obsolescent and half-life of learning becoming even shorter.

In short, everything we know about how business is being done is changing! Welcome to the digital age!!

Leadership in the digital age is going to be much more demanding and agonizing, even for the accomplished leaders of the past. What leaders will do to succeed in the digital age is still lot guesswork. To believe that leadership attributes, styles and competencies for the digital age are crystal clear and well figured out is very unrealistic. As someone said what we are seeing unfold is chapter 1 of 100 chapters that digitalization is waiting to unfold!

However, what we can say with confidence is that traditional styles and competencies of what defined a successful leadership and leaders will be grossly insufficient. We are not talking about timeless principles of integrity, authenticity and customer intimacy and the like. If anything, these are going to become even more pronounced and critical. What we are focusing here as competencies are consistent leadership behaviours that will drive a digital culture and enable successful transformation of the companies they lead and manage.

Combing through emerging thought leadership on the subject, we can estimate that the following are some of the key leadership attributes that will help leaders to manage the organization that are becoming more and more agile. For ease of understanding, we might call this "agile leadership." Digital era demands a lot more agility than leaders have ever demonstrated. Agility prepares the leaders and the organizations to mobilize, execute and transform the way their organizations are run.

Let us look at a few of these leadership requirements here:

1. Manpower Group has listed the following as key competencies for leaders in the digital age:

   a. Short & Long term navigators where by leaders focus on both today's performance and build tomorrow

   b. Inspiring Mobilizers to rally people behind the transformation program

   c. Risk-intelligent Opportunists who pivot to new opportunities as big data guides them

   d. Rewarding experimenters

   e. Courageous decision-innovators who dare to see what others do not

   f. Inclusive communicators seen as taking everyone with them on the journey

   g. Community "we" seekers who clearly understand that digital enterprise is a connected enterprise and no one wins unless everyone wins!

2. Korn Ferry Institute mandates the following traits and competencies for digital transformation:

   a. Traits: Cultural dexterity, Learning agility and Emotional intelligence

   b. Competencies: Understanding business, making complex decisions, creating the new and different, taking initiative, managing execution, focusing on performance, building collaborative relationships, optimizing different talent, being authentic & open, and influencing people.

3. McKinsey published a very insightful article in May 2014 titled, "The Seven Traits of Effective Digital Enterprises." Although these traits are of the digital companies, they can as well be the leadership qualities and traits of leaders themselves. In brief, they are:

   a. Be unreasonably aspirational: Create a stretch vision, measure digital vision, not digital activities

   b. Acquire new capabilities: Buy scare talent, hire for digital skills (not for industry experience), move into adjacent markets

   c. Ring-fencing and cultivating digital talent (and more importantly, not to rely on existing HR models!!)

   d. Challenge everything: Do not accept historical norms, question the status quo, create a plan for covering every function, business unit, product and location

   e. Be quick and data-driven: Continuously evolve the company's value proposition, embrace live testing, create a data-based view of each customer

   f. Follow the money: Create a zero-based tech budget alighted with value at stake, invest across the value chain and scale success rapidly

   g. Be obsessed with the customer: Learn from every interaction, relentlessly evolve and improve the customer experience

4. Since Digital enterprises are about accelerating performance, I found the four capabilities listed by Heidrick & Struggles, global leadership and executive search firm extremely relevant to lead digital enterprises:

   a. Ripple intelligence: Discover patterns and connect the dots in order to take purposeful action

   b. Resource fluidity: Constantly optimize matching of resources to opportunities

   c. Dissolving paradox: Find value-creating solutions to apparent trade-offs and paradoxes

   d. Liquid leadership: Lead in a networked, fluid manner, rather than using hierarchical command and control

In conclusion, leadership is digital age is all about agility and optimism as well as being open to the possibilities and surprises that digital transformation will bring about.

About the Author

Mali Mahalingam is a HR leader with 30 years of experience in leadership roles with IBM, HP, Philips and Symphony Teleca Corporation. Currently, he is Marshall Goldsmith certified Executive Coach and HR advisor to Corporates besides teaching at a handful of IIMs.

A Journey In Inclusion

Meera Shenoy

Kameshwari was born speech and hearing impaired Her father died when he fell from a height when painting walls. No one wanted her in the family. Even before she passed her tenth grade she was married off to another speech and hearing impaired youth. Without jobs they went hungry or with one meal for days. Both of them enrolled in Youth4Jobs two months training. She was placed in Googles facilities and he works in a retail. Together, they earn about Rs.3,50,000 annually. Says Kameshwari, "Even in my remotest dreams I did not imagine this was possible. From one meal to three meals. I will definitely educate my children and give them a better life."

People often ask me why we do this difficult work. To choose to skill youth. With disabilities. From villages. Of which 30%are girls. And then place them in jobs. Do I have a child or sister with disability? "No". The answer is simple. Every day when we link one youth with disability to a job, we know and studies on our work clearly indicate - "A job to one member of the family takes the entire family out of poverty in a sustained manner". And this conviction keeps us on the path, despite myriadchallenges.

The beginnings:

80% of the worlds disabled live in developing countries like India. This means any work you do in this area will impact not just India but the world. In India, only 001% are linked to organised sector job.After setting up from scratch the countrys' first state government skilling mission, EGMM, which impacted government of India skilling policy, and consulting with the World Bank and UN across South Asia, it made sense to leverage skills for this vulnerable disability space. Youth4Jobs was set up five years back with a vision to ensure youth with disabilities have sustainable livelihoods.

The first training centre was in Hyderabad. We thought we were masters of skilling and could easily understand disability. Little did we know….. Where could we find rural youth with disabilities? They were geographically dispersed. And when we found them, parents shook their head with disbelief when we said, " Job-linked trainings for your disabled child." Special educators did not understand markets. And many companies did not understand disabilities. Or had deep mindsets about them. To add to the woes, governments, especially during elections, gave so many sops that it prevented them from wanting to stand on their own feet.

Five years young, largest in the country:

Today, we have overcome many challenges. Youth4Jobs has 22 centres in 12 states .The centres are in the metros, in Bimaru states like Jharkhand, Tier-2 cities like Nagpur and close to poor like Ahmednagar. Two separate centres for the visually impaired are in Delhi and Hyderabad, since the aspirations of these youth are different. To date, we have trained 11,500 youth with disabilities, placing 60% in private sector jobs. Others opt to attempt the government exams for which there is a reservation with their newly acquired English and computer skills.

Our approach was refreshingly different. The mantra was :"Begin your inclusion journey because it makes business sense". And not just this, we encouraged companies to measure productivity and attrition, the twin creases on many their brows. We also developed a series of services for every gap in the demand side. For example, Y4J has fun-filled interactive workshops for three management levels – top team, managers and supervisors. This helps them experience disability and understand there is Ability even in disability. Today, we are a one-stop shop for companies with services ranging from job-role matrix to work place solutions, making HR policyincluding hiring inclusive and accessibility audit. And HR fraternity responded. About 500 plus companieswork with us, many of which are first time hirers of PwD.

Innovation is the heart of our work.

There are not many ready- made jobs available or advertised for PwD.We want them to work in customer interface jobs not be hidden at the back. This helps sensitise society at large. So,with Lifestyle we created the "silent cashier"- a speech and hearing impaired youth doing cashiering. When a consumer survey was done, 90% preferred the silent cashier. This has resulted in Landmark group and other retailers hiring speech and hearing impaired for cashier positions. And opens up thousands of jobs for the youth with disability in the fast growing retail sector. Likewise, we worked with Naturals to create Natural Enable, where youth with disabilities do the waxing and other beauty operations. This again opens up the beauty and wellness section for our youth with disabilities. At Synchrony Financial, we worked with their software to make it compatible with Jaws, the talking software for visually impaired, and helped them to interview their first visually impaired employer. We have opened the basket of options in a range of industry sectors like retail, hospitality, beauty and wellness, IT and ITES,manufacturing, banking and financial sector etc. And if it is data which companies are looking for, to understand inclusion, we bring out a series of industry reports which highlight best practises, challenges and the way forward. Or books to read like "You Can", the inspirational best seller I wrote, which has stories of CEOs who combine business with compassion and successful entrepreneurs with disability.

The strength of the work is it has evolved from the needs of the youth and the needs of the industry. Initially, we understood the aspirations of rural youth with disabilities and linked them to the demand of entry level jobs. Based on the needs of companies, we developed a range of services. As we worked closely with multinationals with our sensitisation workshops, we realised we need to develop a new supply chain with better education and English. Our new offering being launched is **College Connect**. Going to colleges and universities to orient youth with disabilities and link them to better jobs in companies. **This makes Y4J attractive to HR of companies – a national presence, good mix of a trained labour pool and comprehensive services to help them begin or strengthen their inclusion journey.**

I realised, however,to impact Indias' labour pool, it is importantnot to just do corrections for the dropoutsbut begin the repair at the source ie. work in schools. We have adopted two government schools, one of girls with visual impairment and one with speech and hearing impaired. The vision is to build a wholistic model for scale. To ensure these kids become at least graduates,get enrolled in good colleges with better jobs and career progression.

And as the work progresses and deepens, we see everyday moreKameshwaris'. Given the first window of opportunity, they fly like a butterfly. With their Own Wings. Ensuring their sisters, brothers and children have better education and health. Which means a Better India and a Better world.

That elusive gender-balance!

Nirmala Menon

I have just got off the phone…..yet another call from yet another organization with the lament "We have been 'doing' gender for the last four years, but nothing has changed! We have great policies and had even implemented the longer maternity, child care and flexibility options evenbefore the law came, but it has not moved the needle!"The frustration and fatigue in thevoice is familiar. This is a conversation I have on a regular basis with well-meaning companies that are doing their best to move the needle but have had limited success.

Clearly Corporate India's commitment to gender diversity is at an all-time high. Organisations have spent substantial time and resources addressing the issue, yet, even the most committed of organisations have made limited progress with even fewer able to sustain it. Why has all the good intent and effort not made any headway? Where is the disconnect? Why does gender balance continue to elude organisations? Here are my observations if we are looking at making and sustaining real change:

Needless to say, these are views based on our first-hand experience over the last decade helping organisations with their journeys to gender parity. It is based on the conversations and interactions we have had with leaders from across organisations and industry sectors peppered with our own research and the various anecdotes we have heard over the years.

Accept that programs and policies alone won't cut it!

The big elephant in the room is how men and women in organisations even perceive the problem! While most women believe that gender equality continues to be work-in-progress, male counterparts believe that the field has been levelled and the poor results are mostly because women themselves are not aspirational enough to want leadership roles.

While this may sound reasonable considering that affirmative action around gender has been around for a while, the disturbing fact is that significantly more men are in leadership levels and if they believe that gender is a non-issue, their management styles and practices are likely "leaking" their beliefs into building systemic biases giving women the feeling that workplace opportunities are tilted against them. We must remember that, inclusion is nothing but a set of everyday daily interactions that creates the culture of an organisation.

Putting up posters or introducing policies or running campaigns is of limited relevance as long as employees have not had a chance to reflect and debate on their beliefs and assumptions of gender roles/expectations. What aspects of it are valid and what are just stereotyped generalizations and how they impact decisions at work are important conversations to have. Just like businesses must invest in learning the culture of a new country if they have business interests there, organisations must do the same due diligence around building gender intelligence and competence. These are the "Aha" moments of real movement and change.

The skills to build and run gender balanced organisations does not come naturally to most people. Remember, men are from Mars and women are from Venus? They are different! We therefore, need to make a conscious effort to develop new ways of being, interacting and managing a mixed-gender workplace.

Realign policies to make them truly inclusive. Take a hard and close look at your company's policies. How are they designed? Are they conceived as ' support' for women or are they to address the diverse needs of diverse employees in the organisation? This is important as many times, well-meaning programs and initiatives for women do not serve the purpose as it runs the danger of women being seen as "needy" of special provisions and programs. The underlying thought then is that women are more expensive for an organization and questions the relevance of gender balance as really worth the effort.

Other than maternity, every other kind of leave or benefit must be made available to men and women equally without organizational penalties for using them. Paternity and parental leave must be encouraged for male employees. Innovate to make work more flexible and build a culture where flexible working is encouraged and used and not just used in company presentations as a cool new-age perk.In organisations where "face time" is equated with career commitment, women are understandably more impacted as it logistically impossible to straddle work and home without flexibility.

By giving women and men greater control over where and how they work, organisations can encourage men to participate in caring responsibilities. This would not only ease the demands from the homefront for women but can also hone men's latent skills like patience, empathy and gentleness to surface; which as we know, are great qualities for everyone to have. Besides, when men participate equally at home, the general societal tendency to consider the woman's family role as having to take precedence over her career will begin to erode and possibly ensure a more inclusive next generation of employees.

Hold senior managers accountable to walk the talk and invest in developing women

Nothing can change until senior leaders own the agenda. They must make the time for meetings, ask for data, reflect for insights and strategise to meet challenges just like they would with any other business initiative.

It's no secret that women face greater barriers than men when it comes to corporate success. Thanks to the way men and women are socialized, women do not enter the workforce with the same confidence and drive as men to succeed. The socio-culturally revered qualities that define a "good" woman are often in direct contrast to what her business role may demand and she feels ill-equipped and deficient.

Research tells us that women don't differ from men in leadership skills but often struggle with more than men is in claiming the legitimacy to lead. Women often receive conflicting advice on how to navigate their careers. As first generation working women, many have no role models to look up to and organisations would be failing women if they did not make development initiatives for women a measurable priority.

Targeted mentoring, sponsoring and women-only workshops will help to build confidence and legitimacy for leadership and unearth the sub-conscious limitations she may have placed on herself about her career and life. Inspiration to dream and tips to counter the unique challenges that women struggle with are great motivators to push women to raise their hand for opportunities and reach their full potential. Set targets, reward and celebrate those that do meet targets.

Gender balance is a collective effort. It runs on the strength of multiple levers and on the fuel of shared values of trust and collaboration. Inclusion is the glue that holds all of it together and a productive and balanced organisation is the outcome.

EMPLOYEE ENGAGEMENT @ MAHINDRA GROUP

By Dr. Prince Augustin and MLN Patnaik

Employee engagement is the emotional commitment that an employee has towards the organization and its goals. This emotional commitment and connection to work means that engaged employees actually care about their work and their organizational goals and do not work just for a salary or a promotion (*Forbes*).

According to Gallup, engaged employees put in discretionary effort at work, which in turn, leads to better business outcomes. Engaged employees lead to higher service, quality, and productivity, which leads to higher customer satisfaction, which in turn, leads to increased sales, higher levels of profit and higher shareholder returns. Towers Perrin research says that companies with engaged workers have 6% higher net profit margins.

*"To win in the marketplace, you must first win in the workplace."* …

Doug Conant, Former CEO, Campbell Soup Company

Employee engagement at Mahindra Group, is much more than just an HR initiative; it is a cornerstone of the company's culture and an integral part of its DNA. Based on the philosophy that '*your culture determines your success'*, Mahindra has created an engagement ecosystem that embodies the core purpose of Mahindra which is - 'we will challenge conventional thinking and innovatively use our resources to drive positive change in the lives of our stakeholders and communities across the world, to enable them to Rise.'

Employee Engagement at Mahindra focuses on creating an engaged workforce by managing engagement of both white collar as well as blue collar employees.

MCARES, the employee engagement construct for white collar employees, is based on a tripod approach between the manager, team, and organization. The earlier construct at Mahindra and across the globe considered only managers as the conduit for engagement. However, based on research and feedback received from the various stakeholders responsible to drive employee engagement in the organization, it became imperative that rather than focusing solely on the manager as the conduit for employee engagement efforts, we needed to maximize impact on engagement by managing engagement through multiple stakeholders: *the organization, the manager, and the team*. Mahindra CARES is an acronym derived from the five engagement drivers:

i. **Career**: Goal setting & Performance discussion; Career growth and aspiration; learning & development
ii. **Alignment**: Vision & value; commitment; camaraderie
iii. **Recognition**: Timely & appropriate; encourage to outperform; learn from failures
iv. **Empowerment**: Communication; autonomy to innovate; accountability; collaborative work environment
v. **Strive**: Walk the talk; work-life balance; sustainability; wellness
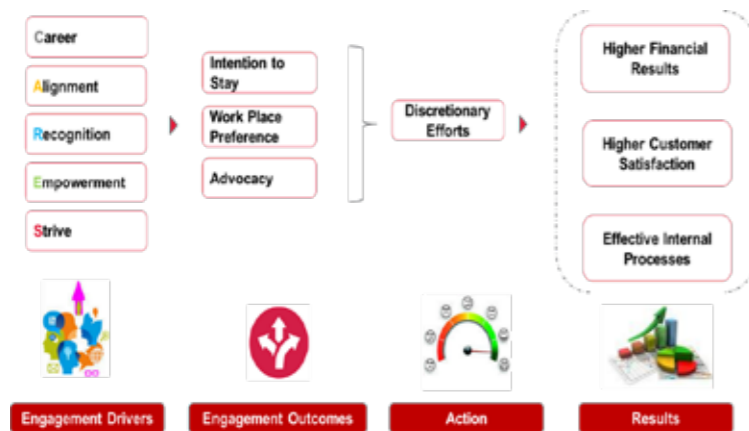
The MCARES engagement construct has 22 items classified under the five key engagement drivers (CARES), which would result in engagement outcomes viz. Loyalty, perception of being the Best Place to Work, and Advocacy. The three engagement outcomes lead to discretionary effort from employees, which will thereby lead to higher financial results, higher customer satisfaction, and effective internal processes at the workplace.

Additionally, the MCARES survey also seeks feedback on other critical aspects like the RISE philosophy, diversity and inclusivity, and commitment to employee engagement.

The MCARES survey is administered to over 70000 employees, with a 90 percent response rate annually. Post survey, key insights are generated through statistical analysis of the data which enable action planning at multiple levels: Sector/Business level, Function/Department/Plant level, and work-group (team) level.

Mahindra recognizes and acknowledges the importance of the blue collar workforce and have devised a Workmen Engagement Survey construct to drive engagement for the front end transformers. This model envisages that 'certain experiences of employees act as a stimuli to generate a set of responses and that these set of responses create a psychological state of mind, which in turn ignites the emotion and enriches the intellect leading to employee engagement".

The Workmen Engagement model has identified a stimulus response relationship between the elemental constructs of employee engagement. This classification helps the organization know where they can focus efforts and which areas need to be examined by them to engage their blue collar workforce.

The questionnaire contains 43 items measuring various aspects of engagement classified under 14 factors of which 9 are classified as Stimuli i.e. Alignment, Belongingness, Learning Inclination, Supervisory Support, Recognition, Job clarity, Health, Safety & Environment, Job Security and Social Security; and 5 are classified as Response elements i.e. Pride, Sense of Achievement, Team spirit, Work Life Balance and Commitment to Work Processes & Quality. The Workmen Engagement model has also identified the impact of the response elements on the organization's operational performance indicators viz. Productivity, Quality, Cost, Delivery, Safety and Morale, which helps understand the linkages that translate engagement into organizational performance

The Workmen Engagement Survey helps to capture the voice of more than 10000 workmen across 10 manufacturing plants biannually. The insights derived from statistical analysis of the survey data are shared with respective stakeholders which help them to take necessary actions towards engaging their blue collar workforce.

The other dimensions of engagement at Mahindra include:

1. Career development through the 3E approach of Education, Experience and Exposure which focus on development of the Mahindra Leadership Competencies.
2. Development of global business leaders, with the right blend of leadership and domain capabilities through the 'Mahindra Leadership University', which has various academies that focus on online and experiential learning for leadership development.
3. Strategic initiatives like the 'Reflective Conversations' workshops aimed at promoting active listening, asking powerful questions and giving and receiving feedback.
4. Talent management which is aimed at targeted interventions for high potential employees.

Engagement results are a critical measure of business success at Mahindra. With its large, lasting and focused investment towards enhancing employee engagement, Mahindra has seen a remarkable increase in engagement levels over the years. A statistical analysis is carried out year on year to measure the impact of employee engagement on key organizational metrics. Results have repeatedly revealed that there is a significant relationship between engagement outcomes and business performance at Mahindra which will help us achieve our aspiration - 'By 2021, to be amongst the Top 50 most admired global brands by enabling people everywhere to Rise'.

In line with this aspiration, the Mahindra Group aims to continue to create and sustain cutting edge practices to enhance employee engagement, and deliver superior business results to be a globally admired brand.

TECHNOLOGY-ENABLED EXCEPTIONAL EMPLOYEE EXPERIENCE

BRIDGING THE GAP BETWEEN CUSTOMER EXPERIENCE AND EMPLOYEE EXPERIENCE

Technological innovations have completely transformed our lives, with almost every activity of daily living being enabled, monitored, or carried out effortlessly by incredibly useful and innovative products, services and solutions. Personalization, simplified user experiences, artificial intelligence, IoT, cloud technology, and many other innovations are helping us live effortlessly.

Our dedicated virtual assistants - from Siri to Cortana - have become our eyes, ears, and even our brains, many times, as they smartly use speech and text to interact with us and help us with cooking, timely reminders, making calls, driving, and a million other activities. Shopping is a million times easier, thanks to e-commerce. Virtual reality has redefined entertainment while remote monitoring of health and home security have become easy options.

Technology is indeed delivering a spectacular experience to us as customers. The business landscape too has embraced technology across all its operations; however, there is still one aspect that's lagging behind - our experience as employees.

Yes, Employee Experience has not really been the focus of most innovative solutions until recently.

What if we could extend technology-enabled experiences to employees? What if technology could empower employees within the organizations? How about Machine Language, Artificial Intelligence and Natural Language Processing brought in to remove boring tasks of my work and make me smarter in decision making.

My quest for answers to these questions led me to evaluate all the technological options that can deliver an exemplary Employee Experience. But first, let's find out what Employee Experience ideally looks like.

THE FOUR ENABLERS OF EXEMPLARY EMPLOYEE EXPERIENCE

All the requisites that can support your enterprise's HR team to deliver a positive Employee Experience can be packaged into four pillars of enablers:
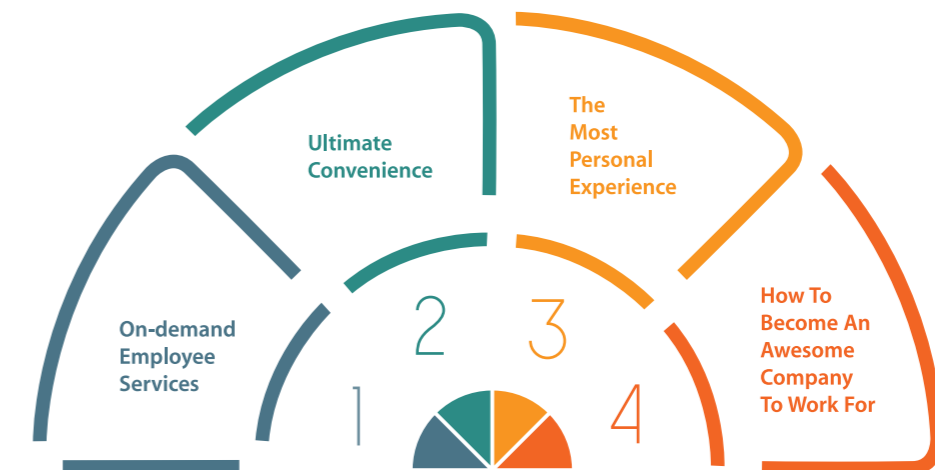
Ramco has developed expertise in each of these areas and delivered intelligent solutions that enable enterprises to ensure a complete Employee Experience. Let's evaluate each enabler in detail.

On-demand Employee Services

Artificial intelligence and conversational bots reign supreme in delivering on-demand services to employees, especially for routine, yet critical, tasks. Smart Time, Travel, and Leave Management through bot-based assistants simplify most administrative responsibilities of employees. The data-secure, intelligent bots are surprisingly prompt in delivering accurate responses. These on-demand services are also easy to access and cognitive, with a personalized, chat-based interface delivering a friendly user experience.

Even finding top performers in the company is a chat away!!
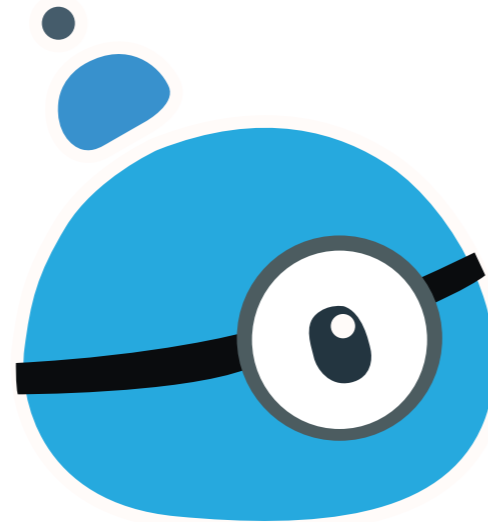
Ultimate Convenience

Getting work done on the go has become a necessity rather than an option in today's work culture; hence, mobility-driven workspaces are enabling employees to complete simple transactional to complex decision-making activities anytime from anywhere. These cognitive interfaces have an interactive and intuitive user interface that helps employees take smart decisions - making training requests to helping employees through their timely reminders and pending activities. NFC-based, GPS-based, and location-aware attendance systems support in capturing attendance and clocked time at work even from remote locations, thus simplifying access to work anytime from anywhere.

The Most Personal Experience

A personalized (MY Portal) , intuitive Hub that can be customized based on the employee's preference and the ability to drill down to review any details removes the burden of navigation across multiple screens. Artificial intelligence–enabled, memory-based solutions even provide proactive suggestions and forecasts based on earlier patterns. Personalized performance journals will also help employees track their day-to-day and activity-based performance at a micro-level rather than annual exercise which loses relevance and missed constant motivation and feedback

How To Become An Awesome Company To Work For

Organizations require robust technological solutions to streamline their Talent Acquisition and Management process. A digitally enabled recruitment process right from identifying and selecting potential talent to personalized on-boarding helps in delivering a positive Employee Experience even before they join the organization. Simple and Gamified Employee Sensor Apps and tools help determine any pattern of employee challenges at work through innovative organizational emotional intelligence.

Imagine employees knowing teams they will work with, his/her manager and even interact with them before joining.

CONCLUSION

Today's enterprises will definitely have to find means of delivering a completely positive and inspiring Employee Experience - right from ensuring a healthy work environment to providing ample opportunities for your motivated employees to nurture their capabilities and career. Mundane annual surveys, difficulty in obtaining information, and opaque appraisal systems are outdated - this is the age of real-time and extensive employee engagement, enabled by the power of technology- and data-based innovations.

Successful enterprises of the future will be those that invest on exceptional Employee Experience so your employees don't perceive a drastic discrepancy between life as an employee and life as an elevated customer.

So, where are you in your technological journey towards enabling a superlative Employee Experience? Contact me at ravi.shanks@gmail.com to explore how Machine Learning & AI can be part of your enterprise too through next-gen HCM solution.

About the Author

Ravishankar B

In his rich corporate experience, Ravi has led People function at leading organizations including Crompton Greaves Ltd, Deutsche Software Limited (software wing of Deutsche Bank), Mindtree Consulting (IT Consulting Firm) & HCL Technologies (IT services firm) to incubating a startup for HCL Corporation in Employability and skilling space.

As a human capital enthusiast and as a believer in human potential, he is actively involved in coaching and developing the next generation of leaders at the prestigious Indian School of Business. He is also a member of GE's global think tank (led by GE's Leadership center) that's focused on future of Organization and Corporate Learning architectures.

Ravi holds a Master's degree in Personnel Management and Industrial Relations from Xavier Labour Research Institute (XLRI) in India and is also an alumnus of the Harvard Business School in Information Technology.

Ravishankar currently acts as an adviser to multiple Companies, including Ramco, Board Member and also an angel investor.

Diversity in social sector organisations – working towards the elusive ideal

Sudheesh Venkatesh

Diversity and Inclusion are buzz words in the corporate sector today. Every organization seems to be keen to win the diversity battle. I don't say "battle" lightly. Ask Google, look at the flak they received when one of their engineers spoke of diversity in a misogynist tone. So let's start by understanding 'diversity'. What is the definition of diversity and inclusion?

Diversity means acknowledging the differences that we all bring. It also means respect for and appreciation of differences in ethnicity, gender, age, nationality, disability, sexual orientation, education, or religion, differences of all kinds. These maybe through artificial constructs or those that exist naturally.

Inclusion therefore is making space for this diversity. While diversity is about the right mix we want, Inclusion is ensuring that this mix feels valued and respected. Inclusion is to ensure a safe place for this diverse mix.

Diversity has been a 'nice to do' rather than a 'need to do' for most organizations. It can often take a backseat depending on the organization's priorities or can also be a topical flavour. For social sector organizations which champion overall development and well-being of the society, issues like diversity take center stage or at least they should.

In India the matter of diversity is particularly stark compared to other countries, given the sheer size of the population and disparity that exists within it, caused by social, economic, political & often even geographic factors. In India caste-gender-religion based discriminations are built into its very fabric of existence and diversity is a hard battle.

Historically our access to opportunities was defined by our position in the gender-caste-religion matrix. Our economic strength limited or expanded our access to markets and infrastructure. While these issues have got embedded into our society over the years, we have to challenge preconceived notions like specific abilities that are associated with a particular gender. These notions have no proven basis and yet they define the way jobs and opportunities are perceived and divided in India. It's not uncommon to hear of 'a man's job' or jobs that are good for girls or safe for girls.

While the government has in many ways tried to undo some of these injustices, even today in the hinterlands these dynamics play a significant role in defining the direction of people's lives. These are the very hinterlands where most social sector organizations work and try to recruit from.

Most social sector organizations have a clear underlying reason for their existence, they strive to eliminate the disparities that exist in our society. While some may work at providing better sanitation, better food to the marginalized, some work towards providing a good education, some work on sustainability. None of the work that these organizations do can sustain or create any long term impact if they can't address the basic evils of a fractured and inequitable society. They need to prove to the society what inclusion means and hence diversity becomes critical for social sector organizations.

So what does it take?

Operationally diversity has many challenges. Most of the development sector organizations work in some of the remotest, most deprived locations. These are areas that may not be easily accessible by road. A person may have to change multiple buses or rely on alternate modes of local transport. The hotels to stay may not be safe. While the challenges will be the same for men and women, given the conditioning of our societies these locations may be seen as 'unsafe' for women. This assumption is not without basis in the form of numerous cases of assault and harassment that get reported across the country against women. Women working in these locations can put themselves at risk of molestation and harassment.

Secondly organizations that work in the development sector have a difficult terrain to manoeuvre. They work in and many a times against a regressive, casteist, sexist, patriarchal society. This is just a small list of evils that some of these organizations fight to overcome. They work with people that they are trying to change, they draw workforce from this same society. While working with these complexities, bringing in a diverse work pool, increases the challenges manifold.

While most organizations understand the challenges of diversity especially in the development sector, we have a long way to go in establishing policies that will encourage and sustain diversity in the long run. Organizations need to be wary of indulging in tokenisms. For example, while 'period leave' seems to give the right message in supporting women, we can champion diversity only when women in the organization find equal opportunities for growth. We need real steps that encourage people of all backgrounds to apply to us. We must work in overcoming the infrastructural challenges, provide for safe hotels and safe travel. Provide assistance, make policies that take into cognizance issues of workplace safety. Recruiters and interviewers need to be trained to root out any inherent biases or personal beliefs that may subconsciously stop them from recruiting people from any gender, faith or caste. We need policies that are sensitive to people's backgrounds, their belief systems.

Our value systems are built over time and it takes time for people to accept an opposing idea. While social sector organizations recruit people from varying backgrounds they should also accept that people will come with baggage. In the regions and societies that we work in, we first need to change the belief system and enable change at the grassroots. This will mean counselling and talking, debating and dialoguing and making people understand the inherent misogyny and why equal opportunities are important. These discussions will take time – slowly and surely they will bring the required change.

Times are changing and we see a greater acceptance of women in some of the most challenging locations. Organizations are more conscious of drafting policies that are sensible and sensitive. We see from our experiences that boundaries of caste and religion dissolve when work becomes meaningful. While development sector organizations may not flaunt diversity numbers, real heartening stories are coming from the field. A young Muslim girl from a traditionally conservative goes on to teach Sanskrit in our Sirohi school. Increasing number of women want to make a difference and travel to our Uttarkashi District Institute, one of the remotest regions of the country. In some other organisations, we hear of stories of transgenders being accepted in the workforce. These and many more are stories of change. Stories of diversity that will create an impact, on mindsets, on the society.

While being inclusive we must also check that we do not in turn become exclusive. While offsetting for disadvantage we should provide equal opportunities to all. While focusing on diversity we should not forget the principles of equity or professional merit. Encouraging diversity in the development sector is much more challenging. In the complex environments that we operate in, we need to tread carefully. We need to respond to issues on the ground and the response needs to be contextualized. We will never have an answer that fits all but gradually we are taking steps in the right direction.

The need for unity in diversity is now. While India has always prided itself in its unity in diversity, it is time to test this hypothesis and the development sector seems to be proving the hypothesis in small but significant ways already.

Diversity Dialogues:
Where identity is an asset

Picture this setting at your workplace: you are in a group that has a mix of colour, gender, sexual orientations, and age. Are you thinking, "we will never get to conclude on anything today" or are you marvelling at the knowledge, curiosity, and enthusiasm fuelled by the composition of the group?

Most organisations today realise that the magical number needed to prove diversity is a mere exercise in tokenism. Granted, the numbers are helpful when trying to explain progressive strides, but it eludes harnessing the potential of a mixed group as we continue to see through a lens clouded with our biases. On the other hand, if this identity is viewed as an asset, it frees one up to think more creatively, makes one comfortable in voicing an opinion, and empowers in ways to speak up when needed.

Diversity dialogues in Indian organisations however, are skewed toward mainly gender, generations, and generic abilities. Indian women outdo men in enrolling for graduate, post-graduate and doctoral courses, yet reported figures for women employment has been on a steady decline over the years. Several explanations include: traditions prevent affluent Indian middle-class from 'sending their women folk to work', fear for her physical safety, and family care that takes priority, terming a woman's income as supplementary as opposed to the male being the primary breadwinner. While all of this may be true, women in India primarily leave organisations unable to cope with the pressures of expectations from home and workplace, and often ask themselves, 'are my aspirations worth all these efforts?'

Organisations have rightly responded to this question by framing flexible work policies, creating new career

models for women, and training for sensitivity and biases. Tracking and monitoring these efforts have seen improvements, yet gender scoreboards change marginally. One way to deal with this is to see the issue from the women's perspective by asking, 'what ails her today?' A woman's multi-role of being a daughter, spouse, mother, and career woman clamours for her attention and time simultaneously as contrasted to the sequential role-play for a man. He tends to focus on one role at a time, and his priorities are in the order of work, networking for career advancement, father, husband, and son in a large majority of cases. Her double-shift (work at home after office) and rapidly changing needs of her family poses a different challenge daily making us want to ask her 'what can we do for you today?'

As organisational leaders, we must direct our energies toward continuously engaging women in dialogues that help her discuss, debate, and find solutions to these issues that otherwise force her abandon a flourishing career. Her problem that is partly emotional and therefore, supposedly irrational, must be dealt with by holistically combining storytelling, case studies, expert advice, coaching and group discussions, with a focus on real outcomes over giving her mere self-expression outlets. She requires a workplace that is friendly enough for her to be her authentic self, and one that she can feel safe without being judged.

While this is true for gender, it is true for other identities as well. Creating an inclusive workplace is not to be labelled as initiatives led by HR or business leaders, instead it should be about embedding it in our corporate cultures. It must be a culture that is shaped up not just by hiring right, but by fostering patience and tolerance as we get to the finishing line in the race for healthy profits.

Automation of Work and the Future of HRM

Vasanthi Srinivasan

Introduction of automationhas relieved humans of work that was "manually exhausting and mentally enervating" or "dull and boring" or "routine and repetitive with low human judgement" (Brynjolfsson& McAfee, 2014;Davenport &Kirby, 2016; Schwab, 2016). It has also resulted in job losses, fragmented identity, isolation at work, deskilling of workers and alienation at workplace.

Much has been written about the impact of digital technologies on the future of work. The literature can be seen as polarised between techno-optimists and techno-pessimists. Yet there is consensus on the pervasiveness of automation and its effects on jobs. What makes the new digital technologies different from the earlier waves of automation is the high velocity of change in a highly interconnected world; the breadth and depth of impact and the systemic nature of change which will impact individuals, companies, countries and societies (Schwab, 2016). It has therefore been characterised as the Fourth Industrial Revolution.

This new wave of digital technologies characterised by automation, robotics, artificial intelligence, big data, analytics and social media will bring changes in the manner in which human-machine interface occurs. Such changes in interfaceimpact the nature of tasks, their interactions and interdependencies, the composition of skills, the creation of teams and finally the configuration of the outcomes. What does this mean for HRM as a profession?

In this article, I argue that while the conception of job has altered, HRM practices are still anchored and embedded within the old paradigm. I focus on the

changes that HR practitioners have to take cognizance of as they build their HR strategies.

Job analysis: two perspectives

Job design literature which is the bedrock of traditional HR practices is anchored in a 'task systems' perspective (Ilgen& Hollenbeck, 1991). Here, the basic unit of analysis is the Job/Position, which comprises of tasks and activities which need to be co-ordinated and managed by delegation of authority and responsibility. Job analysis is based on the assumptionsthat jobs are static over time and organizations consist of positions and not employees. A job can therefore be conceptualized, analysed,defined and codified as separate from the people who are performing it.

In the context of digital technologies, since tasks can be codified, they can be specified in rules and algorithms. Whenever work can be codified, it can be automated. What we are witnessing currently, is large scale decomposition of jobs, since the codified parts of the job are gradually being substituted by technology. There is also widespread "deskilling" of jobs. The jobs are deskilled when technologies no longer require workers to have the same degree of skills that were needed earlier to perform the jobs. Less skilled workers can now be employed in those deskilled jobs. Therefore, a 'task systems' perspective to HRM appears to enable the introduction of digital technologies and intensification of automation with unintended consequences. HR managers can well become active enablers of the digitalization of the corporation, without examining their own paradigms.

In the last two decades, an alternate paradigm is in action. As global corporations get interconnected and extensively use digital technologies, virtual teams that operate across boundaries create strong and powerful social networks that deliver the goals for the organization.Individuals are key and the roles that they play become the basis for organizational performance. A role is defined "as an expected pattern or set of behaviours" (Biddle, 1979). Roles exist in a role set and they are defined by the role holders and role senders. Roles are enacted and socially constructed and their meaning evolves and changes over time. Therefore, interactions across members of a role set tend to be emergent and consist of behavioural attributes. New terms like collaboration, influence, presence, networking skills are all indicative of the 'social system' perspective to organization. The social system perspective has resulted in a gradual erosion in the dominant view of organizations as task systems. Role analysis, which captures the interdependencies that exist across members in the role set of an organization may provide a better tool to understanding how HRM is likely to play out in the context of digital technologies.

Digital Technologies and Roles

As humans begin to engage with technology, we are likely to see an impact of the technology on the employee and also the impact of employee on the technology. In jobs with increased automation, job losses will occur in positions where routine tasks are highest; job gains will occur in new positions which will require higher levels of judgement and discretion; job deskilling will occur in positions where technology can complement humans and job crafting will have to occur in positions where human cognition with tacit knowledge will harness the power of technology.

When humans work with technology, role ambiguity is likely to arise. Role ambiguity refers to the level of uncertainty or lackof clarity surrounding expectations about a single role (Ilgen& Hollenbeck,1991). To cope with role ambiguity arising out of the human machine interface, individuals will need to find ways to augment technology. As cognitive learning of the machine improves, the nature of augmentation by the employee will change. When faced with machine interface, employeesare likely to engage with the following behaviours (Davenport and Kirby, 2016):

- Stepping Up: where humans develop capability to do big picture work that requires insights and judgement, that cannot be done by technology

- Stepping Aside: where humans move to work that cannot be done by computers, like selling

- Stepping In: where humans work with the technology to improve, enhance, and strengthen it

- Stepping narrowly: finding a niche within a profession that will never be automated

- Stepping forward: developing new systems that support intelligent decisions made by the machine in a particular domain

THE FUTURE OF HRM

With the knowledge that employees will engage in augmentation behaviours, the entire HR system comprising of philosophy, policies, practices, procedures and processes will have to change to equip employees to adapt to this new reality.

Agility, learnability and tolerance for ambiguity will be the attributes used while hiring employees across all levels in the organization. Performance management systems will have to incorporate role based criteria more explicitly in to goal setting, review and constructive performance dialogues. The learning and development systems will need to tailor employee capabilities with changing technological demands and therefore, individual development plans, career coaching, personal visioning, customized individual learning and development interventions will need to be critical part of the future ready architecture. Line managers will need to be recognized for building talent that has the capacity to learn and adapt rapidly. Talent analytics should provide insights which can help in predicting the high potential future technical and managerial talent that is adaptive. HR leaders will require deep understanding of behavioural science to build organization specific theories of performance which can be tested through analytics.

The new agenda for HR profession is in enabling organizations to build future ready human capital that can create new opportunities for the organization, build effective knowledge management, enable succession planning, and nurture and create talent which augments, complements and shapes the technology of the future.

In this rapidly-changing work context, the key question confronting HR professionals is how can humans and computers combine their strengths to achieve more favourable outcomes than either can achieve by themselves? (Davenport & Kirby, 2016). Such a perspective shakes the edifice of how HRM is conceived, constructed and delivered.

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Epilogue

You just read about the HR Showcase- a smorgasbord of the latest innovations in HR that have been actually implemented by over 40 organisations. Over 2200 people came for this event over the 2 days, with over 2.5m impressions on social media!

But the amazing fact was that this was conceived and executed by a bunch of volunteers! Students, young HR professionals, business leaders, CHROs, consultants- there were volunteers from all across, spending varying lengths of time on this event. But what makes volunteers come forward and make this difference? As I think about it, I guess the answer lies at two levels:

1. At one level, each of has a different 'functional' motivation- for some it is an opportunity to lead something new. For instance, I saw some of the younger HR leaders keen to lead actions on social media, or be a part of a panel discussion. There are some who want to build networks, and they choose to do it by demonstrating work, rather than just by meeting and talking. And for others, it could be about helping a friend. Some of the students were in it for a different reason- a chance to do something different, and have fun!

2. However, at a deeper level, as Deepak Hota the CMD of BEML pointed out, most people want to be part of something larger than themselves. They are willing to go that extra mile to be associated with a group a people or a cause. In a way, an opportunity to leverage the 'cognitive surplus' that exists, as Clay Shirky had articulated sometime back.

(By the way, there is another great insight I had watching people work for this event- most of the work people did was in groups, and the one magic application that got groups to work and move forward was WhatsApp! The power of communication in groups was fully leveraged by the various WhatsApp groups- things got decided, distributed, actioned- all by a few messages on WhatsApp. Without that, the teams would be struggling!)

So, what inspires them to volunteer for something like this? And what would sustain it? Seeing them passionately lead the various efforts, I can think of the following lessons for myself:

• they should be inspired by the idea or the cause

• the right team is extremely critical for volunteers- unless they feel part of the actual working team, they will move away. In a way, the team self- selects itself! So you find that nobody wants to work with overbearing individuals, and naturally, they leave

• they need space to express and do their work- close supervision or lack of empowerment kills the spirit of volunteerism

• the right person for the right job- nowhere is this more important that with volunteers- they have to be in their sweet spot to be at their best. There are some who are detail oriented, while others are good with networking- they key is to allow them to find the right match for themselves

• the work should tap into their 'functional' needs- why should they be doing what they are doing.

• the culture needs to be one of trust and allowing people to experiment- that I found gets the best out of volunteers. And when we are short of resources, you can't second-guess people, and this creates a virtuous cycle of trust and empowerment and action!
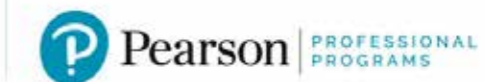
In seeing such a volunteer led event come alive, my belief in the power of trust was positively reinforced. To trust, we have to take risks, and be ready for some failure- but the power of trust helps us achieve lots more. Some learnings we can take back to our organisations!

And we look forward to more volunteers to come forward and help take our HR community forward!

Awards Gallery

Awards Gallery