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Indian Society for Training and Development

Golden Jubilee Twin Issue

Celebrating Women Leaders

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IndianOil
Fuelling new freshness in every breath

IndianOil

Right from its inception, IndianOil has been fast-forwarding the nation's growth journey with energy and innovation. As 'The Energy of India,' the Corporation seamlessly implemented the nationwide transition from BS-IV directly to BS-VI grade automotive fuels, a full fortnight before the April 1, 2020 deadline. The year 2019-20 also saw IndianOil retain its leadership position in the downstream petroleum sector and strengthen its new verticals of Natural Gas, Petrochemicals and E&P. And, more importantly, integrate alternative and renewable sources in its energy value chain. Putting the nation first as always, the Corporation continues to pursue its legacy of excellence.

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When the going gets tough the tough gets going...

"New normal, un precedence, disruptions, testing times ..." the world woke up to tsunami of changes in the pandemic times. All predictions of business analytics and economies failed massively. Chaos around loss of business made even big players come to screeching halt and even sink. The brunt fell on millions losing jobs and many more millions losing hope. The pandemic played like a greatest equalizer ever in centuries to witness where big, small, richest, poorest, mightier to powerless all were affected in some or the other way...fear did not spare anyone!

For decades few stalwarts were referring to paperless world, digitization and making IT reach to the bottom most of people in the pyramid of development. The data was showing such acts were for big talks, however, one small event in the form of an invisible virus made everything workable online. From work from home to indispensable tasks of training and learning to medical practices to dance to yoga to literally everything came online. Those who were preaching to reduce screen times for everyone suddenly had to change their stand and started preaching adopting the new way of learning online. The consequence was as usual that we all found ourselves struggling and gasping in the floods of webinars!

This too shall pass...

New cultures, new ways of celebrations, new way of life, new way of interactions made huge impacts on human life and nature; gala social events evaporated, big gatherings shrunk to handful and still life went on. True colours of 'haves' were seen when many 'have nots' were on roads travelling barefoot miles and miles making humanity cry and even die. The mammoth task for everyone now is to adjust and recover, help and support by being more sensible and sensitive human beings. The recovery lies in rising united and staying strong, boosting morale and cheering up with even smallest of support to those who suffer more than you. Having minimalism, awakening of spiritualism and fulfilling lives with gratitude are back. The world is changing and we all need to learn to thrive, survive and live the new order.

There is mounting massive pressures and tensions that led to outburst of mental health issues all around the world and we witnessed many could not survive and lost hopes. This is the time when we need to change the way we take well being in its core. The totality of well being is hidden in physical, mental emotional and spiritual wellness. We all realized that life is precious and so is family time. Many of us got opportunity to sit back with our own families and cherish or contemplate and to tighten those lose strings and bonds of lost love. This is the beauty that we could move on and could create a better fulfilment and contentment. Multiple hands came forward to help and support the millions of labourers walking to their own villages, many could provide food, shelter, services and support to all the needy ones. Many unsung heroes rose to occasion and became ideals in the form of nurses, doctors, Para-medics, NGOs, social workers, kirana store merchants, vegetable walas, volunteers, police, administrative staff, hygiene and sanitizing staff, media, teachers and not to forget the house wives who made work from home easy and happy despite challenges. My hands go up in prayers and gratitude for all those who made our lives better during these tough times. May almighty bless them with more health and happiness!

The current issue of IJTD is the golden jubilee twin issue by combining the January- March and April–June issues due to lockdown and many other challenges related to it. I express my apologies to our subscribers and readers for this inadvertent delay. would like to thank Ms Mamta Singh for her checking the scripts for spellings and coordinating the publication of this much awaited issue of IJTD. However, this issue is much bigger in its volume due to the combining of two issues without compromising on quality or contents. I hope our readers would like to cherish this issue in their reading collectibles and would continue to shower their good wishes, papers, case studies and contributions. In this pandemic times ISTD has hosted several international and national webinars and I am happy to present the summary of proceedings in newly introduced Segment-2 dedicated to Webinars.

We have dedicated interviews with stalwarts section to our women leaders who have inspired by their courage, grit, thinking different and by converting all challenges into opportunity for growth. Each one of them represents a different field of expertise and I felt overwhelmed by their down to earth attitude and support. I express my gratitude to them and all the contributors and those whose direct and indirect support has led IJTD reach newer heights.

Stay safe, Stay healthy, stay happy and stay blessed!

Dr. Rajeshwari Narendran

From The Office of National President

Dear Colleague,

Greetings !!

It is a great pleasure to write another message for the IJTD. I would also like to thank Dr. Rajeshwari Narendran, Chief Editor of IJTD and former National President and Editorial Advisory Board.

The entire ISTD family is celebrating the 50th Birth Anniversary. I respectfully greet all the ISTDians for their continious support and making IJTD one of the best in its category.

India as a nation has weathered many a storms in its long history and every time it has emerged stronger and wiser. That age-old resilience running deep into our national fabric has been demonstrated once again in the way our modern economic system was able to absorb the shocks of global economic downturn that gripped the world in 2020.

We are witnessing disruption in all spheres of life, across the world and even in climatic & weather conditions. In business, we have seen the competition with its disruptive approach to product & service offers. Our own economy has seen an unprecedented demonetization initiative that will impact the way we transact in future. Even technology is enabling such disruption, business models are being recast. Society is grappling with a spurt in violence and issues relating to intolerance. Organisations are innovating new ideas to find new meaning in work and in the way they engage with employees. So, is disruption positive or negative ? What are the strategies of CEOs to leverage new directions, patterns & trends for their businesses. How are CHROs helping organisations to response and manage. Even as a nation and its organizations work to meet up the current challenges, they must be prepared to face and handle new challenges that my surreptiously appear in the horizon.

I am grateful to the Past Presidents and Seniors for continuous guidance, unshakable trust from the team (office bearers) and heroic welcome and support from all members across the country. My only one mission : Transforming ISTD.

My best wishes to the journal and its Editorial Team.

Dr. Nataraj Ray
National President

Interview with

Hema Ravichandar

Strategic HR Advisor

Kindly share your professional journey so far with major milestones.

My professional journey began at Motor Industries Company Limited (MICO), Bangalore - a Robert Bosch subsidiary, where I joined in 1983 after completing my PGDM from the Indian Institute of Management, Ahmedabad.

MICO was a tremendous learning ground and my key areas of responsibility in Compensation and Benefits, Manpower Planning and Job Evaluation gave me a strong footing for future years. When I look back it gives me satisfaction to think of my specific contribution in planning their HR Information Systems (HRIS), designing and executing the Management Trainee on-boarding and induction systems and setting the foundational HR systems for Bosch's expansion into software systems in India.

Bosch was a very fulfilling experience. It taught me that while IQ is important, to really succeed in your job it is the EQ that has to be fine-tuned and harnessed. It's how you relate to your colleagues, give respect and dignity to those whom you lead, the battles you pick and how you assert yourself in those situations which become the cornerstones for success in the long term. Bosch also gave me empowerment and liberty of thought to test several gender assumptions of those times and come out stronger.

I joined Infosys Limited as Head - Human Resources in 1992. It was a 250 people strong company and had a turnover of around Rs. 8.5 crores, much smaller than the company I had come from. I was energized by the aspiration, the visionary and empathetic leadership and strategic thinking which was evident in every functioning aspect of the organisation. Joining Infosys was a life changing event - and not just because I went from being one of the youngest employees to one of the oldest! These were challenging times indeed - the tech canvas in India was changing and we had to take on the 'Goliaths of the world', so to say. But it was also a huge learning experience. The Global Delivery Model had just started, and India was opening up to becoming a software hub due to its tremendous engineering talent pool and technological interventions such as the enabling of the 64 Kbps information line. Large multinationals such as GE began to set up offshore development centres in India. We were designing a set of policies for a very young workforce with a good gender balance. The twin requirements of innovation and speed were evident in all our actions especially as we worked towards creating on the one hand a virtual 24-hour day for the customer and on the other hand designing talent policies to make us as competitive as developed economies like the US of A. There was tremendous change and the days seemed to speed by - every day marked significant wins, newer challenges and the sheer camaraderie of working together with a group of motivated and enthusiastic employees. This was the time when Infosys went public, and there were several milestones - designing the pathbreaking ESOP plan, driving extraordinary employee growth without compromising quality through the company's learnability model, engaging Infoscions as we christened them, to a common purpose, as well as strongly enabling them through comprehensive onboarding and behavioural programs, were some of the team's key achievements during this time. It gave me great satisfaction when in 1995, Infosys won the Business Today 'Quality in HR' award.

In 1996, listening to my heart, I decided to walk a little stronger on the 'mommy path'. This meant stepping out of the executive role at Infosys and running my own consulting firm. In 13 years of my career I had worked with 2 organisations. Coincidently, over the next two odd years, I was privileged to consult with over 13 organisations.

At the end of 1998 an opportunity to work at Infosys again beckoned, and I joined back as Senior Vice President and Global Head of Human Resources Development at Infosys Limited. I had been part of the senior leadership team that led Infosys into the first IPO, and now that we had become a multinational company with global ambitions, I was excited to be a part of the next phase of the Infosys growth story - global listings (like NASDAQ), Mergers and Acquisitions (M&A) and of course on the Human Capital front – managing scale, diversity, addressing risk and driving execution. This phase was quite different from the first. The size was much bigger and the focus was on future-proofing the organisation. In boom time HR naturally did 'more with more' to align with business strategy. Post 9/11 and the economic fallout it was necessary to tighten the belt and do 'less with less'. As the economic Phoenix rose from the ashes, the period beyond 2003 was one of conscious optimism, a harbinger of the growth to come, yet we were very aware of the hardships of the past. This especially was a learning time for us in HR as we worked diligently on policies which allowed the company to do 'more with less' yet rewarded merit and created a high-performance-work-ethic :broad banding the grade structures, strongly aligning individual performance to organisational performance, IT enabling and integrating the various sub-systems like competency definition, recruitment, role allocation, L&D, appraisals and compensation.

We had won several Best Employer awards by now but as we 'future proofed' the organisation from a Human Capital perspective, the immediate fallout was that we fell off the Best Employer charts. For me, this was not just a heart wrenching revelation but the journey to put Infosys back on top of the employer charts was a hard-fought battle and a deeply introspective experience. We had scaled from 250 employees to approximately 40,000, across entities and geographies. The journey back on the Best Employer charts required great focus on consultative decision-making with employees on people polices, robust internal communications and strategic HR partnering with business leadership in every part of the organisation. In fact, this is the subject of a Harvard case study titled "Infosys: Strategic Human Resource Management", written by Prof. Thomas J. DeLong in 2005, which explains how we managed the creative tension between high profitable growth and being an iconic employer.

In 2005, I believed it was time for me to step off from my executive role at Infosys. The ship, I saw, was safe in the harbour. I was keen to move on to a different phase in my professional journey. My executive experience from 1983-2005 gave me some deep learning which I could successfully leverage. In the period since then I have pursued my career in ABC - Advisory, Boards and Consulting.

I currently advise several Indian and multinational corporations and am on the board, both statutory and advisory, of several organisations. This phase has given me great satisfaction in being able to shape transformational HRD journeys of organisations, co-creating the strategy with leadership and charting progress as the organisations move to more successful orbits of growth.

The Board experience has been different. One has to consciously take off the executive hat and provide governance guidance to the executive teams.

As I look back, this continuous journey of learning from a trainee to an executive to a leader and now to a Consultant and Board member has been deeply enriching and humbling. Not a day passes when I don't learn something new – an insight, an outlook or just a nuanced perspective.

Kindly tell us about role models in your life who inspired you.

My role models in the formative years of my life were of course my parents. It is the strong moral compass they gave me and which I saw them practice every day - my father in his profession as an IPS officer and my mother as she handled life situations with ease - that guides me even today in my life journey.

My father inspired me to always aim high. My mother instilled in me enthusiasm, the importance of communication and the self-belief and confidence to walk strong on my chosen path. These became the North Star as I strived for leadership positions, in my strategic selection of academic institutions, career choices and most importantly, the life partner one.

At IIM Ahmedabad my inherent interest in people dynamics was further nurtured and developed by one of my most respected and admired professors – Prof T.V. Rao and formalized into a career decision and passion for Human Resource Development.

And as I walk through my life, both personal and professional, the mentorship baton was seamlessly passed on to my husband, who has been a keen sponsor of my career and partnered with me through the tough choices made in this journey of life. His ability to compartmentalize issues, manage the boundaries between the personal and the professional and go straight to the heart of a problem is something I stand in awe of even today and aspire to emulate.

The Covid era has created many challenges and possibilities for HR as a function. Kindly enlighten our readers with your thoughts on how can HR take lead in making the human capital resilient and strengthen organization culture in such disruptions?

HR has a very important role to play in making Human Capital resilient, especially in a VUCA world which is most epitomized by the kind of changes we are facing now - through thought leadership, spirit of innovation both in design and execution and with an overlay of both empathy and fairness.

Right from the start of the pandemic, the focus was equally on business continuity and the safety of the employee stakeholder. Organisations responded with speed and agility. HR was tasked with employee safety and health, both mental and physical and for both groups; those who were continuing to work at office and those who were part of the 'new normal' of work from home (WFH). The stakeholder group also extended to the families of employees and to vendors and partners. Now as workplaces re-open, HR will be at the forefront, framing and amending polices,communicating and implementing new protocols and structures.

In order to make the human capital resilient, HR has to use this opportunity to embrace WFH and reap the benefits of remote working. It means location-agnostic nature of employee services or creating and securing a contingency workforce. It also means automating processes across the Employee Life Cycle and using the "digital-only" mind-set to upskill and reskill the workforce with a strong focus on the skills that the future will require. From a structure point of view, it means empowering local and at-ground-zero leaders to take steps on what is the right thing to do and trusting them to run the show. To master WFH, managers themselves will need to master time management. Training first-line managers and managers of managers on how to operate a team that is geographically spread out and works remotely is central to the success of this new normal. Remote working will not work without managers who have the rigor of rewarding and assessing for results and not for effort, or for output and not for presence.

While HR teams focus on building resilience and there is a lot of emphasis on re-skilling and up-skilling, this is also an opportunity to closely align Learning and Development (L&D) to the business realities and customer requirements. Once this is done, leaders and their teams will automatically embrace training. It is this alignment of training programs to business and customer requirements that brings about behaviour change, improves customer satisfaction and in the final analysis improves the effectiveness of L&D. I've always believed in the importance of highlighting the correlation between skills of team members and customer satisfaction ratings. A deep-dive analysis of the two can divulge the gaps that can be plugged with robust training modules. Always but especially now, corporates need to realize that L&D is a powerful ally in this journey of resilience and business continuity and should remove all roadblocks to effectively deliver customized programs at every level in the organisation.

Organisational culture now and in the future will be positively impacted. Leaders are constantly communicating with employees – demonstrating authenticity, empathy and vulnerability. They are far more accessible than ever before and this pandemic has opened channels for two-way communication between leadership and employees. There has been an increase in collaboration with cross-functional teams, starting at management levels and waterfalling across levels. It has led to greater accountability for deliverables with individual self-monitoring. Company culture has employee care and support at the centre of all interventions – with daily checkins, launching of Employee Assistance Programs (EAPs), hotlines, hosting gratitude challenges and engaging via online platforms.

Lastly, at the end of the day, HR is about people and this pandemic has exposed the vital need to build resilience in mental health and well-being. Leaders, managers and employees alike will have to be mindful about the emotions their teams and colleagues are experiencing – whether it is silent fear or a change in the psyche. While on the positive side, there is definitely gratitude, on the other side, there may also be the loss of the human spirit. HR has to lead from the front with programs, interventions and trainings that address the mental health requirements of employees.

The women in leadership in corporate India is still in its nascent stage. How can organizations pave way for more women to reach the board room?

I've always believed that **diversity is a business necessity and a strategic imperative.**

- *It helps capitalize on new markets*
- *It improves the employee gene pool and the corporate brand*
- *It increases creativity and productivity*
- *It improves the ROI on human capital investment.*

But diversity is ultimately a statistic. It is the mindset of inclusion that is at the heart of creating a truly diverse organisation.

Look at the women's employment funnel in India. At the entry level, women's participation stands at approximately 30%. This drops to about 15% at middle management levels. Much of this dip is attributable to the 3 Ms – Marriage, Maternity and Mobility. This leaking pipeline, as it is called, occurs between the junior and middle-management layers but recent trends in India also show significant drops in the percentages of women in executive positions at more senior levels as well, just when their careers should have been set to soar. Data from The Credit Suisse Gender 3000 –2019 tells us that women's representation at senior management levels is around 8%. This time, though, the prime motivation seems to be to provide care to parents with flagging health—necessitating a strong need for flexibility in career options.

If organisations can empower, train and mentor their women employees, they can pave the way for more women to reach the boardroom, who in turn should groom aspiring women leaders. If gender-inclusivity initiatives have to succeed, they need the majority to champion it. If men, who are the majority at the decision-making and operational leadership levels in organizations, are not visibly seen to sponsor and implement gender diversity, these initiatives will remain peripheral and nice-to-do tasks to comply with.

Many organizations today have formal return-ship programmes offering candidates opportunities to work on live business projects with flexible schedules. They could come in as consultants, or in a variant as interns for specified periods. This gives the organization the opportunity to assess their skills and train them. Those who are ready for fulltime jobs are absorbed. The absorption rates seem high, especially if the initial match is done carefully. In addition, buddies, mentors, counsellors where appropriate, and those who have walked the re-entrant path can help the returning employee settle.

While the demographic reduces from the middle (15%) to senior levels (8%), interestingly, women's representation on Boards in the country now stands at about 15% (Credit Suisse Gender 3000 – 2019) - a substantial improvement from 6% (NIFTY) in 2012. This is largely aided by the Companies Act 2013 that mandated at least 1 female independent director.

While I am not a big fan of legislation, this has given a fillip to women's representation in the boardroom. But in the long run organisations cannot depend on legislation alone to improve diversity. To counter the double dip, organisations will have to consciously create ways of retaining them by a 4-pronged approach that comprises of**:**

Strong enablers - (e.g. telecommuting, flexi-working, sabbaticals, gender-sensitive family friendly policies, workplace safety and anti-harassment policies);

Capability builders - (e.g. mentoring, coaching, sponsorship, training on networking and assertiveness);

Role modelling - (e.g. career pathing, rewards and recognition, leadership by example, governance at thehighest levels);

A culture of inclusivity - (e.g. leaders as champions, mindset of inclusivity, increasing women at the senior levels, welcoming back the women with sponsorship programs)

For long term sustainability organisations need a robust leadership pipeline to funnel good representation of gender at the senior levels and holistic programmes as mentioned above.

What would be your message to young aspiring women leaders especially how should they equip themselves to excel?

For success, women should start by choosing a career they love and playing to their strengths. When passion becomes work, the opportunities are endless.

Keep career resilience front and forward and be a constant learner of knowledge and skills to remain au courant (fully informed with your domain and science) while also focusing on how you articulate it with style and confidence. Be aware that women have a tendency to fall into the 'fear of success' or the 'fear of negotiation' syndrome when they look at their own careers. Awareness is half the battle won and addressing it will then be easier. Whether it is being technically proficient or staying current or honing communication skills - written and oral - as both are supremely important - they need to invest the time and energy. It also helps raise self-esteem.

Even if on a sabbatical from an active career, remain up-to-date with the developments in the professional field of your choice – legal, medical or management, design or any other. Freelance assignments, online learning, keeping in touch with professional colleagues are great ways of staying relevant and resumable.

Once you have decided to return to an active working career, you must reconnect with your professional self. Working mothers especially need to take the guilt of perfect parenting head on and learn to go with the flow as the zen masters would say. Of special importance here is the role of the spouse. These are discussions best had early on when decisions of life partnerships are made. Partners who are strongly invested in each other's careers and who work together in letter and spirit to raise a wholesome family are truly the best models of parenting.

To run the leadership marathon, women need a combination of Emotional Quotient, Intelligence Quotient and Spiritual Quotient (ability to do your best and leave the rest).

One last parting message for women leaders who are aspiring to lead - network, network, network. Develop contacts inside and outside the organisation and reach out for mentorship and coaching. It is an important skill to master and should be given the importance it deserves.

Interview with

Dr. Shikha Nehru Sharma

Founder
Nutri Health Systems Pvt. Ltd, Delhi

Kindly share your professional journey so far with major milestones, also tell about your education, challenges you faced and how could you overcome to reach this professional heights?

Beginning of my Journey :

I am a Delhi girl , I did my schooling from Modern School Vasant Vihar and then went to Maulana Azad Medical College New Delhi. After finishing medical college I was posted to the Department of Cardiology at G.B Pant Hospital Delhi which is a super specialty hospital attached to the College .In the Intensive care unit (ICU) the life of a Junior Doctor is chaotic , hectic and the test of endurance and stamina. A typical shift last straight 24 hours of nonstop duty, which means the duty shift starts at 8 am and goes on the whole day and night and finishes the next day at 8am(That is if you are lucky to have no overload of last minute patients being wheeled into the ICU) When a patient is wheeled into the ICU, the heart attack (Myocardial Infarction in medical terms) is already underway and we have to work very fast to save the patient's life , what follows in quick succession is pushing in medicines through intravenous injections , connecting the heart monitors ,connecting the oxygen supply and if required reviving the heart through an electric shock (Defibrillation) !

Many patients unfortunately come too late and die on the table …

An Idea is born:

All this not only physically exhausting but also takes a toll emotionally and mentally…. I soon realised , what if these patients had come just 6 months earlier ? After all heart attack is the result of an unhealthy lifestyle and is preventable if diagnosed and treated with lifestyle modifications. As the idea grew root into my mind (and Heart) I decided to look at prevention as my calling in life …

The Silent rebellion:

The foundation of treatment of lifestyle disorder treatment is –Nutrition, Exercise and Stress Management. All three are never taught at medical school, hence as I decided to pursue preventive healthcare, I realised despite holding a medical degree , I was totally unequipped for the field I was pursuing and hence had to re-educate myself by informal studies, so I picked up books and began studying everything I could find on preventive healthcare in Modern Nutrition , Ayurveda , Chinese medicine , naturopathy etc . Around this time when I broke the news to my family about the change in my thinking , all hell broke loose and I was counselled not to follow this insane path and veer away from medicine. Nutrition, I was told, has no future and an utter waste of time for a qualified medical doctor …

A Plan is Born:

I decided to incorporate the elements of Nutrition planning and behavioral Psychology (Compliance Monitoring) into a protocol . I recruited Ayurvedic Doctors and Nutritionists into my team and created a process of the team working closely with the patient.

Tasting my first failure and Workaholism :

What I did was that While the plan looked great on paper , to my utter astonishment (and later despair) It completely failed …

To escape from this mental despair and chaos I picked up three jobs! So that I had no time to think !

The first job was as a Doctor in an OPD, The second Job was as a Freelance Television and health anchor in a Newly launched Television Channel and the third job was as a doctor for night duties in a local nursing home. At that young age I had tremendous physical energy and stamina. These Jobs not only kept me busy but also gave me the independence I needed to think through my plans.

Round 2

This time I realised I had missed a very important ingredient of the mix which was market (consumer demand) , fundamentally nobody wanted to pay for prevention ! How do I sustain a program where the patient has to pay for preventing their disease was a big puzzle?

I hit upon a solution by lucky coincidence because just then the rise of weight management as a service had picked up. I realised people are willing to pay for weight management but not for prevention, so why not remodel the program to deliver weight management and prevention bundled as one program?

Take-off :

I modified the program of preventing health into a jazzy weight management program (Improved Packaging in business terms) and it took off …

Over the next few years it was hugely successful, I grew the business and the team size swelled . I had the good fortune of being the advisor to celebrities, Top business honchos , few Chief Ministers and the crowning glory was advising the late Prime Minister (Mr A B Vajpayee)

Eventually I remodelled the Business to a health Tech company (currently we have 10 Engineers and 3 are from IIT) and our marketing Team is from IIM .

We have also taken 2 rounds of Venture capital funding .

Health, nutrition and well being are the buzzwords today. Can you briefly tell us about the interconnects and what exactly these terms mean to understand it deeply?

Nutrition is the Foundation of Health . The food becomes our cells , our tissues and finally us .All our functions like Immunity (Needs Vitamin C , Vitamin D , Protein , Folic acid , a bunch of B vitamins) Metabolism (Vitamins B , C , Enzymes , Fibre) Heart beat (calcium , All vitamins , all electrolytes) are some of the examples that what we eat is critical on how our body can function,food is the raw material for life and the correct nutrients are the building blocks of the house our soul lives in .

Well being is the broader concept which also includes how we manage our stress , how much satisfaction our work gives us, Is our work aligned to our purpose in life or is it just a job to feed our basic needs ?

The three pillars to health are optimal nutrition, exercise ,fitness ,stress management, emotional and spiritual balance .

Our Societies have to move from survival and sickness to health and highly productive life and happiness .In India the well- off are eating their way to sickness (lifestyle disorders) and the poor are starving (malnutrition and anemia).

How do you see the Indian scenario changing? Is corporate India and businesses also waking up to the tall order of health, well being and nutrition? Share your experiences please.

Corporate India is still struggling with managing companies and their revenues. Unfortunately no one is taking the ownership of health, neither the Individual (who looks at the Government or company to provide free healthcare) The company who does it more as a check box activity for good optics and PR , and the Insurance companies who are not even looking at prevention as a protective mechanism to buffer against an avalanche of future hospitalisation claims. It is a state of being comfortably numb.

In the Covid scenario what can be the precautions for boosting immunity to be taken and what nutrients one can include in daily foods or habits?

The foods for boosting Immunity are as follows ;

- Take Vitamin C daily (sources are Amla, Oranges, Sweet lime, lemon juice etc)
- Vitamin B group (papaya, green leafy vegetables, pumpkin, other fruits)
- Folic acid , Zinc , Magnesium (found in whole grains, nuts and oil seeds)
- Enzymes in Fresh fruits and salads (cucumber, tomatoes)
- Probiotics like natural chaas and curd

- Prebiotics like natural fibre rich foods (wheat dalia, black channa, dals with chilka etc)
- Gut Healthy herbs like aloe vera juice
- Turmeric (a pinch) in hot water (Twice a day)
- Immunity boosting decoction using herbs like – a pinch of Turmeric, 5 Tulsi leaves, 5 black peppercorns, 1 tablespoon crushed ginger, cinnamon powdered 2 gms, Jaggery (Gur) – all boiled together to make a hot decoction, 1 cup daily
- Immunity boosting fresh Juice - take all these herbs and vegetables and juice them together 1 Amla , 1 Apple ,2 Tomatoes , 100gms Beetroot, 100gms bottle-gourd, 5 Leaves of Mint, 2 teaspoons of crushed Ginger, a pinch of rocksalt.
- Nasyam – Put a few drops of almond oil or organic ghee in both nostrils daily before breakfast. Protects against naso-pharyngeal infections, Colds, allergies, nasal bleeding, sinus infections.
- Drinking hot water couple of times a day

What would be your message to the youth of India for overall well being.

Rules of life I have learnt :

- Know your Ikigai (The sweet spot between your Talent , Your Passion , The market Needs and what you can get paid for)
- Asses people not by their words but by their actions (people may lie , but actions speak the truth)
- Failures are great teachers , Learn and move on
- Every success should be the first step towards the next Goal
- Choose who you get influenced by wisely , they can make or break you
- Complainers do not win the game of life , be a solution provider .
- Your Health is the only asset you will have for your entire life , other asset classes will keep fluctuating .
- Your performance is your imprint on this universe , make yourself proud and do not compromise on effort .
- Money can never be a true measure of who you are . Be beyond your salary .
- Learning and studying should not stop at a degree, but make it a lifelong habit .
- Have a heart of Gold and Nerves of steel.

Interview with

Prof. Snigdha Pattnaik

Professor in HRM
Xavier School of
Human Resource Management

Kindly share your professional journey so far with major milestones, also tell about your education, challenges you faced and how could you overcome to reach this professional heights?

Education: I am a graduate in English Literature and have done my post graduation from XLRI, Jamshedpur, in HRM.

Professional journey:

- My professional journey began with a campus placement in a chemical factory in Vadodara. It was a medium scale factory so my job involved the entire gamut of HR, IR and administration. It was a great way to begin as it gave me the grounding in all areas of the human resource function. However, I did not enjoy it very much and quit my job after 2 years.
- My next job was in a B-school that I took up more as something to tide me over while I looked for a corporate job. And I found that I really enjoyed academics. That was a turning point in my professional life as I have continued in the academic field for over 30 years now and have made my career in it.
- Highlights have been getting an opportunity to join XIMB when it started in Bhubaneswar and seeing first hand the growth of the institution from a small B-school to now a full fledged Xavier University Bhubaneswar, and being a part of its growth journey. A big responsibility was in taking up the role of Academic Dean at the newly formed Xavier School of HRM (XAHR) under XUB and setting up the school. Today I have stepped out of the role of Dean, and continue as a Professor in Human Resource Management at XUB.
- One of my primary motivations is a desire to learn new things, especially in the domain of behavioural science. This led to my training and becoming a Professional member of ISABS (Indian Society for Applied Behavioural Sciences). It led to an interest in Women and Work, so I completed a 5 year intensive course in Women's Leadership. I have also trained in hypnotherapy.
- So currently I work extensively in a number of domains – Human Resource Management, Behavioural Science, Organization Development and Managing change, Women's Leadership, Diversity and Inclusion, and Personal Growth.

Challenges and how I overcame them: My major challenge has been the family-work interface. I joined XIMB when my daughter was very little and then I had a son. It was extremely difficult to balance a full time job with being a mother and managing the home. I was lucky that XIMB allowed me to continue as a visiting faculty until my children began school, and then went back as a full time faculty. Luckily for me, once I went back to a full time role, my mother was able to come live with me for extended periods. She really took over looking after my children and my home to a large extent. My husband has also played a big role in my being able to continue in a full time position, complete my PhD, travel extensively for work, while being secure in the knowledge that home was being taken care of. These two people, my husband and my mother, have been my biggest support system in my being successful and being where I am today.

I would like to highlight that the qualities that have helped me in my journey have been hard work and resilience, continual curiosity and a desire to explore new things, optimism and being able to see the positive in a situation, compassion and being able to see the other's viewpoint and an ability to listen.

Kindly tell us about role models in your life who inspired you:

- My first role model was my mother who taught me to think for myself and be independent. She always told me that I should never depend on anyone.
- Another big role model has been Mother Teresa from whom I learnt the importance of just doing and giving without any expectations, of caring for the poorest of the poor.
- A big role model has been a friend, Bhanumathy Vasudevan, who lives in Bangalore. She started off as being my facilitator in a program I attended and is now one of my closest friends and is older than me by almost 10 years. She is a very wise woman, and from her I learnt to be centered in my being, to hold childlike curiosity about the world around me and continually learn, to work with all my heart and soul in whatever I do, and to be fully there for another person.

Kindly enlighten the readers about how the Management Education is changing especially with the advent of technology and augmented realities?

It is very obvious that Management Education is changing world wide and the physical classroom is no longer the only space where teaching will happen. Moreover for the students who are entering the classroom, the millennial, the virtual space is their home. So there is a need to understand the new technology and engage with it in a way that enhances learning and goes beyond physical boundaries.

There is a huge demand in executive education in India however most of the corporate look towards a short course from any institutions abroad. What can make our own institutions to grab these golden opportunities and cater to these demands with global benchmark quality and depth?

- The need here is possibly of quality and reputation. Organizations look abroad because of the assurance of quality input and learning. If our institutions can work to provide the same, then organizations and individuals would not look abroad for courses or learning opportunities. Our institutions still have a long way to go in creating that kind of reputation.
- One area that needs to be worked on by academic institutions is in the area of research. There is very little original research that is done in academic institutions in India, and what little happens does not get spoken about or disseminated. As a consequence, the perception also gets created that an institution abroad would have more current knowledge in the domain and be at cutting edge of research.

How important it is to design training and development for teachers, trainers and facilitators? What role can be played by professional bodies like ISTD to bridge the skill gaps?

- I think it is extremely important to design training for teachers, trainers and facilitators. One major area of training is on how to teach online. This means learning how to design and implement a course or program that will enhance learning and keep the learner engaged and motivated. It means being able to continually think innovatively and out of the box about pedagogy and methodology. The challenge is to be able to create a learning community in a group that would be geographically dispersed. These are new skill sets and competencies that the teachers and trainers need now.
- Hence professional bodies like ISTD can step in to fill this gap, as a lot of teachers and trainers do not have the competence to teach on online platforms. There is also support needed in terms of the technology that is needed to hold such programs and courses and having enough knowledge of the technology to be able to play around with it and make it work for you.

Interview with

Shobana Paul

Management Project Director
(International Learning)
L'Oreal, Paris

Kindly share your professional journey so far with major milestones.

I am a HR Professional with 25 years of experience including senior leadership roles with people managerial responsibilities. I have as strong multicultural and international work exposure (US, Europe, Asia Pacific) in a matrix environment and have worked across multiple industries like Beauty, IT, Analytics, Hospitality, Retail and Manufacturing. I joined the Hinduja group through campus placement as a management trainee in one of the flagships factories of the truck manufacturing company, Ashok Leyland. It was my foray into manufacturing and employee relations function. As a consequence of doing a market research as a student for RPG on retailing and the subsequent materializing of RPG group's plan to enter organized Retail I was offered and joined the RPG group, with Spencer &Co, and made significant contribution to retail education by setting up the RPG Institute of Retail management (Then the first institute for Retail Management) where students from challenged economic backgrounds were offered a certificate course in Retail and subsequently jobs in the Group. Following which I worked with the TATA group in their hospitality business, The Taj hotels and led the Centre of Excellence for Goa and then Karnataka, dealing with Learning and Organizational Development. Key contributions were to the organization development initiative " Joy at Work place " to break silos among functions and work together as one team to achieve customer delight and instituitionalising LIFE – Learning is Fun Experience. My last job in India was with General Electric, where I was the HR Business partner for the Decision Sciences (Business Analytics) and IT teams. Here I had the opportunity to lead and set up of HR systems, Talent acquisition and Talent management particularly creating and executing strategies in Recruitment, Engagement and Community initiatives. Currently I work in Learning International in L'Oréal Head Quarters responsible for People Development Solutions Learning initiatives for Transformation. This L'Oreal experience has a very special place in my heart as it's a testimony of how positivity and adaptability are critical to make good things happen. I came to Paris following my husband. Initially I was very skeptical of finding a job here in HR and had limited fluency in French, no experience of the French culture or French labor laws. People said that I cannot find a job easily as everything operates only through networking in France and I almost did not know any one. But then I decided to focus and stay positive and capitalize on my previous experiences including the international exposure I had in GE as my strengths and also to improve on my weaknesses by beginning to network and to be present in Job Fairs organized for the expat community. In a short duration I was delighted to get this opportunity to work in one of the biggest and most popular French origin, global beauty company. Of course no one can underestimate the power of luck, timing and hard work (I had done a certification in French language skills before I arrived)!

Kindly tell us about role models in your life who inspired you.

We get inspiration and learn good things from everywhere and everyone. That is the secret of getting better every day. But role models can be only a few and here I would like to talk about two very special people who have had a big impact on my professional life. The first person is the principal of my post graduation course in HR at Madras Schools of Social Work , Dr (Mrs) Fatima Vasant. Her determination and grit in both personal and professional life has been well appreciated by many and for a young student like me she was indeed a personality to never forget. Though many women have made a mark in the educational field, her courage to stand up for what is beneficial to students and her unabashed expression of thoughts as a women leader in a complex environment (at that time there were lot of difficult stakeholders to manage) were things that I shall always admire. She also plays a very active role in social matters and shapes young minds towards social responsibility. She is a perfect balance of firmness and pleasantness where she uses the goodness of heart to make things happen. It is because of her that I always think that no matter how great in your professional life you are, it doesn't mean anything if you don't give back to society .I should say I quit my first job to join a company, which though was part of a big groups was more a greenfield organization, and the only reason was because of Head of HR and my then boss Mr Ganesh Chella. I had the opportunity to meet him when I was still a student. I worked with him on an exploratory study for the RPG Group on Human Resources practices in Retail industry and subsequently when the group launched itself in organized retail, had the wonderful opportunity to set up the first retail Institute in India with his able leadership. One can't imagine the impact and inspiration he had on me as a student and as a young HR executive. His thorough professionalism and passion for HR motivates me till this date. Though it has been 20 years since I worked with him and I very rarely interact with him, if I need to take critical decisions in my job, I still think "how would Ganesh have dealt with this". He was a pioneer in many of the HR initiatives and was able to spot a trend even before is started to look like one. Not only did his HR capabilities make an impression but also his human side as a leader, his humility , respect for people and conviction to the right things are qualities I always remember and try to imbibe.

The Covid era has created many challenges and possibilities. What specific challenges and prospects are associated with your industry and what are the strategies in line to deal with it?

In an industry like the Beauty space, where research & development, marketing and consumer insights are keyconstant innovation and entrepreneurship, are critical. Some of the key challenges is staying ahead of the game and as one of the leading beauty brands is how to we lead through this crisis. Like all other businesses the group's financial security is a key focus. In this situation we have other challenges like uncertainty in consumer behavior, impact due to development partners, retailers/ distributors being adversely affected, some brands being more impacted than others. But any difficult situation will pave way for new prospects for eg; We have always focused on e commerce as a business priority and this time is a good opportunity to accelerate it and we have done so. Similarly a new trends like Direct to Consumer will help us sharpen our Customer Relationship Management as well as Digital techniques like

Precision Marketing . Another strategy to focus on is local sourcing to take advantage of lower costs and easier availability.

Besides having massive business challenges during this pandemic a silent yet powerful challenge has been the mental and emotional distress in employees and how do you see L&D specifically and HR generally can pave way to help and support?

Yes, the pandemic has created a big challenge for all of us both personally and professionally. Crisis has become the new normal and extreme uncertainty is the order of the day. On the personal front peoples' lives have been disrupted with home, child care and extra responsibilities. On the professional front remote working and fear of what is going to happen in the future is weighing down on everyone's minds . Overall personal and professional life has become a blur, it's a fine line between work and life. We have already been living in the VUCA and with this pandemic it's been multiplied tenfold. The new situation has brought a lot of other elements like government authorities, political tensions, financial stability etc into the game. This coupled with workforce changes, lack of reliable information and need for accelerated change has contributed more to the already "overwhelmed employee". In this new context I think it's critical to focus on employees to cope with the situation and also the leaders to manage through the crisis. The first and foremost priority is to Employee safety and well being. This includes physical , mental and emotional well being. How can we offer full support to employees so that they feel supported and cared for? Managers have a very important role to play in this, it's a combination of trust and empowerment as well as still having the accountability of business deliverables. As an organization we offer help to employees having a tie-up with a healthcare provider for psychological support in case they need external professional assistance to deal with stress or more serious issues. We have also done a special employee study with employees to see how they are coping with crisis , what is their feedback in how the organization dealt with this and what we could learn and implement from that. Employees have also been offered continuous on line programs (eLearnings, webinars, pod / video casts etc.) on topics related to safety and well-being. All managers have been offered training through webinars and eLearning modules on how to be a supportive leader especially focusing on listening, empathy, trust, cooperation and sense of belonging. We have also implemented remote flash crisis coaching initiative with our external coaching partners, for all managers to help them deal with emotionally demanding situations that could induce stress. Our global initiative "Learning Never Stops" has been well received with fantastic results – more learning hours and unique learners through eLearning and webinars/ virtual classes.

The second important thing to be addressed is 'New ways of working'. Remote working is here to stay. So how can we equip our employees and leaders to be more effective and efficient. It's a range of initiatives to be executed like making people familiar with tools like Microsoft Teams, conducting webinars to creating engagement and empowerment with relevant ways of behaving and managing in the current scenario that will be the new normal. Digital collaboration is needed now more than ever.

Also during these times communication is very crucial. We have encouraged all out managers to continue with more rigor the one on one meetings, as well team meetings (virtually). And from the HR side we have a weekly update call with whole of the global HR community to keep abreast of what is happening and how we can prepare ourselves and our entities/ leaders for this special situation to be future ready. We also reach out to all employees through a weekly newsletter at a global and entity level to keep them informed. Taking inspiration from Agile tools and methodology, most teams have bi-monthly retrospective meeting with the entire team to get feedback on how we are doing in a very simple format like Start , Stop, Continue. Not to forget to have fun and help teams relax in an informal environment, we have bi monthly remote aperitif sessions to unwind, share and meet colleagues remotely. It has been my Personal favorite as I could see team members in their most humane self, in their own home setting and they show case some of the things they are proud of including kids, pets etc. as special appearances!

On talent identification and also enhance the institution industry interaction, we are in the process of implementing einternships, to reach out to talent across borders and get the best efficiency. We also continue some of our key recruitment events fully on line.

Last but not the least is the Business Growth. As HR and Learning professionals we should never forget to align ourselves with the business needs and what is the need of the hour. A big part of Employee well-being is also being reassured about the future and to have a sense of security. We have organized a lot of webinars on "Bouncing Back" focusing on resilience, adaptability and agility as key soft skills of the future. Talking of skills, it is indeed the new currency and we need to focus on building the new skills required now. All our Worldwide meetings(fully online) on our different divisions and brands are focusing on this theme, how we can remain positive and get future ready. We also keep a keen eye on some of the key transformation that the Group has been going through like Digital, Simplicity (ways of behaving, interacting and behaving) and Sustainability (green is the future) and how we can take them forward now .

Overall in HR, we have a special project "Next HR" where we have a special project committee to assess the long term impact of the crisis and how we can evolve our HR vision, people policies and ways of working to suit the present and future needs.

What is your one liner that may inspire young talents and aspiring women leaders

I like to mention two, one is from a celebrity that I admire a lot "You don't become what you want, you become what you believe"- *Oprah Winfrey*

And one that I have learnt and created with my own life experiences "Be so positive that when other people look at you, they become positive too"

Interview with

Prof. Neharika Vohra

Professor (HR/OB)
IIM, Ahmedabad

Kindly share your professional journey so far with major milestones, also tell about your education, challenges you faced and how could you overcome to reach this professional heights?

I started with my interest in people and their issues when I passed out of class ten. All my friends at that time were studying for medicine. I said I wanted to study people and have the tools to study people. I had heard from a friend of my sister that Psychology was one such subject. I decided that was what I was going to study. I thus studied psychology for my +2, BA, MA, and PhD. I studied developmental, educational, social psychology in my MA and PhD. Once I completed my PhD in Social Psychology in Canada I wanted to come back to India for a job. Universities were almost impossible to get jobs in at that time. I heard from another friend that there were many management colleges and they hired people with psychology background to teach Organizational Behavior. I started applying and landed my first job in Centre for Organizational Development in Hyderabad and then the next one in Xavier Institute of Management, Bhubaneswar. I wanted to be in Bhubaneswar at that time and so took up the offer and was designated Assistant Professor in Organizational Behaviour. I for the first time opened a text book of OB and to my relief found that I knew the content of the first five six chapters from my intermediate and bachelors in psychology. I thankfully had teaching experience from my PhD days and I had entered academics for my love of teaching. Comfortable in teaching and the content of the first few lectures I started teaching OB1 (Individual Dynamics). I realized very soon that the application of the concepts was the key. I had very little experience of industry and organizations. I possibly could not name more than 5 or 6 of them that too because I grew up in a SAIL(Steel Authority of India) city.

I was fortunate that I was able to get involved in working for small scale business in Bhubaneswar. I had the opportunity to interact and learn from close quarters on issues around motivation, learning, value alignment, attitudes of employees, and issues in managing temporary versus permanent staff. I would visit the small businesses in and around Bhubaneswar and listen to the owners, managers speak about issues. I realized that there were also issues of strategy, access to finance, mission and vision. Some of the large businesses requested me to design training programs around communication skills, team building. I spent an intense two years reading, learning, and using library resources to design classroom interventions. Fortunately I had the opportunity to serve as placement chair for a batch. It was most educative because it helped me learn about the industry in India. I met HR heads of at least hundred companies, I met CEOs, CXOs, CIOs, in their offices in Delhi, Bangalore, Mumbai, Kolkata, Chennai. I heard their narratives. I learnt so much from each meeting. I also was learning lessons in being part of an organization by being in XIMB. I was learning all about structure, power, politics, interests, inter-dependencies while I participated fully at XIMB

This was also the time that Infosys, Satyam were building their operations in Bhubaneswar. PWC had been appointed as the partner for helping in privatization of Orissa Electricity Board. They were looking at XIMB as their training partner. I got opportunities to design half day, full day, multiple day programs for their teams on several people related topics. I learnt a lot about designing training programs for different levels of teams. I learnt to write detailed training manuals, working with colleagues, and engaging with the client. This is where I learnt that it was important to understand the training need both from the context of the organization role holder (HR head or training and development head) and from the perspective of the prospective training participants.

Because of my work with small and medium enterprises and living with an entrepreneur at that time and also meeting many entrepreneurs I also became very interested in the whole phenomenon of entrepreneurship and the entrepreneur.

Having grown up among people who worked in a steel plant (all my friends fathers were professionals-knowledge workers) and almost all had moved away from their place of growing up (in a way all were immigrants) I had observed that there was a lot of pride, commitment, and engagement with work. However, this was different from the friends and small and medium business owners I met. They were fully immersed, risk taking, comfortable with uncertainty and ambiguity in their creations. The managers I met in my placement interactions, training interactions were more like my father and his friends. At a livid level I became aware that managers and entrepreneurs were different in their outlook. I started reading about the same As a student at the University of Manitoba, Canada, I was attracted to the myriad talks that were held in the University. I distinctly remember talks by environmentalists, anti-lobbyists, by critiques of the elitist discourses. At XIMB I was fortunate to make friends who spent a lot of time discussing about ways to bring about changes for a just social order. My critical thinking skills and interest in work domains outside the organization were shaped by such meetings, readings, and discussions.

If you lived in Orissa twenty five years ago you would surely be impacted by the large presence of non-governmental organizations. I was fortunate to meet a lot of NGO leaders and a lot of thinkers and critiques of the NGOs. Some of my friends had started working in them; some of my colleagues spouses were leading NGOs. I spent time visiting them, volunteering with them, and learning from them. I learnt about them as a special form of organization. I developed insights into their role in the governance of the country.

I became involved very closely with starting an engineering college and a school. I was part of the long brainstorming meetings. I was privy to the struggle in acquiring land and capital. I was aware of what it took to establish an institution. I witnessed how important is the founder's vision. I was aware of what it took to manage disparate interests and motivations at the top management team. It was this experience that made me very committed to working with school educators and leaders. Having lived with someone who was passionate about writing books for computer education, for introducing computer education at a very early level, I was ready to apply my understanding of people and organizational issues to see how bringing IT to schools was a change process. For the last twenty years I have been working with school educators to understand their life and purpose.

IIMA exposed me to the fascinating method of teaching using cases. Since then I have learnt how to teach using cases and write some fascinating cases. I have learnt a lot from the process of writing cases.

I was also fortunate to be introduced by a friend to the T group methodology. It was mind boggling and opened a whole new vista for me to apply my learning of human behavior to learning about self and groups. I was able to train and take the whole method of process work to multiple training and classroom situations.

Each and everything that I became part of has shaped my thinking, my way of responding to situations, my moulding of material in classes and training programs. I have learnt and have been able to apply my learning in disparate contexts.

Kindly tell us about role models in your life who inspired you.

My parents-who taught me to work hard, be honest, be curious, strive for perfection, and be modest. My grandmother who was ambitious and never settled for good enough as an answer. She showed me that it was possible to overcome adversity by facing it. My PhD advisor John Adair, who taught me to be motivated and hard working and work tirelessly. Laxman Mohanty for his will power and his dedication. Several faculty at the University of Manitoba such as Marianne Johnson and Linda Wilson who taught me it was possible to be humane and excellent. They instilled in me my love for teaching well. Imogene William who I rented a room from has been a role model in someone who questioned, lived life to the fullest, and helped without expectations of return. Two really old women who I have known personally who have taught me that it is possible to be traditional and also modern at the same time. Several colleagues at XIMB and IIMA who I look up to for their generosity of spirit and love for teaching well irrespective of rewards and recognition. Four women friends who are all humans par excellence and taught me to have fun and be innovative trainers. Several corporate leaders who I have met. Several of my students who I admire. Oh my list is becoming long. I think I do not have one role model. I have many people from whom I have learnt a lot and I continue to learn and keep a part of them in my heart.

The youth today is capable of spelling what they are passionate about, however, how can we train them to handle failures and stress while chasing their dreams?

Learning to cope with failure cannot happen theoretically. I think it is best that one fails and fails often. I think parents, teachers, professors all need to allow the youth to fail. While we provide the safety net in terms of beliefs, values we cannot make it too safe for the youth to not fail. Allowing experimentation, exploration are really important. I think we need an armour full of tools to help us get through failures and successes equanimously. These tools include-beliefs such as I will have the means to pick myself up, asking for help is a sign of trying something bigger than me, not knowing is okay, believing that there will be grace and help when I fall or fail, it is better to fail and learn than to succeed and not learn, what matters is what I think of myself than what others think about me, no risk no gain, there is always something you learn irrespective of the outcome, I am capable of learning, no one succeeds forever or fails always.

Youth and adults need to realise that if you do not feel the full range of emotions you are denying yourself what is universally human. Emotions when felt and used as data to choose responses are at the heart of making considered emotions and is energizing. Unconsidered expression or suppressing of emotions are both unnatural and lead to toxicity for self and other.

Kindly share the nuances in researches in behavior studies especially where social dynamics are changing the work places and how can it be used as training tool for better executive education?

If your question is what are the trends in training then I would say that there are three things that I notice-one is each company is thinking of how to blend classroom learning with online learning. A large number of companies are trying to see if classroom learning can be interspersed with webinars, online sessions, and guidance on reading.

The second trend I notice is that a number of companies that are involved in selling through distribution partners such as dealers want the best training imparted to their training. So in addition to rewarding their dealers by taking them for a vacation they are also looking at taking them through a deep learning experience.

The third trend is that several companies want training to be followed by one on one with a coach. The training is supposed to focus on the how while the one on one is supposed to focus on beliefs of the person to actually make changes.

I also find over the years a lot of hunger among the executives to learn and implement their learning both in their work and life. Many managers are seeing their children growing up very differently from themselves. They realise that a huge discontinuity faces them and they have to be ready for the change.

Also there is a ubiquitous demand coming for intrapreneurship, design thinking, understanding of neurological basis of behaviour, use of big data, challenges of digitalization, unconscious biases etc.

I also notice that several startups request for short bursts of training of their leaders. My experience of working with such groups is fascinating. They are like pioneers, so full of energy and ideas and not afraid to make mistakes.

In terms of challenges organizations are grappling with there is a need to appreciate and understand the nuances of working with multi-generational teams, issues around including diverse groups of people, figuring out ways of getting people to work virtually, understanding sustainability, going digital, learning to influence without authority.

I also think some of the things that seem to be taking a back seat in training are aspects of self-reflection and working on self. The companies are hard pressed for time and are looking for quick visible results. While that is understandable, it is important to recognize that the only instrument that we have for change is us. Thus focus on self and its growth are important even though it might seem slow and not so visible.

I believe that the training of managers is as much about learning the subject, as much as it is a pause, and even more a way to learn from each other. Thus even though online learning may seem like a less expensive option it does not serve the second two aspects of training. Thus if training has to be done online it must be designed to also serve the intangible aspects of training.

What would be your message to young aspiring trainers?

Integration of reading of research and investing in a variety of experience and perspective is important. It is best not to be an advocate of one point of view (no matter whose is it). At the same time it is important to not present half-baked ideas as known truths. Help people to think along and facilitate discussions. Also I would like to say there are no shortcuts and part involvement while training.

Note: Prof Neharika has been appointed as Vice Chancellor of Delhi skill and entrepreneurship University from Oct, 2020

Interview with

Dr. Harbeen Arora

Global Chairperson - Women Economic Forum

Kindly share your journey so far like about your education, challenges you faced and how could you overcome these challenges?

We were two siblings, my brother and I. Our parents have always raised us as equals. Both of them were working, and we always saw them share the load of work and responsibilities at home most naturally. So we were blessed to be raised in a very equal household with sharing and support. That fine example has surely groomed our values and vision of a gender-equal world, and where we can celebrate one another in mutual respect and togetherness.

Indeed, we all have our challenges, and everyone is fighting their own battles. My humble learning over the years while facing challenges big and small is this - our Self-Belief and "Atma-Vishwas," viz. our faith in the eternity and infinity of our own Soul and Self is the source of tremendous inner strength. By tapping into this inner (divine) strength, one can face all kinds of challenges with courage and resilience. This is the education of the heart and spirit.

In terms of formal education, I hold a Bachelor's degree in Economics from Delhi University, a Masters from King's College, London University and the Royal Academy of Dramatic Art (RADA), and PhD from Sorbonne Nouvelle, University of Paris III.

Who are your role models and what inspires you?

The teachings of my Guru, Bhagawan Sri Sathya Sai Baba bear the greatest influence in my life.

Personally, these blessed teachings help me strive for inner equilibrium, peace of mind, purity of heart, clarity of purpose, spirit of faith, attitude of forgiveness, and Atma-Vishwas that means having supreme confidence in one's own Atma, which carries the imprint of our divine purpose and possibilities in alignment with our skills, strengths and talents.

The highest vision therefore for me and inspired by our culture and the teachings of my Guru is to Love All, Serve All.

In Indian thought and culture, the spirit of sacrifice and service is not to be done as a favour to anyone (i.e not as an expression of the ego), but rather as a means and way of cleansing our own heart and uplifting our own divine essence by feeling a compassionate oneness with ALL. So my vision is humbly and simply that may the divine force always work through us, guiding us and uplifting us.

More than a chamber in the traditional sense, ALL is thus a movement, a culture, an ethos and a force of change for infusing more feminine wakefulness in All aspects of our life and leadership to awaken the power or 'Shakti' innate in ALL.

Kindly enlighten us more about great initiatives you have taken to unite and promote the universal sisterhood across nations and formation of Women Economic Forum.

ALL Ladies League (ALL) was set up as a public charitable trust and the family foundation decided to support it fully as their contribution to society.

More than a chamber in the traditional sense, ALL is thus a movement, a culture, an ethos and a force of change for infusing more feminine wakefulness in All aspects of our life and leadership to awaken the power or 'Shakti' innate in ALL.

ALL Ladies League or ALL as we refer to it, was articulated as a result of my continuing engagement with girls' education. I have seen at our Rai University that I lead as Chancellor the incredible impact the scholarships have had on girls' empowerment and their vivid transformation through greater confidence, esteem, ideas, and talents unleashed.

However, we soon realised the need to have further support systems, especially for mentoring, connections, exchange and collaborative toward building sustainability in personal, professional and business growth. Therefore we started creating circles of sisterhood in local communities that would become enabling structures and inspired spaces of sisterhood where women could express, engage and derive support at social, emotional and spiritual levels to build one's sheer energy and force to be and do with greater self-belief and support.

Thus ALL began to informally articulate itself in 2011; not just for women from underserved communities but for ALL women across ALL countries and ALL state; as the issues remained the same.

The vision was to create a seamless space for women, a 'country of women', an alter-family, a sisterhood, beyond caste, colour, creed, ethnicity, in a space of inclusiveness and inspiration, where we could be 'Soul Sisters' engaged in connecting and collaborating as a community.

We began inviting members by reference and expanding the circles. We used online media to start the connections and offline events to cement the bonds. Membership soon came to be completely free in our bid to include ALL the inspiring women of the women, irrespective of their ability to pay. We simply wanted women to be invited by reference of our sisters based on universal and life-enriching values like helpfulness, sisterhood, sharing leading to creative exchanges and innovative collaborations.

It has exceeded ALL expectations !

We have now 150,000+ members and connections across continents, countries and cultures. We aim to reach a Million by 2022.

We have today over 1000 ALL chapters or circles of sisterhood worldwide and have completed 35 global editions of the WEF conferences in different parts of the world.

Chapters mostly use messaging groups/social media to stay connected and coordinate their online and offline activities. The tenure of a chair is a year and then another one takes over, like a relay. For funding chapter events and activities, members use their ingenuity to pool in skills, connections, networks, innovative ideas and resources, like a 'picnic-model.' Member profiles include entrepreneurs, solopreneurs, businesswomen, professionals, educators, corporate leaders and women interested in a variety of fields like arts, health, sports, homemakers, all age groups. We make an effort to include the youth and senior people.

The Central Secretariat that my office supports lends full and free administrative support for all chapters in terms of starting-up kits and collateral, designing for posters and invites, as well as social media publicity and promotion. We want every woman to know and feel that she has full administrative support and her focus should simply be to grow and galvanize local networks and sisterhood, grow herself personally and professionally and be able to dream and do. We also support and coordinate the WEF conferences. We also work with multiple stakeholders in the corporate, government, universities and other sectors to advance women empowerment.

With so many women connected in different parts of the world, there came a time when everyone wanted to meet the others. Since these were diverse groups from different countries and culture, we had to find a common ground to bring them together. And that was - a shared aspiration to advance economically and grow our voice, wealth, influence and leadership.

So the structure had to respond to our diverse membership base, the wide variety of fields sectors in which the women were working; the soulful spirit and seamless approach of ALL; and invitees and attendees who understood that this platform was much more than the usual business conference. We don't pay speakers or participants for any fee or costs, as we were an NGO ourselves and don't charge any membership fee in addition to supporting as we do. So we needed spirited women who would understand and appreciate the importance and need of coming together thus for our individual growth, collective empowerment and making a difference. And it was just amazing to us how MANY responded to that call with love, enthusiasm and goodness.

So the Women Economic Forum has elements that bring out the best in each and ALL. In the annual event, there are hundreds of sessions across a wide variety of sectors, where you can learn from industry experts, have peer sharing, speak about your work, find mentors and mentees, connect with collaborators and investors, and overall find fabulous women from all over the world. It is both humbling and energising. It's like a university for women for the six days (or two days in case of the regional events). It's also like a carnival as there's this spirit of freedom, celebration, sisterhood, beauty and bliss. The awards at WEF are there make the invisible efforts and achievements of women more visible so that we all have more role models in every walk of life.

At the WEF conferences, you can learn about the recent trends, update your skills, meet achievers from all backgrounds and continents, open your mind, expand your vision, and foster friendships and lasting bonds with other women so that we can help each other in our businesses and collaborate on ventures and initiatives.

So if ALL is the Soul and Spirit of Sisterhood; WEF is the Blood and Body of Business.

At our Women Economic Forum events we have a large number of sessions so that each member and participant gets a chance to not just be a delegate but get to speak and express and share their stories, their experiences and their challenges and their successes. They call it these days tapping into the "human library."

WEF is a platform for peer learning and mentoring, and so people will also share in authentic spirit personal stories and experiences on a range of subjects including the very personal ones. For us, there is no dichotomous between worklife or personal-professional. They are in a continuum and one affects the other.

The goal is empowering women in every way by creating an enabling and celebratory space of learning and networking for All to expand our business opportunities and increase our global influence. 30% of our speakers and 10% of our delegates are men as well as ultimately we need a world where women and men will come together in mutual respect and partnership to create a better and balanced world for All.

WEF is a platform where every individual is given equal opportunity to express and share their thoughts and ideas, where none are denounced or treated less than equal and where the environment is one of positive, encouragement and upliftment in an all binding spirit of sisterhood. It's a celebratory space; enabling women to be more of who they are and not confine themselves to customary notions of how to be. We've found this energy to be most liberating for the men too who form a part of our forums, as we work with All. Also the vibe is one of warmth and of being in a safe space where women also feel nurtured, honored and valued. Plus the networking is massive with both women and men in business and enterprise in various walks of life. Women have told us that they have made connections for a lifetime!

Share a bit more on how you promote the She-for-She spirit?

To further empower the spirit of sisterhood and valuing our relationships with our sisters, we started a festival of Shakti Bandhan to celebrate and strengthen the bonds among women. Shakti means the power of the Divine Feminine to love and nurture, and Bandhan means Bond.

Every year on Oct 5, we celebrate it as Shakti Bandhan: World Sisterhood Day. Of course, it's also celebrated in ALL seasons for ALL reasons; whenever and wherever women come together. I believe that when we celebrate a relationship, we care for it more and make greater efforts to ensure that is thrives and shines. It is important to create this space for fostering a sisterhood that becomes our safe and inspired space for excelling through learning, exchange and connecting. So to celebrate Shakti Bandhan, we tie ceremonial threads (of any kind) to Soul Sisters and other women in our lives to honor them. It's about celebrating our Bonds with a Band of love. It's become a universal festival now with our members across the world celebrating it and feeling uplifted and connected to the greater feminine within them and around them.

How can professional bodies like ISTD-Indian Society for Training and Development can join hands to create impact in initiatives such as WEF?

We would like to thank you for the coverage of our work in your journal. That is already a great help to sharing word about our movement with leaders and influencers in the field of training and development.

We would be delighted to receive your recommendations of women who are doing inspiring work in their communities, especially in smaller cities and villages, where we could reach out to start more ALL Ladies League (ALL) chapters and help build capacity in women leaders at the grassroots, and connect them with their counterparts in bigger cities in India and the world over.

नारी शक्ति को समर्पित एक कविता

मुझे ना ललकारो

तुम मुझे फिर रीता-सा छोड़ने की कोशिश करोगे, मेरे दिल पर नश्तर चुभा के अपने अहम् की कीलें ठोकोगे
फिर खड़ा करोगे मुझे कटघरे में, तुम मुझे मेरी कमियों को बारम्बार गिनने पर मजबूर करोगे
पर मैं फिर नये अंकुर-सा धरती फाड़ जी जाउंगी

जब कुछ ना बन पड़ेगा तुमसे मुझे हराने के लिए, तो तुम मेरे चरित्र का चीरहरण करोगे
मुझे, मेरे अक्स् मेरी अस्मिता को तार-तार करोगे,
तुम मुझे फिर रीता-सा...

पर मैं उज्जवल चाँदनी-सी फिर सी पूनम बन छाउंगी

सब अच्छों पर तुम अपना हक् अपनी शान जताओगे बताओगे
पर मेरे हक् का छोटा-सा भी आभार कभी ना दे पाओगे
मेरी सदनीयत को शक के घेरों में बाँध कर ठोक बजा कर, खुद को आश्वस्त करोगे
तुम मुझे फिर रीता-सा...

पर मैं बारिश की बूंदों-सी फिर नई माटी की खुशबू लिए जीने को मचल जाउंगी

ये परिन्दा ना निकल पड़े अपनी ही उड़ान पर कहीं
इसी डर से मेरे परों को प्यार से कतरा करोगे
मेरे हर आसमान छूने पर तुम किन्तु-परन्तु अगर-मगर की छाप लगाओगे
अपने स्वार्थ में मुझे भरसक डुबोने का प्रयास करोगे
तुम मुझे फिर रीता-सा...

पर मैं छोटी-सी पतवार बन तूफानों को हरा, सागर पार कर जाउंगी

अपने गुनाहों को गलीचों में छिपाने की हर बार कोशिश करोगे
चाक गरेबाँ को शातिर मुस्कान के पैबन्दों में बंद करोगे
रौंदोगे मेरे प्रश्नों मेरे तूफानों को तुम
अपने अभिमान से खुद का कद कूद के ऊँचा करने की हर कोशिश करोगे
तुम मुझे फिर रीता-सा...

मैं फिर बन आऊंगी ठंडी हवा की खुशबू-सी रोके नहीं रूक पाउंगी मैं

मज़ाक मेरा उड़ा के मुझे बार बार उलाहने दोगे उबरने ना दोगे
चालों से अपनी मेरा दामन छलनी करते रहोगे
सीपियों को दो फाड़ कर उसमें मोती पनपने ना दोगे
तुम मुझे फिर रीता-सा...

मैं फिर बिजली से कड़क के उठूंगी अपना वजूद बना लूंगी

बात अपनी मनवाने को जमाने भर के बहानों की वकालत तुम करते रहोगे
अपने होशियार और मेरे बेवकूफ होने का दम भरते रहोगे
मुझे मेरे अपने मन का ना करने देने की ज़िद में
तुम किस हद तक गिरोगे "इस" हद तक गिरोगे
तो मैं भी डंके-सा बज के सस्वर निनाद गाउंगी

तुम मुझे फिर रीता-सा छोड़ने की कोशिश करोगे
तो मैं समन्दर की तरह गहराईयों से फिर हिलौरे लेके किनारे पर आउंगी
मुझे ना ललकारो, वरना मैं अपनी हदें भूल जाउंगी

-डॉ० राजेश्वरी

Webinar

Covid-19 Training & Up-Skilling Strategies in Crisis Times for the Remote Work Force

Indian Society for Training and Development (ISTD) conducted an international Webinar on 13th May 2020 on "COVID-19 Training & Up-Skilling Strategies In Crisis Times For The Remote Work Force". Panel of speakers Dr. Ronald Mckinley from US, Mr. Graham Hasting Evans from UK and Mr. Arun Rao from India, the National Council members of the ISTD and the participants from across various places, both in India outside India were welcomed by Dr. K R Gangadharan, the Moderator and the person who conceived the Webinar

Acknowledged the National President and the National Office of ISTD for making all arrangements including the marketing of this programme. Thanks to those brains behind the scene who worked in conceiving this Webinar, particularly Mr. Arvind Khode.

This programme registered the maximum number of participants. The focus of the Webinar is on Training and Development, the core purpose for establishment of ISTD fifty years ago with emphasis on "during" and post "COVID-19", which has shocked the entire world and posing variety of challenges. The Training & Development professionals have a lot to do after themselves learning its impact on industry on its function. We at Indian Society for Training and Development (ISTD) anticipate that a lot of professionals will need to "change gears" to cope with the emerging needs. Therefore eminent and successful experts were invited to lead the Webinar

The three speakers Dr. Ronald Mckinley (Ron), Mr. Graham Hasting Evans (Graham) and Mr. Arun Rao (Arun) formed key resource persons. A team of three competent professionals in the field of training and development Mr. Arvind Khode (Arvind), Ms Rajalakshmi (Raji), the Vice Chairman of Chennai Chapter of ISTD and Dr. Poonam Jindal (Poonam), Secretary of Hyderabad chapter of ISTD were Respondents vested with the responsibility to introduce the speakers and pose few questions to the expert speakers viewing the chats that occurred during the webinar. Questions and responses were limited but with an assurance to the participants, the speakers would respond to each of them that would be circulated among the participants after editing.

Dr. Ronald McKinley, PhD, SPHR has over 25 years of experience as a Chief Human Resources Officer (CHRO) and more than 35 years of experience in the field of human resource management across medical and hospitality industries decided to touch on five areas:

1. Changing nature of work and the growing shift of on-site work to remote work.
2. The growth of remote work driven by market forces and that have been exacerbated by COVID - 19 Implications
3. The growing shift to remote work as it affects training and development
4. The needed evolution of training and development methods to meet the requirements necessitated by the changing nature of work itself and
5. The implications this shift will have on training and development professionals

Those are a number of needy topics that we could probably spend it now. He focused on the nature of work has been changing over time anyway prior COVID-19 and that there has been in much of the world at least a shift towards off-site work versus on-site work especially for professionals. The means of production has shifted quite radically over the last decades. From a few capitalist who have the money, who own all the means of production to now it being quite distributed in the population. He said that ninety-five percent or more perhaps all of the folks on this particular webcast have their own means of production, they have a computer, they have access to internet, they have access to organizations. More and more professionals are working for themselves and doing contract work, freelance work for other organizations what is still there clear is that everyone still needs to have access to some organization. He explains that COVID-19 has exacerbated that quite a bit because for instance there in the United States many people now working from home who before COVID-19 went to their workplace every day and had traditional work setting however the nature of the work itself lends to be able to be done from any location. If more people can work from remote areas even not driven by some pandemic for instance then that will actually cost less money in the long run. This growing shift of work affects training and development people. The need is to be trained how to work effectively remotely because much of that and their interaction then it's going to be done like we're doing it today through using information technology in order to communicate more effectively. People need to be trained how to one uses the technology so that everything is done in a very good way. People need to have the technology that's that will actually work and they need to have the types of things that support that technology for instance if you're remotely working and relying on the internet for lots of connectivity then your internet access needs to be of a speed compatible with or comparable to the speeds that you would find in a modern office place. These are some of the implications, there needs to be an evolution in the methods that training development professionals employ in order to properly equip the remote workforce. The need is to occur in order for effective training development to take place so that the society is better served by having a competent well-trained and efficient remote workforce

Graham Hastings Evens has held senior managerial positions in the industry in challenging times in UK, is MD of NOCN and the second speaker of the webinar spoke about similar sorts of areas RON covered but from a slightly different perspective. He mentioned in America when COVID came and Prime Minister announced that all had to go and work from home or closed down and he had an organization of 171 staff 300 professional domain experts so nearly 500 people after three offices in the UK and he has a small office in Delhi, India and within 48 hours they had to move the whole of their operation on to the cloud. But now they have functioned for the best part of eight weeks without going into an office. They have found themselves that the COVID challenge has also presented the opportunities for changes in the way. Things are going to change, the world is going to change, people will refer to the challenge of COVID as a war against COVID. It is known that during periods of conflict humans move forward in technological terms in leaps and bounds necessity drives. The world that was left in February 2020 will not be what the world is like of work in February 2021. He mentioned that we were going to use the benefits of the technology that had been there for some while. Less people getting in their cars to go to offices, less people getting on drains so there are some fundamental changes in the way that work. There will be massive struck challenges economically because this is an enormous economic structural change that's going to befall the world. But the way the economies and industries work afterwards will be very different. He said "Probably personal services beauticians hair dresses and things like that and however in some areas like retail we will see a massive shift and we are already seeing it yes for about the first week after our lockdown the owning vehicles on the road were Amazon vehicles driving stuff around people's houses". The fundamental changes in sectors like retail where people have been used to go into shops and markets, and the Indian markets, car market in the other zone, will see people shift to more and more online purchases. Technology will be used in fundamentally different way in areas like construction and engineering. COVID will start to push the boundaries. There may be few people in a factory hopefully highly skilled who can control the robots. The technology in these different sectors will drive big ways of changes absolutely quite critical ways of changes and people will need new skills to move to people who've got much higher level of technology skill and the use and exploitation of Technology. Post COVID economy that's world economy that is coming. It will also require people to work across continents and countries in a different way you know you won't be flying to a country. People will be meeting like this more often and think that will change and it will cause people to start to have to learn an almost different interpersonal skill. People have moved rapidly to online teaching so a teacher now sat at home in their study or their their kitchen or wherever and they're teaching a classroom of young people. They don't have to go to a lecture theatre to start to learn and so we are moving very rapidly to more and more delivery online there in the UK of all forms of teaching and with that comes all forms of assessments and examinations. In the UK to develop a set of course is for how does somebody work in an environment of physical environment and be COVID safe so if you do work in an engineering manufacturing environment, if you do work on a construction site, you do work in a hairdressers or a shop, as an operative how do you work in a safe manner, how does your supervisor ensure that your you're working safely, how does your manager understand what the risks are and the risks assessment they have done to ensure that you are safe and your customers are safe. He concluded by saying that he thought enormous changes coming about and we all reacted with a groan "oh my god" when COVID came but we are now started to see that it's going to accelerate our use of technology and we will see some positive benefits.

Arun Rao, Chief People Officer, Birlasoft, the third speaker of the webinar mainly focused on Indian context of learning and upskilling in Covid-19 situation. He provided his own perspective about what really happened and what is going to happen. He explained how all the stake holder- the Employees, Managers, Organizations, Learners, and Trainers are coming together to figure out how do they need to ensure the effectiveness of training is maximized. He clarified that his references are more to the IT industry since he had spent almost 20 years of his career in IT and few years in manufacturing. He mentioned "I want to re-emphasize people will need to get more comfortable with technology". He clarified that we were using technology for quite a sometime now and now when we are using MS teams and shared excel sheets for budgeting, and our kids who are in school or college attending online classes, the whole myth of classroom training has been busted at least for a short run. He could not guarantee for the replacement of classroom, whiteboard teaching with this new mode, but purely from a transactional perspective all of us are witnessing the proliferation of technology in learning dissemination. We need to understand there are two kinds of interventions that are possible, one is the synchronous learning which is something like what we are doing right now - what is happening when professors and school teachers take their classes on zoom or another similar mode where everybody is online at the same time with one speaker facilitating the session with people spread across the globe and trying to learn. Organizations would lean more towards the asynchronous learning methodologies and use the synchronous methodologies more as a flipped classroom environment. The future is a hybrid learning environment, a mix and match of self-learning and facilitated learning, basically one gets into a flipped learning model where most of the course content is delivered through asynchronous either e-learning modules or bit-sized learning and then participants get into an electronic room such as this webinar, wherein discussions are facilitated. By focusing on the challenges in such methods, there are those 4 or 5 challenges that the organization face when they are embracing the training administration in a crisis like environment, where majority of workforce has become remote. "How do you simulate an office environment while working at home that is essentially being in the part of the country or else in an another part of the world? There is a long way to go to simulate a work-life environment free of distractions at home and follow up with the employed participants. It becomes a big challenge about creating controlled environment and keeping the self-motivation to sustained levels of learning assimilation".

When managers have high control need, managing from remote location becomes problematic. They can create discrete modules and pass them on to their employees. He said, **"I won't say that the past was easy and the future is difficult because how do you blend the entire pedagogy to keep the interest alive over whatever duration the module that you're designing? How do you think and behave like the consumer so that you are able to find out at what point of times you could actually see a dip in motivation and then**

bring in an intervention to spike it up".

The designers and learning design space of the training and development function are likely to face these real-life challenges in the future. There are big tasks cut out for them and obviously within that then they need to upskill themselves. They need to embrace technology. The next bit is how can they bring in this as a concept which has gained momentum in the recent past about bringing in learning in the flow of work. That does mean all of us need assistance, it is kind of taking it down to the granular level where the niceties of development are taken over by the exigencies of upskilling people to the task". He summarized by saying that he thinks training will now need to get personalized. It is important for organizations to understand that they need to leverage technology and tools to create programs and sub programs that make sense to people and contribute to their learning journeys. We will see more and more infusion of tools such as AIAR. Another focus he revealed was that it gives opportunity to people of learning and development fraternity to explore more on the behavioral side of learning, he thinks that people are no longer going to have access to socialization that exists in the past, and that gives us a unique opportunity to impact people. He sees that more and more organizations and more and more people are reaching out to EAP counselors. People need help because they are faced with a situation that they did not see coming. Something that is going to remain with them for some time to come and they will need help in terms of scaling up to the new reality.

After Arun spoke, the Q&A round started and Rajalaskhmi Subramania asked a question to Ronald McKinley: How learning method change from student to professional and how technology can facilitate it?

Ron Replied:

That's a very good question, what the other speakers have said with regard to the need for and the change in technology. If you think about then both students and teachers will employ the same technology but employ in different ways so for instance right now we're having a synchronous conversation if you will or workshop or webinar about the really the changing nature of work that's been really exacerbated by the COVID-19 pandemic. One of the things I didn't mention earlier was that my daughter is a middle school teacher and then all of the sudden and she's in Kentucky and all of a sudden, they are no longer in the classroom but they are teaching now online. Well these teachers have not been trained to teach online all right I happen to be a certified college online professor in other words I took a post-doctoral course on how to facilitate courses online. So, teachers and facilitators trainers need to be trained how to do that in a good way and the use of proper technology MS team is one technology, Zoom is another technology. These are synchronous technologies however using blackboard and eCollege are asynchronous technologies that enable you to do more than you can do in an hour of interaction and the zoom meeting.

There are life series of webinars that we are witnessing today after COVID-19 in India across the globe we're in lockdown have you thought more to use micro learning, so do you think this practice of micro learning is here to stay for a long or how the learning methodology would be ?

Ron replied laughing: All right, so this is my question also I think micro learning is to start small, in smaller increments if you will or in shorter periods of time that's fine. If learning is a cumulative process, nobody learns everything all at once. and nobody learns everything that's absolutely certain that no one knows everything there is to know about anything. In fact most of us we don't even know how much there is to know because we don't know what it is and if we're lucky we know a little bit and we're able to help other people by sharing that small amount of Aravind P Khode asked next question to Graham:

How do we ensure training effectiveness in the remote online distance learning mode with specific reference to India? India sociologically has a different perspective as compared to other countries, we have great social interdependence we're deeply involved with others, we are intensely emotional and isolation is a great fear for us now under this situation the remote or distance learning would become a great challenge and you know we are very comfortable with physical classrooms. and

there is a touch and feel in the training when we have classrooms under the impersonal mode how do we catch with the mood, emotions, body language of the participants, how do we assess the behavioral attitudinal mapping of the participants?

Graham Replied:

Information or knowledge that we think, have been beneficial to us and hopefully will help other people. Especially for people who are working in distance-working situation they need to understand the big picture, how everything is kind of connected to each other and how "what I do and don't do" affects others in my work environment. We are trying to track this now through the mixture of remote and workshop team working, getting people together, which does give you the ability to see how people are interacting, to see how people are coping and to get people to learn how to work with other. We have had something called the Open University for many years and they have a blend of classroom workshop/learning/conferences as well as home working or offline working and it's that blend that you will need to try to work through in India. Some of the technical aspects of even management learning and behavioral learning can be done remotely but there comes a point in time when you will need to bring groups of people together in team environment, doing team-working exercises to get the softer skills tested and developed. My experience in India is that there's quite a lot of rote in a classroom teaching where they all sit and listen but we have got a blended learning where we give routine exercise, then you got to work together and develop all those interpersonal skills. We are recording lots of things, when people are in a meeting or doing an exercise, we can play back, give them feedback and talk to them. The tutor can say "look actually you know that didn't quite work out so well and have you thought about this, have you thought about that". So, it's developing different techniques not just for the learners but for the tutors as well.

Poonam Jindal asked a question:

There are many participants from the education community and many from management institutions. One of the aspect of learning is internship and all our students look for this internship period where they can experience the practical aspect of learning and in this situation especially this year when they were supposed to go for summer internship and they are not able to do that how can this situation be handled, or can be compensated, rather what can be done if they cannot go for this practical learning? Can they do some online certifications rather than going for internship? If that does not compensate for the practical learning, how can it be compensated from a practitioner's point of view?

Arun Rao replied

My heart goes out for the students who were due to the internship during this period. There is one group of students in B schools who come in as fresher's and enroll for an MBA program and this internship exposes them to what organizations are all about, what does the day in the office look like and what work do they do. They get more anchored to realities and pick up a few tips from practicing managers. I think they have been left in the red when they have not been able to get into internships this summer. This is not such a big deal for about 50 or 60 percent, out of the entering batches of B pools, where about 40 to 50 percent of students come with past work experience. But if you look at it in other fashion there are many companies which have honored their internships and deployed the internships in a remote manner where the student continues to get engaged with the organization but does so remotely. In that sense, I think the student is getting a flavor of the organization of today and what is it going to be tomorrow, which is managing virtual relationships because the company has not cut down on the commitment towards, assigning a body, allocating a problem, giving the resources that are required for assimilation of knowledge and doing that project in a manner which is serving the interests of both the student and the organization. So, to those who have managed to continue with their internship I think other than the fact that they are not physically present in the campus, nothing has really changed.

But those who have not made it, for your administrative convenience because many of you guys might be enrolled with a UGC or a ICT and there might be some minimum credits that people need to have, they can do a certification in the functional area and you give them two credits that are given for the internship and the sum of the credits will make them eligible to get their degrees next year. You guys can think through and do it for the students, but that experience and that exposure they would have got through the internship model cannot be replaced by a certification. That's my humble belief. There are a bunch of people who are continuing to experience internship although in a different manner and I firmly believe that the richness of an internship cannot be replaced by acquisition of a certification

Poonam Jindal asked a question:

Will robots take over the role of trainers? What do you think?

Graham Hasting-Evans' response

No. I don't think so and although I know some students think trainers are robots, I don't think that's possible. I think part of the learning experience is about the human beings and their inter-relationships. All the soft skills that come with learning and skills development which they need, ultimately will lead in the workplace. I don't think an internship can be replaced by something online like Arun said. We have similar challenges here of people starting on traineeships or apprenticeships and what we're trying to do is, the government is trying to work with the major employers and the trade unions to reschedule these events, so that the people don't completely miss out on them but they perhaps do them at a different time. Yes, it's an imperfect solution, except that because some people have been disrupted and you can't change what's happened over the last seven or eight weeks. But what we can do is try to mitigate and find an alternative time to do the sort of in the workplace section.

Arun Rao's response:

I fully agree with Graham. However, I think the scenario that I talked about, where we were talking about using technology to simulate learning, if it comes to mechanical workshop training, it is possible that the demonstrator could turn out to be a robot, instead of a human being. But technology will come at a price and the robot must be at a price point cheaper than the individual. Only then, organizations will embrace that kind of technology. But robots, as IT companies know them as BOTS, which are software that manage repetitive tasks, would soon be embedded in learning programs. How people use them to design and execute learning curriculum remotely there would be these BOTS that will come in. But if you are thinking of robots as those pieces of iron and steel walking in a very funny fashion on the floor, I don't see them coming very soon

Ronald McKinley's response:

I agree with both; however, I do believe that in the long run, Artificial Intelligence is going to have a much greater role in training and development than it does today. I think about robots and my mind is seeing the science fiction viewpoint like Robbie the robot. I think that's a long way in the distant future. However, we do know that great strides are being made in artificial intelligence and AI can be embedded in many training approaches

As far as internships are concerned, there are apprentice types of programs. Physician training for instance, that's an apprenticeship you sure can go to the classroom and learn all of the anatomy and all those types of things. But you really learn how to be a physician by working with other physicians, practicing with them and experience what I call a traditional apprenticeship approach. So, I don't think robots are going to take the place of those people that must interact with other people to teach them how to do things.

However, I think AI will be an instrumental in the future and then simulations will be used a lot. But through a simulation they can learn how to do things with the proper coaching and mentoring from a real human being.

Poonam Jindal's question:

The HRs are still known for the human touch, counselors, coach, mentors and support role for employees. So, in this new situation, where the newnormal is working from home and social distancing is going to be part of future workplace, how are we going to create that human touch or support role for employees? How do you think technology is going to fulfill that gap?

Arun Rao's response:

I will localize it to India. In my mind, nothing has changed from that angle and as HR practitioners, we will continue and strive to be strategic partners to business. We must ensure that our businesses rebound as fast as they can, ensure that businesses take care of all the stakeholders who are part of the game. The true successful HR person, whichever sub channel that person belongs to, is somebody who marries business partnership with employee advocacy and that's precisely the reason why you said that people continue to see us as mentors and coaches. My worry is people see HR'S as transactional agents. So, if people see us as coaches and mentors then nothing has changed. The only thing that is different is that today you will not have the luxury of taking the person along with you into a meeting room, keeping a bottle of water and set of napkins which is a standard SOP for a counseling session and then allow the person to kind of talk to you and then you help him out. We should understand how to do the same discussion virtually. You will still continue to create that relationship with the individual help him sort out his issues. Today a particular subgroup of the HR fraternity is doing it. People who are professional counsellors, they have started this in terms of engaging with people virtually. Problems have magnified because they don't have co-workers to talk to. No social relationships at work, debates have taken a beating, therefore, the psychological stress that people are feeling is increasing. Their need to reach out to this part of our professional expertise is enhancing and the only thing we need to do is to master the ability to manage virtuality, while building these relationships. One of the study said that one of the most rare skills that will be there in organizations, 10 or 15 years down the line, will be the ability to relate to people and HR professionals will be in demand. That day all you need to do is don't lose your DNA and tide yourself up with mastery of technology.

Ronald McKinley's response:

So, as we all know that people are social beings and one of the issues is that it is difficult if you're communicating with someone. To get to know somebody you have to spend time with them and the quality of that time, in my mind, is extremely important. We would be happy to share if somebody asks us a question or if a situation presented itself for us to share knowledge. The same thing is true with sharing who we are, what we really think, how we feel about things. There's a significant psychological impact for people being distanced from other people and not having the opportunity to interact and to see the body language that occurs during these interactions. For instance, you are having a session with your psychologist because you're feeling depressed about the way things are going with COVID-19. We know that it is a very real problem for many people, if you're doing that through a remote approach on the telephone and if it's just on the telephone, you don't even see anyone. So, it makes it very difficult to see how people react and how they are feeling with regard to that issue. So there needs to be work done about how we're going to try to make these human connections virtually. We are going to be living in a more virtual world even if we get back to what we might call the previous normal where COVID-19 has been conquered and we have the proper vaccines and treatments. But COVID-19 is not the only thing because we've mentioned before the trend towards remote work had already began and that train left the station a long time ago and that's becoming a bullet train, not your local excursion train where it stops at every stop. This is a rapidly moving thing and it's going to continue to evolve as you move through time because it's an efficient way of doing things and economics does drive much of what happens in the world and human interaction. But we still need to strive to bridge that real gap between how you connect with people virtually versus connecting face to face and really spending the time and getting to know people.

Graham Hasting- Evans response:

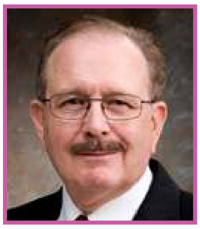
I think we've got to cope with the COVID-19 lockdown period and I think there's a set of actions certainly we are doing which is about trying to keep in contact with our staff. We have daily minor mindfulness and well-being sessions open to all the staff quarter for an hour to half an hour at lunchtime even though people aren't working remotely. So, we've been adopting a number of activities to try to mitigate some of the negativeness about the remote working. I felt alternately and that includes staff briefings, if you were going to have a one-to-one with somebody you must do it through teams. We are hoping to move towards a situation whereby if the incident occurred it COVID-19 is low and we can have a safe working environment then we will get people together. Perhaps not as often as they were together previously but we will not need to get people together so that we do have a situation where people can develop the human relationships we could. We can't stay living on MS teams forever despite perhaps Microsoft's adverts. That's not sustainable for us as a species but we will just use it more and we will have to use some mitigating techniques which we're trying in our company because we are concerned that staff will feel disempowered and cut off if they don't meet their friends and they can't move around within the office for a cup of coffee and talk about football or well in your case cricket. But people need that sort of social aspect but we're trying to get people to do a bit of that on teams and it isn't the same as they are sort of being physically in a place and we do want to get to a situation where we can have people back working in our offices and in our colleges and our trains but not as packed in as they were. So, I don't think it's an easy journey to make but we mustn't think we're going to be locked in the COVID world forever but the world we come into is going to be different it will have changed.

Dr. Nataraj Ray asks Ronald McKinley :

What will be the role of HR professional after COVID-19 for sustaining the business as well as the employee and stakeholders? What is the role of the HR?

Ronald McKinley response:

The HR function itself is evolving everybody knows that. It began after the Industrial Revolution and these large corporations people move from farms, from agricultural environments to manufacturing environments. So, in the accounting function they had to start counting people and know what their names were and those types of things so HR is evolved and I think HR in the long run becomes a very strategic function. Of course, you're going to have this work that has to be done the transactional work that our own mentioned but a lot of that work can be automated and done actually. AI can do a lot of that type of stuff now and I think you're going to find that more in the future but HR becomes more of a strategic function and there will be lots of mentoring and lots of coaching that takes place. But also managing in the world today there are only two forms of capital that mean anything - Money capital and Human capital. If you have money then you can get other stuff you need, you can hire people and if you have good human capital, you can get money. But the bottom line is no organization exists without human capital so I think our HR over time evolves into the function of managing the human capital. A lot of the so-called transactional stuff will over time continue to be done, more automated and be done by using AI and that will then free people up to do what they can really do to use their creativity and ensure that people are being productive and psychologically well-balanced throughout the work life



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Employee Relations As Mediator Of Work Place Happiness and Performance Out Come: A Conceptual Framework

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ABSTRACT

The objective of this paper is to present conceptual frame work for relationship between work place happiness and performance outcome, mediating employee relations. Based on a review of existing literature and using social exchange theory, this study presents a conceptual frame work explaining relationship with subjective well-being (SWB - Life satisfaction, positive affect, negative affect) and employee relations, as its key constructs to deliver performance outcome in the organization. Life satisfaction, positive affect and negative affect have a great potential to foster good SWB in the organization. SWB is critical element to evoke affective commitment and suppress negative affective in an organization which in turn facilitates the process of better employee relations and performance outcome. The proposed conceptual frame work should be empirically validated in the future research. Organization should adopt work place happiness creating HRM practices that would result in affective commitment among the workforce for producing excelling employee relations and performance outcome.

KEY WORDS

SWB, Employee Relation, Performance outcome

INTRODUCTION

Work place well-being goes beyond good physical health and covers up mental and spiritual health for creation of happiness. The work place happiness of employees directly influences their work behavior, employee relationship and impact the job performance. High performance organizations understand that fostering a work place happiness can build significant competitive advantage for the business development. However developing, executing and sustaining an effective value creating HRM practices are among the most challenging task facing human resource performances. Subjective - wellbeing shares a common core of meaning with more everyday term happiness. The terms 'Subjective' means, from the point of view of the individual. It refers to an employees' own assessment of his or her life rather than assessment by an external observation or evaluator or as might be inferred from more objective measures of factors such as health, job status, income and the like. In this present study, it is proposed to examine subjective well-being as predictor of the workplace performance outcome and find out from the existing knowledge of research works of eminent scholars and also infer how the employee relations mediates the work place happiness and performance outcome.

Work place happiness and performance

Surprisingly, life circumstances and demographic variables such as age, income have generally been found to have a much weaker relations to work place happiness. This counter intuitive findings has been called the "paradox of well being" (Mroczek and Kolerz, 1998). Earlier studies ((Andrews and Withey, 1976;camp bell ; Converse and Raddgers, 1976), discovered that many economic and social Indicators of person's "objective" life circumstances covering income, age, and occupation and such variables of objective life circumstances were only weakly related to people's own judgment of their well-being. Dinener (1984, 1999) argued that subjective well-being takes a broad view of happiness, beyond the pursuit of short term or physical pleasures defining narrow hedonism (a person who believes that the pursuit of pleasure is the most important thing in life). In contrast, eudemonic defines happiness as self-realization, meaning the expression and fulfillment of inner potentials. In positive psychology literature, happiness is treated as a relatively stable self-perception (Dinener, 1991). In current research, subjective well-being is widely considered to have three primary components viz., Life satisfaction, positive affect, negative affect. (Argyle, 2001; Dinener, 2000).

The result if the happiness is that the empirical research goes in all directions. With No coherent common view emerging on definition of happiness. However, subjective well-being as a construct, to great extent explains the concept of workplace happiness. Yet another common view taken in research work of notable scholars that they associate happiness with gratifications. The very act of gratification as the source of happiness is not in doubt and it is well established in research. Most of the studies revolve around gratification and proved statistically that happy employees were more productive and most of the instances it was actually 12% more productive on the average. Researches also demonstrated that work cheer makes stock prices grow on the average 19% as opposed to a mere 10% for companies with low morale and levels happiness.

Research on perceived psychological climate provides evidence that individual level of perception of affective, cognitive, instrumental aspects of organizational climate are consistently and strongly related to happiness in the form of job satisfaction and organizational commitment (Carr er.al 2003). However Warr's 'Vitamin model' Characteristics improve well-being only until deficiencies are overcome and one reaches "recommended daily allowance "Beyond the thresh hold limit, additional amounts are thought to have limited beneficial effects on happiness. The mechanism (HRM practices) by which dispositions contribute to happiness at work have been explored by several scholars (Bowling et.al 2005; Judge et.al 2005)

Workplace happiness and employee relations

The success and failure of any organization is directly proportional to the contributions put forth by each and every employee. Every individual shares a certain relationship with his colleagues at work place as well as with the employer's policy, procedures, rules, regulations and the like. A healthy employee relationship leads to an increased level of satisfaction among the employees and in turn an increased productivity. Although it is conceivable that a workers could be quite satisfied with a job but have low feelings of commitment to the organization or vice versa, the feelings tend to be positively related. Studies showed mixed results as to the direction of influence between the two instructs. O' Driscoll found that satisfaction may directly affect the organizational commitment, where as another study (Becker & Billing, 1993) confirmed empirically that organizational commitment leads to job satisfaction. This findings are closely echoed with the findings of Carr's (2003) studies discussed elsewhere in this work.

Nidhi S.Bisht (2010) conducted an extensive survey research about "Trade Unions (collective employee relations) in IT Industry" from employee perspective. He identified variables such as long working hours, compensation in adequacy for the work performance, appraisal partiality, job in security, high work related stress level, non-recognition of extra efforts, lack of transference, denial of legitimate rights are basic root cause for the job dis satisfaction. This study reveals some of the staring findings on a growing need to draw a fine balance between the growth of the IT industry and rights of the workmen. Even though union for Information Technology and enabled services (UNITES) hard quartered in Bangalore and is part of union UNI (global union for skills and service having 1.2 million knowledge workers worldwide). Another unionized body. "The IT professionals form" is under the aegis of UNI with dual objectives of better working condition and studying the impact of social change and technology. Similarly West Bengal information Technology service association is setting under the patronage of CITU to safe guard welfare of all employees of IT and ITES sectors of WB. Any of those employees' associations have not been endorsed by NASSCOM which is an apex regulatory body of IT industry. In short, this study revealed the prevalence of Job dissatisfaction (unhappiness) and lack of recognition for collective employee relations. Further, this study brought out an interesting findings that Male and Female working in software Industry do not think differently in regard to need for having collective employee relations through unions. At p =0.05 level of significance with one degree of freedom, Pearson Chi- square value of significance was at 0.244 and the null hypothesis was accepted.

Saodah wok and Junaidah Hashion (2015) examined the moderating effect of employee relations in enhancing the work place happiness. A social exchange theory was used as basis for study. A total of 1200 married working women in the public, private and government linked organizations. In Kuala Lumpur, Malaysia were sampled using stratified random sampling method. In this survey research questionnaire, as the research instrument, was employed. Results showed that there is a strong positive relationship between employee relations and work place happiness.

Methodology

This study utilizes literature review method as an appropriate means of summarizing the relationships between constructs. Popular data base including Google Scholar, Scopus, and Business complete and Human Resource Abstracts from EBSCO were used to collect research articles. The naive on various constructs associated with conceptual frame work included a review of theoretical and empirical articles published as journal articles, book chapters, practioner surveys, conference proceedings and dissertation. Reference list from recent – articles were scanned to identify the commonly cited articles.

Discussion and evolving conceptual model

Reviewed research work in the study confirms that happiness is directly related to satisfaction and higher satisfaction levels leads to higher performance. Employees with happy dispositions are likely take more proactive and resilient to adverse conditions and less prone to work related stress. Amible (2006) revealed that happy employees work better with others working in the organization and are more creative and dedicated towards the work. They can easily fix problems amongst others and are better decision makers. In the work, relationship between happiness and work place success was well established. In the referred Malaysian research work, it was empirically proved that employee relations moderates in enhancing work place happiness. Whereas this paper suggests for reverse causation. Happiness related constructs in the work place, by and large, are covered by morale (collective satisfaction), group affective tone, group mood, organizational level employee engagement and group task satisfaction. There is evidence that positive individual and collective attitudes, as referred as constructs, are not only related to organizational desired out comes including individual and unit level performance, employee retention, safety, customer satisfaction and organizational citizenship performance (Riketta, 2008). Employee relations are the interactions between human beings, and in the context of business organization, refer to an individual's relations with the management, subordinates and colleagues (such as those whose collaborative work or duties are the same). Employee relation quality refer to employees attitudes towards themselves, their supervisors and colleagues in addition to their relation to quality awareness and satisfaction. Employee relation is a dynamic type of relation that can affect an organizations employee's mood and attitudes (including happiness) and also impact each individual's performance in the organization. Positive employee relations can allow a person to dispel negative mood (negative affect - subjective well-being) and can add to a positive performance outcome Employees, who have a high quality of inter personal relations, can cause a rise in positive affective.

The interaction within the members of the team can have great impact on employees' happiness. Frijda (1998) describes happiness within an organization or group can play the role of signaling which means the transmission of how members of their interpersonal relationship with others. Constant interaction between team members and members of the other work teams may mimic emotions and the spread of emotions is Inevitable. Thus, employee relations and subjective well-being have very close relationship and influencing both as "causes of effects" and "effects of causes"

Conceptual frame work and proposition:

Social exchange theory (SET) is one of the most influential conceptual paradigms in organizational behavior. Social exchange theory is socio psychological nature and sociological perspective that explains social exchange and stabilizing the process of negotiated exchanges between the members of various work teams and the management. The conceptual frame work of this study relays on social psychological constructs of SWB and employee relations which brings in economic rewards for the organization in the form of business performance outcome in the form improved top line and bottom lines growth.

In an extensive review of the literature, Fisher (2009, p 401) concludes, "In sum the evidence suggests that happiness at work does matter, not just to the employees but also to organizations". Diener et al (2005) provides our extensive meta-analysis of general and specific categories of happiness and organizational success in the for high business performance. Their overall assessment of work life happiness and organizational performance success indicate a small to medium effect size (a weighted mean r = 0.20 for 19 cross sectional studies and a weighted r=0.05 for 11 longitudinal studies). Drilling down to the relationship between work place performances outcome, Corpanzamo (2000) reports that job performance, as judged by supervisors, was significantly correlated with SWB. Thus we propose.

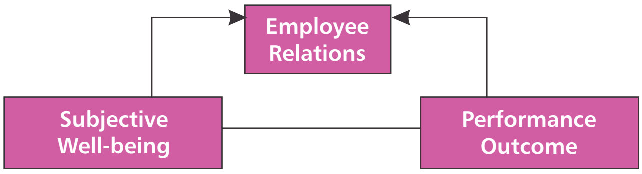
P1: SWB correlates directly with the performance outcome in the organization.

Performance is a function of ability and motivation. Research reviews indicate that overall positive facilitation of performance through positive affect or in other words absence of negative affect. Positive affect is positively linked to both the components of performance viz ability and motivation (Insen & Reeve, 2005)

Great employee relations will make a business successful in the long run. A good understanding between employees and employer is important to reduce conflict and disputes. A positive relations between employees and employer leads to higher motivation and employee involvement in the workplace. When employees at work place are happy, they become more productive and thereby enhance positive performance outcome.

Employees tend to be happier and more hard working when they are in good working environment, for instance, being happy to work in good working relationship (Hondson, Christine, 2001). The constructs like interpersonal relations, Team work and peer analysis are having greater influence

CONCEPTUAL FRAME WORK



over development of positive employee relationship which in turn credits good working positive environment. The employee relations as construct is less investigated as antecedent to either for work place happiness or performance outcome. Thus we propose -

P2: SWB influence employees relations positively

P3: Employee relations positively mediates the subjective well-being to achieve performance outcome

CONCLUSION:

This conceptual paper has some limitation that highlights for future research. The paper is grounded on a literature review and secondary data. The contemporary organizations must emphasize on happiness creating HRM practices and employee relations practices not only to achieve desired performance outcomes but also include employees' positive attitudinal outcomes towards relationship building. There are possibilities for reversal causations between work place happiness and employee relations or even employee relationship itself may become antecedent to happiness at work place where fair employee practices are prevalent.

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"Extinction is the rule. Survival is the exception."
– Carl Sagan

Integrated Talent Management Strategy In VUCA World

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ABSTRACT

VUCA is acronym used to describe conditions of volatility, uncertainty, complexity and ambiguity. In constantly changing VUCA environment, talent management needs to develop an "agile model" for wider range of options for handling numerous "disruptive events".

KEY WORDS

Agility, Leadership Development, Talent Management, Talent Strategy, VUCA.

INTRODUCTION

VUCA – acronym coined by US Army War College is used to describe conditions of volatility, uncertainty, complexity and ambiguity (Horney *et al.,* 2010). VUCA accelerates speed of change compounding its density. The difference between past and present VUCA world is speed and breadth of interactions and multiplication of linkages among elements in unpredictable ways (Gray, 2012).

VUCA Model could be explained as

V : Volatility	where things change fast but not in predictable trend.
U: Uncertainty	where major "disruptive" changes occur frequently and past is not accurate predictor of future.
C : Complexity	where there are numerous difficult to understand causes and mitigating factors.
A : Ambiguity	where causes and "who, what, where, when, how and why" behind things that are happening are unclear and hard to ascertain.

VUCA Drivers and Leadership

VUCA is influenced by economic drivers such as global competition, volatile capital markets, fluctuating trade cycles and other drivers like government regulations, disruptive technologies (Christensen, 1997), new media and political upheaval also contribute to unrelenting instability and chronic uncertainty (Collins and Hansen, 2011). All these impact leader's ability to make sustainable long-term decisions (Horey *et al.,* 2004). McCarty (2011) argues leaders must strengthen skills that combat VUCA dangers. Leaders need to be positive change agents in midst of constant chaos (Johansen, 2009, 2012). Sullivan (2012) observes that though VUCA environment initiated in military settings and later percolated to business processes like supply chain and risk management, it has not been initiated in Talent Management areas.

VUCA Prime

Johansen (2009) developed VUCA Prime Model, proposing that VUCA leaders are characterised by vision, understanding, clarity and agility. VUCA Prime is continuum of skills for leading in VUCA world can be used as leadership development blueprint.

VUCA Prime Model could be explained as

V : Vision	Volatility can be countered with vision as vision is more vital in turbulent times. Visionary Leaders can better handle environmental changes which are volatile.
U: Understanding	Uncertainty can be countered with understanding. In VUCA world, leaders must look beyond their functional areas of expertise.
C : Clarity	Complexity can be countered with clarity.
A : Agility	Ambiguity can be countered with agility.

What is Talent Management?

According to Tansley *et al.* (2006), talent management is systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential and who are of particular value to an organisation. Fitz-enz (2005) has identified six HR services as components of talent management: staffing, leadership development, succession planning, performance management, training, retention. Two strands of thought about talent management are: (1) Collective of HR practices (2) Talent continuity.

I. Collective of HR practices

Talent management is defined as collection of typical HR practices.

1. **Attracting talent:**
   a. Employee attraction: This is for survival in competition for talents.
   b. Recruitment and selection: Talent should be hired on basis of systematic selection methods.
2. **Retaining talent:** Retention is effort to keep desirable employees to meet business objectives.
3. **Developing talent:** Developing talent involves activities like:
   a. Training: Organisations need to maximise potential and performance of their employees.
   b. Coaching and mentoring: Coaching and mentoring is essential as a development process.
   c. Performance management: Performance management supports continuous talent development.
4. **Transitioning talent:** Talent management also stresses paying attention to 'Exit Management'.

II. Talent Continuity

Talent continuity ensures smooth continuity of talented employees into roles in the organisation.

Talent Management – its significance and action plans for VUCA

Strategic importance of talent management was realised in 1990s with ground breaking study entitled "War for Talent" by McKinsey (Michaels, Handfield - Jones and Axelrod, 2001) which suggested that demand for talented employees exceeded supply, thus leading to talent shortage. Boudreau and Ramstad (2005) observed that labour shortages, simultaneous downsizing and expansion, and globalisation have made talent a top priority. The 21st-century VUCA model requires talent management to have plans for handling numerous "disruptive events" that traditional workforce planning cannot handle (Sullivan, 2012). In VUCA world, talent management needs to develop "agile model" that prepares for wider range of options. Sullivan (2012) suggests following actions are needed to be taken for VUCA world:

- **Agile employees** — focusing on hiring, training and retaining of employees who are agile, thrive in VUCA world and have capability of acting effectively in unpredicted situations.
- **Agile processes** — developing agility, flexibility and change capability in talent processes.
- **Training to solve unanticipated problems** — developing skills for handling volatile and complex situations having uncertainty and ambiguity.
- **Focus on innovation** — talent management focusing on innovators for success.
- **Rapid learning** — developing systems to increase speed of individual learning.
- **More internal mobility** — speeding up internal mobility of employees for greater impact.
- **Contingent workforce** — using contingent workforce to meet sudden upturns, downturns.
- **Rapid increase in talent** — developing capability for rapid hiring for sudden needs.
- **Rapid release of talent** — developing capability for rapidly releasing surplus employees.
- **Fluid job descriptions** — developing continually evolving job descriptions.
- **Outsourcing for flexibility** — using outsourcing to fill sudden needs.

- **Competitive advantage** — developing talent processes that provide competitive advantage.

Sullivan (2012) opines that though these problems appear unexpected, these dramatic changes in talent management can be anticipated, hence must be planned for.

- A continually changing set of required employee-skills and job duties and huge gap between needed and available skill sets.
- A completely new set of leadership skills that will focus on agility, flexibility.
- Continually changing candidate expectations.
- Dramatic shifts in the volume and quality of applications.
- Continuous development of new communications and learning tools.

The new talent management model is based on assumption that for foreseeable future, most problems and opportunities will simply not be predictable. The challenge to talent management is "What is being done to ensure that every talent management process and employee can produce optimal results in a VUCA environment?" The time has come to make the shift toward the new agile organisation and talent management model where Agility = adaptability + speed + execution. In other words, agile organisations:

- Execute strategy more quickly than less agile rivals
- Innovate faster and in new ways
- Rapidly re-skill and re-focus workforce to meet changing business needs
- Change business models readily as needed and quickly respond to customer needs

Horney (2014) states that organisations characterised by agility are building capability to anticipate opportunities and threats, are rapidly adapting talent management processes, are accelerating HR contribution to organisation's strategy achievement and are developing capable, creative and flexible processes that enable rapid learning and unlearning.

The Agile Model®

The Agile Model® focused on alignment between people, process and technology through five critical drivers. (Horney, 2012)

- **Anticipate Change**: Interpret potential impact of business turbulence and trends.
- **Generate Confidence**: Create culture of confidence and engagement of all in teams.
- **Initiate Action**: Provide systems to make things happen proactively and responsively.
- **Liberate Thinking**: Create climate and conditions for solutions by empowering, encouraging, teaching others to be innovative.
- **Evaluate Results**: Keeping focus and managing knowledge to learn and improve from actions.

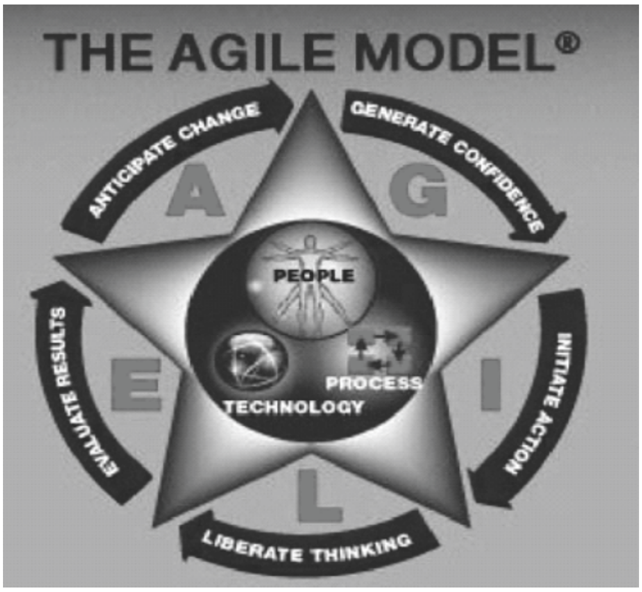

Fig. 1: The Agile Model®

Creating Agile Talent Management Process – Questions based on The Agile Model®

Horney *et al.* (2014) using The Agile Model® as a framework for illustration raises questions for HR executives to consider in creating an agile talent management process.

Anticipate Change

- Does the organisation have means to understand business needs in terms of talent capabilities needed for VUCA world?
- How HR updates the organisation's shifting talent portfolio based on trends and patterns impacting the organisation's strategy?
- How succession planning enables the organisation to anticipate leadership needs in VUCA world?
- How the organisation categorises departure

risks according to impact on business capabilities?

Generate Confidence

- What is the organisation's strategy to deploy talent to achieve maximum business impact?
- How capability gaps between strategic needs and available leadership resources identified?
- How does Human Resources modify position requirements to mitigate risk of failure?

Initiate Action

- How fast can the organisation flex its talent portfolio to meet changing demands of VUCA world?
- How do individuals receive feedback from others beyond their direct manager in the company?
- What is used by the organisation to strengthen relationships between new and current executives?
- How are strategy and leadership planning cycles integrated to allow the organisation to identify misalignments between leadership structures and strategic priorities?

Liberate Thinking

- How is role restructuring actively used as strategy to align leadership roles with business strategy?
- How does HR department build competence in the organisational restructuring to be able to offer targeted assistance to line in future cases of restructuring?
- What does the organisation do to provide individual with formal opportunity to share perspectives on the organisation?

Evaluate Results

- How does the organisation proactively assess the degree to which individuals will be stretched before placing them into developmental assignments?
- How managers are accountable for alignment between talent deployment and strategic goals?
- How the organisation determines key challenges individuals face when moving into senior roles?

Integrated Talent Management Strategy

Making decisions about which talent pools are strategic is the first step in creating an integrated talent management strategy. Three broad categories of strategic talent are:

1. Leadership talent
2. Talent for strategic technologies
3. Talent for strategic geographies

Leadership Talent

Kamat (2013) states that task of growing and maintaining for the organisation requires moving focus away from developing few leaders to developing many leaders on continuous basis using talent management interventions.

Talent for Strategic Technologies

As technologies develop and change it may be necessary to recruit or develop talent with different experiences.

Talent for Strategic Geographies

A growth strategy often requires geographic expansion, nationally or globally. Kamat (2016) discusses global talent management model for emerging markets in context of drivers and challenges of global talent management. An organisation's global talent management strategy is necessary to support accomplishment of global business strategy and must explicitly address areas like compensation, benefits, recruitment and development to create global HR environment aligned to organisational goals (Kamat, 2016).

Components of Talent Management Strategy Framework

An organisation's talent management strategy is needed to support accomplishment of business strategy and must create human resource environment that is aligned with organisational goals.

- **Integration of Talent Strategy with Business Strategy**

  Kamat (1991) discusses integration of human resources activities for organisational effectiveness. Talent management must be viewed as business strategy driven by business leaders who must create and support a "talent mindset".

- **Talent Planning**

  The role of talent planning to identify future talent needs is important at all levels of the organization in the VUCA environment for having optimal level of talent positioning.

- **Talent Sourcing**

  The traditional sourcing strategies may not work in VUCA environment and more aggressive talent sourcing may be required to be done (Schmidt, 2011).

- **Develop a Leadership Framework**

  Develop a culturally sensitive, flexible, leadership framework to evaluate and select talent that reflects behavioral competencies that are generic enough to be used in VUCA environment.

- **Leadership Development**

  Companies follow 70 - 20 – 10 rule for developing leaders: 70 percent development through job experience, 20 percent through coaching and mentoring and 10 percent through formal training. Petrie (2011) notes that job assignments, coaching and mentoring will still have place in training of employees but VUCA requires talent managers to reframe leadership development to programmes that help develop agility, adaptability, innovation, openness to change, comfort with ambiguity and strategic thinking. Kamat (2013) states that task of growing and maintaining for the organisation requires moving focus away from developing few leaders to developing many leaders continually using value added talent management interventions.

- **Performance Management**

  Performance management systems should reflect VUCA Prime values and attributes.

- **Redesign Work and Customise Talent Management practices to individual and not job**

  In VUCA world, redesigning work needs sea change in all talent management practices. Talent management practices need to be customised to the individual rather than to the job.

- **Foster Organisational Culture that Rewards VUCA Prime Behaviours**

  To survive in VUCA world, organisations must create organisational culture that rewards VUCA Prime behaviours by rewarding innovation, agile behaviour and calculated risk-taking. Kamat (1994) discusses the need for evolving work culture and role of human resource development in this endeavour, since it has major influence on success of business.

CONCLUSION

The best talent management strategy in VUCA world is to be proactive, adaptable and agile. Effective talent management processes such as redesigning work, aggressive talent sourcing, organisational culture which rewards VUCA prime behaviours, agile leadership development, talent planning with velocity will enable to drive vision, understanding, clarity and agility.

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"Survival of the world depends on our sharing what we have, and working together. If we don't the whole world will die. First the planet, and next the people."

– Frank Fools Crow

Human Resource (HR) Analytics For Organizational Transformation and Effectiveness

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EXECUTIVE SUMMARY

In any organization, an employee is more vital for the success and viability of a business. The organization which attracts competent employees, utilize human resources efficiently, manage talent effectively and retain employees is securing the long term success for the business. Human resource (HR) analytics have the potential to bring great value to the decision making the ability of HR leaders on human and organizational capital. Human resource analytics are useful for improving employee performance and getting an optimal return on investment (ROI) on its human capital. This article examines the application of the emerging discipline of HR analytics for business transformation and success. The relevant literature is reviewed about the integration of HR into business performance measurement. It identified and describes the HR's strategic role, functions and application of HR analytics. Thus, organizations should invest aggressively in this new discipline, link it to the rest of the business, and reskill their teams to bring data to work in every major people-related decision (Deloitte, 2015).

KEYWORDS

HR analytics, data-driven HRM, HR professionals, ROI, Organizational transformation

INTRODUCTION

In any organization, an employee is more vital for the success and viability of a business. The traditional role of human resource was to collect and keep track of the employee's professional and personal information through manpower inventory, payroll, health & safety and performance management. Now, with the advent of new technology, human resource departments are generating more data than ever before. However, they often struggle to turn their data into valuable managerial insights.

The organization which attracts competent employees, utilize human resources efficiently, manage talent effectively and retain employees is securing the long term success for the business. The data analysis and its proper utilization i.e. giving meaning to that data play a more active role in the human resource management. HR managers typically used metrics to measure such data as turnover rates and sick days. HR Analytics is an emerging discipline that can help enable HR to fulfil the promise of becoming a true strategic partner (Lawler, Levenson, and Boudreau, 2004). There is a difference between HR metrics and HR analytics. Though there has been a proliferation of HR metrics and scorecards in recent years, HR needs the power of analytics to differentiate. HR representatives can now talk with business leaders, find out what they need and hire accordingly. HR analytics enable organizations to align HR metrics with strategic business goals. HR analytics empower organizations to use their treasure of employee data for making better decisions about their workforces and improve operational performance. The challenge of human resources analytics is to identify what data should be captured and how to use the data to model and predict capabilities.

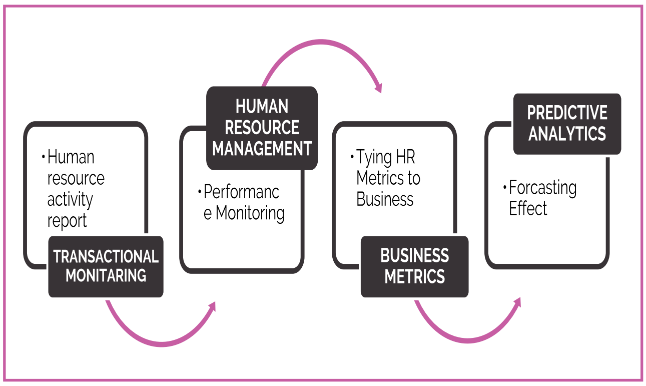

Figure 1: The Evolution of HR Metrics
(Source: Fitz-Enz J., 2010)

The practice of human resources analytics dates as far back as 1984 when Jac Fitz-Enz, author and president of HR services organization Saratoga Institute, published a book How to Measure Human Resources Management. A study of predictive management for eighteen months was presented in the book entitled "The new HR analytics – Predicting the economic value of your company's human capital investments". The concept refers to a management model and operating system for the human resource function (FitzEnz, 2010). The model has been very successful under the name HCM: 21 (human capital management for the twenty-first century). Fitz-enz (2010) discusses the 5-step value ladder of measurement. Starting at the first step 'Recording', which according to Fitz-enz marks the beginning of human resources measurement in 1978, second to fourth steps are Relating, Comparing, and Understanding and last and fifth step 'Predicting' at which you will be "able to predict organizational outcomes for a given human capital investment" (Fitz-enz, 2010:10). HR Analytics is, therefore "first a mental framework - a logistical progression, and the second set of statistical operations" (Fitz-enz & Mattox II, 2014: 2). As people analytics takes hold, data-driven decisions will become a common theme across all parts of HR. Organizations should invest aggressively in this new discipline, link it to the rest of the business, and reskill their teams to bring data to work in every major people-related decision (Deloitte,2015).

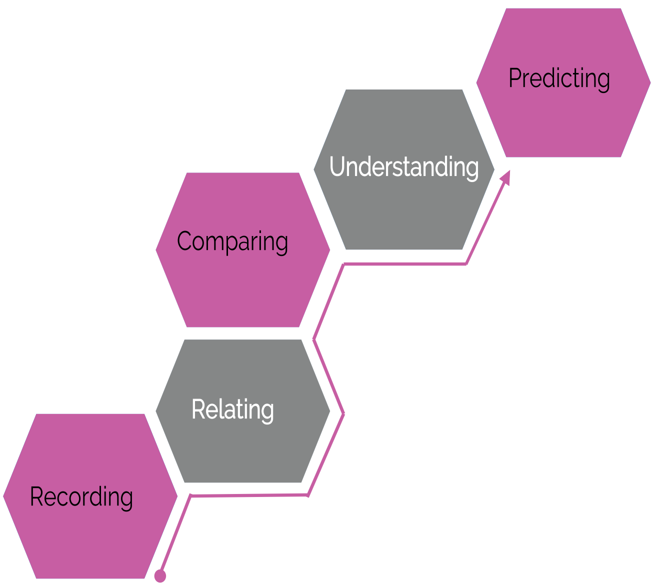

Figure 2: Value ladder of measurement
(Source: Fitz-Enz J., 2010)

HR Analytics

Human resource analytics (HR analytics) is an area in the field of analytics that talks about applying analytic processes to the human resource department of an organization for improving employee performance and getting an optimal return on investment (ROI) on its human capital. HR analytics does not only deal with gathering data on employee efficiency. Instead, it aims to provide insight into each process by gathering data and then using it to make relevant decisions about how to improve the processes. HR analytics is helpful in estimating employee engagement and capability and skills to reach company goals. HR analytics allow human resources to interpret data, recognize trends or issues, and take proactive steps with different departments to keep the organization running smoothly and profitably.

HR analytics, also called talent analytics, is the application of considerable data mining and business analytics techniques to human resources data. HR analytics can be defined as a communication tool that combines data from different sources to describe the current situation and to predict the future (Fitz-enz, 2010).

There are multiple definitions can be found on HR analytics varying from the HR metrics and reporting, to more complicated predictive modelling (Bassi, 2011). According to Bassi and other researchers, HR analytics is an evidence-based approach to better decision-making, which utilizes different methods.

Precisely, human resources analytics provide insight into the process of gathering data and making advantageous, relevant decisions about how these processes can be improved upon. HR Analytics includes statistics and research design, but it goes beyond them, to include identifying and articulating meaningful questions, gathering and using appropriate data from within and outside the HR function, setting the appropriate standards of rigour and relevance, and enhancing the analytical competencies of HR throughout the organization (Boudreau & Ramstad, 2004).

Functions of HR Analytics

The HR analytics broad function is gathering

Table 1

Types of Analytics and Description of HR Functions

TYPES OF ANALYTICS	Details	Data and HR Function Maturity
Descriptive Analytics	Understand past and current business performance and make informed decisions	Benchmark Scorecards & Dashboards Anecdotes
Predictive Analytics	Analyze past performance in an effort to predict the future by examining historical data, detecting patterns or relationships	Prediction Causation Correlation
Prescriptive Analytics	Help decision-makers to identify the optimal alternative in problems with multiple conflicting criteria	Optimization

workforce data and it includes work history to employee satisfaction scores. Then this information is entered into advanced computer models. Using sophisticated algorithms, these models churn out insights that HR leaders can use to make critical decisions, such as whether to tweak commission structures to drive sales or invest more heavily in training to restraint high attrition rates in the organization. There are mostly four core functions that manifest within HR analytics. To optimize each of these core functions, human resources analytics personnel will work with managers by gaining information from them regarding the issues and problems that pertain to their unique workforce. Those core functions are acquisition, optimization, development and compensation.

The data analytics can help human resources departments model their workforces and ensure they have the right skills and competencies to meet the organization's business objectives. Data analytics can also aid in making hiring and succession planning decisions, as older workers retire and new workers enter the workforce and can help manage employees' careers by identifying their best next steps, like a new certification or transfer to a different department. It involves the completion of work such as collecting and analyzing information, performs research, conducts studies, and prepares reports, compensation studies, recruitment and employment analysis, track developments and trends in specific HR functional areas, recommends, reviews, and interprets policies, participates in working councils, committees, and groups, ensures compliance with established regulations and policies.

Application of HR Analytics

The data and analytics are key to solving many of the problems identified in the report of Deloitte (2015). The companies that excel in talent and HR analytics can be positioned to out-compete and outperform their peers in the coming years. Without early, substantial investments, however, it is difficult to get traction. Companies should, therefore, make a serious commitment to this discipline, search for robust solutions from their core system vendors, and hire people into HR who have an interest and background in analytics and statistics.

Successful organizations recognize the increased value they can achieve by creating a company-wide "integrated" approach to workforce surveys, supported by individuals with the right expertise and insight to improve program consistency and effectiveness. Organizations can derive insight from a wide array of sources, including recruiting, onboarding, engagement, exit, and customer.

IBM (2009) surveyed more than 400 North American human resources (HR) professionals on the use of workforce analytics and the challenges of applying analytics to organizational decision making. The findings indicate that HR professionals, just like the executives in finance and other corporate functions, need a consistent analytical point of reference to make human capital decisions that impact business results. Along with the necessary resources to transform data into insights, workforce analytics enable HR professionals to be more engaged in the formulation of corporate strategy. The result is better fact-based decision-making capability that is aligned with the long term business imperatives of their organizations. The study concluded that the workforce analytics can play an important role in addressing many of the human capital challenges facing organizations today, as well as enabling the HR function to play a larger role in influencing corporate strategy and direction.

A PWC survey (2012) shows how CEOs and business unit leaders value the people metrics around talent, retention, succession, productivity, and so on, at about 70% in terms of importance. But, they believe these are delivered consistently only about one-quarter of the time. Rasmussen and Ulrich (2015) stated that when HR analytics matures, the cooperation with the other team's increases. HR analytics will be a part of the cross "functional/end-to-end analytics" in which HRM is one element in the entire value chain. The future will lead to a "cross-functional/line of business "enterprise" platforms" in which different functions of business will operate on joint platforms and systems.

Boudreau and Ramstad (2005) advocated that "the traditional service-oriented HR focus must be extended to a 'decision science' that enhances decisions about human capital". The HR decision science could enhance decisions about people, just as "the marketing decision science enhances decisions about customers, and the finance decision science enhances decisions about money". It seems that the paradigm shift has finally set in and businesses have opted for more popular terms such as HR analytics, workforce analytics or people analytics. Inspired by success stories of organizations generating up to $100 million in savings, and improving the engagement and productivity of employees, advanced HR analytics is becoming mainstream (Fecheyr-Lippens, Schaninger, & Tanner, 2015) and is increasingly considered to be an indispensable tool for HR (Boston Consulting Group, 2014).

HR ANALYTICS APPLICATIONS

Improving employee performance and getting optimal return on investment (ROI) on its human capital.
Discovering the underlying reasons for employee attrition/turnover
Linking workforce utilization to strategic and financial goals
Determining recruitment and selection process
Establishing effective training and career development initiatives.
Identifying factors that lead to employee satisfaction & productivity
Estimating employee engagement, capability and skills
Forecasting workforce requirements & Succession Planning

Figure 3: Application of HR Analytics

CONCLUSION

The HR department is considered as a value-added business partner to the organization. Human resources is an enabler that performs several functions vital to the desired operation of the enterprise that is why we need to learn how to better measure and manage overall HR productivity and service, from hiring and staffing to compensation and benefits, to training and development, to employee relations and retention programs and more by giving your company a competitive edge. Human resources build an internal competency for analytics and create the ongoing cohesion between the workforce and business strategy. Those companies that tap into analytics can unlock their investment in HR data and find the hidden value in their workforce. These intangibles can be made tangible on the profit and loss statement and on the balance sheet. Organizations strive to develop a strategy for marching up the maturity curve to realize the return on workforce investment, achieve a market leadership position in workforce analytics, and realize a sustainable competitive advantage (PwC, 2014).

HR analytics will have a major influence on decision making in organizations in the coming years. HR analytics is likely to influence the composition and role of HRM as a function. HR analytics ensure lean and agile organizational structures that are based on an optimal combination of individual traits, skills &

competencies, and strategic business targets. HR analytics may have the potential to transform organizational models. 'No one can predict the future course of the HR profession', and thus neither of HR analytics (Ulrich & Dulebohn, 2015).

HR analytics need to evolve and transcend HR. It will only become relevant when it takes an "outside-in" approach, leaving HR to become integrated into existing end-to-end business analytics. Remember the "human" in human resources. HR analytics forgot about the H in HR. Data and evidence do not change anything, as neither people nor organizations are completely rational. Sometimes, this information just makes it harder to change the status quo. At best, HR analytics provide input for management discussions that can elevate the decision quality, but there is rarely a straight line from data and analyses to action (Rasmussen & Ulrich, 2016).

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The Corporate Strategy For Alignment With Socio-human Development

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ABSTRACT

Human Resource Development is an important competitive factor in emerging economics. The Macro HRD is a measure of socio-economic progress with vital parameters. The present problem with human resources development at the macro level in India is the lack of basic facilities, clean hygienic life and requisite skills for employability. The cost of transition from agriculture to manufacturing and service economy is enormous. The free trade economy controlled by tariffs and regulations is impacting the common man in the form of insufficient income. The problem of employability of qualified personnel is a major issue in the Indian economy. The concept of social business promotes participatory approach. The involvement of people in business for economic empowerment is likely to address the employability issues. This paper examines Vision and Mission statements of selected Organisations which emphasis on inclusive development.

The Vision statement presents the direction and approach for the business. The alignment of the Mission with the social objectives of the business is beneficial for inclusive development. The wealth at the bottom of the society is an evolving concept. The Corporate Social Responsibility route may be exploited for inclusive development with promotion of social business. The analysis of the vision and mission statements of the selected Organizations was presented in this paper. The analysis was done on Profit Clause, Social Clause, Environment Clause, People Clause, Economic Upliftment Clause and Ethics Clause. The statements are inclusive except ONGC.

KEY WORDS

Macro HRD, Vision and Mission, Corporate Social Responsibility, Social Business.

INTRODUCTION

Human Resource Development is an important competitive factor in emerging economics. The Macro HRD is a measure of socio-economic progress with vital parameters. The present problem with human resources development at the macro level in India is the lack of basic facilities, clean hygienic life and requisite skills for employability. The cost of transition from agriculture to manufacturing and service economy is enormous. The free trade economy controlled by tariffs and regulations is impacting the common man in the form of insufficient income.The searching for extra income has become a necessity. The problem of employability of qualified personnel is a major issue in the Indian economy. The concept of social business promotes participatory approach. The involvement of people in business for economic empowerment is likely to address the employability and poverty issues.

The direction to the Organization is spelt in the vision statement. The Vision presents the purpose of the Organization. The social business is defined as providing necessary framework for addressing the social issues and problems with business model (Mohammed Yunus and Karl Weber, 2010). The social business model combines the business principles with society needs in doing business. The concept of Corporate Social Responsibility evolved from social responsibility to business social responsibility (Keith Davies, 1973; Bowen, 1953) was instrumental in developing the concept. The modern concept of stakeholder includes community and the fulfillment of economic, legal, ethical, and philanthropic responsibilities of the corporate towards the society is CSR (Caroll, 2009). The sustainable development is foremost objective of the business in servicing the needs and wants of the society. The business model is viable only when it is economically and socially viable to the society and ensures sustainable development. The relationship between the business practices and the society's sustainable development was clearly established by Kotler and Nancy Lee (2004).

The multilayer concept with three layers i.e. Business imperatives, sustainable development and way to manage business (Caroll, 2009) and bottom of the pyramid approach which envisages that wealth lies at the lower strata of society and development of the lower strata provides the business an opportunity to engage and develop future customers(Prahalad,2007).

The Global Compact Principles were codified under four heads Human Rights, Labor, Environment and Anti-Corruption (United Nation Global Compact, 2010). Further, develop sustainable business and agriculture with high end technology to impact systems of Energy, Food, Mobility and Redefining Value (The World Business Council for Sustainable Development, 2017). In India, the CSR was mandatory under the Company Law, 2013. The Section 135 enforces the company to spend 2 per cent of the average net profit for the last three years on corporate social responsibility activities and the list of activities were presbcribed in the schedule-VII.

HRD Macro-factors and Society

The society and development is the main concern for the Government. The societal development is concern for business to survive and flourish. The factors of human development reduce inequalities in the society. The Human development is the society development. The factors defer across the societies, the UNDP has made efforts to highlight common development agenda for the countries in the global. These factors were decimated on the essentials of life and bring uniformity in measurement scale. The main factors are three health, education and income. These main factors are divided into sub-factors covering infrastructure for health, life expectancy, infant mortality rate, maternity mortality rate, primary health care, clean and sanitary conditions, drinking water, literacy, education for all, living standards, housing and purchasing power.

The people centric model focus on human development (Mahbub ul Haq, Griffin, Gustav Ranis and Amartya Sen, 1990). The UNDP has devised a scale HDI to measure the human development. The scale is constructed with index numbers.

India with HDI value of 0.640 was positioned 130 among the 180 countries in the world. The post globalization HDI score has improved from 0.47 in 1990 to 0.640 in 2017. Based on score India is clubbed under low-medium development group. Over the years from 1990 to 2017 the life expectancy in India has increased by 10 years with higher schooling and remarkably increases in GNI per capital by 270 percent. The country growth story is lingering around increase in manufacturing, commerce and trade. The inequality gap based on income, gender, region and social status is high. This pertinent problem to be address with sustainable policy and practice.

The government and the business are equal partners in the development process. The corporate spending is mandatory for development of the society. The corporate with vision frame policy and align its own business development with society and country development. The vision and mission is the direction of the business.

Human Development Index Construct

Dimensions	Long and healthy life	Knowledge	Decent Standard of living
Indicators	Life Expectancy	- Expected years of school -Mean Years of school	Gross National Input per capita based on purchasing power parity
Dimension Index	Life Expectancy Index	Education Index	GNI Index
Human Development Index			

Source: HD Report 2018

Vision And Mission

The Vision statement posits the direction and approach for the business. The alignment of the Mission with the social objectives of the business is beneficial for inclusive development. The integration of Vision and Mission statement with human well being for social and business cause of development is prerequisite for sustainability of the business. A Vision is the purpose and Mission is the direction to the purpose. The business survives on acceptability, fairness and satisfaction. The relation of business with society is dependency and reciprocal. These principles are to be reflected in the vision and mission statements of the Organization. The purpose, goals and values are to be embedded in the vision and mission statements. The Vision, Mission, Core Values and Goals are to follow the principle of Unity of Direction for best results.

Methodology

The study was conducted on best Organizations in terms of networth, profitability and place in fortune list. The Vision and Mission Statements of the top seven Indian companies were taken up for analysis. The parameters are Profit Clause, Social Clause, Environment Clause, People Clause, Ethics Clause and Economic Upliftment Clause.

These parameters for benchmarking the statements were drawn from the Human Development Index (life, education and standard of living on purchasing power) and promotion of social business initiative based on Global Compact principles and Corporate Social Responsibility. The presence or mention of these parameters in the Vision and Mission are analyzed.

Conceptual Framework

Corporate Direction	Criteria	Outcome
Vision **Mission**	**Profit Clause** **Social Clause** **Environment Clause** **People Clause** **Economic Upliftment Clause** **Ethics Clause**	**Human Development**

Results and analysis

Tata consultancy services (TCS)

Vision: "TCS' vision is to decouple business growth and ecological footprint from its operations to address the environment bottom-line. The green approach is embedded in our internal processes and services offerings...... From green buildings to green IT to a green supply chain, our mantra is to grow sustainably and help our customers achieve sustainable growth through our green solutions and service offerings"

Mission: Our mission reflects the Tata Group's longstanding commitment to providing excellence: To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services.

Analysis: The vision and mission is a blend of business, growth and environment protection. The word sustainable growth is used for integrating with environment. The statement is implied and only concern for environment is mentioned. However, no specific support for human development except employee development is mentioned. The reason is human development is channeled from TATA TRUST a frontier Organization for societal upliftment.

Reliance Industries Limited (RIL)

Our motto: "Growth is Life" aptly captures the ever evolving spirit of Reliance. All our businesses endea-vor to deliver superior value to our stakeholders and make life better for everyone.

Analysis: The direction is elaborate in the motto statement. To make life better for everyone is an inclusive statement and includes the human resources in the society and country.

ITC Limited

Vision: Sustain ITC's position as one of India's most valuable corporations through world class performance, creating growing value for the Indian economy and the Company's stakeholders

Mission: To enhance the wealth generating capability of the enterprise in a globalizing environment, delivering superior and sustainable stakeholder value.

Analysis: The vision and mission is crafted diligently with main focus on societal goals twined with business goals. The Indian economic growth is integrated with business and social goals of the ITC Limited.

Oil and Natural Gas Corporation (ONGC)

Vision: To be global leader in integrated energy business through sustainable growth, knowledge excellence and exemplary governance practices.

Mission: Dedicated to excellence by leveraging competitive advantages in R&D and technology with involved people. Imbibe high standards of business ethics and organizational values.

Abiding commitment to safety, health and environment to enrich quality of community life. Foster a culture of trust, openness and mutual concern to make working a stimulating and challenging experience for our people. Strive for customer delight through quality products and services.

Integrated in Energy Business Focus on domestic and international oil and gas exploration and production business opportunities. Provide value linkages in other sectors of energy business. Create growth opportunities and maximize shareholder value.

Dominant Indian Leadership. Retain dominant position in Indian petroleum sector and enhance India's energy availability.

Analysis: The statements are elaborate and explicit. Further unlike the other Organizations, the concern for leadership in the domain business is high. The business focus is more social oriented and linked to the growth of the other sectors of the economy. The focus is mainly value creation to the society. The ONGC is in the business which impacts the environment of the society.

State Bank of India

Vision: Be The Bank of choice for Transforming India

Mission: Committed To Providing Simple, Responsive and Innovative Financial Services

Values: Service, Transparency, Ethics, Politeness, Sustainability.

Analysis: The statement is inclusive and speaks out as growth propeller in transforming India. The financial services are mentioned but nothing about society or human development in specific.

Housing development finance corporation (HDFC)

Vision: Strength lies in partnerships be it perspective, processes or execution. Together growth is harnessing of possibility for tomorrow.

From pioneering housing loans to creating a financial conglomerate, learning the ropes to defining the service benchmarks, understanding customer needs to develop an eco system.

Defining value system to building brand equity. From inspiring team spirit to encouraging accountability. And studying consumer insights to exceeding market expectations.

Analysis: The statement is more on building financial business from housing loans to financial conglomerate. The element of human development exists in the nature of business itself.

INFOSYS

Vision: To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people.

Mission Statement: "To achieve our objectives in an environment of fairness, honesty, and courtesy towards our clients, employees, vendors and society at large."

Analysis: The statement is inclusive and speaks society as the ultimate. The values are clearly spelt out and are more business oriented rather than society or human development oriented.

The analysis sheet based on key parameters of HDI and ethics is presented below.

Analysis of the Statements

Organi-sation	Profit Clause	-Social Clause -Environment Clause	People Clause	Economic Upliftment Clause	Ethics Clause
TCS	decouple business growth service offerings	-help our customers achieve sustainable growth. - address the environment bottom-line ecological footprint from its operations - The green approach is embedded in our internal processes and services offerings. From green buildings to green IT to a green supply chain		Sustainable growth.	Mentioned in Values
Infosys	To achieve our objectives in an environment - leveraging technology	-To be a globally respected corporation. -Society at Large	To achieve our objectives in an environment of fairness, honesty, and courtesy towards our employees -delivered by best-in-class people.	Society at Large	fairness, honesty, and courtesy
HDFC	Together growth is harnessing of possibility for tomorrow	Together	Strength lies in partnerships, be it perspective, processes or execution	Growth is harnessing of possibility for tomorrow	In Value Statement
SBIs	Transforming	Be The Bank of choice for Transforming India		Transforming India, Sustainability	Service, Transperancy,Ethics,Politeness, Sustainability
ONGC	Retain dominant position in Indian petroleum sector and enhance India's energy availability. global leader in integrated energy business through sustainable growth		Leveraging competitive advantages in R&D and technology with involved people. Foster a culture of trust, openness and mutual concern to make working a stimulating and challenging experience for our people. knowledge excellence	sustainable growth	exemplary governance practices High standards of business ethics and organizational values.
ITC	-the wealth generating capability of the enterprise -delivering superior and sustainable stakeholder value.	creating growing value for the Indian economy and the Company's stakeholder i.e. society	most valuable corporations through world class performance	creating growing value for the Indian economy	Mentioned in values
Reliance	Value to Shareholder	deliver superior value to our stakeholders	People as one of the stakeholders Growth is Life	make life better for everyone	Stated in motto

CONCLUSION

The analysis of the vision and mission statements of the seven Indian global companies presents vision statements focus on leadership position in the business. The value statements focus on the way of doing business. The mission statements concentrate on people and environmental focus. The stakeholder concept is applied in all the above Organizations is describing the vision statement. The statement lack clarity on the human development index parameters. All the Organizations focus on implicit rather than exclusive vision statement. However, ONGC Vision or Mission presents no reference to environmental or social clause. The Indian Organizations spell their strategy for environmental and society in separate statements or values.

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Challenges, Stressors & Training Needs Of School Teachers

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Sakshi had chosen to be a teacher because it was her childhood dream. She would picture herself in a classroom ,dealing with the students confidently and with a smile. She would often play "teacher" with her friends as students .An opportunity to fulfil her dream came after she completed her Teacher Training course .As she began her career as a school teacher, it did not take her long to realise the wide gap between her "dream job" and reality. She began to experience symptoms of stress ,became impatient ,unhappy and began to question her choice of teaching as a career. Despite her best efforts, she was constantly running short of time ,feeling overburdened and inadequately prepared. There were unforeseen challenges and stressors she encountered everyday .It did not take her long to seek out a counsellor to find support and comprehend ' what was going on ' and 'what needed to be done'. A session with a counsellor and subsequent participation in a workshop designed for teachers was helpful. She figured out other teachers were also facing similar challenges and stressors. This created an awareness of training needs that needed to be addressed. As for the counsellor, she saw a window of opportunity to delve deeper into the world of school teachers. Regular workshops on topics identified as training needs seemed like a good way forward.

The one who wrote this and the one who reads this; both owe it to their teachers.

Teachers have always commanded respect from all sections of the society in India. Even kings had a "Guru" who would show the way as and when it was required to be done. In the modern context, teachers exist in educational institutions like schools, colleges, universities and are expected to "teach" mostly predefined content through different methods in a given time and space. It is in school that learning in a formal ,structured way begins in the life of a student .As defined in the Collins dictionary, a teacher is a person who teaches, usually has a job at a school or similar institution. Thus, a person whose occupation it is to "teach"is a Teacher. This article is a result of several interactions with school teachers. They were asked to share challenges, stressors and training needs. The author discovered a wealth of information and ideas . Teaching involves creating an environment and engaging with others, so that they learn particular things. Three key elements are highlighted here– focus, knowledge and the ability to engage people in learning (Smith, M. K. 2018) anything from tying a shoe lace to appreciating the structure of a three act play, revisiting history, exploring the structure of the atom etc. In exploring the role of teachers, Paul Hirst (1975) concluded, 'being clear about what teaching is matters vitally because how teachers understand teaching very much affects what they actually do in the classroom'. Hirst made two very important points. For him teaching involved: i) setting out with the intention of someone learning something, ii) considering people's feelings, experiences and needs. Teaching is only teaching if people can take on what is taught.

Questions for teachers...

Exploring the perception of teachers in terms of their challenges, stressors and training needs is a preliminary step in developing a framework that would tie the loose ends together. The teachers who willingly shared their opinion were asked four questions: *What are the qualities a "good teacher" should have? What are the challenges school teachers face? What are the "stressors" teachers deal with? What are the "Training needs" of school teachers?*

The responses revealed a wide range of concerns and inputs received have been categorised for clarity .Teachers were forthcoming in sharing their opinions and were keen to ensure what they said was retained in the final picture. With respect for their expectation in this regard, the author has preserved their responses as received..Not only were the teachers willing to answer the questions asked; they were willing to go a step further and share stories from their own lives .It was as if they had been waiting to be asked! The overwhelming response reflects the importance of a survey that seeks to understand the view of teachers about their profession.

Stepping further

The first question teachers in the survey were asked was : *What are the qualities a "good teacher" should have?* Ranging from 'sense of humour' to 'ability to simplify concepts',the responses received were varied as shown in the table.

"QUALITIES GOOD TEACHERS SHOULD HAVE" AS REPORTED BY TEACHERS

JOB RELATED

- Subject knowledge
- General awareness beyond course content
- Ability to simplify complex concepts
- Command over language
- Goal oriented
- Multi tasking
- Understanding of child psychology
- Innovative teaching
- Ability to relate teaching to application
- Willingness to say"I will find out and let you know" if she doesn't have an answer to a student query right away
- Keen eye for detail (written work corrections)
- Good use of appropriate teaching methodology
- Technology friendly
- Systematic and well organized

INTRAPERSONAL

- Sincerity
- Honesty
- Punctuality
- Patience
- Self discipline
- Confidence
- Positive attitude
- Humility
- Empathy
- Perseverance
- Impressive personality
- Passion for sharing knowledge
- Hard working
- Caring/affectionate
- Cheerfulness
- Flexibility
- Acceptance of change
- Sense of humour

INTERPERSONAL

- Good listener
- Good class control
- Respectful approach
- Impartial /no bias
- Does not label students as good/bad
- Good rapport with students
- Leadership
- Motivator
- Dynamic /change agent

Among the qualities good teachers should have, subject knowledge, command over language, understanding of child psychology, innovative teaching, ability to relate teaching to application, technology friendly were classified as 'Job Related". Personal characteristics mentioned by the teachers included sincerity, honesty, punctuality, positive attitude, empathy ,cheerfulness and flexibility. Every teacher has a different style of teaching and that is reflected in her interpersonal interaction with students. A 'good teacher' is expected to be Good listener, control the class, be impartial, not label students as good/bad,establish a good rapport with students, demonstrate leadership and dynamism.

The next question was *What are the challenges school teachers face?*

'Challenges ' here refer to some of the problems that teachers face in fulfilling their roles. These are an inevitable part of their everyday lives. The more responsive teachers are able to convert these challenges into 'opportunities 'for self development. They tackle all the challenges by bringing out the 'hero' from within to the fore (hope, empathy, resilience and optimism) which are the inbuilt tools for a good teacher. Like a patient and persistent gardener, good teachers nurture the slow learners, unresponsive students and help them to blossom in their own unique way. Challenges include a poor student: teacher ratio, vast syllabus, too much paperwork, unrealistic expectations of parents and conflict among students too. In the context of the changing social-technological environment, teachers have to be good learners and constantly display an 'improved version' of themselves in dealing with fluid and uncertain situations .

CHALLENGES REPORTED BY SCHOOL TEACHERS

STUDENT CENTRIC

- Slow Learners
- Unresponsive
- Adamant
- Inattentive
- Indisciplined
- Lazy
- Disrespectful/Rude
- Not Punctual
- Lack Concentration/Focus
- Overconfident
- Learning Disability/Austistic
- Can't Comprehend English

ACADEMIC

- Poor Student-teacher Ratio
- Classroom Management
- Coordinating Weak And Strong Students In Same Class
- Target Completion
- Vast Syllabus
- Time Crunch
- No Scope For Individual Attention

BEYOND CLASSROOM

- Too Much Paper Work
- Parental Pressure
- Unrealistic Expectations Of Parents
- Rude /Discourteous Parents
- Conflict Among Students

The third question asked in the survey was - What are the "stressors" teachers deal with?

A vast majority of the teachers expressed 'gratitude' when asked this question.They were of the opinion that "stress" in the teaching profession has been growing by leaps and bounds but remains unacknowledged, unrecognised and neglected. Many of them opined there is a perception that 'teaching' is a 'substitute occupation' and is seen as a poor cousin of other more high status jobs; those outside the teaching fraternity do not have any understanding of the typical' stressors' teachers have to face and there is an urgent need for recognition of "teacher stress". In the context of this article,"stressors" refer to factors that cause the experience of distress(negative stress) and have unpleasant ,undesirable consequences. As is obvious from the table of Stressors reported by Teachers, many of the factors mentioned may not be applicable to any other jobs. 'Slow writers ' can influence the progress of the entire class and consequently, impact the target completion.' Vast syllabus' can be a double edged sword - because of time constraints ,the teacher would have to maintain a certain pace but at the same time, an overdose may lead to lack of concentration, interest and effort among students. This situation can become stressful for the teacher as it would be a balancing act that just doesn't stop.'Travelling out of station" with school teams for sports or cultural events involve a heightened level of alertness and constant monitoring (headcount) and is a 'stressor' typical to the school teacher. Many socio-economic and administrative factors have also lead to a changed equation between the student, teacher and parent. Disciplining the students has become a major cause of friction among the parents and teaching fraternity.'Problem parents' are those who interfere with the practice of discipline strategies in the process knowledge dissemination and display lack of respect for the teacher while having high expectations in terms of results of their ward, at the same time. There is a growing expression of the need for Stress Management Training for school teachers. Teachers are nation builders, change agents and custodians of the future: they must be given the best possible support as and when it is required for their optimal performance on the job.

STRESSORS REPORTED BY TEACHERS

TASK RELATED

- Work overload
- Vast syllabus
- Paper evaluation
- Administrative paperwork

- No family time
- Substitution duty
- Workplace politics
- Physical exertion
- Multi tasking
- Student: teacher ratio
- Time crunch
- Poor student feedback
- Non academic duties
- Travelling for sports/cultural events out of station

PEOPLE RELATED

- Slow writers
- Hyperactive students
- Injury/sickness of student
- Arrogant students
- Non academic personal issues of students affecting academic performance
- Inability to punish as a corrective measure
- Dealing with indisciplined students
- Disrespectful students
- "Problem parents”
- Unrealistic expectations of parents
- Aggressive students
- Conflict among students

In culmination , the last question the teachers were asked was: What are the "Training needs" of school teachers?

Identification of training needs is an important step in designing interventions that can improve both on the job performance and employee well being. The teachers are trained in the art and science of teaching "subject content " using appropriate methodologies. The author was interested in exploring areas where the teachers felt the need for development through additional training programmes related to their academic, behavioural or social preparedness. A Training Need identifies a gap between "where one is" and "where one wants to be" in any area of performance. Among the responses of the teachers to the question asked about training needs, the academic dimension of work brought out computer usage, integration of technology in teaching, psychology of motivation and learning and even 'how to teach creative writing' .The teachers expressed interest in updating themselves and remaining competent in terms of changing role demands. The highlight of the training needs reported was an emphasis on 'behavioural skills'.Anger management and opportunities for self development via soft skills training featured prominently in the training needs mentioned by teachers. An interesting and relatively new training need mentioned by Sports teachers among the respondents was "coaching tips" and "psychological skills training".Also, as the role of teachers extends beyond the classroom, counselling and dealing with special children also featured among the responses received.

TRAINING NEEDS REPORTED BY TEACHERS

ACADEMIC

- Curriculum Design
- Teaching Tool/Aids
- Teaching Methodology
- Psychology Of Motivation And Learning
- Innovative Techniques To Teach
- Classroom Management
- How To Teach Creative Writing
- Application Based Teaching
- Reflective Teaching
- Audio Visual Aid Usage
- Integration Of Technology In Teaching
- Computer Usage

BEHAVIOURAL

- Effective Communication
- Active Listening
- Stress Management
- Time Management
- Anger Management
- Confidence Building
- Conflict Management
- Classroom Management
- Planning & Organizing
- Self Development Through Feedback Mechanism

SOCIAL

- Counselling
- Dealing With Parents

- Dealing With Special Children In Regular class
- Coaching Tips & Psychological Skills Training (Sports Teachers).

Continuous Professional Development (CPD)… the way forward

With reference to Teacher Education, draft of the National Education Policy 2019 is very encouraging. It mentions, Teacher education is truly vital in creating the team of teachers that will shape the next generation. The teaching profession, like all high level service professions such as medicine and law - where people's lives are truly at stake and lie in the practitioner's hands - requires the very highest standards for education and training. Teacher preparation is an activity that requires multidisciplinary perspectives and knowledge, the formation of dispositions and values, and the development of practice under the best mentors.

The responses of the teachers in the opinion survey also reflect observations made in the following extract from the National Education Policy 2019(Draft)

What makes for outstanding teachers and teaching? Experiences and studies from India and around the world show that there are a few key qualities of teachers, teacher education, school resourcing, and school culture that enable and ensure excellent teachers and teaching. Teachers must be passionate, motivated, and well qualified, and well trained in content, pedagogy, and practice. It is important that teachers relate to the students whom they teach, and are invested in the communities in which they serve. To ensure that they perform well, teachers must be valued, supported, respected - happy teachers and students make for excellent teaching and learning! In particular, the everyday working environment of teachers and students must be safe, comfortable, and inviting. Teachers, and their schools, school complexes, and classrooms, must be well supplied with the learning resources that they need for effective teaching. Teachers should not be overburdened, especially with non-teaching activities, or with the teaching of subjects outside of their expertise. Teachers must have the autonomy to innovate and teach in the style that best suits them and their students. Teachers must have robust opportunities for CPD, and access to learning the latest advances and ideas in both pedagogy as well as subject content. Teachers must feel part of a vibrant professional community. The schools in which teachers work must have a caring, collaborative, and inclusive school culture, which encourages excellence, curiosity, empathy, and equity. A large part of this school culture must be set by school principals, school complex leaders, and SMCs and School Complex Management Committee (SCMCs). Finally, career management and progression of teachers (including promotion / salary structure, and the selection of school and school complex leadership positions) must be based on outstanding performance and merit, through clear standards for evaluation of the same.

The draft of National Education Policy 2019 takes a very comprehensive perspective and highlights adequately, the role and challenges of school teachers in India. Much remains to be done. The teachers must feel valued and become partners in the journey towards a better future.A knowledgeable and motivated gardener can make even a barren land a valley of flowers. There is no doubt that with adequate resources and effective training programmes, school teachers in India can become agents of positive change .Every teacher has the potential to impact the future. With effective training programmes and support systems in place, school teachers will feel a positive change. This is bound to create a ripple effect and lead to a conducive environment for nation building .

Teachers are the backbone of any education system which in turn is the accelerator for groth of a nation.Time to think...are we doing enough to strengthen the backbone so that the ride into the future is a smooth one...?

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Necessity of A Mental Health Policy as Part of Employee Engagement for Indian Corporate

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ABSTRACT

According to the World Health Organisation "Mental health refers to our cognitive, behavioural, and emotional wellbeing - it is all about how we think, feel, and behave". Government of India recently passed the mental health Bill 2017 which now recognizes mental health as a major social issue to be addressed upon. The sustainable development goals which came as an extension of the millennium developmental goals gave mental health a priority and advocated mental health as a developmental agenda. This was in addition to the World Health organization taking mental health as a public health perspective in 2003. A study by ASSOCHEM in India shows 42% of corporate executives stressed and depressed and having a massive impact on productivity. High incidence of stress, anxiety and depression among the corporate executives have been under study elsewhere but in India the ASSOCHEM study was an eye opener.

In such a situation it is imperative that we understand mental health in terms of standards devised. American Psychiatry Association's Diagnostic and Statistical Manual of Mental Disorders (DSM-5) is the most commonly used standard for evaluation of mental disorders. It is through the medical protocol devised by them that we derive that a person is mentally ill or not.

Mental illnesses can be mainly divided into Psychosis and Neurosis. Neurosis gives distress to the person like severe anxiety, fear, and sorrow, suicidal tendencies while psychosis creates dilution and hallucination and the patient will be not within the realm of reality. Secondly neurosis does not severely impair the personality of the patient but psychosis alters the personality of the individual. Mental diseases like Major Depression, Generalized Anxiety Disorder, and Cognitive behavioural disorders may be classified as neurotic while diseases like Bipolar depression or mania and schizophrenia are psychotic disorders. Neurotic patients lead a normal life and the illnesses build upon their thoughts and not explicitly expressed while psychotic diseases are explicit and prevents a person from leading a normal life.

Corporate executives affected by mental health can be categorised as impaired or a distressed executive. For an impaired executive the mental distress "impairs" his normal functioning in the office but for a distressed executive the mental distress shall only affect his productivity but not performance.

The purpose and rationale of this paper is to highlight the significance of mental health issues at a corporate level and bring into the attention of human resource leaders the necessity of building up a mental health redressal mechanism through counselling and training programs as part of their employee engagement initiatives. It also addresses the issue of developing a robust mental health policy as part of the HR practice in an organisation.

In order to validate the claims of this paper research work was undertaken in a corporate set up and results derived upon. This research work did not cover any Psychotic illness but looked into the prevalence of neurotic illnesses like Depression and Generalized Anxiety disorder (GAD) among corporate executives. Depression and GAD symptoms are co related to an underlying stress in the individual and hence the study also looked into the stress level of the sample employees:

1. THE MENTAL HEALTHCARE ACT, 2017 NO. 10 OF 2017
2. The Diagnostic and Statistical Manual of Mental Disorders (DSM–5) is the product of more than 10 years of effort by hundreds of international experts in all aspects of mental health. Their dedication and hard work have yielded, and research an authoritative volume that defines and classifies mental disorders in order to improve diagnoses, treatment.

Stress-Anxiety-Depression (SAD) Cycle: The triadic relationship:

Stress is the body's natural defence against predators and danger. It flushes the body with hormones to prepare systems to evade or confront danger. This is known as the "fight-or-flight" mechanism. When we are faced with a challenge, part of our response is physical. The body activates resources to protect us by preparing us either to stay and fight or to get away as fast as possible. The body produces larger quantities of the chemicals like cortisol, adrenaline, and noradrenaline. These chemicals trigger an increased heart rate, heightened muscle preparedness, sweating, and alertness. All these factors improve the ability to respond to a hazardous or challenging situation.

Factors of the environment that trigger this reaction are called stressors. The more stressors we experience, the more stressed we tend to feel. Stress slows normal bodily functions, such as the digestive and immune systems as all resources can then be concentrated on rapid breathing, blood flow, alertness, and muscle use. Stressors affect individuals in different ways. Some experiences that are generally considered positive can lead to stress, such as having a baby, going on a trip, moving to a nicer house, and being promoted. This is because they often involve a major change, extra effort, new responsibilities, and a need for adaptation. They are also steps into the unknown. The person wonders if he can cope.

Anxiety is a general term for several disorders that cause nervousness, fear, apprehension, and worrying. These disorders affect how we feel and behave and can cause physical symptoms. Mild anxiety is vague and unsettling, while severe anxiety can seriously affect day-to-day living. Anxiety is a natural human reaction to stressful situations, but becomes a condition when it frequently occurs without a trigger.

The American Psychiatric Association (APA) defines anxiety as "an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure." It is important to know the difference between normal feelings of anxiety and an anxiety disorder that requires medical attention. When faced with potentially harmful or worrying triggers, feelings of anxiety are not only normal but necessary for survival. However if it goes beyond control then it is called an anxiety disorder. Anxiety disorders occur when a reaction is out of proportion to what might normally be expected in a situation

Sadness, feeling down, having a loss of interest or pleasure in daily activities - these are symptoms familiar to all of us. But, if they persist and affect our life substantially, it may be **depression.** According to the World Health Organization (WHO), depression is the most common illness worldwide, Symptoms of depression can include, depressed mood, reduced interest or pleasure in activities previously enjoyed, restlessness, delayed psychomotor skills, for example, slowed movement and speech, fatigue or loss of energy, feelings of worthlessness or guilt, impaired ability to think, concentrate, or make decisions, recurrent thoughts of death or suicide, or attempt at suicide.

Having understood the basic features of Stress, Anxiety and depression let us look into the interlinking of these problems with occupation. Mental health is closely linked to occupation, with work at the core of most adults' lives. For instance, the American Institute of Stress (AIS) recently indicated that approximately 66% of people's stressors are related to their jobs.

The corporate jargon VUCA stands for volatility, uncertainty, complexity, and ambiguity. For employees, managers, and even the top brass operating in such an atmosphere, stress can quickly turn to distress and lead to anxiety and depression due to increasing unrealistic demands and pressures. Few of the causes in a corporate set up are

- Fear of job loss, termination, disciplinary actions, and ongoing inquiries
- Financial concerns, huge debts
- Unable to meet expectations, deadlines
- Feelings of failure and unfairness
- Job dissatisfaction, unhappy with the job location (homesickness), no clear job profile (stagnation and frustration)
- Harassment (sexual and non-sexual)
- Excessive burnout, emotional exhaustion, overwork, and sleep deprivation.

The above lead employees into absenteeism, physical ailments, poor work performance, proneness to accidents, tension and conflict with co-workers, harmful substance abuse, alcoholism to name a few.

Research Methodology and key finding

The purpose of this research was in understanding the prevalence of Stress Anxiety and Depression among the subject population of 650 junior to senior managers through a Depression Anxiety Stress Scale (DASS) and then evaluate the percentage of employees under psychological distress. DASS is a client self-reporting tool designed to measure the severity of the negative emotional states of depression, anxiety, and stress using a subscale for each of the three categories, each of which contains 14 items totalling to 42 questions

The questionnaire was mailed by the HR department to the employees and DASS data was analysed The mental health state was categorized as normal, mild, moderate and Severe/Chronic for each of the states like stress anxiety and depression based on the 14 point DASS-42 scale and the scores measures as per its criteria .The study did not use any statistical tools as the objective of the study was not for therapeutic intervention but for recommending a mental health policy initiative. The result of the study was

- 34 % of the employees reported significant mental health issues
- OF the 34 % of mentally unhealthy employees 80 % were stressed 16 % were anxious and 4 % were depressed.

The above results widely corroborates the ASSOCHEM study, and also gives us a view of the impeding problem necessitating in developing a structured and strategic approach

Developing an Organisational Strategy

The strategic direction to developing a mental health management program starts with a top to down approach: On the top of the pyramid the management need to sensitised and later the corporate HR should percolate strategies down the line.

- **Management sensitisation:**

  There are two levels of sensitisation that is required at the management level. Firstly the productivity loss of mental health issues have to be quantified. HR department can take data related to absenteeism among the work forces, data on attrition rates and exit interviews, departmental conflicts etc. can be sourced in deriving a formula for quantifying loss due to productivity. Secondly the management need to be sensitised on the prevalence of stigma among people in viewing mental health issues at work. Mental health issues are common and does not mean impairment of functioning is a fact that management should acknowledge. To achieve this objective the management should attend mental health sensitisation workshops or call professional corporate counsellors in getting the right perspective

- **HR intervention:**

  Firstly corporate HR should support the mentally unhealthy employees through effective counselling and psychosocial interventions through assistive programs besides conducting annual mental health check-ups, Widely known as emotional first aid clinics such engagements are done through a mental health audit of the organisation .The procedure of audit is through a questionnaire survey , psychometric testing followed by individual counselling. Secondly most of the junior employee's concern can be addressed by appropriate top management interventions at a periodic level through skip level meetings in understanding their concerns either collectively or in cases found to be intervened, even individual one to one meetings are recommended. Thirdly subordinate motivation and productivity enhancement should be made a significant part of the leadership KRA and 360 degree evaluation of leaders should be compulsorily done. Finally devising adequate stress management and related training programs for junior staff and programs on mentoring techniques for leaders should be done.

- **Developing a mental health policy:**

  Mental health is just as important as physical health. Mental illness may be detrimental to a person, as it impact happiness, productivity and collaboration. Mental health issues may affect companies, in the form of Absenteeism, Poor employee performance, Work-related accidents and Workplace harassment. Hence the need to support employees and create a healthy and happy workplace such that they feel appreciated and be treated fairly.

This can be achieved by formatting a mental health policy to prevent and address mental health issues among employees. This should be done after various stakeholder consultations which includes the management employees and mental health professionals. This policy should apply to all our employees. HR department should be primarily responsible for communicating this policy and overseeing its implementation.

A robust mental policy elements should address carry the following issues

- **What are mental health issues?**

  The employees should be given a detailed account of various mental health issues in particularly the stress anxiety depression axis. The policy document should explain in lay man terms the symptoms and types of the illness and its impact to productivity. In doing so the there should be sufficient reassurance to open up their issues without any fear of stigma.

- **Factors that cause mental health issues should be highlighted**

  Job insecurity, Excessive pressure. Work-life imbalance. Lack of appreciation, Hostile workplace conditions, unsatisfactory job or workload, Unpleasant relationships with colleagues or managers are the normal issues at work which creates mental health issues. Sensitising the employees to this and its linkages to what it feels should be effectively spelled out.

- **Action that the company intends to take**

  Against the above background what are the internal policies planned which include developing an employee assistance program, counselling services, mental health awareness workshops and training programs and the opportunity that these efforts have in getting away from the mental health issue should be spelt out clearly

- **Open communication and support.**

  Additionally how the company will manage communications at various levels for support of the distressed in terms of confidentiality, job security, sick leaves etc should be addressed encouraging the employee to come out of the dark and see help.

- **Setting up a nodal officer for mental health management**

  A nodal officer preferably from the HR department should be made a nodal officer who can be contacted by the employee in taking benefits of the policy. He should be an independent officer with knowledge and sensitivity to mental health issues

- **Anti-stigma declarations and making expression of stigma as an act which can attract disciplinary action.**

  Stigma is the major hurdle in India while addressing mental health issues. Having sensitised the management on mental health issues and of being non stigmatic, it is important that the employee if at all faced with stigma affecting his promotion or job role etc can take up the matter with the nodal officer who can initiate disciplinary action against the concerned

- **The policy document should be approved by the board or management and should be available in company websites for employees to access**

CONCLUSION

Employee engagement in most corporates are limited to feel good programs but need to extend into issues which makes significant impact in the bottom line. Mental health issues in spite of being widely prevalent has not been recognised as a challenge by India's corporate sector and is also

3.. See MedicineNet.com , Newsletters

4. See, American Psychological Association – www.apa.org and Encyclopedia of Psychology

5 Refer https://openpsychometrics.org /tests/DASS/

been looked at with a stigmatic attitude. It is time now for a reality check for the corporate sector. The study done by ASSOCHEM and the above explained work points to a fact that nearly 30 to 35 % of the corporate employees are mentally distressed which has a major impact not only on employee wellbeing but also on productivity. Hence this paper intended to sensitise the corporate world about mental health issues at work places and the necessity to develop adequate strategies and policies in compacting this burgeoning issue. To begin with organisation has to start management sensitisation programs communicating to the top brass on the necessity and value of a robust mental health policy:

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"Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that."

– Martin Luther King, Jr.

Training System-line Management Partnership-Igniting Passion in Frontline Employees

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This article is about igniting passion of frontline employees for reviving business tempo in a bank through a video of new chairman's vision.

Country's one of the Large banks, Bank of Baroda, set up in 1908, expanded its reach quite fast over the years. With its progressive management policies, it remained in the forefront of developments. In1981, the bank attained the top position among the public sector banks (PSBs) in India. But it couldn't hold this position for too Long. Certain organisational events in1985 shook the entire business and workforce. A fraud of huge amount took place in some of its Eastern India branches which Led to removal of its top two executives by the Government of India. The bank also terminated some branch managers and other officials. This sent shock waves in the bank and morale of the employees was at its lowest ebb. In the circumstances, the branch managers shied away from undertaking any operational risks-taking initiatives especially in the credit area. The demoralization pervaded the organisation during the course of the terms of two subsequent CEOs of the bank.

Post these events, the new CEO (who came from a different bank), Premjit Singh who took over in 1985, prioritised his attention to restore initially the business confidence and customer service. The business started recovering but was stagnant during the Later part of his tenure. When his successor Dr A. C. Shah took over in 1990, employee morale had continued to be Low.

Shah initiated certain steps to reach out to the people of the bank. His approach seemed focusing on building concern for the employees.

Beginning of change

Immediately after taking over, Shah started visiting various offices of the bank including some branches in different cities. He conversed freely with the employees on a variety of issues pertaining to the business and sluggish growth of the business.

During his interactions at the branches Shah gained a feeling that the employees in general were quite passionate about the business growth of the bank and all that hindered the performance was the lack of their awareness about certain information of the bank and concerned branches. Shah somehow felt that if the employees across pan India were made aware about the real issues, bank's expectations, business concerns and customer service, they may unfold their potentials to engage in the business development.

Shah's interactions with senior operating managers Like zonal and regional managers convinced him about the communication gap between the branches and the controlling authorities. He wanted such interactions to be regular and organic. He felt that the principal reason for stagnancy of business apart from tack of awareness and some other reasons was the under-utilisation of employee potential. He also shared at some of the meets that the bank had capability and must endeavour at once to again attain the number one position amongst the PSBs. Shah was keen that his concerns and vision reached a wider section of the employees across the country, particularly the branches, the business hub. The operating heads seemed feeling the increasing need of their involvement with their people. The CEO further shared that the relationships among the different categories of employees required to be straightened so that as a team they can operate. Shah was keen to connect with the frontline employees to seek their engagement.

Concerned about the chairman's approach, the principal Bank of Baroda Staff College (the writer of this paper) took up the issue of chairman's expectations with the faculty of the college. A couple of brainstorms with the faculty led to certain good ideas that the principal met the chairman and offered to carry the vision of the CEO to all the branches through a pre-recorded video message. The chairman consented.

While sharing the chairman's approval the principal found that the college faculty was enthusiastic but had an issue. The principal was of the view that while the program could be developed by the college and approved by the CEO, the actual implementation should be the responsibility of the senior operating managers. Some faculty members had developed the impression that the faculty would conduct the prestigious programme, success of which will give high mileage to the faculty and the college. The principal explained as the regional managers had day to day connectivity with the branches, they should feel involved in the entire process. Further a very short interaction programme will impact if the regional manager, being their head, who carries credibility, offers the programme to them..

The broad contours of the program were as under

1. The program will be partnered between line managers and the staff college
2. Staff college to offer knowledge partnership and guidance and support
3. The regional managers shall conduct the program, guide the discussions and motivate the employees to work around the goals set out in the chairman's vision message
4. The video could be dubbed in couple of local languages to reach out to staff
5. Drafting of CEO's vision message college shall do, subject to his approval
6. The program be called awareness development program

While approving the above proposed points, the CEO spelt out five points to be highlighted, apart from others, in the message, to be discussed with the employees. The five points were:

1 Profitability and management of non - performing assets (NPA)

2 Deposits growth

3 Customer service and marketing

4 Work and Culture

5 Corporate image and reputation

CEO also suggested promoting interaction specifically for team work and participation at the branches. With these briefings the proposal was approved.

Shah was happy that the regional managers, the reporting authority of branches, would own the programme. He advised to be careful while discussing the issue with the regional managers.

Vision making process

The vision message drafting was jointly done by two faculty members. (Banking and other HR and OD professiona Considering Shah's concerns they prepared excellent draft message.

Highlights of the draft script

1. Branch is the hub of bank's business and all employees ambassador of the bank.
2. All comprise the management team and business partners
3. All people are important and must be given that feel
4. Women employees manage business successfully; engage them well
5. All have responsibility to improve branch atmosphere
6. Authority of branch manager must be respected
7. Restrictive nature of work must undergo change
8. Team atmosphere is vital for business growth
9. Employee's engagement is the core of awareness development programme
10. Example of sub-staff member from Goa who over the years mobilised exemplanary amount of Rs 10000mo/- deposits, quoted
11. Bank's schemes like Bhagirath Yojna, Housing loan A/C cited to encourage marketing.
12. A call for cost cutting and improving productivity.

Pilot study

Pilot study was done at two branches-one in Ahmedabad and the second in Surat, after business hours. In Surat apart from the regional manager, the zonal manager also joined. During the pilot study, video was not yet ready; CEO's speech was read out by a branch staff. It was left to the branch manager to choose the person for the purpose. The pilot study provided following experience and learning.

a. An ADP session at branches may take about two hours and less in small branches.

b. Most employees from messenger to manager contribute to discussions.

c. The employees selected to read out the message showed keen interest and rehearsed in the branch. Awareness about ADP started taking place right from rehearsal stage.

d. There was need to improve coordination between faculty and regional manager.

e. The employees will need to be encouraged as they are not used to addressing.

f. The employees showed keen interest in the business performance both of the branch and bank. The branch manager/ trainer can display the targets and latest performance figures.

g. Ownership of regional /zonal managers will improve the result of the programme.

h. The training system and line functionary's partnership was vital. The principal must take care of this aspect.

i. Participants were enthusiastic to commit to mobilize deposits, selling credit cards and improving customer service.

Finding the usefulness of pilot study, the Surat zonal manager thereafter was keen that the programme began early in his zone.

Above feedback were sent to regional and zonal managers and training centres and faculty. They were also apprised about the five points desired by the chairman for the meets.

Trainer's workshops

In order to give fillip to implementation across the bank, the trainers from all the 12 training centres and of the Bank of Baroda Staff College (Apex) were invited to Trainers Workshop. The staff college which pioneered the ADP conducted three one day workshops. Thirty four trainers participated. Four regional managers also had joined. Some learning from the workshop:

a. ADPs to be organised at branches for the branch employees

b. ADP's purpose was perceived primarily to help branch employees' for better workplace and relationship.

c. Regional manager facilitates the process by way of appreciation, recognising and encouraging the participant's involvement.

d. The regional/zonal manager may explain the purpose of ADP and encourage participants to achieve CEO's vision messages like, making workplace better, business targets for ensuing March (annual closing).

e. The regional manager shall also encourage the participants express their thoughts on what he/she would do to contribute to the vision achievement.

f. Facilitation role of the trainers/college faculty should be facilitating- assisting, helping, technical training matters (without getting directly involved). The branch manager wi Llguide, Lend supportto his/her staff for achieving his/her agenda/targets.

g. The above feedback was sent to regional and zonal !managers and training system functionaries for their guidance.

College teams meet zonal teams

After the pilot run, three college teams were formed to visit zones to explain ADP, discussing the project and responsibilities. They knew that these meets would be challenging. For tackling the major issues the three teams discussed together good deal. Herein a brief focus on one team's discussions is made, Bombay zone (now Mumbai).

CEO Shah's speech was read out as video was under production. The executives liked and appreciated his message and new thin king. Thereafter the college team drew their attention to some new ideas contained in CEO's speech, like" The branch staff are like a management team," another, "The women employees can manage." It was stressed such thoughts should find a place in the decisions-making.

Another aspect shared with them was that some branch employees may hesitate to speak before the regional manager who would need to be encouraged. It was specifically mentioned to the regional managers that they would need to encourage employees to speak up and allow pauses so that they organise their thoughts and suggestions. With such encouragement, most employees do come out as was the experience of pilot studies.

Amongst other things, an important issue regarding the timing of the ADP launch in January-February came up for discussions. Contention was that these months conflicted with the period needed by the branches and regional managers for canvassing business. It was explained to them that the launch of ADP could provide some useful experience to the employees. And such experiment would ultimately be an attempt for a better workplace and business growth.

Another critical issue was the ADP ownership of the regional managers. They were frankly told that it was the college proposal that the regional/zonal manager own the ADP. The CEO had appreciated the suggestion. Regional and zonal managers' ownership meant that when they accept this responsible, that alone could make ADP a great success. As they have vested interest in branches, ADP's aims like better workplace, morale building, business growth etc would serve their interest. A question why the regional managers were being given teaching responsibility was raised. Explanation given was: Actually the programme does not require teaching; it only requires facilitating, enabling. Regional manager will plan, conduct and guide to achieve the objectives. Their advice and guidance would find greater acceptance. As bosses carry credibility, ADP will have better chance of success at the hands of regional managers. They were informed that the training system was however available to them. It stands for branches, regions and zones. All training functionaries shall be at their disposal to assist, advice during the ADPs or whenever desired. Again when branch expects certain support or early materials availability, it is the regional manager who can decide on the spot. Example of Surat City regional manager who phoned his office to solve the bottleneck for furniture delivery getting late to the branch was cited.

Though the feedback of the pilot study and of faculty discussions had been sent to the regional and zonal managers, a few important items were briefly presented to the zonal teams. Issues raised were clarified. It served a good purpose.

All meets with zonal teams on ADP ended satisfactorily, thanking the CEO and the college teams.

Video production

The video was produced in Mumbai showing CEO addressing from his desk. It was a 40 minutes video in English which focussed on bank's business issues, workplace requirements and need for engaging all staff in business matters. Audio tapes were dubbed in Hindi and Gujarati.

Videos and audio tapes were sent to all regional offices, zonal offices and training functionaries. They were also advised that the basic tools were now in their hands to launch the ADP.

ADP as a strategy

Though discussion had been held on ADP, a circular on defining the strategy was released stating: ADP strategy comprised taking CEO's pre-recorded- speech video to branches as a tool, conveying his vision message for the employees and in the backdrop of that, the regional manager encourages the branch employees to reflect on the message and express their respective possible contribution to achieve CEOs vision. The strategy is meant to help employees' for a better workplace and relationship and their taking greater interest in the business of the branch/bank.

The performance feedback of ADPs

With the above preparatory and ground work ADP was launched across the bank. Banks' all 42 regions conducted ADP. They covered over 2000 of the 2200 branches. Certain branches were unapproachable due to bad weather, the regional managers had sent CEO's' audio speech, hard copy and some guidelines, advising them to hold ADP at their end and the manager could lead the discussions. These branches were mostly rural or semi-urban. The performance feedback highlights are:

1. The hallmark of the programme was the branch wise collective as well as individual discussions.
2. As they had an opportunity, many could share their experience for business canvassing. All were concerned about customer service. They shared: how earnest they were in extending good service, how reluctant customers were retained, how they understood customer problems particularly the causes of their dissatisfaction. A few branches discussed

need for happy customers or promoting goodwill that there was scope for improving customer service and the branch had critical role under the guidance of the branch manager.

3. Employees volunteered to be part of business development and offered their own targets, either singly or as a group. Segments stressed were-deposits, particularly savings and fixed deposits, canvassing credit cards or introducing new accounts, improving counter service, recovery of NPAs.

4. For such targets employees specified the amount they could canvas. In final analysis, they achieved the self-declared commitments about deposits, NPAs and credit cards but up to about 50% of their targets.

5. There were requests for budgets for improving branch up-keep, provision of A.T.Ms. There were complaints about delays in receiving computers, sanctions and timely leave substitutes. The branch managers specially stressed delay in sanctions. The regional managers tried to make sanctions/decisions on the spot otherwise assured to expedite soon when in office.

6. At their initiative seven branches adopted resolutions in ADP meets for adopting quality circles (three), setting goals for outstanding business development branch (two) or model branch (two) as per bank's schemes. Branch managers were also part of these resolutions. The staff college faculty helped these seven branches form and run quality circles and undertake the schemes they wanted. Concerned departments of the regions whole heartedly cooperated with the branches and faculty. The faculty met concerned regional managers and apprised them of the on-going effort and requested for continuous support.

7. Many subordinate staff offered to try for NPA recovery in slum areas where officers had hesitated to go. Their success rate was high.

8. Union leaders of workmen staff and of officer were positive to the ADPs.

9. Many suggestions from the branches were received by the staff college relating to certain corporate departments. The staff college sent same to respective office/ functional head for their consideration.

10. Post ADP some regional managers sent appreciation letters to individual employees for their significant contribution such as Rs 25 lac deposits by one officer before March 9, (University Campus branch, Ahmedabad), no credit cards canvassed by March 31(Churchgate branch, Bombay).

Above statements are indicative of positive change in the attitudes, initiative, and higher morale of branch employees. They also unfolded some of their strengths. The faculty and trainers played different roles. These change items emerged out of frank atmosphere and congenial response, interaction and good deal of revelation.

Outcome of ADP exercise

A word had spread in the bank that a campaign was being organised by the staff college. However the process went on in such a manner that each communication built on the other, challenging the regional managers' to take up the intervention systematically. It must be said to their credit that they attached utmost attention to ADP and carried out the meets at their respective branches quite well. We find following outcome of the ADP.

1. It is for the first time that an activity (other than celebrations) concerning the employees was organised at branches of the bank. The video of chairman's speech became a mass-communication tool to reach out. The programme in which manager to messenger participated covered more than 2000 of the 2200 branches. The well received intervention connected most of the employees with their regional manager for the first time, many in long career too; a relational reach of this kind created a better connect between the regional managers and branches.

2. Bank of Baroda is credited with many successful innovations in customer service schemes and management practices. However, there has not been noticeable workplace innovation like the ADP strategy. This innovation designed to expose the 37000 employees at its branches to new CEO's vision and encourage them to take steps to contribute to the vision's achievement, has several firsts to its credit: It was for the first time a people

oriented intervention was organised; first time training system and line functionaries' partnered; first time trainers, faculty and regional managers played 'enabler roles'. A focused people innovation can stimulate the relationship between the line and staff functionaries and their partnership.

3. The intervention was a departure from the traditional class room learning model. The ADP is off- the-class room in a field situation. Same day/date multiple branches were occupied in a development programme. The intervention engaged more than 35500 out of 37000 employees in the ADP exercise, a staggering number. Large organisations like the banks need to organise such field level programmes as class-room training may not suffice to achieve the goal (of large numbers and short time availability). Short interactional programmes are becoming a useful need and branch office wherever convenient is the right place.

4. One very productive thing ADP impacted was the change of branch environment in the bank. The negative atmosphere that had engulfed the bank at many levels as a fall out of a serious fraud in the bank, their left over imprints dissipated speedily. The variety of engagements like interface of employees with their regional managers, reflective thoughts on chairman's speech, involvement in discussions and self set targeting as a part of intervention exercise, enhanced interaction between departments for work activity, created an atmosphere of trust and confidence. People related intervention can thus bring multidimensional change in atmosphere and moods and fellow feelings.

5 The exercise revealed certain important attributes of employee personality. As participants they were open, frank and could demonstrate courage and guts eg could demand materials and equipments from regional manager, could complain about non-performance of regional departments, admitting they need to improve customer service, simultaneously suggesting happy customers and their good-will were the role of branch manager, submitting suggestions for some corporate functions. The acts of passing voluntarily resolutions by employees of seven branches for undertaking higher order work at their respective branches reflect their will engage and problem diagnosis skills. The subordinate staff (bottom of the hierarchy) were no less. Their voluntarily visiting the slum areas for tackling NPAs (where officers hesitated to visit) shows their need to align with the mainstream.

   These all are the intangibles which did not come to fore during the course of branch life. But herein a short but purpose based interaction brought these intangibles in the open. These workplace intangibles drive the employees to achieve more. Focus on intangibles like employee engagement, building leadership; employees' concerns about customers contribute to business tangible like business growth and profits. (Please see next item). This is in line with Khandelwal's (1) Code of Leadership which mentions that if you focus on intangibles, tangibles will follow.

6. The intervention process didn't impact the business growth (of deposit and advances) during the first year of Shah's charge as CEO. Business results for 1990 -91 were just satisfactory. It was realised that better contribution through ADPs could not be expected in such a short time. ADPs were organised in January and February 1991 and the financial year ended the next month. For impacting, enough time was not there. The result was, however remarkable in next year.

Bank of Baroda on top again

Bank's performance in 1991-92:

A) The deposit growth of 33.1% was record making against the public sector banks (PSBs)'s average growth rate of 18.07%.

B) The advances growth of 16.6% too was the best against PSBs' growth rate of 7.92.

Thus the Bank of Baroda regained top position in the industry in the year 1991-92. Bank of Baroda was awarded by the GOI in respect of deposits growth. Dr. Dwijendra Tripathy, the business historian who authored bank's Centenary Year History, observed in his book:

The year 1991-92 was a particularly good one with the Bank registering the highest deposit growth in any single year in the entire post- nationalization period. As a result, it once again regained its number one position among the nationalized institutions, to the eternal satisfaction of A.C. Shah, the then chairman who had set this as one of the major objectives before himself." (2)

Amongst other things, the CEO openly expressed in a business review meeting his appreciation for ADP in contributing to excellent performance of the bank in 1991-92.

To briefly conclude, though the experiment a preliminary attempt, it did create a healthy environment and many positives at the workplaces. It can be stated that people related innovations can impact the organisational performance in many ways.

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"The line between life or death is determined by what we are willing to do."

– Bear Grylls

A Gender-based Study on the Funding Gaps of Crowdfunding in India

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ABSTRACT

Crowdfunding is a way of collecting funds for a specific cause by exhibiting a plan to various individuals. Crowdfunding platforms provide equal opportunities to female, female and others to collect funds from people. There are various researches which indicate that there is an evident funding gap between male, female and other project creators. This may be because of the reason that number of female financiers is quite less as compared to the male financiers. Also, the issue of gender homophily is prevalent in the case of collecting funds for a project or a cause. Traditional funding methods tend to be biased towards female project creators when it comes to funding their projects or cause. The objective of this study is to investigate the proportion of female fund-seekers as compared to male fund-seekers. The third category is not taken into consideration as there is no evident data available for the same. Moreover, the study aims to find out whether the gender of the project creator has an impact on the amount of fundraised by the project creator and the number of supporters it attracts or not. The study is exploratory in nature. This study is primarily conducted in the Indian context to investigate whether crowdfunding helps in reducing the funding gap caused by the gender divide among Indian project creators. The study is based on the empirical data collected from an Indian crowdfunding platform 'Ketto' using a data extraction software. The sample consists of various crowdfunding campaigns exhibited over the platform. The campaigns belong to different categories and are created by different people who want to raise funds for a specific purpose. Each campaigner is allowed to keep the fund they have raised through their campaign. Crowdfunding is considered as an option for funding not only commercial ideas but also for funding social or personal causes as well. Therefore, the study attempts to find out whether crowdfunding provides a fair chance to female project creators for raising funds for their particular ideas or not.

KEYWORDS

Crowdfunding, Gender, Success, Funding Gap

INTRODUCTION

Finance is the basic resource which one has to assimilate in order to undertake any venture. Financing a venture is a very challenging task as the supply of funds is less in comparison to its demand (Lam, 2010). This leads to a gap in funding. This gap can be attributed to various factors and one such factor is the gender of the person seeking funds. There have been ample cases where females have faced difficulty in securing funds either for starting a business enterprise or for some particular cause (Kanze, Huang, Conley, & Higgins, 2017). There has been a gap between males and females when it comes to accumulating funds for a business or social venture. This gap is often termed as the funding gap based on the gender bias. There are various sources of finance such as venture capital, angel investments or loans which are traditional sources of financing and tend to be biased towards female entrepreneurs when it comes to funding their ventures. This can be due to individual bias or preconceived notions about the abilities of female entrepreneurs. Due to this female entrepreneurs often face difficulties in supporting their cause. There have been several studies conducted in past which supports the existence of this funding gap.

This paper attempts to further analyse the existence of this funding gap on the contemporary mode of financing i.e. crowdfunding. Crowdfunding is a contemporary mode of funding whereby individuals can seek funds from the general public for a particular cause (Frydrych, Bock, Kinder & Koeck, 2014; Mollick, 2014). The general public may or may not include experienced investors.

Crowdfunding allows one to get funds for any purpose such as social causes, commercial business, educational funding, medical funding, research & development, cultural activities or innovation etc.

Background Of The Study

Availability of funds for females is limited as compared to male entrepreneurs despite various modes of fund procurement including, both formal and informal methods. Female entrepreneurs have limited options for getting funds. Lins & Lutz (2016) in their study concluded that female entrepreneurs receive fewer funds from venture capitalist. Further, the gender funding gap exists even for educated female entrepreneurs. Kanze et al. (2017) also concluded that investors tend to be inclined towards male entrepreneurs. Another reason for this gender-based funding gap could be the high presence of male venture capitalist which may not prefer female fund seekers (Gorbatai & Nelson, 2015). The earlier studies have suggested that even banks were biased in granting loans to female-led venture. The female were supposed to pledge collateral which was high in value as compared to male (Greene, Brush, Hart & Saparito, 2001). However, Watson, Newby & Mahuka, (2009) concluded that banking sector does not discriminate among the loan applicants based on their gender and female entrepreneurs apply for the loans at the same pace as male entrepreneurs. Funding gap can also be observed in the case of micro-finance institutions. Brana (2013) concluded that gender is one of the factors in determining the amount of funds given to a borrower. Similarly, female entrepreneurs tend to receive fewer funds in case of private investments as well. Another reason for lack of fund supply to female could be the level of risk-taking capacity amongst male and female. Females are considered to be more risk-averse and prefer maintaining control over their venture. Female entrepreneurs deter from external funding because of fear of failure in loan repayment and their terms and condition. Thus, they often opt less for external funding (Watson et al., 2009).

Crowdfunding and the funding gap

The effect of gender on the process of fund collection can also be observed in the market of crowdfunding. Personal attributes and traits of the campaign creator tend to affect the success of the crowdfunding campaign (Frydrych et al., 2014; Hoegen, Steininger, & Veit, 2017). Gender is one such physical attribute of the campaign creator which can affect the outcome of the crowdfunding. The success of the crowdfunding campaign depends upon the wisdom of the funders (Bruton, Khavul, Siegel & Wright, 2015). Female and male funders have different preferences while making a decision for funding a particular campaign (Mohammadi & Shafi, 2018).

Crowdfunding has also seen an increase in the number of female in the role of fund-seekers and funder. It has been observed that the success of female creators is because of high support from female funders. This is referred to as 'homophily' (& Mollick, 2017, Greenberg & Mollick, 2015). Female funders are more inclined towards funding a campaign initiated by female as they can relate with them. Due to this reason, female creators are even able to secure funds in the fields such as technology which is considered to be a male-dominated domain (Greenberg & Mollick, 2017). Females are motivated to support other female in order to help them overcome structural barriers (Greenberg & Mollick, 2015). Crowdfunding success of female creator depicts that females are supporting each other based on their social identities and belongingness to a group and thereby reducing social constraints. Further, males tend to be discriminated when it comes to supporting projects led by female due to 'taste-based discrimination' which implies they do not want to be associated with a particular person on the basis of their personal traits, religion and caste (Marom, Robb, & Sade, 2014).

There are several studies which suggest that female campaign creators are more successful in securing funds via crowdfunding as compared to their male counterparts. Marom, Robb & Sade (2014) conducted a study on the reward-based funding platform and concluded that the amount of target goal is set at a higher level for campaigns led by male but the rate of success is higher for female. Campaigns with low targets have higher chances of success (Mollick, 2014; Agrawal et al., 2014). Lack of confidence in female creators limits them to set a lower target goal for their campaign. This seems to be advantageous for female creators as they are able to achieve their funding target. On the other hand, males are found to be overconfident and hence set a higher target and thus have a high rate of failure (Lin & Pursiainen, 2018).

Further, males and females tend to differ from each other on various psychological aspects and one such aspect is the way they communicate things. Gorbatai & Nelson (2015) in their study concluded that the language and writing style of females might help in reducing gender inequalities in crowdfunding. Crowdfunding campaigns created by females have higher use of positive sentiments and inclusive language which invokes strong emotions whereas campaigns created by male generally use language related to money. This effect of language and writing style is found to be same for both male and female funders.

Online crowdfunding platforms have different categories for hosting campaigns. Female-centric categories have more female creators. Female creators are more successful if the campaign is related to a field which has female domination. Reward-based crowdfunding has more female backers and founders than equity investing and traditional funding. Females contribute more towards the project which is created by female as compared to a male. Males tend to be less gender homophily. Males do not contribute towards female-led campaigns in categories which are male-dominated (Marom et al., 2014).

Various studies have concluded that female-led crowdfunding campaigns tend to be more successful as compared to their male counterparts (Lin & Pursiainen, 2018; Marom et al., 2014, Greengberg & Mollick, 2014; Gorbatai & Nelson, 2015; Frydrych et al., 2014; Barasinska & Schafer, 2014). On the contrary to these studies, female entrepreneurs have less chance of success in the case of equity-crowdfunding (Cumming, Meoli, & Vismara, 2019). Crowdfunding does not eliminate the funding gap but may help in reducing in the form of increased participation of female in the financing industry as entrepreneurs as well as investors along with increased capital-flow to female entrepreneurs (Marom et al., 2014).

Objectives of The Study

Majority of these studies have been conducted either in European nations or the USA. However, no such research has been conducted in India. Crowdfunding can be used to bridge the gender-based funding gap. It has the ability to give female entrepreneurs an equal chance to secure funds for their projects. Therefore, the aim of the study is to find out whether the gender of the campaign creator has any impact on the funds raised through the campaigns in India. The study also attempts to study the relationship between the number of funders and gender of the creator and their role in the amount of fundraising. The objective of the study includes:

- To explore the relationship between the numbers of funders, funding success and gender of the campaign creator
- To investigate the effect of the gender of the campaign creator on the funding success of the crowdfunding campaign.

Data Collection and Method

Research Design

The study is exploratory in nature as it aims in exploring the role of gender in the crowdfunding market. The study is based on empirical data collected from a crowdfunding platform – Ketto which is an Indian online crowdfunding platform launched in the year 2012. There are four different models of crowdfunding based on the type of returns it gives to the funders. They are reward-based crowdfunding, Donation-based crowdfunding, debt-based crowdfunding and equity-based crowdfunding. Ketto is based on the donation-based crowdfunding model. It hosts campaigns across different categories. It is based on 'Keep-it-all' approach under which it allows the campaign creator to keep the entire amount of funds raised irrespective of their target goal. The dataset consists of all the campaigns listed on Ketto.org for the month of January 2020.

Variables

The results are concluded on the basis of the three variables – gender, funding ratio and funders. An individual who seeks fund for his/her project, called as a creator, can showcase his/her plans in the form of a campaign over an online crowdfunding platform which acts as an intermediary between the fund-seeker and general people. It is up to the general public, often called as funders or investors, to decide whether to fund a campaign or not (Bruton, Khavul, Siegel & Wright, 2015). Gender was assigned to all the campaigns based on the names of the campaign creators. Several steps were taken to code genders based on the first name of the campaign creators. A website

Table 1: Operationalisation of the variables

Variable	Type	Operational Definition
OUTCOME VARIABLE		
LnFunding Ratio amount	Continuous	Log of the amount of fund raised divided by target goal
PREDICTOR VARIABLE		
Gender	Categorical	Female = 1; Male = 0
LnFunders campaign	Continuous	Log of the number of people who have funded the

named 'NameGenderPro' hosting the database of names was used to ascertain whether a creator having a particular name is male or female. In order ensure that the names correspond to the gender of the creator, a double-check was done via their profile pictures, Facebook profiles and Google (Mohammadi & Shafi, 2018). Campaigns having team names or organisational names were eliminated from the initial dataset. Gender is a categorical or nominal variable. The campaigns which have female creators were coded as 1 against the campaigns which have male creators and were coded as 0. Online crowdfunding platform Ketto is based on 'keep-it-all' approach, therefore funding ratio is used as the dependent variable for the study which is a continuous variable. The funding ratio is calculated by dividing the amount of fundraising by the target goal amount. Funder is a continuous variable depicting the number of people who have funded the particular campaign. Due to the high variation in the target goal and number of funders for different campaigns, the variables funding ratio and funders were normalised by taking the natural log. Table 1 shows the classification of the variables.

Data Description

There are several categories under which the creators are allowed to create a campaign for the purpose of raising funds. For the purpose of analysis, these categories are clubbed into few major heads – social, commercial, education, medical, personal causes and women and children. Categories such as animal welfare, community development, rural development, sports, senior citizen, environment, disaster relief and food and hunger are clubbed into a single category of social campaigns. Categories such as publishing, music, theatre and dance, arts, events and design and technology are clubbed into commercial campaigns. Children and female-oriented campaigns were combined into one category. Education and medical categories are not changed as they both have a high number of campaigns. The distribution of all the campaigns according to the gender of the creator under different categories is depicted in figure 1. Female creators have the highest representation in education and women and children category whereas male dominate the medical, commercial and social category.

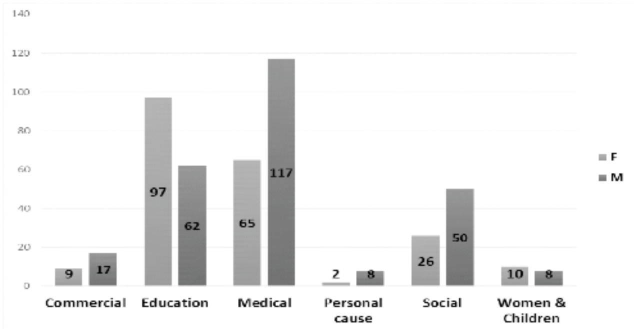

Figure 1: Category-wise distribution of campaigns based on gender

The number of successful campaigns is depicted in figure 2. Female are more successful in the category dominated by them i.e. education whereas males tend to be more successful in the category where they have more number of campaigns. Moreover, males tend to lead in the number of campaigns hosted in a commercial category which includes design technology and films which are believed to be male-dominated categories. The number of successful campaigns led by male is more as compared to female-led campaigns.

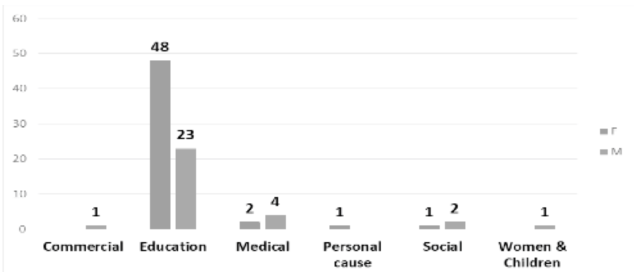

Figure 2: Distribution of successful campaigns

Data Analysis and Interpretation

The dataset consists of a total of 471 campaigns out which 18% of the campaigns were successful. The number of campaigns initiated by female was less in comparison to male but their success rate is higher than that of male. 25% of female creators were successful whereas only 12% of male creators were successful. Distribution of the total number of campaigns, both successful and unsuccessful, by male and female creators, is given in table 2.

Table 2: Total number of crowdfunding campaigns

	Successful campaigns		Unsuccessful campaigns		Total Campaigns
	Number	Percentage	Number	Percentage	
Male	31	12%	231	88%	262
Female	52	25%	157	75%	209
Total campaigns	**83**	18%	**388**	82%	**471**

Correlational Analysis

The relationship between the numbers of funders, funding success and gender of the campaign creator is determined using correlational analysis. Correlation coefficients for all the variables are given in table 3. It can be observed that the gender of the campaign creator is significantly related to the funding ratio, $r = .265$, $p < 0.01$. This implies that the gender of the creator is positively related to the funds raised by the creator. Further, it can also be observed that the gender of the campaign is significantly related to the number of funders supporting a campaign, $r = .135$, $p < 0.01$. However, the correlation coefficient between gender and funders represent a small effect of gender on the number of funders supporting a campaign.

Table 3: Correlation among variables

	Gender	**LnFunding_Ratio**	**LnFunders**
Gender	1	.265**	.135**
LnFunding Ratio	.265**	1	.709**
LnFunders	.135**	.709**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Multiple regression is used to determine the effect of gender and number of supporters on the funding of the crowdfunding campaign. The dependent variable funding ratio depicts the per cent of the target which a creator was able to achieve via his or her crowdfunding campaign.

Model summary for multiple regression is given in table 4. The model consists of predictor variable Gender and LnFunder. The model predicts that 53.2% ($R2 = .532$) of the variance in the funding ratio can be explained by the predictor variables.

Table 4: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.729a	.532	.530	1.93939	1.667

Analysis of variance (ANOVA) is depicted in table 5. ANOVA tells us whether model with gender and funders as predictor variables is a significant predictor of the outcome variable funding ratio or not. As the significance value is less than $p = 0.5$, we can say that the regression model significantly predicts the funding ratio. The result indicates that the model is a significant predictor of funding ratio, $F(2,468) = 265.618$, $p = .000$.

Table 5: ANOVA

Model	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Regression	1998.101	2	999.051	265.618	.000b
Residual	1760.258	468	3.761		
Total	**3758.359**	**470**			

Table 6: Regression Coefficients for the predictor variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-6.193	.187		-33.141	.000		
Gender	.980	.182	.172	5.398	.000	.982	1.018
LnFunders	1.186	.055	.686	21.477	.000	.982	1.018

Regression coefficients for the predictor variables are given in table 6. It can be observed that both the predictor variables gender (p = .000) and funders (p = .000) significantly contribute to the model as the p-value for both the variables is less than 0.05. We can further interpret that an increase in the number of funders by one would result in an increase in the funding ratio by 1.186 units. For predictor variable gender, we can interpret that if the creator of the campaign is a female then the funding ratio increases by .980 units.

Therefore, we can conclude that results of the regression indicate that the model explained 53.2% of the variance and that the model was a significant predictor of funding ratio, F (2,468) = 265.618, p = .000. Gender (B = 0.980, p<0.05) and number of funder (B = 1.186, p<0.05) contributed significantly to the model. The statistical equation for our regression model would be:

Funding ratio = 0.980 (gender of the creator) + 1.186 (no. of funders) - 6.193

Discussion

This study conforms with the previous studies which concludes that female entrepreneurs are more successful in online crowdfunding studies by Lin & Pursiainen, (2018); Marom et al. (2014), Greengberg & Mollick (2015); Gorbatai & Nelson (2015); Frydrych et al. (2014); Barasinska & Schafer (2014). Crowdfunding neither leads to dilution of control over the venture nor does it involve risk of repayment failures which was a major concern for female for seeking external funding (Watson et al., 2009) and hence many people are opting for crowdfunding as a mode of financing. Moreover, the study also supports the finding that female-led campaigns dominate the categories which are considered to be female-centric. In India, the education sector is considered to be dominated by female and we can observe the domination of female creators in the education category. Likewise, male creators have initiated more number of campaigns under the commercial category which comprises of business ventures and technology which is a male-dominated industry. Thus, this study supports the findings of Marom et al. (2014). The study also highlights the fact that gender has a relation with the number of funders. Funders play a significant role in the success of a campaign. Several studies highlighted the role played by funders and emphasised the factors which may affect a funder in contributing towards a campaign. This study depicts a positive relationship between the number of funders a campaign attracts and the gender of the creator. Crowdfunding in India shows participation from both male and female, though male participation is slightly higher than the female participation. This can be due to the reason that online crowdfunding requires an individual to acquire digital literacy which many females might lack in tier 2 and 3 cities. Moreover, when collecting funds for certain personal causes or medical cause, husband and wife act as a common unit but the campaign is initiated in the name of the husband. But despite lower participation, female achieve more success in the Indian crowdfunding market. This can also be due to lower funding targets set by female as compared to male which supports the findings of Lin & Pursiainen (2018).

CONCLUSION

The process of collecting funds for any venture is a challenging task. But this becomes more challenging if a woman is to perform this task. There has been a gender-based funding gap when it comes to raising funds for a project. Various sources of financing, either equity or debt financing, seem to be biased towards female. Male entrepreneurs are more favoured in case of providing seed funding to startups, especially in male-dominated industries such as technology. Crowdfunding is also affected by this funding gap. Though crowdfunding is not entirely free from the effects of this gender gap it has provided a fair chance to female to approach people for funds and seek funds based on their talent and skills. Crowdfunding has somehow reduced this funding gap. Female are getting more success in accumulating funds via crowdfunding as compared to any other mode of financing.

There are certain limitations to this study. Firstly, this study does not investigate the role of male and female funders. The study is based on the gender of the campaign creators. Secondly, the success of a campaign is driven by various other factors as well. The study only incorporates gender and number of funders as predictor variables which is another limitation. It does not study the psychological aspects of male and female project creators as the way they create and design their campaigns depending upon their psychological behaviour. Overall, the study attempts to highlight the primary role of gender in the funding process of crowdfunding.

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Three Qualities Of Researcher's Mind: Contentedness, Purity And Solitude

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ABSTRACT

Research is the activity exclusively done by human beings but the mind of researcher itself is big huddle to do research objectively. Mind is ego driven that's why it can't be unbiased so the research. Discriminative intelligence Viveka is required to do the research objectively but there is no system or procedure is prepared to neutralize ego and awaken

Viveka. Three qualities of knower (Contentedness, Purity and Solitude) have been mentioned in Hindu Dharma's text ***Ashtavakra Geeta*** also known as ***Ashtavakra Samhita*** which creates the conditions for awakening Viveka. This study is describing the relevance of Contentedness, Purity and Solitude with researcher's mind.

KEYWORDS

Researcher, Mind, Contentedness, Purity, Solitude, *Viveka*

Training of researcher is very crucial because the impact of research can be on atom to complete universe so the researcher must have some qualifications, his mind must be trained for some special aspects. If research is faulty it will not give knowledge but increase the misapprehension which will further increase the sufferings of mankind. So there is danger. If the mind of researcher is not properly trained then there is the danger of either uselessness of the thesis or miss guiding the further researches. There will be the problem of non-sustainability and inapplicability of given principles. So apart from knowledge and analytics some special training of researchers are necessary.

Research reveals knowledge. Research gives expressions to unexpressed objects. Research is the path of liberation. Research is the natural Instinct of human beings, some may search a new path to do a work or to reach at a place or some may get Ph.D. or Nobel Prize. One may use try and error method or some may use established scientific process to give a principal. Someone's research may give benefit to his own life and task and someone's research may benefits the society and other knowledge seekers. But yes, research is inherent quality and natural tendency of human beings, not only quality but responsibility also. Experience is important aspect whether it is off any object or god. Upnishadas says that knowledge is the goal of mankind every pleasure and pain gives us knowledge. Knowledge is gaining experience for given principles and information. Research is the process of finding the truth through logical and rational process using an attached human mind so that the sufferings of the universe can be overcome. The ultimate cause of suffering is misapprehension.

Research is the process of finding ways to get rid of sufferings. All sufferings are caused by miscomprehension and ignorance because miscomprehension and ignorance, misrepresents the truth by falsifying the views which leads to distorted activity. The distorted action again becomes the cause of suffering. So research gives clarity in view by defogging the truth which gives freedom from ignorance. A true research is always directed towards liberty and perfection.

Research must be objective but researcher is a human being who use is mind to do the research work. No research can be done without mind. Mind is the subject itself who collect data from the five senses and gives final result which is perceived as truth or conclusion. Mind is involved means perceptions, attitudes, views, and perspectives are involved which are governed by ego and again the truth will be distorted because subject in form of ego is involved and the research is not fully objective so it will not lead towards truth but misinterpretation and miscomprehension. Finally it will generate new type of sufferings. That's why researches in social sciences are very less effective or becoming adversely affective to strengthen the social fabric. Huge research work has been done in the field of social sciences but at the ground level the scenario is entirely different.

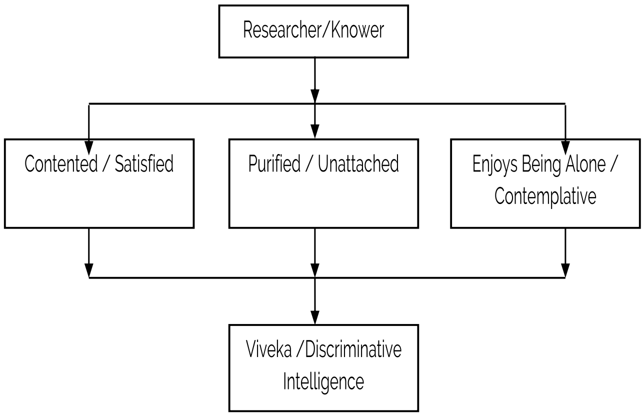
Many researchers are contributing their time and efforts to the research work, giving solutions to thousands of problems but in contrary day by day the society is facing more complex problems, eg. A lot of research work has been done in the field of environment protection but at the ground level situation of environment is degrading day by day. A lot of research has been done in the field of economics but at the ground level problem of poverty is not solved. A lot of research has been done in the field of sociology but the family instruction which is the basic unit of society is not sustaining. Despite of huge research work in the field of political science the quality of politics is degrading day by day. Despite of huge research work in the field of management, problem of employee motivation is increasing. The quality and quantity of research work and the actual social impact must have positive correlation but it is not.

The primary cause of this problem lies with the mind of researchers. Most of the researches are not truth centric but agenda centric. They are not aiming to discover the truth but to strengthen some ideology or influencing some agenda, narrative or discourse. The mind must be able to neutralize the impact of subjectivity to do the research objectively in unbiased manner but mind itself is bounded by ego related psychological aspects so it can't do the research objectively. So the liberation of mind from the ego related aspects is the prime necessity and qualification to do the actual truth finding activity, research, otherwise the research will not be truth centric but agenda centric. Agenda centric research will lead towards the dilemma of thesis-antithesis. The goal of research is to discover the truth not the giving thesis or giving the antithesis of that thesis or generating synthesis out of balancing thesis and antithesis.

Ego based thesis-antithesis centric researches are the primary cause of all social problems. Truth does not care about any thesis or antithesis. The aim of research is the liberty from sufferings or liberty from all thesis and antithesis. So there is the need of some specific qualities of mind of the researcher to do truth centric research.

Ashtravakra Geeta has described the qualities of true knower. The true knower or researcher is contented (wants nothing, always have the feeling of satisfaction), purified (not attached to any object, does not have any ideological prejudice or agenda, unbiased) and enjoys being alone (for thoughtfulness, to reflect upon the object, to contemplate, enjoys the solitude as he/she himself/herself is whole universe and digging the mind to get the knowledge of the universe).

So contentedness, purity or non-attachment, enjoyment in solitude are three key competencies of researcher's mind.



Contended mind is fulfilled and satisfied mind. It is free from selfish motives and desires. The degree to which an individual perceives his wants to be met is called 'contentment'. (Veenhoven R. 2006). The state of contentment can be achieved by understanding through experience that knowledge is the goal of mankind, each pleasure and pain gives us knowledge, so knowledge is the goal of every sensory pleasure and pain. Contentment is the freedom of self-determination within the context of a chosen world view (Gibbs 2015). The job of the researcher is to open up new areas of knowledge for other human beings. By realizing that knowledge is the goal of every creature and the researcher is the provider of the ultimate goal which is everybody's goal, contentment will blossom. Content state is experienced as positively valenced (Neal 2016). The researcher is not in the position of beggar; he/she is the giver, the provider of the goal of everyone, which is truth or knowledge. He/she is above all goals. Feeling of

State	Description/Appraisal	Differentiation	Reference
Calm	Blanket term for low psychophysiological arousal	Calm is emotion aspecific; contentment is likely an emotion or emotion-like state	Picard, Vyzas and Healey (2001)
Gratitude	Pleasant feelings about perceived benefits	Contentment does not require a focus on benefits	Emmons and McCullough (2004)
Happiness	Blanket term for high-arousal positive affect	Contentment is a specific low-arousal positive state	Fredrickson (1998)
Hope	Belief that something positive could materialize	Contentment is present-moment focused and independent of future beliefs	Lazarus (1999)
Humility	Modest or low view of one's significance	Contentment is a nonjudgmental sense of completeness and does not necessitate modesty	Exline and Geyer (2004)
Joy	Higher arousal version of happiness	Contentment is a low-arousal pleasant state	Fredrickson (1998)
Satisfaction	Extent to which desires and expectations are fulfilled	Contentment can be present even when expectations are not fulfilled	Diener, Emmons, Larsen and Griffin (1985)
Self-acceptance	Positive evaluations of oneself and one's past	Contentment can be present only when self-judgments cease and self-acceptance becomes unconditional	Ryff and Keyes (1995)
Peace	Absence of disturbances	Contentment can be present along with external disturbances and disruptions	De Rivera and Paez (2007)
Tranquility	Pleasant inactivity in body and mind	Contentment can be present during physiological exertion	Ellsworth and Smith (1988)

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giver makes a person contented. Feeling good and being contented with life tend to go together and there is strong co-relation between life satisfaction and contentment (Rojas, Veenhoven 2011)

Theory of Yoga has also mentioned "Santosha" (satisfaction) as one of the five Niyamas of practitioner of yoga. Satisfaction is the primary stage of contentment. Science of yoga is the process of reaching contentedness from satisfaction, which can be achieved by controlling the mind and dissolving the ego.

Purified Mind or Unattached Mind is second pre-requisition for a person who is doing the research. Attachment to any assumption, belief, doctrine or ideology makes mind full of prejudices and biases. The biased mind does not work upon the truth but justification and settlement. A biased mind caught itself in the thesis-antithesis dilemma. Only unattached mind can lead society towards truth so a researcher needs clarity of thought process to search for the truth. The concept of Nishkam Karma (self-less or desireless or egoless action) of Karma Yoga has also emphasized the importance of unattached mind.

Observer effect is a known phenomenon of quantum physics too. Effect of observer bias is well discussed in social sciences but pure science like quantum physics has also proved the effects of observer on quantum particles with experimental evidences. Observer bias is well known phenomena in medical science also, and it has been repeatedly documented in studies of blood pressure.

There are so many studies to prove observer effect like Hawthorne Effect (people in studies change their behavior because they are watched), Placebo Effect (any medical intervention results in a positive outcome), Pygmalion Effect (higher expectations lead to better results), Golem effect (people internalize negative labels and fail), Heisenberg effect (very act of measurement or observation directly alters the phenomenon under investigation) etc.

John von Neumann has tried to solve the problem of observer effect in his book The Mathematical Foundations of Quantum Mechanics and concluded that the mathematics of quantum mechanics allows the collapse of the wave function to be placed at any position in the causal chain from the measurement device to the "subjective perception" of the human observer. Fritz London and Edmond Bauer argued for the latter frontier which is consciousness. Eugene

Wigner reformulated the "Schrödinger's cat" thought experiment as "Wigner's friend" and suggested that the consciousness of an observer is the demarcation line that precipitates collapse of the wave function, independent of any realist interpretation. Now Consciousness Measurement is the field of studies in physics.

So the ability to channelize and control the self-consciousness is needed to do unbiased research, only purified and an attached mind has the ability to do so and it is the primary tool for research activity.

Enjoying being alone or enjoying solitude is the third prerequisite of the researcher. It is habit related quality. Solitude is needed to study, to reflect upon and to think deeply on the object. Most of creative ideas come only when the researcher is alone and undisturbed. Crowd create disturbance and research need undisturbed focus, concentration and contemplation. But loneliness should not be compulsion otherwise it may lead to depression.

Solitude is characterized by inner peace, anonymity, self-discovery, creativity and problem solving (Inner-directed solitude) and intimacy and spirituality (outer-directed solitude) (More, Long, Averill 2003). If a person enjoys solitude then he will be able to take maximum advantage of his/her mind. In early adolescence solitude comes to have a more constructive role in daily life as a strategic retreat that complements social experiences (Larson 1997).

Enjoying solitude is not easy for everybody, most of the people are afraid of being alone on the other hand enjoying loneliness is essential personality trait for the person who is working in the area of research so a lot of self regulation is required. When alone, thinking positive thoughts or having choice about what to think tends to ameliorate the deactivation of high-arousal positive effect, therefore providing more options for affective self-regulation (Nguyen, Ryan, Deci 2017).

Research and truth finding is not the task of ordinary mind. Research needs an extraordinary kind of intelligence which is called Viveka. Contentedness, purified mind and enjoying solitude create the ecosystem for awakening the Viveka. Viveka is a Sanskrit term, it's the faculty of intelligence which is responsible for "right understanding," "discrimination" or "discrimination knowledge." It is the ability to differentiate between the authentic and incredible, perpetual and temporary, conscious and unconscious and pleasure and bliss. Viveka not the ego is the right subject to search for the Truth.

Adi Guru Shankaracharya has elaborated these three qualities into nine qualities and has given some parameters for the qualification of researcher, for seeker of truth.

1. **Viveka-** discriminative intelligence
2. **Vairagya-** Dispersion, detachment or unbiased
3. **Shama-** Serenity or tranquility
4. **Dama-** Control of the senses
5. **Uparthi-** Abstaining on principles
6. **Titiksha-** Power of endurance or forbearance
7. **Shraddha-** Faith
8. **Samadhan-** Mental balance by attention or perfect concentration one pointed ness
9. **Mumukshutva-** Liberation

Above nine qualities of a researchers mind are essential even today to do a research because if the subject has above qualities then the research can be objective and objectivity is the essential quality of any scientific research. Special training programs should be designed to incorporate the essential qualities into the researcher's mind. The researcher should be reliable whose work or comments are being considered for further research. The reliable researcher is one who is free from biases and prejudice, has no self interest in the outcome of the research and is recognized by other authorities as trustworthy. The statements or parts of previous research which are being considered for research work must also be true. True means there should be coherence, correspondence and utility. The statement must be logical, rational and consistent. The statement must correspond to the actual nature of object as it is and practical activities in relation to the object must be reported as successful.

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Talent Analytics: People Data To Talent Insights

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ABSTRACT

Talent analytics is a powerful strategic tool for talent management affecting business outcomes. It is an emerging discipline that enables talent management to fulfill the promise of becoming a true strategic partner by improving individual and organisational performance. The paper discusses perspectives of talent analytics to create and use talent insights.

KEYWORDS

Talent Analytics, HR Analytics, Workforce Analytics, Talent Management

INTRODUCTION

Facing the critical issues of growth, efficiency, innovation and sustainability and relating this to the organisation's current and future workforce strategy is more vital than ever to enhance and sustain competitive advantage. If leaders cannot understand linkages and relationships between business performance, workforce requirements and HR interventions most likely to add value, then they are effectively operating blind and will not be able to gain sustainable competitive advantage (Kamat, 2016a). The task of growing and maintaining talent for the organisation requires moving focus away from developing few leaders to developing many leaders continually using value added talent management interventions (Kamat, 2013).

Kamat (2016b) opines that an organisation's global talent management strategy is necessary to support accomplishment of global business strategy and must explicitly address areas like compensation, benefits, recruitment and development to create global HR environment aligned to organisational goals. In this context he discusses global talent management model for emerging markets in context of drivers and challenges of global talent management. Kamat (2019) discusses integrated talent management strategy in VUCA world to be proactive and agile. Effective talent management processes like redesigning work, aggressive talent sourcing, agile leadership development, talent planning with velocity will enable to drive business results. These are illustrative examples of significance of talent management in present context.

Talent analytics is a powerful strategic tool for talent management affecting business outcomes (Sharma and Bhatnagar, 2017). Talent analytics is an emerging discipline that can help enable talent management to fulfill promise of becoming a true strategic partner (Lawler, Levenson, and Boudreau, 2004). The challenge is bridging the gap between the vast people-related data which remain buried deep within the organisation and applying it to business issues that need to be addressed. The use of talent analytics has noticed a recent rise in popularity in response to this challenge. We are in midst of the 'Analytics revolution', which can transform the organisations and societies (Sharma and Bhatnagar, 2017). By using data and metrics to design, evaluate and implement new HR management policies, the 'tried and true' method of using of experience, intuition, and guesswork to guide HR strategy is beginning to fall by the wayside (Schwarz and Murphy, 2008). Even with proliferation of HR metrics and scorecards, HR needs power of analytics to differentiate which measures matter (Levenson, 2005).

What is Talent Analytics?

According to Gustafsson (2012), analytics targeting human resources, in past was given many names – Talent Intelligence (Snell, 2011), Talent Analytics (Davenport, Harris and Shapiro, 2010), HR Analytics (Mondore, Douhitt and Carson, 2011) or Workforce Analytics (Hoffmann, Lesser and Ringo, 2012a). Talent analytics is known by different names: people analytics, HR analytics, workforce analytics, people research and analytics and HR business intelligence and just as with the name, there is no standard definition (Marler and Boudreau, 2017). Talent analytics is the attempt to understand patterns in an organisation's workforce through analysis of employee-related data (Kaur and Fink, 2017). (In this paper, the terms talent analytics, HR analytics, workforce analytics, people analytics have been used interchangeably without making distinction).

Bassi *et al.* (2010) defines HR analytics to be the application of a methodology and integrated process for improving the quality of people-related decisions for the purpose of improving individual and/or organisational performance. Bassi (2011) suggests that HR analytics ranges from basic reporting of HR management information or metrics to end of the spectrum being that of predictive HR, which involves forecasting determining consequences of policy changes and looking into 'what if' scenarios. According to him, HR analytics is an evidence-based approach for making better decisions on people side of business, consisting of array of tools and technologies, ranging from reporting of HR metrics to predictive modeling. Hoffman, Lesser and Ringo (2012b) further contend that HR analytics is both basic reporting as well as predictive modelling, not either.

HR analytics is also referred as workforce analytics and involves statistical models that integrate HR data to predict future employee related behaviour and events (Deloittes, 2011). Davenport, Harris and Shapiro (2010) indicate range of applications that constitute 'talent analytics', from simplest 'human-capital facts' to most sophisticated analytics that help optimise the 'talent supply chain', adding that firms are increasingly using analytics for workforce decisions, to gain competitive advantage through people.

Boudreau and Ramstad (2007) accept that there is no widely accepted definition of a talent decision science. Boudreau and Ramstad (2003) coined the word 'Talentship', contending that decision science in human resources ('talentship') would help guide and enhance key decisions that depend on or impact talent, and ultimately would require specific measurement techniques. Boudreau and Ramstad (2005a) stated that with help of analytics, HR can take better quality decisions. Boudreau and Ramstad (2005b) further opine that traditional service oriented HR should be extended to 'talentship' for doing talent segmentation.

Lawler, Levenson and Boudreau (2004) opined that HR metrics and HR analytics are different - HR analytics involves "statistical techniques and experimental approaches" to show impact of HR activities on organisation's performance metrics while HR metrics are measures of outcomes emanating from HR function.

Levenson, Boudreau and Lawler (2005) offer a comprehensive definition of HR analytics as HR analytics transforms HR data and measures into rigorous and relevant insights. It includes statistics, research design and also includes articulating meaningful questions, gathering and using appropriate data from within and outside the HR function, setting appropriate standards for rigour (Boudreau and Ramstad, 2004).

Mondore, Douthitt and Carson (2011) define HR analytics as demonstrating the direct impact of people data on business outcomes, adding that proper definition of HR analytics is less important than using the process to affect overall role of HR in an organisation. The problem is not that senior executives are not willing to invest in people, but that those investments: 1) lack data to justify their worth, 2) use wrong data or 3) produce unquantifiable returns. (Mondore, Douthitt and Carson, 2011).

According to Bhattacharya (2017) HR analytics is the science of HRM, based on big data. With big data, a scientific approach to an HR decision-making is possible, developing various predictive models. HR analytics being predictive can help an organisation to look forward on their human resources with appropriate decision. Decision-making processes being more scientific, HR analytics not only reduce decisional errors but also help in cost optimisation.

HR Analytics is application of mathematical, statistical and data mining techniques in HR and business data to explore and solve HR related business problems. HR analytics enables decision making by providing the organisation with insights about the workforce and HR policies and practices that support them (CIPD, 2015).

Benefits of Talent Analytics

The purpose of talent analytics is to improve individual and organisational performance. Bassi and McMurrer (2007) established a link between improved profitability and advanced HR analytics. Added benefits of talent analytics are that it can help identify where not to be spending time, effort and budget, thereby reducing HR workloads and it can enhance the credibility of HR (Bassi, 2011). HR analytics are being used in some companies, yielding success in terms of the organisations' performance and the decision-making processes in HR (Bassi, 2012). Rafter (2013) discusses how use of HR analytics by HR professionals can have an impact on gaining competitive advantage in global economy. Combining HR data with business data is a requisite if HR wants to be part of organisation's growth and competitive advantage (SuccessFactors, 2013). According to Xavier, Srinivasan and Thamizhvanan (2011), few organisations have realised importance of analytics for HR intelligence and relevance of employee data for strategic decision making insights.

Talent profiling for high potential employees is one of the most common uses of analytics by HR (Falleta, 2014). Haworth and Whitman (2004) opine that big data gathered helps map every employee's characteristics to better engage and develop them. As talent management is a high performance work practice (Chugh and Bhatnagar, 2005) impacting employee engagement (Bhatnagar, 2013), predictive analytics can help make future talent strategies by identifying patterns of characteristics of high performing employees using analytics on employee data, selecting future candidates based on such characteristics (Harris, Craig and Light, 2011).

Mondore, Douthitt and Carson (2011) discuss the benefits of HR departments making an investment in stronger talent analytics.

- Money spent on wrong employee initiatives will be redirected to more beneficial ones impacting critical business outcomes.
- Investments on employees will result in tangible outcomes that benefit all stakeholders.
- The returns on such investments can be quantified.
- HR departments can be held accountable for impacting the bottom-line.

According to Bhattacharya (2017) HR analytics helps to automate HR operational decisions, reducing operational delay. HR analytics making use of predictive modeling, multivariate testing and statistical analysis helps us to understand the reasons for actual happening and helps to initiate actions. Hence, HR analytics is effective tool for fact-based HR decision-making.

The value of HR analytics is in helping organisations to effectively analyse their employee data and discover solutions to diverse problems relating to improving effectiveness of sales force, quality of training, people performance, new employee productivity, strategic talent acquisition, strategic HR planning, gauging employee motivation and engagement etc. Analytics enables organisations make quality HR decisions, achieving better business outcomes (Sengupta, 2018).

Usage of HR Analytics

Boudreau and Ramstad (2005) define three anchor points of efficiency, effectiveness and impact, that connect decisions about resources like money and people to organisational effectiveness.

a. ***Efficiency*** - described as productivity metrics such as time to fill position, headcount ratios and cost metrics such as administrative cost per employee.

b. ***Effectiveness*** - measures whether programmes and practices have intended effect on people.

c. ***Impact*** – demonstrates link between what HR does and effects on organisation's ability to gain competitive advantage.

Lawler, Levenson and Boudreau (2004) state that HR functions collect data to measure their own efficiency, but do not measure business impact of their practices. They argue that impact metrics assist in developing strategic role for HR function and that organisations focus on efficiency measures, though there is some attention to effectiveness also, by focusing on turnover, attitudes and bench strength, but, organisations do not usually consider the impact, defined by

Boudreau and Ramstad (2003) as the relative effect of different talent pools on organisational effectiveness.

HR analytics can help in assessing true value of people, understanding their present and future needs, identifying potential among them, ensuring right fit between people and jobs and ensuring their retention. With cause-effect relationships between human resources and business, HR analytics can provide meaningful insights into the organisation to sustain and grow in a competitive environment (Bhattacharya, 2017).

Use of HR analytics is radically changing HR in many companies because the provision of analytical capacity gives HR opportunity to move beyond past and present to where predictive analytics will provide workforce intelligence about what may happen in future (Turner and Zytkowiak, 2016).

HR analytics helps HR professionals perform makeover of their own image, as number shy, business illiterate function to that of comfort with numeracy and understanding which analytics have most impact and leverage. HR analytics has taken quantum leap from customary MIS to predictive reporting, changing from "what" analytics to "why" analytics, making it possible to link HR initiatives and business goals (Sengupta, 2018).

Levels of HR Analytics

Descriptive analytics

Descriptive analytics gathers data on past events or trends and is most commonly used (King, 2016). It answers questions such as 'what happened' and 'what is happening now (Fitz-enz, Philips and Ray, 2012).

Predictive analytics

Predictive analytics evaluates why past trends have occurred and how they will change or continue without intervention (King, 2016). It answers questions such as 'what could happen' and 'when could it happen' (Fitz-enz, Philips and Ray, 2012).

Prescriptive analytics

Prescriptive analytics designs treatments for fixing current issues (King, 2016). The ultimate, most rigorous level of HR analytics is prescriptive analytics where the data answers the question – what is the best course of action? Prescriptive analytics combines predictions and decision making taking into account impact of those decisions (Fitz-enz, Philips and Ray, 2012).

HR analytics or predictive decision making processes in human resources can be facilitated by big data when we are able to capture, cure, store, share, transfer and analyse big data to study the trends of human resource management systems of an organisation (Bhattacharya, 2017)

Application of HR Analytics

Harris, Craig and Light (2012) discuss five types of human capital analytical applications:

- Identify and manage critical talent (high performers, high potential, pivotal employees).
- Manage critical workforce segments (identify and help improve underperforming units).
- Predict employee behaviours and tailor HR practices to attract and retain talent.
- Forecast business requirements and specific staffing requirements.
- Adapt scale recruiting supply channels and targets to meet changing business conditions.

Sengupta (2018) discusses some analytical approaches with predictive possibilities:

Predict Hiring Success

Predictive algorithms help reevaluate current hiring assumptions and raise the prospect of improving profitability through data-based hiring. Profiles of candidates with high risk of leaving the organisation or who will perform below standard can be predicted.

Predict Recruitment Advertisement Effectiveness or Channel Effectiveness

Predictive algorithms can be used to avoid contacting channels that do not provide positive response and focus on those who do.

Predict High Potentials

Organisations using predictive algorithms can predict which new hires may be high potentials.

Predict Employer Brand Strength

Predictive algorithm can predict when / why employer brand strength will increase or decrease.

HR Leaders / Professionals and HR Analytics

Despite increasing recognition of HR analytics and its potential to bring value to organisations, very few firms base decisions on unbiased facts or objective deliberations (Fitz- enz and Mattox, 2014). This could be due to most literature on HR analytics is more promotional than descriptive and provides little information about how to translate ideas to practice (Angrave, Charlwood, Kirkpatrick, Lawrence and Stuart, 2016). If using talent analytics increases performance, why are many HR professionals not using in talent analytics? Could HR professionals themselves be barrier in using HR analytics (Giuffrida, 2013)? HR professionals must change their paradigm and increase their skills to participate in using this new trend (Brown, Court and Willmott, 2013).

HR professionals must find a way to apply talent analytics for better decision-making and stop working merely on intuition (Bersin, 2013). For talent analytics to be successful, HR leaders must begin to regard value creation and obstacles as opportunities by using the same strategic management approach as leaders do in other business functions (Gardner *et al.*, 2011). Talent analytics will help predicting behaviors of employees, benefiting decisions made in investment in HR (Schneider, 2006).

According to Mondore, Douthitt and Carson (2011) HR analytics affords HR leaders an opportunity to show the direct impact of their processes and initiatives on business outcomes. Talent analytics needs to be part of larger companywide analytics work in future but that work needs to be incubated within HR function first. Rasmussen and Ulrich (2015) state that talent analytics functions need to be matured to some extent within HR function first and IT systems must be more integrated before making this transition.

HR Analytics – Creating Insights and Using Insights

Coolen (2016) states that HR analytics can provide new insights that 'help' employees. While technical skills and techniques are core to HR analytics, creating insights is meaningless if the organisation will not use them. Creating insights is a technique that can be learned or outsourced. Using HR analytics is much more difficult because this deals with human beings having to understand the possibilities of HR analytics, accepting unexpected or counter-intuitive study outcomes and having the courage and will to act on it.

Creating insights

Creating insights is about applying sophisticated analytical methods and data mining techniques. Coolen (2016) advises that one needs to look beyond 'classical' statistics and start exploring data mining techniques. The purpose is to squeeze out as much information as possible out of the data that is relevant to the business question. Data techniques are not enough to create insights. One will need experience and sometimes, even intuition to explain and improve the models. The insights are in most cases very powerful and valuable but can mean nothing if you cannot turn them into action (Coolen, 2016).

Using insights

Using insights is about the organisation accepting new insights, making decisions and acting on them. Many great insights are presented poorly with too many technical details. HR professionals should really understand possibilities of analytics. HR should start to think in relevant data spots. Is right and relevant data being collected to help employees or business? Are right measurements of success defined in recruitment, training and development? (Coolen, 2016)

According to Coolen and IJsselstein (2015) organisations that create and maintain a '*balanced blend*' of different capabilities explained in six different perspectives will be successful in HR analytics. '*Balanced*', because too much focus on one specific capability can have some negative side effects. '*Blended*', because one simply needs more than one capability to do HR analytics.

The Business perspective

What is the business model of the organisation? What are the challenges faced? What is the strategy? Answers to these questions help to define and design relevant projects.

The Human Resource perspective

The team should consist of HR experts with some knowledge of statistics which helps to kick-start HR analytics in the organisation.

The Consultant perspective

Selling HR analytics can be a challenge. Consultancy skills with in-depth knowledge of HR analytics is necessary.

The Data Scientist perspective

One needs statistical skills in the HR analytics team. Depending on the maturity and ambition, 'classical' statistical skills might not be enough and one will need 'data scientists' who master working with machine learning algorithms. Knowledge of relatively simple techniques like ANOVA, correlation, regression analysis is vital to start with HR analysis.

The IT Architect perspective

One needs to know the HR IT and data landscape. What HR systems host relevant HR data? Which data interfaces are implemented? Is there is a central global data warehouse? How can you access the data? Is there a unique identifier that can be used to connect data from different systems? This will enable to collect HR data in more efficient way.

The Software perspective

There are number of softwares available to support HR analytics. SAS and SPSS provide strong analytical functionality. Open source statistical programming tools like R are popular. In field of data visualization there are user friendly tools available like Tableau, Qlikview, SiSense, Crunchr, Visier or Talent Lab. The use of business-user-friendly self-service analytical software, which should be intuitive, easy to use, allow quick data exploration, offer methods on demand, offer possibility to perform predictive and impact analyses on the spot is significant.

Gibbons and Woock (2007) state that evidence based HR serves the important goal of providing genuine insight into how talent drives business. Kapoor and Sherif (2012) contend that by applying advanced analytical techniques, HR practitioners can get intelligent insights, predict changes and make informed decisions at operational and strategic levels. Application of analytics provides information and insights about nature of individuals in organisations and value that they add (CIPD, 2016) and give credence to argument that companies that build capabilities in HR analytics outperform peers in quality of hire, retention, leadership capabilities and employment brand (Deloitte, 2015). Much of early focus of talent analytics has been on specific HR processes such as recruitment, mostly to cut inefficiencies. This has changed over time as HR has started to use talent analytics in other areas, which directly support business performance (OrgVue, 2019).The purpose of talent analytics is to deliver value to organisation, not only to identify intriguing insights. Properly used, talent analytics may help organisational management to align HR strategies to value creation. The key contribution of talent analytics to value creation is that it uses individual level data to design measures that support employees (Nocker and Sena, 2019).

Sengupta (2018) discusses some possible areas of applications of predictive modeling in HR as:

Training and Learning

Learning algorithms can be used to segment employees with particular training needs, which can improve employee engagement scores and indicate readiness to leverage learning opportunities.

Employee Risk Analysis

Organisations can develop risk quotient of individual employees, based on employee turnover data, which can enable them to reduce loss of critical talent and identify committed employees. The analyses can use data of employee demographics, performance, compensation and training. Managers can isolate triggers for attrition and thereby prevent it.

HR Demand Forecast

HR managers can predict manpower inventory and future requirements and draw precise plans for recruitment, training, redeployment. Pattern of attrition rates, business growth rates for each department / unit can help to estimate the employees staying on and also future requirements.

Candidate Profile

By mining current employees' data, performance statistics, employee turnover data, employee value data, HR can profile potential employees. Correlation between employee value and profile variables such as education, experience can help identify most suitable profiles, helps increase performance scores and reduces recruitment cost, creating sustainable value for the organisation.

Employee Morale Analysis

Monitoring and analysing key topics most relevant to morale can provide candid feedback.

According to Rao (2017) a good HR analytics system should have attributes of story-telling, prediction and evolution and needs to be great blend of analysis and synthesis, having the capability of mining the data deeply, learning trend patterns from past and tell with some level of accuracy what future outcome might be.

Challenges to Effective Use of HR Analytics

Angrave *et al.* (2016) noted that it is unclear whether HR has the ability to effectively utilise trends in big data and analytics to reap organisational benefits and that most individuals in HR functions lack skills, knowledge and insight to ask right questions of HR data (CIPD, 2013). Even if skills and ability to conduct these analyses are present, it is still a challenge to gather the data necessary to turn information into results (Fitz-enz and Mattox, 2014). This is due to non-central position of HR in many organisational hierarchies (Angrave *et al*., 2016). Organisations that have focused on development of their HR analytics have struggled to move from operational reporting for benchmarking and decision making to analytics in form of statistical analysis, development of 'people models,' analysis of dimensions to understand cause and deliver of actionable solutions (Bersin, Houston and Kester, 2014). Organisations still lack consensus of how to use analytics to take talent related decisions (Douthitt and Mondore, 2014). CIPD's HR Outlook for 2015/2016 found a mismatch between views of HR and non-HR business leaders in value of HR analytics (CIPD, 2016). Rajib Kumar (2017) states that challenge of HR analytics is judicious selection of useful and strategic information to ascertain what information should be mined and effective way to use data to model and predict capabilities so that the organisation gets optimal ROI on its human capital. It is important that HR professionals evaluate the potential and drawbacks of employing analytical techniques and develop sound strategy for approaching data collection before diving into use of HR analytics (King, 2016). Douthitt and Mondore (2014) state that one question that intrigues HR is how to leverage power of analytics on huge employee data for strategic decision making, more specifically for talent management. According to Snell (2011), there is need to address lack of talent intelligence in organisations where HR has hard data facts to develop talent strategies. According to him, talent intelligence is a part of business intelligence which uses information systems to collect, interpret and forecast events for fact based decision making and for gaining any useful insight from talent data, it has to be gathered from multiple sources, processes and bucketed in talent profiles. Bhatnagar (2007) found that only few organisations in India are using HRIS for decision analytics while others use it in transactional manner. Stone and Dulebohn (2013) opine that technology has reduced HR's administrative load, improved HR service and helped HR play strategic partner role by providing information for strategic decision making. According to Fitz-enz (2009) analytics is the next enabler for HR and business outcomes and predictive analytics can help HR predict events based on past behavior patterns. Talent analytics highlights value and impact of talent investments and helps to indicate what is working, to do more of it (Valencius, 2017).

CONCLUSION

Talent analytics is an evidence-based approach for making better decisions on people side of business. Talent analytics needs to be part of larger companywide analytics work in future but that the work needs to be incubated within HR function first. The purpose of talent analytics is to deliver value to the organisation, not simply to identify intriguing insights. If used in proper way talent analytics may help management of an organisation to align HR strategies to value creation. The intention of such an analytics system is to generate actionable and data driven insights that make decision-making simpler and accurate.

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Critical Questions on Covid19 And Management of Behavioural Safety Interventions: India Case Study

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ABSTRACT

In the present conditions of Covid-19, it is very critical for everyone to redefine what is safe behaviour and spot-correct it for safety of self and others. This article addresses some behavioural safety aspects of Covid-19 in terms of why do people take risks as they do?, what are the similarities and differences between Covid-19 and behavioral based safety (BBS) management as both interventions are driving behavioural change?, how to implement BBS after lockdown in plant, and behavioral challenges and solutions to contain Covid-19. This paper is based on qualitative methodology using interviews, group discussions, field surveys. Objective is to review the current conditions and enable people to access this researched information for effective management of behavioural safety interventions.

KEYWORDS

Covid-19, Questions, behavioural safety, interventions, implementation, India

INTRODUCTION

Behaviour based safety (BBS) is a culture of caring for people around to ensure "0" harm. Whereas, safety is not in our behaviors in our cultural context, and don't even think that due to Covid-19, safety would stay in our behaviors, we have got it temporary in our behaviors, until it is emphasized on continuous basis, these Covid-19 at-risk behaviors would re-emerge, and it would become a threat to our human resources and economy of our country again. During this scenario, to combat Covid-19 permanently, the governments (alongwith public private partnerships in all states) are trying harder to engage citizens and businesses of the country toward health and safety practices and mindsets. What is most compelling today is to engaging human mind with the work during lockdowns. The government, the workforce and managements are finding ways in this direction through brainstorming discussions so that the economy can come back on track in all countries.

Also, there is a need to understand that in present conditions, the businesses that are going to survive are those whose health, safety and environment (HSE) systems are behavior-based, and are not merely reflected in documentation. The business leaders of the country must underline this that further the business journey is focused on safe behaviours involving people from top to bottom. The leaders must see through these changes in ways that gain and maintain the trust of their people (Accenture, 2020).

The Covid-19 has posed another major challenge that people are finding harder to adjust and internalize new behaviors expected during lockdown. Human minds are hard-wired. Imbibing new behaviors such as distancing etc. takes much time for most people, as because behaviors are rooted in cultures.

Objective

Objective is to review the current conditions of Covid-19 and enable people to access this researched information for effective management of behavioural safety interventions.

Methodology

This paper, is based on the qualitative methods using personal interviews, group discussions, and field surveys. This study is part of an ongoing interdisciplinary intervention of behavioural science, management and industrial safety disciplines, which is national longitudinal action survey in India. For this research paper, a total of about 1000 persons were approached through remote data collection techniques. These research participants had already implemented behavioral safety at their sites. The research participants included, the CEO, Directors, managers, heads of departments, safety professionals belonging to the public and private industrial sectors such as chemicals, construction, gas, power, and steel across Indian locations. Their responses to the Covid-19 related questions were collated and thematic data analysis was used to reflect the findings. Interestingly, as part of this action survey, the participating organizations also started implementing Covid-19 related new behaviors at sites.

Results and Findings

This research explored the following critical behavioural safety aspects of Covid-19.

Research Statement 1: Why do people take risks as they do?

Risk-taking behaviors vary among people, cultures and countries. Risk perception of Covid-19 is based on risk consequences being felt as immediately visible, which is not. Hence people keep taking risk. Also the risk perceptions depend upon the antecedents, the social realm and cultural backgrounds of people (Jens, 2019). According to Susan Michie (2020), given differences in behaviours and their contexts, the factors maintaining them differ as do the ways of changing them. As a citizen, when we don't follow safety practices in general on daily basis, our risk 3perception remains low. Moreover, we don't conduct new safe behaviours (social/physical distancing, wearing face mask, hands hygiene etc.) as they are not in our cultural background. As soon as, the lockdown enforcement is relaxed, we come back to our old behavioural patterns, possibilities of Covid-19 spread exist and our risk-taking behaviors remain high. In order to prevent or circumvent this, we need to spread safety messages through multiple ways such as media, government, motivational speeches on continuous basis.

Behavior based approaches are long term interventions to contain HSE (health, safety environment) risks. The lockdown enforcement, political thought process etc. are good enough, temporary and short-term responses to these pandemics. Hence the managements ought to prepare accordingly.

We need to think even beyond vaccine for Covid-19, as our most critical action is needed to contain the spread of the health risks through behavioural safety initiatives and interventions across all levels, areas and sectors in the country.

We are at crossroads, today issue is not only tackling the Covid-19, but to address and reinforce the overall safety culture as a national agenda of the governments as planned interventions for saving human life before the incidents. Henceforth, we need to adopt the new set of these desired behaviors as a SOP and work-life styles to say goodbye to such risks.

Research Statement 2: What are the similarities and differences between Covid-19 and behavioral based safety (BBS) management, as both interventions are driving behavioural change?

People normally take at least 2-3 weeks to understand and adapt to the new behavioural changes expected in a new environment such as lockdown in the context of large public of a nation. Some deviations to these new behaviors may appear and reappear for few weeks till people adjust and self-control, irrespective of a place/country, and we deal with the implications thereof, and keep developing new solutions. We come across similar deviations while implementing behavior based safety at industry sites.

Secondly, when could we say that zero number of people who have Covid-19 is achieved? What are its implications and solutions. It would depend, not only on lockdown enforcement, mass education and awareness, social / physical distancing, motivational speeches, economic relief packages but also on continuous identification of cases through testing, re-testing, quarantining,

monitoring, treatment, innovation etc. as a long term perspective. Any such country-wide or global multilevel socio-medico-economic-behavioral intervention requires rigorous follow ups throughout for a year or so, failing which the chances of relapse/reoccurrence are equally high. We need to be ready for its long-time implications and solutions of any such pandemic social health issue. In brief, such interventions have to become a part of the existing safety health environment (SHE) management style in order to avoid relapse and achieve zero-corona-virus case or zero at-risk behavior at sites.

What are the similarities and differences between Covid-19 and BBS management, as both are driving behavioural change? Negligence of both can cause havoc. Both can be controlled through behaviour. To save humanity, we need to focus on our behaviour which alone will ensure our victory in this hour of peril. BBS management and Covid-19 management seem to be similar. For Covid-19: 1. Make him aware about Covid 19; 2. Educate him why precautions are necessary; 3. Tell him what is the risk; 4. Ask him what is missing; 5.Take promise that he will follow throughout; 6.Thank him.

Both Covid-19 and BBS can lead to high severity if not corrected by taking adequate precautions in terms of behaviour (self as well as others), here everyone's safety is interdependent. Another similarity is both are observable, measurable, implementable and curable.

If Government wants, it can implement HSE systems. All behavioral changes will take place. We have seen harsh punishment like police beating the violators but it was appreciated and supported by everybody including media. When safety professional advice management to take action against violators, they find excuses to save them. Now the government is implementing all safety measures, not the safety professional. The national safety council (NSC) should clamp down like WHO. But, on the contrary, as seen in past few decades, the safety enforcement in industry is poor by <30%. That is why, precisely, the behavioural implementation is recommended in all world safety standards (Kaila, 2019).

A similarity between Covid-19 and BBS is that we care for each other. Both leading to positive, sustainable, environment friendly behaviour among human, whereas BBS management nurtured through harmonious and cohesive way, Covid-19 pandemic is working through fear-based approach which is opposite to BBS. According to an executive director of India Glycols, an application of BBS is the need of the hour. Wearing PPEs and staying at home are very much the desired behavioural aspects. During Covid-19, the Police have become the observers and they also need BBS training. Of course, there are exceptions with some police people trying to counsel the public in a positive way. In many cases, they are not polite and many among the public also don't understand being polite, despite advices from leaders, celebrities and media. Patience and politeness are keys of any behavioral change intervention. Moreover, control by oneself (self-observation of social distancing, face mask etc.) in community sites is very crucial for one's own health and safety, when one is not certain about infection spread from another.

Level of Management of Safety Risks are

1. Reactive safety, 2. Dependent safety, 3. Independent safety, 4. Interdependent safety. In Covid-19, we are almost operating at level 1 & 2. We have reacted to the situation proactively and now dependent on the governments actions for our citizen's safety. Example, till the time, we are dependent on parents, we keep committing mistakes, as soon as we become independent, our behavioural alertness is increased/ multiplied.

If we wish to go to level 3 & 4, then we need to open/exit lockdowns, everyone is supposed to manage the personal risk on his/her own. We need to understand here that our behavioural alertness is highest; when risk is known/well-defined. For example, we are at high risk during daily morning/evening's city peak traffic time, and we are highly alert at that time for road driving behaviors knowing the risks involved. Presently, in Covid-19, we reached a situation when everyone is aware of risks. You are aware, you need to be alert and alert others as well.

Also, an enforcement for Facemasks and Social Distancing is not relaxed in level 3 & 4. It is considered a violation if people don't wear PPE or maintain social distance at all places etc.

Companies also thought of a new better safety idea during this Corona virus lockdown time that would be practiced in the times ahead at sites. The responses included: 1. our management took benefit of e-learning during this lockdown period. We arranged audio conference for further action on safety implementation. 2. We started comprehensive training program on BBS for the workers who are residing in company premises. We have trained two of them through video conferencing and assign them to train all other workers. By doing this, we have engaged all of them for 4 hrs. This is also helping to get rid off from anxiety. We are maintaining 100% social distancing on daily basis. 3. prepare in time, we started temperatures scanning from 12th February 2020. 4. Using a device to proactively ensure de-energisation of electrical equipment in addition to conventional LOTO (lockout tagout) to eliminate human intervention, using AI (artificial intelligence) to enhance safety.

Research Statement 3: How to implement BBS after Lock down in plant and related challenges?

a. We need to add a New Behavioral Category "Lockdown Behaviors" in BBS observation checklist and communicate to all employees through different media for implementation at site.

b. Each area incharge must conduct daily small group TBT (tool box talk) to convey the principles of lockdown (social/ physical distancing, face mask, hand hygiene etc.) while observing and spot-correction of at-risk behaviors.

c. Each area incharge must Display Sign-boards at all respective areas/entry/exit etc as below in English and Hindi

- Maintain Safe Distance
- Keep Wearing Face Mask
- Follow Queue at entry/exit
- Don't Touch Surfaces
- Request each other to do so if they don't
- Convey all the above on Public Address System (PAS)

d. Occupational Health Centers (OHC) must conduct random medical/Covid-19 specific tests for further actions. All employees entering should be checked at the gate with infra-red thermal cameras for fever.

e. This is the time when all Safety, Health and Environment (SHE) teams must coordinate actively for behavioural implementation of procedures and guidelines through departments.

f. There are similarities between BBS and lockdown implementation as both are people-based and behavior based. This is an opportunity to strengthen BBS further at sites.

HSE Vice President of Dorf Ketal company said, "we made the changes accordingly and advised all BBS observers at sites to do observations/spot corrections accordingly as mentioned above". At present, close leadership guidance is needed to all organizations all over. A safety head said, "power plant being essential services is continuously in operation and uninterrupted electricity is provided while ensuring all required safety precaution to prevent COVID 19.

Organizations need to provide feedback to all employees every single day using multiple communication channels to keep people informed about the company's responses to the crisis (Dominic, 2020). According to a Director of DCM Shriram, these are the thoughts and actions in order to change the post-Covid behaviours to prevent further spread and resuming operations safely. Above all, this is the high time that each citizen, each employee plays the role of safety catalyst in promoting interdependent safety culture everywhere. Governments alone cannot achieve zero number of people who have Covid-19. Sooner the better for society that the public and each person understands this significant role in critical times in favour of human race by contributing safe behaviours each day. Be an active observer.

Research Statement 4: What are the Behavioural Challenges and Solutions?

1. According to Betsch, et al. (2020). Behavioural insights for COVID-19 are of critical importance. Behavior remains a challenge for safety implementations. hence regulated training, retraining, monitoring, measurement, rewarding, should continue by respective area incharges.

2. Fear and Stress: keep listening and talking to people. Keep environment positive. Personal and group counselling is right approach that would keep organizational morale up.

3. How to mobilize people to be safe: continuously engaging people mentally through mass-communications helps to mobilize them for behaving safe. For example, in Mumbai local trains, people travelled on rooftops of electric trains due to overcrowding. Everyday a couple of persons would die. Then the Railways decided to communicate in every local train every 3 minute through public address system, that "the overhead wires are flowing with 20,000 volts, traveling on rooftop of trains is deadly". This communication went on for year by year. Today we don't see such fatalities in Mumbai public trains.

4. Maintaining peace of mind during free non-work times has become real difficult for most

people. Some people are mature enough to maintain their emotional balance by engaging in yoga, meditation, new learning, pursuing hobbies, writing, reconnecting with old friends etc.

5. How to be creatively joyful during nonwork times: unroutine your activities, unknot your daily practice, do what you don't do, engage in new thoughts and actions, but all this within Covid-19 laid down rules. This would re-energize yourself and remove boredom in nonwork situations.
6. What challenges further are: because of unavailability of sufficient testing kit (resources), only limited testing per day is possible in Gujarat, our media should give a positive news who came out from Covid-19 (praise is more required to motivate and courage for others), and still people take it easy due to lack of knowledge and not sincere and serious.
7. How to get difficult persons engage in safe behaviours is a major challenge. Peer-based approach in respective areas seems workable as people are known and acceptable to each other, and the local leaders (Panchayats) are influential to facilitate safe behaviours in present times of Covid-19 which was initiated on video conferencing on 24th April 2020 by Mr. Narendra Modi, our great Prime Minister of India.

Research Statement 5: Despite testing, tracing, and tracking, Covid-19 is spreading. Can we say that this spreading chain is behavioural in nature, how do we break it?

Yes, this chain begins from one to another, and one to many, knowingly or unknowingly, and hence logically, truly behavioural in its nature. As in BBS implementation, we train and involve many observers to spot-correct at-risk behaviors, similarly we need to create a chain of behavioural safety active observers and mentors (such as social and community workers etc.) in each area and location who will keep an observation like a targeted missile to fight its objectives. Keep multiplying such observers to increase speed of breaking the Covid-19 spreading chain. This is to be followed across the nation. This dedicated chain of observers would break chain of Covid-19 spreading in communities by observing and spot-correction of Covid-19 spreading chain. Police and political workers should be avoided in this approach as they often use negative approach (fear, compulsion, threat, etc.). it is a people-driven support framework like a tested behavioural science BBS approach. COVID-19 pandemic can only be brought under control by massive and rapid behaviour change. To achieve this we need to systematically monitor and understand how different individuals perceive risk and what prompts them to act upon it, argues (Betsch, 2020).

An executive director of ONGC said, "human being today, can live in 100 % isolation. Complete isolation is must for stopping the spread of Covid. So success rate is function of isolation effectiveness. So it is chain of behavioral patterns of socioeconomic strata. According to a senior manager at Tata projects, "prevention by social/ physical distancing is the only solution". A safety professional of GAIL stated that there is a immediate need of developing local contingency plan in small pockets. Like all societies, muhallas (old settings) should prepare contingency plan and which should be led by one expert. Be it sanitisation etc. and all proactive measures, and there should be proper planning for action in case there is case of Covid-19. Proper plan should include post planning after recovery stage. There should be some special team for controlling psychological effect also. Top most thing is that people should be disciplined and obey the directions given by the team". As per opinion of a HSE Manager of Dorf Ketal: spreading chain is more due to behaviours and reasons such as Overconfidence, Lack of awareness about consequences, Inadequate precautions, Improper communication, and Lack of resources in terms of adequacy and accuracy of testing.

Covid-19 is indeed a behavioral issue. The administration/ police need to be trained on this matter. Also, media, celebrities and prominent/ respected personalities to constantly address the public. Politicians may not be doing enough. According to a CEO of chemical plants, more symptomatic testing by Government is needed, asymptomatic private testing to be made mandatory for running establishments, post-lockdown is only Alternate alongwith 50% attendance allowance to ensure physical distancing, and for Red & Hot Zones, lockdown should continue till 30th May 2020.

According to a safety manager at Hiranandani Constructions, "the identified hotspots are sealed by local police CRPF and other means, so no civilian ever are allowed outside, thus now the number of Covid 19 persons rose due to emergency services personnel like,1. Police, 2. CRPF, 3. Municipality workers, 4. Doctor, Nurses, 5. Ambulance drivers, Medicine vehicle drivers and other emergency material transport drivers, 6. News Reporters, Cameramen, photographer, 7. Other emergency aids servants and shop keepers.

- However list of above personnel to be prepared for each Hotspot management. They must be separated from their respective families to break the chain.
- If possible PPE Kit to be distributed to all these group of personnel, not only for hospital personnel, in order to restrict such person from infection of Covid-19 virus.
- Now focus on the people who live in the Hotspot areas: categorize their requirements to safe supply chain management.
- Complete lock down for people living inside hotspot.
- The areas like Dharavi (a biggest slum in Asia) where people have to use common toilets and bathrooms should be provided with temporary latrine facility which can be accommodated in the room only by small partition. In India, most numbers of Covid-19 positives came from densely populated areas as TV channels reported.
- One important thing via public address system, people should be made aware that they shall not take fever tablets on their own so that early identification of this virus may be possible".
- A veteran safety professional said, "the only way is to wear mask and don't touch anywhere outside your home. People are not following this, hence Covid-19 is spreading". But TV channels reported that though number of people with Covid-19 has increased, most of these affected people could be in early stage of Covid-19.

Ironically, a safety expert admitted that Covid-19 is a natural course of pandemic in the sense that the water, noise, air pollution were found much lower than before during lockdowns. Also Covid-19 pushed people to become more safety minded than before.

Implications

Behavioural reinforcement is a major factor to ensure that people are adopting new behaviors related to COVID-19. People will take shortcuts and violate. An active observer will not fail to spot-correct such at-risk behaviors, be it anywhere, at workplace or public place, or residence. A safety manager said, "we at Agrocel company, started spot-correction and employees are spreading the message to each other to follow Covid-19 precautions.

In case of India, we still need to observe. Currently no much improvement in many States of India, people who have Covid-19 are increasing. Remote areas are not affected by Covid-19 as untouched by crowded population. At Factory site: social/ physical distance is maintained. Hand wash every hour. Work from home for majority of people who are not needed at site. Nose mask is compulsory for all. It is important to let people know that during lockdown when factories operations are being managed at less workforce, the employees would have to be doubly cautious as two fatal incidents occurred at a site in Tarapur, Maharashtra, India.

According to a senior safety professional from DCM Shriram, the main reasons that has actually increased the number of people who have Covid-19 included: the lack of risk anticipation due to Covid! "If it had not happened to me till date it will never happen to me as I am immune, false sense of mental immunity. Its similar to typical safety mindset. I am working here in this plant for last 25 years, never ever got injured nor see any hazard here which poses high risk. Do not see others carrying corona/suspected patients as risk. Till Covid-19, wearing of face mask and social/ physical distancing is included in BBS checklist". He added further, "This is purely behaviour of maintaining safe physical/social distancing (SD) in true sense and just not for name sake. I know many essential services/industries are being operated without any SD compliance which makes entire efforts futile. This is similar to our at-risk behaviours at work place which can cause serious accidents if not corrected. Same is the case here too".

According to an Executive Director of India Glycols, the steps mentioned below would have helped or lack of them was the cause of spread of Covid-19 in India.

1. We were a bit late in anticipating what was coming. Lockdown should have been announced in the first week of March 2020.
2. Monitoring activities and prompt actions (This could have avoided Nijamuddin episode).
3. Applying BBS, especially by police/ admin, for a better public response.
4. Quickly Creating more hospitals through makeshift arrangements (say, by converting gymnasiums, convention halls etc . to hospitals)
5. Promptly procuring/ distributing PPEs and testing kits for identification and containing the spread.
6. Allowing vendors to deliver essential items at door steps while closely monitoring the health of these distributors. Inviting volunteers and poor people (on payment basis) facilitate this distribution. This would have avoided more people rushing to shops.
7. Overall monitoring of people movement through more drones.
8. Donations were prominently by Centre only (through PM Cares) and not by states. There was perhaps more potential for contributions from willing public to help this cause.

Our speed of decision-making based on accurate data as well as actions determine what we achieve in managing the risks and their consequences. In India, we lacked in speed of decision making, and timely management of above mentioned points Moreover, Tablighi Jamat participants further spreaded Covid-19 in Indian States as per media reports. There were attacks on people, police, media and medical personnel during Covid-19 times, which posed a greater and scary challenge to government, corporates and everyone else.

Now this is a period of change, chaos and challenge which is a difficult time for human race. Stress, anxiety, irritability, fear are the experiences of adjusting to new behaviors in the context of Covid-19. People would explore new definitions of their own behavioral safety. People have to deal with their own cognitive confusions. It would be surely a long-term affair. Employees would need to brainstorm for new work formats in order to avoid Covid-19. According to chairman, Maruti Suzuki, the key for us is to prepare workers with many health and safety measures that are here to stay (Business Standard, 2020). Covid-19 has pushed corporate leaders to implement HSE measures more seriously than before.

According to some safety practitioners, we have to live with this now like other diseases, early we accept, better it would be. Probably, the human beings would learn to live with certain viruses with more safety precautions as we progress to deal with or without Covid-19. Behaviour and attitude are the reason for increasing Covid-19 cases across the globe. Hope post-Covid mindset of people would be positively different in terms of their spiritual insights, re-balancing person-environment-fit, compassion, tolerance, adjustment, understanding, patience, and so on. Pray, All be safe. Don't get scared, rather resolve it. Share motivational positive messages of strong determination to fight and break Covid-19 spreading chain (WHO, 2020). A senior psychologist said, "develop immunity system by right life style and keep high quality of hygiene in regular behaviour".

Human life is more valuable than the business or economy. So, let the countries understand clearly that lockdown exits in particular places are logical only when the number of Covid-19 persons have significantly decreased. Till then, let the businesses be allowed with minimum workforce, online, work from home or another innovative formats. In India especially, the spread of Covid-19 persons has taken a complicated political, religious, socio-cultural, communal base (Mufsin and Muhsin, 2020). Some opposition parties made it difficult instead of being a support in this human cause. For various reasons, people have been hiding that they have Covid-19 which increased the incidence of this problem multifold. As a result of which, the Covid-19 spreading chain could not be broken. Hence, most strict measures are needed by our central/state governments as soon as possible failing which the problem is likely to get further intensified.

Covid-19 challenged everyone for re-survival, and we are challenged for, what we can achieve! A plant manager said, "for survival, boost our immunity through, positive thinking, take care of hygiene, healthy diet, listen good music, pray to god". According to a HSE general manager, "It will teach human beings a lot many things such as: how to survive in worst situation, what is real nature, to become closer to your own family, importance of PPE, the learnings from our Honourable Prime Minister's leadership action/reaction/calmness and the way he handles each one of us".

Certain indirect behavioural implications of Covid-19 also likely to emerge. Emotional warmth (as against physical distancing which is a reflection of respect by hugging that people use in many cultures across the globe), it seems Covid-19 would take that away from human race, or people would be afraid of. Similarly, handshaking as an expression of human touch may become a thing of the past. Covid-19 has also become the reason for cold war between China and rest of the countries which are severely affected by this Chinese virus as it is called by the American President. Most affected countries are against China as COVID-19 emanated from there and spreaded to most countries.

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"we are here to curse the darkness, but to light the candle that can guide us thru that darkness to a safe and sane future.”

– John F. Kennedy

Talent Management Strategy: Process, Early-Warning Signals, and Important Considerations

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ABSTRACT

The concept of talent management strategy (TMS) has evolved over a period and encompasses multiple elements. The study of literature on TMS over the last decade suggests a process approach and highlights the different early-warning signals. In addition to this, there are multiple aspects associated with TMS (fundamental principles, context, different narratives, nature, talent development approach, and sustainability), and it is vital to know them while developing the firm's TMS as it impacts firm performance.

KEYWORDS

Talent Management Strategy, Strategic Objectives, Practices, Competencies

INTRODUCTION

Talent management is one of those fields that has attracted the attention of both management researchers and human resource experts over the last few decades. The concept of talent management strategy (TMS) is primarily forward-looking and encompasses multiple elements. One of the elements is that talent management is strategic and that it impacts firm performance. In today's dynamic and competitive business environment, one essential resource that helps companies survive, thrive, and attain stained competitive advantage is the management of human resource talent. The human resource practices have taken on strategic significance for organizations, leading to a direct connection between the management of professionals and the achievement of the company's goals (Calvo, et al., 2010). To remain competitive in today's dynamic environment, business leaders must develop stable, long-term talent management strategies to attract, hire, develop, and retain talent (Oladapo, 2014).

Abilities and talents of its human resources and staffing are the most critical element of intangible assets of any organization and an increasing number of organizations are concerned with the internal management of talent (Jafari, et al., 2016). Over the last decade, there has been a proliferation of studies that attempt to quantify the value of the intangible assets held at a company. The differential value created by talented employees and their contribution to organizations in the hypercompetitive and complex global economy has made talent management a strategic priority for organizations. More recently, talent management has been advocated as an essential strategy to retain talented employees (Narayanan, et al., 2019). Thus, executives need to understand what TMS is and how to know that they need one for their organization. It is also essential for executives to know the important considerations that are relevant to the field of TMS.

Methodology

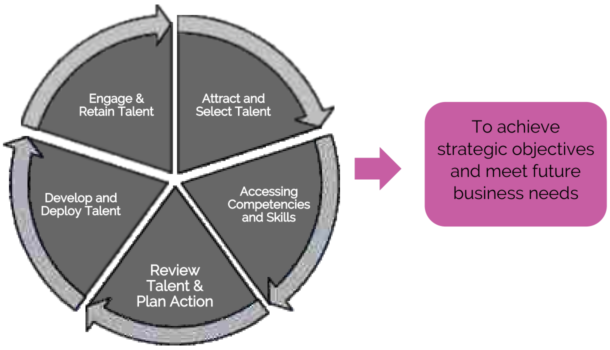
The review of literature on TMS was carried out using the IIM Ranchi Library database. The database includes E-Journals from EBSCO (Business Source Ultimate), ProQuest (ABI/Inform Complete) and JSTOR. The advanced search feature was used to identify peer-reviewed articles on talent management and strategy. The search window was for the period between 2009 to 2019, with the title having the word 'talent' and 'management,' and the abstract having the word 'strategy.' A total of 105 articles was identified using the search criteria. Out of 105 articles, a total of 94 articles was selected for a detailed study.

What is Talent Management Strategy?

TMS is defined as an integrated system of strategies, policies, and programs designed to identify, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs. It is also cyclic with a focus on learning. Decisions around talent management require investments in terms of financial resources, management time, and attention. These strategic decisions impact the whole organization. Talent management is also seen as a process with distinct steps (see **Figure 1**).

The first step is to attract and select talent; this is followed by accessing competencies and skills, review talent and plan actions, develop and deploy talent and finally, engage and retain talent. In the identify stage, it is essential to be clear on the kind of people and capabilities that will help the organization to achieve the company's strategic milestones (both now and into the future). Here, it is crucial to define what 'talent' means. It should include a set of technical and behavioral competencies that can be measured across a group of people (e.g., a job description provides some light on the technical skills and behavior trait).

Figure 1: The Process of Talent Management Strategy



Source: Author's creation

In the develop stage, the focus is to build and develop the skills and capabilities of employees so that they can meet the current and future demand. During the deploy stage, the right employees are placed in the right job at the right time to meet organization's needs. During this stage, necessary support is also provided for individual career growth, which also acts as a critical driver for engagement. The final stage is that of engagement, wherein the focus is to ensure the right environment and climate for identified talent to deliver their best and reach their potential. The engaged employees are those who are passionate about their job, and who know that they are enabled to reach their potential.

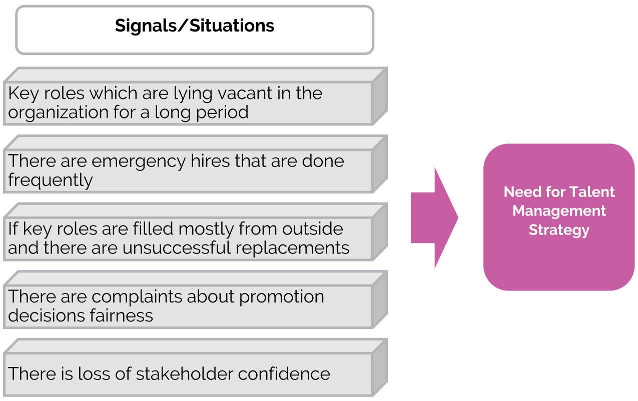
Some of the arguments that has led to the success of this TMS in the business world is due to its impact on firm performance, some of which is directly observed in terms of financial performance, IPO survival rate and market value and some of it is indirect, for instance, improving employee productivity, employee engagement and reducing employee attrition rate. Whatever might be the arguments, there is a strong 'business case' for leaders in the organization to focus on talent management. For example, Huselid (1995) had found that firms that focus on talent management showed improved financial performance measured through Tobin's q (market value/replacement costs of assets), gross rate of return on capital (cash flow/gross capital stock) and earnings before taxes, depreciation, and amortization. Cascio (2012) found that there is a 40 percent decrease in turnover by increasing emphasis on talent management. As per recent studies, it has been found that one-point improvement in engagement score can lead to twelve to thirteen percent improvement in firm's financial performance. Thus, in an increasingly competitive global marketplace, the importance of an effective talent-management strategy cannot be underestimated, and companies must know if they need a talent management strategy. There are different ways through which a company can find out if they need a talent management strategy.

How do you know that you need a Talent Management Strategy?

Human talent represents a source of competitive advantage. Yet the very people organizations would want to retain are the ones most likely to leave (Ojwang, 2019). There are multiple situations and early-warning signals that suggest a need for talent management (see **Figure 2**). For instance, if there are key roles which are lying vacant in the organization for an extended period, or if there are emergency hires that are done frequently. If key roles are filled mostly from outside and there are unsuccessful replacements. Also, when there are complaints about promotion decisions fairness and loss of customer confidence. For instance, recently, a major multinational bank lost its CEO, and the company had to announce the same to the world as the company was listed in the stock exchange. The announcement itself created some negative perceptions in the minds of the investor community. Unfortunately, the bank had also to announce that they do not have a successor, they had nobody who could step into the role of the

CEO, and as a result of the second announcement, the company's share price plummeted. The customer reaction to this was significant, and there was a lack of confidence in the competency of the company's management to future proof the business. As a result of this lack of confidence, it took more time for the company to recover from this set-back. Had the company announced that as a part of their succession planning, they have identified the talent who is going to replace the outgoing CEO, both the reaction of the stakeholders and outcome would have been different. So, in summary, if the company is facing any of the above-listed incidents or observing any of the early-warning signals listed out in Figure 2, the company should focus on developing and deploying a robust talent management strategy.

Figure 2: Signals – Need for Talent Management Strategy



Source: Author's creation

To do this, is it important to know the different aspects and principles that need to be kept in mind while developing the TMS. The review of literature on talent management strategy over the last decade suggests that there are different approaches and principles associated with TMS.

TALENT MANAGEMENT STRATEGY: KEY ASPECTS AND PRINCIPLES

A need to find new approaches to human resource management that are meaningful for business performance is required to help business leaders manage talent and address the long-term needs of the business (Canavan, et al., 2012). The study of literature on TMS over the last decade highlights that different approaches and principles have been used to explain the TMS construct (see Figure 3). For example, in one of the studies, the researchers recognize that TMS may vary significantly between different types of companies and national contexts. The study was done in Germany, wherein the data was collected from 700 small and medium-sized enterprises (SMEs). Three distinct clusters of TM intensity profiles were identified, i.e., highly engaged talent managers, reactive talent managers, and retention-based talent managers. Each of the profiles varies according to annual sales volumes, industry affiliations, cooperative behavior with respect to human resource (HR) and TM networks, the long-term focus of TM and future HR and TM budgets. One key finding of the study was the preference of most German SMEs to choose a more inclusive approach to TM and target all or most employees, in contrast to large multinational enterprises where a more elitist approach is favored. Another significant finding was that TM cooperation with other firms and institutions was used as a strategy to cope with the war for talent in a country, which despite the Global Financial Crisis is characterized by strong economic growth and critical demographic challenges (Festing, et al., 2013). However, there are studies that have critiqued some of the prevalent assumptions underpinning talent management processes and practices, particularly those based on the narratives of 'scarcity' and 'war as a metaphor'. Researchers have argued that such narratives ignore the importance of social and ethical dimensions, which then lead to a disadvantage for firms and individuals. A 'capability approach' (CA), with a focus on freedom and not resource, is suggested to circumvent discourses of scarcity and restores vital social and ethical considerations to ideas about talent management (Downs, et al., 2013).

Figure 3: TMS: Key Aspects & Principles

Source: Author's creation

Similarly, in another research study, it was argued that TMS should follow a broader and more balanced approach than what has traditionally been followed. They extended the concept of talent management and development to sustainable talent management and development (S-TMD) suggesting that in the context of low skilled and low-pay jobs, S-TMD may play a crucial link to enhance an organisation's performance and responsibility to society. The paper also identifies the opportunity for S-TMD to move from a predominantly individualist, managerial and unitarist understanding to one grounded in the value of tacit and embedded development processes undertaken to reflect a pluralist, multi-voiced approach to the understanding of a skills ecosystem (Devins & Gold, 2014).

Research studies have found that TMS is highly contextual. Both the organizational internal and external contexts affect the intended TMS, including the actors involved in the decision regarding talent management and their institutional logic (Thunnissen & Buttiens, 2017). For example, in the healthcare context, studies have been carried out to see the impact of the introduction of TMS in health care organizations (e.g., British NHS), focusing on process evaluation. During the study, it was found that there are several issues that may undermine the TM strategy, including unclear definitions, conflicting principles, problematic measures; exclusive focus, sustainability; and lack of necessary infrastructure, culture, and data (Powell, et al., 2013).

TMS is also perceived as both exclusive an inclusive in nature. In cases, where TMS is perceived as exclusive, studies have been carried out to know the effect of talent management (TM) practices, differentiation strategies, and incongruent talent perceptions in terms of psychological-contract fulfillment. A talent-perception incongruence occurs in situations where the organization's executives perceive an individual as 'talent,' but the individual is unaware of this, and the other way around: the situation in which the organization's executives do not consider an individual as 'talent' while the individual believes that they do. The study result indicates the importance of clearly defining talent and communicating this clearly to all employees (Sonnenberg, et al., 2014). Further, researchers have studied the practical application of exclusive and inclusive TMS in order to form and maintain a competitive human resource potential of the company (Savaneviciene, 2017). A robust statistical association has been discovered between exclusive talent management and organizational downsizing (Mousa & Ayoubi, 2019).

In another study, the authors drew on 18 in-depth case studies, including IBM, General Electric, Procter & Gamble, Shell, Siemens, IKEA, Infosys and Samsung to learn how leading multinational companies are facing up to the talent test. The two critical aspects of talent management, i.e., first how to evaluate and then, how to manage talent was the focus area. The researchers found that there were two different school-of-thoughts while looking at these two aspects. First view was that there are few employees (many believe it is 20% of employees who contribute to 80% of firm performance) who add more value and has more potential than others, and thus, the company should allocate the lion's share of their resource and attention to them. The other view is to be more inclusive - i.e., a belief that too much emphasis on the top quintile might damage overall employee morale and hurt opportunities to achieve broader strategic gains. The study further concluded that although organizations must pay attention to recruiting, employee development, performance management, compensation and reward systems, and retention, but should also follow some guiding principle (for example, 1. alignment with strategy, 2. internal consistency, 3. cultural embeddedness, 4. management involvement, 5. balance of global and local needs, and 6. employer branding through differentiation) to gain competitive advantage in talent management (Stahl, G. K., et.al, 2012).

However, the researchers have questioned that theory still lacks a consistent definition of successful talent management; the praxis is characterized by dissimilar interpretations of the term talent. Using bivariate and multivariate statistical methods, researchers have concluded that there are multiple valid factors, which influence and determine employee development as key principles of talent management, such as - alignment with strategy, internal consistency, cultural embeddedness, management involvement, and employer branding through differentiation (Vnouckova, 2016). Similarly, using comparative case studies from the sports arena, the two different models of talent development, i.e., internal and external, were analyzed. The case analysis revealed that the two talent management models offer equally effective financial and operational performance outcomes. The internal talent development model would be more useful for companies whose competitive advantage is achieved through differentiation through teamwork. However, companies that do not achieve a clear differentiation through teamwork should opt for the external talent capture model (Maqueira, et al., 2019).

More recently, using the lenses of social capital and social network theory, researchers have explored and highlighted how social networking had been strategically utilized as a useful tool by organizations for employer branding and innovative talent acquisition strategies in India (Nayak, et. al., 2018). In a study of the major IT companies in India, it was found that companies are using innovative human resource strategies to gain competitive advantage and to attract and retain talent. These companies are offering jobs to people with vision and value congruence, enhancing the credibility of the organisation through brand building, providing opportunities for personal growth, creating a sense of ownership among employees through participation in decision making, creating entrepreneurial opportunities within the organisation, attracting employees to a serene lifestyle in peaceful and scenic location and providing attractive fringe benefits to employees. The study findings also suggest that IT companies having structured talent management strategies positively impact employees' pride in their organizations and willingness to recommend them as places to work (Mishra & Mohanty, 2018).

Thus, the review of literature on TMS over the last decade suggests that there are multiple important aspects and principles that are relevant to the field of TMS and should be examined while developing the company's talent management strategy.

CONCLUSION

In an increasingly competitive global marketplace, the importance of an effective talent-management strategy cannot be underestimated. The talent management strategy as a process has multiple steps which eventually helps in achieving competitive advantage. There are different early-warning signals associated with the need to have a TMS, and in addition to this, there are multiple essential aspects that should be kept in mind while developing and deploying the organization's talent management strategy.

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Emerging Organizations Follow Dr. Deming's Philosophy

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ABSTRACT

One of the major reason for the long-term success of organisations is their belief in the combined structure which consists of vision, mission, values, core competencies & their business system .It guides, directs, strengthens, and motivates them. It gives them security, strength, and awareness of their capabilities, as well as tools to help them to continuously change and improve.

Statement of the Problem-The philosophy that Dr. Deming stated year's back was in form of 14 points .There are various strategies adopted by various organisations these which have allowed them to sustain their competitive positions .Are these strategies based on Dr. Deming's Philosophy or the basis is something else ?

Objectives – The major aim of the paper is to study an organisation which has sustained for more than 100 years and to find out which practices enabled it's sustenance .The other aim is to find out whether the practices the organisation used for it's sustenance has their roots in Dr. Deming's philosophy .

Methodology - One organisation was picked which has sustained for more than 100 years .The organisation which was selected is a multinational corporate organisation as it has it's presence in many industries belonging to different sectors in various nations .The non random sampling method convenience sampling was used as the organisation selected was convenient to study. The research design is exploratory and descriptive as it is based on secondary data analysis and observations. The limitation of the study is that only one location of one organisation was studied assuming that the organisation has a uniform culture and uniform practices across all locations and at all times .

Analysis – The day to day practices at the organisation were studied and correlations with Dr. Demings Philosophy were found .

Findings – When the combined structure which consists of vision, mission, values, core competencies & their business system of the selected organisation was penetrated, it was found that the organisation focuses on 1.continuous improvement of processes 2.elimination of management by objective 3.optimising team efforts 4.learning with better supervision 5.awareness about quality and statistical methods encouraging education 6.removing barriers of workmanship7. creating trust 8.driving out fear. These focal points were responsible for the sustenance of the organisation and it's leadership in the market and these focal points are nothing but Dr. Demings philosophy.

KEYWORDS

Organizational Culture, Dr. Deming's Philosophy , Vision , Mission , Business System

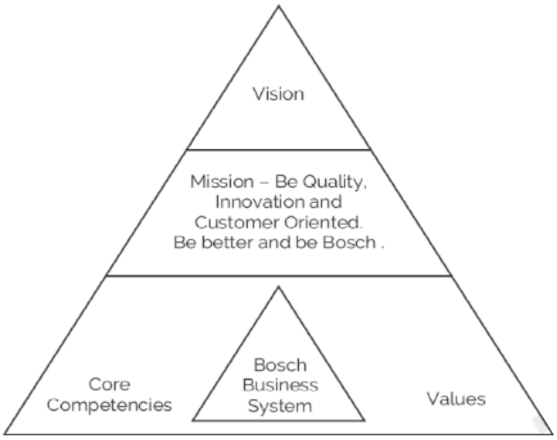
INTRODUCTION

Bosch Limited was selected for finding out the reasons of it's sustenance is a market leader and has sustained for more than 100 years .The combined structure which consists of the vision , mission , values ,core competencies and the business system of the organisation was studied . stated that this structure was responsible for it's long term success .It guides, directs, strengthens, and motivates the entire organization. It gives security, strength, and awareness of capabilities as well as acts as a tool to continuously change and improve. This structure was called the House of Orientation and it's diagram is shown below .

1.1 Bosch House of Orientation

Vision is what an organisation aims to achieve in future .The aim that the organisation wants to become the market leader in future may be it's vision .Bosch Vision is : Creating and sharing Values.

Figure 1 Bosch's House of Orientation



The mission is the reason for an organisations existence .The decision that organisation will manufacture products belonging to different sectors is a part of it's mission .

Bosch Mission is : Be QIK, Be Better, Be Bosch

The BeQIK mission ensures that are actions are relevant and allow the movement towards future goal. It reveals the focus areas of the organization and that greater speed can be achieved in everything if done focusing at Quality (Q), Innovation (I) and Customer Orientation (K). . The objective is to continuously improve internal processes, and CIP (Continuous Improvement Process) remains the benchmark for change at Bosch.

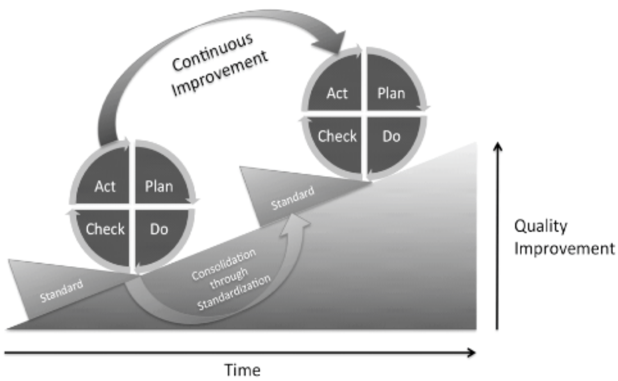


Figure 2 Continuous improvement

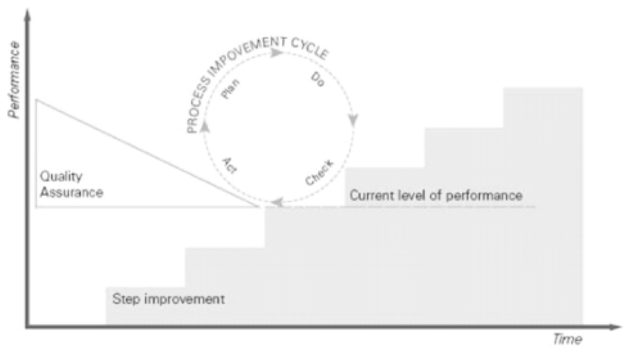


Figure 3 Continual Improvement

The difference between continual and continuous is that the strategies adopted for them are different .Continual improvement aim at kaizen (small step improvements in quality, cost and delivery) which are quick and continuous improvements aim at breakthrough improvements which happen slowly but are very big improvements.

This principle will ensure that profits are generated which are needed to secure growth and economic success to guarantee the long-term survival of the company. The company aims to offer products and services which are outstanding and Mr.Robert Bosch's promise of Quality proves that customer satisfaction overweighs the intention to earn profit at Bosch .

The Robert Bosch Promise of Quality "It has always been an unbearable thought to me that someone could inspect my products and find them inferior. I have therefore always tried to ensure that only such products are delivered that will stand any objective test: in other words, work that is superior in every respect. I have acted on the principle: rather lose money than lose the confidence of my customers. The integrity of my promise, faith in the quality of my goods and given word always means more to me than temporary gain.

Values are the firm guiding principles and beliefs characteristic of an organisation .Values are a part of organization culture .

Bosch Values: The Bosch values are the foundation upon which the successes of the past were built, and upon which the future will be built. They guide the actions and tell us what is important and what the organisation should be committed to

- Future and result focus
- Openness and trust
- Responsibility
- Fairness
- Reliability , Credibility and Legality
- Initiative and determination
- Cultural Diversity

Core Competencies: Core competencies are the skills which the organisation possesses and which helps it to perform it's tasks differently from others and gives it competitive advantage that is producing products or services of superior quality at a price lower than others .

Bosch is built upon a unique mix of interrelated core competencies – a mix from which competitive advantage is derived and which also forms the basis for the future development of the company.

- Strategic Farsightedness
- Innovative Strength
- Efficient Processes
- Quality & Reliability
- Human Resources Development
- Global Presence

Bosch Business System: The Bosch Business System consists of Bosch Sales and Marketing , Bosch Product Engineering and Bosch Production System and these 3 function well with the help of the different Management and Support Systems in Center . The Bosch Production System is influenced by Toyota Production system and focuses on Pull approach rather than pushing the products to customer .The Pull approach is based on "Just in Time" and use of Kanban cards aiming at producing what is required in time .Just in time aims at "0 inventory " which can't be achieved as all the customers and suppliers are not located in the vicinity of the plant .

This system takes into account the special qualities of the processes and the different requirements resulting from them for management and the workforce. Using BBS, the vision, and the business objectives derived from it, are adjusted, fine-tuned and aligned and implemented across operating units and functions. In this way, the Bosch

Business System helps fulfil the BeQIK mission's slogan to "Be Better," and is thus an important element of the House of Orientation.

Bosch intends to be better than it's competitors and the indicator of that is the share in market , the environmental indicators , quality indicators , number of patents etc .The promises that Bosch has made with the society reflect in their policies like Quality Management System Policy , Environmental Management System Policy , Corporate Social Responsibility etc.

2. Dr. Deming : The Father of Quality Revolution

According to William Edwards Deming (October 14, 1900 – December 20, 1993) was an American statistician, professor, author, lecturer and consultant. His outstanding contribution to quality can't be explained in words: He is perhaps best known for the **"Plan-Do-Check-Act"** cycle popularly named after him. In Japan he taught top management how to improve design ,product and service quality, testing, and sales (the last through global markets) through various methods, including the application of statistical methods.

His philosophy or 14 points given in (M. Mahajan) (Cohen) (Ltd.) (Dale H. Besterfield) (Team) which have worldwide recognition and acceptability are stated below .

- Create and communicate to all employees a statement of the aims and purposes of the company.
- Adapt to the new philosophy of the day; industries and economics are always changing.
- Build quality into a product throughout production.
- End the practice of awarding business on the basis of price tag alone; instead, try a long-term relationship based on established loyalty and trust.
- Work to constantly improve quality and productivity.
- Institute on-the-job training.
- Teach and institute leadership to improve all job functions.
- Drive out fear; create trust.
- Strive to reduce intradepartmental conflicts.
- Eliminate exhortations for the work force; instead, focus on the system and morale.
- (a) Eliminate work standard quotas for production. Substitute leadership methods for improvement. (b) Eliminate MBO. Avoid numerical goals. Alternatively, learn the capabilities of processes, and how to improve them.
- Remove barriers that rob people of pride of workmanship
- Educate with self-improvement programs.
- Include everyone in the company to accomplish the transformation.

Dr. Deming believed that the following "Seven Deadly Diseases" will result if the above 14 focal points are not achieved .

- Lack of constancy of purpose
- Emphasis on short-term profits
- Evaluation by performance, merit rating, or annual review of performance
- Mobility of management
- Running a company on visible figures alone
- Excessive medical costs
- Excessive costs of warranty, fueled by lawyers who work for contingency fees

3. Comparing Deming's Philosophy & Bosch Practices

1. Create constancy of purpose for improving products and services.

Bosch has sustained over 126 years and the following actions across the globe uniformly have definitely helped it achieve what it has achieved over the years and definitely reflected that there is an urge for improvement. **Actions speak louder than words so here are the milestones which has helped Bosch to sustain so long :**

- 1906 :Promoting 8 hour working day
- 1910 :Donating 1 million dollars to Stuttgart Polytechnic paved the way for many more donation for upliftment of society and good causes .
- 1929 :Company Hlife benevolent fund established for pensions of employees
- 1937 : Conversion from stock corporation to close corporation
- 1961 : Donation of 1 million marks to support gifted young people
- 1973 : Implementation of environmental guideline
- 1985 : Sponsoring Jugend Forscht Competition
- 1993: Implementation of a regional center
- 1995 : Decision on implementing environmental management systems
- 1997 : Introduction of common rail high pressure diesel injection systems : helps to cut fuel consumption and lower harmful emissions
- 1999 : Setting of BMS (Bosch Management Support) to use knowledge of senior experts of Bosch
- 2004 : Signing up of Global Compact inititative with UN
- 2007 : Joins charter of diversity
- 2010 : First hybrid vehicle with Bosch drive technology , series production of Lithium Ion Batteries begins at SBLimotive, a joint venture with samsung .
- 2011 : Bosch Intercampus programme : the company will spend 50 million euros to support universities and research projects around the world over next 50 years .

2. Adopt the new philosophy.

Bosch has taken wonderful initiatives to preserve and improve quality of products and services and the some of the initiatives are shown below :

Eg: Lakshya 99 ppm at Bosch Jaipur- Bosch Jaipur Plant aspired to become the first conventional product plant to achieve double digit 0-km customer view ppm. (99ppm) in 2011 and the various initiatives under this drive were as follows :

When the project approach was defined the gap analysis was done and areas of improvement were listed -

- **Poka Yoke (Mistake proofing):** With robust poka yoke campaign associates were asked to find out ways in which pokayoke can be bypassed .This was a unique approach which helped in finding out the don'ts and then finding solutions to make the pokayokes more robust.
- **Enhancing Competency of People:** Competent workforce with rich knowledge on basic quality tools is a requirement for any plant target so strengthening was done by showing innovative videos to employees on Immediate Containment Action, Root Cause Analysis, Process Capability and Failure Mode Effect Analysis.
- **Voice of the Customers** should be heard in plant so Mr. Customer Videos were displayed in canteen in order to motivate people so that they come together and work for enhancing customer satisfaction.
- Every deviation has a large number of suspected sources of variations so while

addressing the root cause it is also essential that the suspected sources of variation are also taken care of and completely eliminate all possibilities which can cause a defect .All critical characteristics were listed and their sources of variation were inspected .

- The learnstatts (a form of lecture) on **customer centric approach** and Bosch Jaipur Plant Learning cycle helped in enhancement of understanding the requirements and hence in progressing towards the target. The Key Performance Enablers were the Kaizens , Lessons Learned, Calibration (a stage in production where the distributor injection pumps were calibrated) first pass yield improvements and the Quality Problem Solving projects. The different recognitions for the Lakshya 99 drive from the customers were – 1.Quality Excellence Award from Volvo-Eicher 2.President's award from Mahindra and Mahindra 3.Best Assemblies award from Cummins .Awards for Quality Circles were – 1.Regional Quality Circle Award 2.International Quality Circle Award

3. Cease dependence on inspection to achieve quality.

Eg: Robust Pokayoke Campaign: Bosch Jaipur had a drive called Lakshya 99 where they aimed at achieving 99ppm by April 2011 which they achieved in the beginning of 2012. Under Lakshya 99 one of the projects was robust pokayoke campaign where they aimed at improvising the existing pokayokes from 1st level to 2nd and 3rd level. This was among the preventive measures apart from regular reviews of Failure Mode Effect Analysis, identification of critical characteristics and focusing on implementation of new Statistical Process Control (SPC) stations was another important step towards reducing dependency on 100% inspection. Critical characteristics are critical from the perspective of product quality , safety or process safety (Industrial safety). Any working station becomes a SPC station only after the machine and process capability are achieved at the station for a given variable .

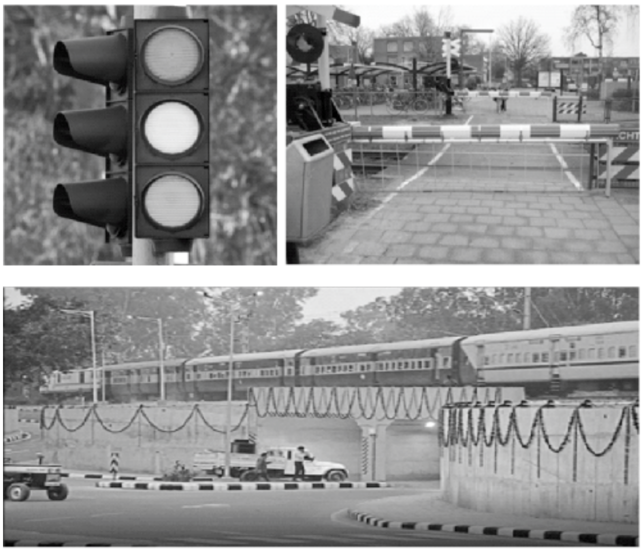


Figure 4 Level 1 (visible alarm) ,Level 2(Barrier introduced at railway line to avoid accidents), level 3 (bridge introduced to avoid clashes and waste of time) Pokayoke

4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.

Simultaneous deployment of Bosch plant improvements at the stakeholder suppliers is a way to promote suppliers and mutually beneficial supplier relations. Supplier Quality Assurance meetings help in reducing supplier defects and in turn costs. However with time alternate supplier sources are identified in order to strengthen the supply chain and perform well in uncertainties and to reduce cost.

5. Improve constantly and forever every process for planning, production, and service.

WEP & RPP Projects: Waste Elimination Projects and other cost saving projects are good platforms for improvements and saving money. Other examples are projects under ROBUST POKAYOKE CAMPAIGN under Lakshya 99 drive where the aim was achieving 99ppm by April 2011 which was achieved in the beginning of 2012. It aimed at improvising the existing pokayokes from 1st level to 2nd and 3rd level. This was among the preventive measures and Failure Mode Effect Analysis were also reviewed to introduce and implement better solutions

6. Institute training on the job.

Trade apprenticeship is the best example for on the job training. However there are job rotations for the employees where they can work and learn different aspects of being in a Line (Production department) or Staff (Supporting service provider) department on job.

Bosch Ltd. has a full-fledged training center to develop a reservoir of skilled personnel

required to produce quality products on sophisticated machines.

As a Bosch apprentice people are trained at its state-of- the-art "Bosch Ltd. Vocational Centre" where the learning and development is encouraged under the supervision of fully qualified instructors. Emphasis is placed on "Multi-skilling" with demands for accuracy (closeness to target requirements) and high quality aligned with global standards and requirements - A first step towards creating a future "Technocrat".

7. Adopt and institute leadership.

The Operational leadership round, Management review meetings and meetings at International and National level include the leaders where they discuss and think about the targets of the organisation and the present level of achievement of these targets. Layered Process Confirmation involves people of all levels within the department and Plant Management and Quality Head to confirm whether 5S , daily mechanisms for safety , quality and inventory management and maintenance management are functioning smoothly or not .In every defect there is a possibility of improvement .

The Bosch guidelines for leadership give direction to the employees and inspires them to act as leaders .The guidelines state the prominent areas of leadership which are 1.Aim for success 2. Demonstrate initiative 3. Demonstrate Courage 4.Keep your associates informed 5. Leadby goals 6.Give feedback to your associates 7. Trust your associates 8. Shift your perspective 9. Shape the future together 10.Develop your associates

8. Drive out fear.

Fear is something which not only affects performance but also acts as a barrier in tapping deepest creativity levels and realising individual potential.

9. Break down barriers between staff areas.

Communication acts as a means for breaking down silence and barriers which are not visible but definitely contribute in slowing down the pace of work. Monthly departmental meetings, sharing of department wise associate survey results, plant management information sharing etc . are all such examples of communication which improved teamwork .Example Departmental Meeting named as Bheja Fry -"Bheja Fry" . If a person has seen the movie named "Bheja Fry" then his/her thought process will be about an expression of humour generated because of chaos which will come to his/her mind but at Bosch it was the name of Quality Methods and Management departmental meeting which was initiated by the Quality Department Head Mr. Naveen BV .

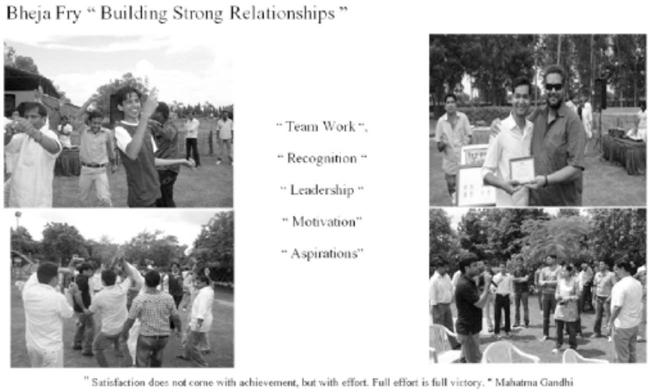


Figure 5 Associate Survey result discussion meeting at Kanchan Kesari Resort at Ajmer Road

10. Eliminate slogans, exhortations, and targets for the workforce.

Rather than discussing what is to be achieved forcefully more focus should be on how it is to be achieved and with willingness. At Bosch the organisational targets were deployed to individuals and all individuals were having target monitoring sheets with action plans defined to attain the targets. The target deployment was done during performance review and employee development session with mutual consent between employee and his/her manager .

11. Eliminate numerical quotas for the workforce and numerical goals for management.

Focus on action plan rather than numerical figures. Numerical figures in form of targets showed the direction and drove to define an action plan. PDCA approach was widely accepted and implemented at Bosch .

12. Remove barriers that rob people of pride in their work, and eliminate the annual rating or merit system.

The employee involvement initiatives like Quality Problem Solving, Suggestion Scheme, Ideas, Kaizen, Waste Elimination projects were schemes which were open for all employees and the reward were same for their ideas irrespective of which

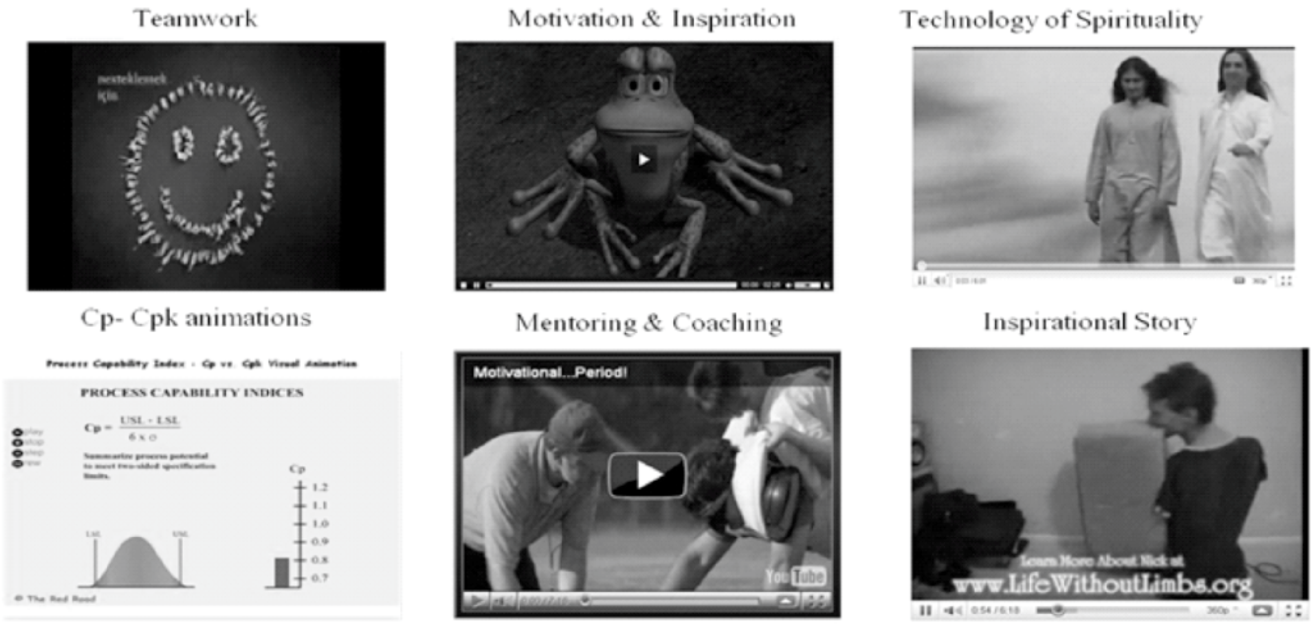


Figure 6 Video Lectures on various topics during " Bheja Fry" departmental meeting

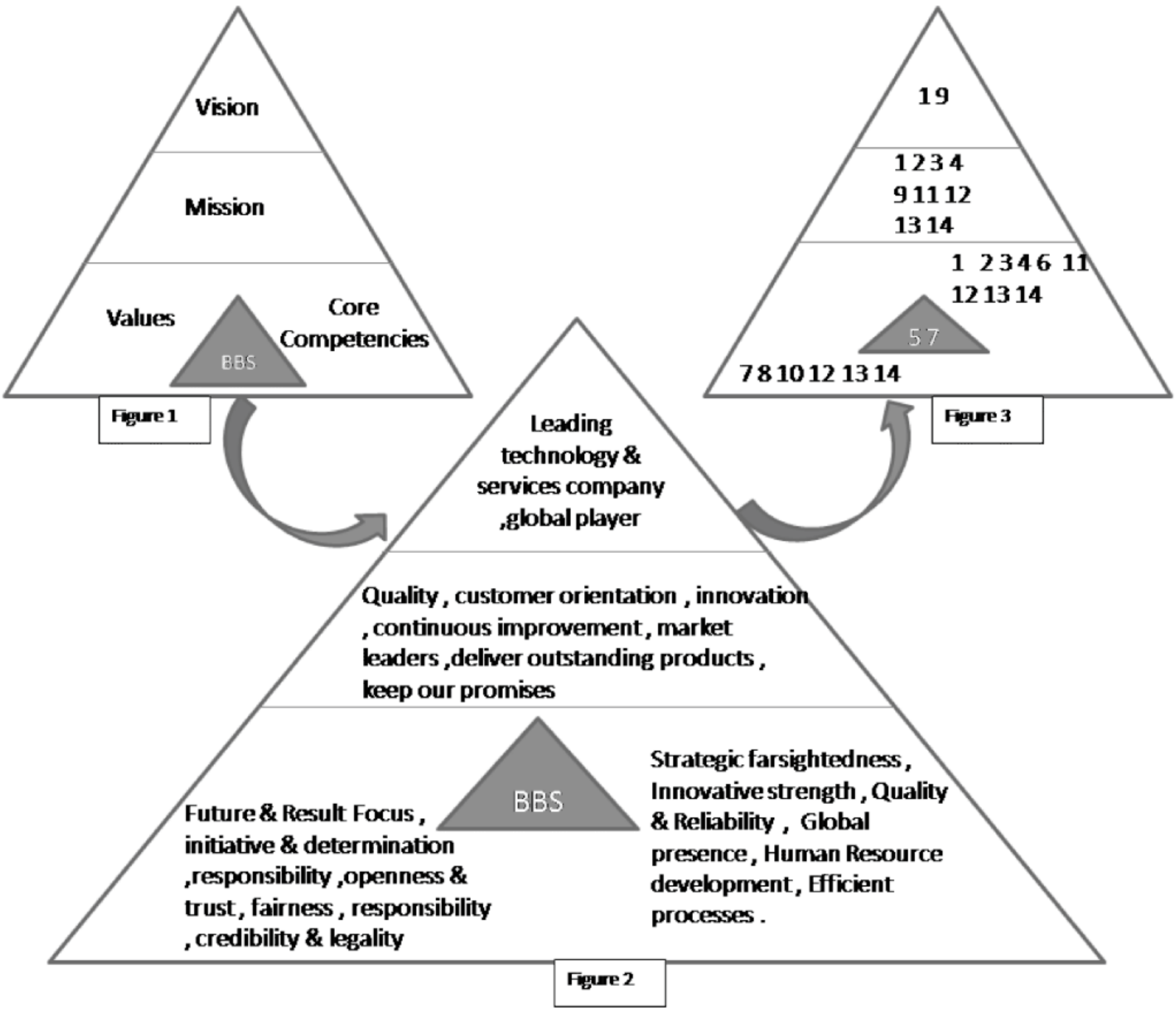


Figure 7 Correlation between Bosch House of Orientation and Dr.Deming's Philosophy

category and group they belonged to.

13. Institute a vigorous program of education and self-improvement for everyone.

Bosch introduced Step Up training (Shop floor transformation excellence program) for all Managerial & Superintending Staff (Engineers and above). There were monthly calendars released and people trained after receiving nominations. Yearly targets were deployed to the training team and trainings conducted were identified in the beginning of the year for each employee.

For employee development there were a lot of platforms at Bosch like Performance Review and Employee Development), Employee development discussion, Career advancement discussion etc , 360 degree feedbacks . In order to assure communication between all levels there were round table conferences and skip level interactions.

14. Put everybody in the company to work to accomplish the transformation..

Initiatives relevant to statistics were the implementation of Q DAS software for SPC and monitoring of all critical characteristics apart from other initiatives .Gauge capability studies were done and improvements were suggested in gauges through the platforms for employee involvement which are mentioned above. The gauge capability study is possible when the least count of the gauge is less than or equal to 10 % of the product specification and Bosch has a stricter criteria for same .

CONCLUSIONS

As shown in above diagram figure 2 is the elaborated format of Bosch House of Orientation and figure 3 shows how 14 principles (stated as numbers) of Dr. Deming are a part of values, core competencies , mission and vision and business system. This illustration completely shows that Bosch House of Orientation which is the reason for Bosch's sustenance is nothing but Dr. Deming's philosophy or 14 principles.

Limitations

1. The study does not cover the points of improvements of the organisation as the focus was on practices related to Dr.Demings 14 points .
2. The conclusions are based on the observations done at one manufacturing location .One sample cannot be the representative of all manufacturing locations .
3. The conclusions are based on the observations from October 2008 to November 2012 during employment and being team member of the team competent people .

Acknowledgement

The paper is written based on the experiences within the organization hence would not have been possible without the knowledge shared by the Plant Heads Mr. Dinakar Murthy Krishna, Mr. Ashok Abraham, the Quality Head Mr. Naveen BV, the Change Management Head Mr. Vinod Venkatesh, the Technical Functions Head Mr. Ramamurthy K, Environmental Management Systems Head Mr. Krishna Prasad K., Human Resource Head Mr. Sudarshan P., Customer Logistics and Planning Head Mr. Purshottam Khandelwal, Purchase Head Mr. Phani Raj ,Finance Head Mr. Sunil Kumar Vaya, Purchase Quality Head Mr. Rajesh Prasad, Manufacturing Heads Mr. Brahmbhatt, Mr. Suraj Dev Singh, Mr. Deepanshu Dubey the Quality Group Heads Mr. Naresh Khandelwal & Mr. Gopalkrishna Udupi ,Mr. Prateek Varshney, Mr. Deepanshu Dubey, the Project Coordinator Mrs. Arti Shandilya, External Consultant Mr. P. V Tantri and the entire Mr.Customers team (Mr. Pawan Kumar, Mr. Punit Singh, Mr. Parivesh Kumar, Mr. Abhishek Joshi, Mr.Gaurav Agarwal , Mr. Vinod Gupta) and Mr. Sudhanshu Dharmadhikari , Mr. Tushar Kulshreshtha, Mr. Harjeet Singh and all Department heads and employees who held the above stated designations from 2010 to 2012.The successors of the above Plant Heads Mr. Basavraju Rajendra and Mr. Kumar Srinivas are also to be thanked .

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Using Kirkpatrick's Model For Training Program Evaluation Of Reaction And Behavioural Levels Of Employees In The Banking Sector

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ABSTRACT

Training and development is a structure for assisting the workforce in advancing in professional and personal skills. Human Resource function generally focuses on the advancement of the employees so as to attain the organizational goals. Training programs are important source for organizations to gain a competitive edge. Employees who undergo adequate and accurate training increase the probability of efficiency in performing work tasks and a value addition with a competitive advantage to the organization. It is binding on training and development experts to plan, implement, and assess the impact of training in improving the organizational performance. There has been a considerable debate among specialists and experts on the impact of the training programs on the employees and the organization. The present study is descriptive in nature and focuses on exploring the trainee's perceptions on the training programs as well as evaluating on the training programs of a leading Bank in Maharashtra in India. The evaluation is carried out using Reaction level (Level 1) and Behaviour level (Level 3) of Kirkpatrick's model with the assistance of surveys and face to face interviews. The results indicate the positive reaction of the participants regarding training and also the application of the training in the workplace.

KEYWORDS

Training, Human resources, Reaction level, Behaviour level, Kirkpatrick model

INTRODUCTION

The Indian banking industry is consistently experiencing change because of the various reforms introduced in the banking industry due to Globalization as also the changes in the Information and Communication technology. Training and Development is the framework for helping the bank employees to develop skills and competencies necessary to enhance the effectiveness for the organization. In the banking sector, there is a requirement for ongoing training of the employees particularly in customer services on operational and behavioural perspectives. Banks have constructed robust competencies in training and development to build abilities across several areas. Employee training in the banking industry is not only an activity which is necessary but also an action that requires organizational assurance for sustaining an efficient staff. Training mainly involves delivering teachings and skills to novices to assist them in reaching the required goal and also to help the existing staff to improvise their on the job performances. It is a key ingredient in the banking sector for organizational performance improvement and ensures that randomness is reduced, and the learning takes place in a structured format. Individuals within several occupations particularly in the banking industry consider training and development equivalent to professional expansion. The present study aims at understanding the effect of training programs on the employees working in leading Bank in Maharashtra in India.

LITERATURE REVIEW

Various authors have given various definitions on training and development. Training in a general sense refers to providing the workforce with the skills and knowledge which will ultimately result in financial gain for the organization. As per Flippo (1971), "Training is the demonstration of expanding the information and abilities of a worker performing a specific task. Armstrong (1988) has characterized training as improvement in the ability to perform the given task satisfactorily. As per Saiyadain (1988), training aims at improving the performance of the current staff to meet the future needs of the organization. According to Mumford (1995), training incorporates the obtaining of abilities and learnings and is operative when individuals exhibit certain learning which they were not aware or knowledgeable of before or potentially when they accomplish which they could not previously achieve. Black (1961) characterizes training as conferring work information to the staff for them to carry out instructions efficiently, proficiently and accommodatingly. As per Bienvenu (1969), training is teaching an aptitude or task or capability which includes methods for creating and broadening characteristics which will be progressively relevant to acceptable work performance. Laird (1978) describes training as an experience, an order, or a routine which makes individuals procure new, prearranged practices. Kllatt, Murdick and Schuster (1985) states training as a systematic method for adjusting conduct to set up staff for work or to improve the workers on the job performance. Garavan, Heraty, and Barnicle (1999) describe training as a progressing, deep rooted venture that might not generally be arranged or even purposeful but is considered to be an integral part of human resource management. Training and Development are therefore arranged learning activities which illustrates workers how to accomplish their present or future tasks successfully.

Evaluation essentially means the demonstration of refereeing whether the activity to be surveyed is useful regarding conventional standards or not. Vedung (1997) expresses the importance of evaluation by stating evaluation as a vigilant reviewing of the quality and the worth of management, results as well as the government intrusions which are crucial for upcoming real-world circumstances and conditions. Assessment in training and development involves the evaluation of the viability of the different training programs. This appraisal takes place by gathering information on the level of satisfaction of the participants regarding the training program thus keeping a check on whether the training undertaken has had a positive effect on the participants as well as the organization as a whole. According to Feldman, (1990) for conductive an active evaluation there is a dire need to measure both the trainee as well as the trainer. Ogunu (2002) analysed training with the end goal of determining its relevance, adequacy, and effectiveness. The study indicated that the training programs did contribute in increasing the on the job effectiveness. Blanchard (2000) examined training evaluation for various programs in Canada through a review. The review information showed that only about one-fifth of the Canadians associations assessed their training as per recommendations and norms. According to Tyler (1942), evaluation is determining whether objectives has been achieved or not which involves comparing the initial program outputs with the actual or real outputs. Srivastava (2001) conducted as an example a study to evaluate the effectiveness of various training programs conducted by the Tata steel Shavak Nanavati Training Institute (SNTI), India. Evaluation was based on various criteria such as satisfaction level, the reaction of the participants as well the behavioural and performance changes as perceived by the participants and their superiors.

Objective

- To study the effectiveness of the current training and development programs prevailing in the Bank.
- To associate the employee's demographic factors like age, gender, designation, educational qualification, work experience and employee perception of training.
- To evaluate the effect of training on the behaviour of the employees of the Bank.

Methodology

- A comprehensive survey was conducted to collect over 100 responses from the employees of the Bank Zonal Office, Mumbai.
- Random sampling was used as it is less expensive and less time consuming as compared to the other sampling techniques.
- The data has been collected through interviews, focus group discussions and a structured questionnaire from the employees of Bank.
- The respondents are categorized according to: Age, Gender, Educational qualification, Designation, Work Experience, Post training groups

Kirkpatrick model for training evaluation

There is a great variety in evaluation models and techniques proposed. Some of the famous models of training evaluation are CIPP Evaluation model by Stufflebeam (1960), CIRO approach by Warr, Bird and Rackson (1970), Philip's Evaluation approach (1996), Kaufman's five -level evaluation (1992), Kirkpatrick Model (1959). The Kirkpatrick model was found suitable for the present study and therefore has been used for evaluating the effectiveness of the training programs of the Bank.

According to Medsker and Roberts (1992) Kirkpatrick's (1959) model of evaluation is referred to in most of the training and development related discussions. Kirkpatrick's four-level model, referred to as "stages, criteria, types, categories of measures, and most commonly, levels of evaluation" have improved and advanced during the course of time and includes different methods to training and development. Kirkpatrick presented a 4-level training evaluation model consisting of: Level 1 – Reaction; Level 2 – Learning; Level 3 – Behaviour; Level 4 – Results.

Kirkpatrick (1959) suggests that these levels are projected for ensuring the importance of the impacts of training on an organization. Another reason for the characterization is to help in assessing the structure and execution of preparing for constant improvement. The Kirkpatrick Model (1959) is the most popular model for assessing the outputs of training and development programs. Borate and Gopalkrishna (2014) conducted a study to assess the viability of a training program in quality division at a global organization using Kirkpatrick model for the same using a questionnaire to collect survey data of 330 employees. Findings of paired sample t-test indicated that the training program was effective for the employees. The present study focuses on Level 1 – Reaction level and Level 3 – Behaviour Level of the Kirkpatrick Model.

Reaction Level

Reaction level comprises of evaluating a training program based on the employee's perspectives and views regarding the program so as to gauge the motivational level of the employees. Allen and Tynan (2000) directed a study for analysing the effect of training programs which is depended upon the employee's confidence in handling hostile customers. The study measured participants' perception of their confidence at Level 1 in Kirkpatrick's model using the Confidence in Coping with Patient Aggression Instrument. Reactive Evaluation questionnaires were used, results showed that post training the participants could handle the challenging behaviour and could apply the reactive strategies confidently. Chatterton (1998) conducted a research for training twelve employees in a day workshop to improvise on their communication skills, results indicate that the staff increased their use of nonverbal communication, responded more quickly to resident communication, and engaged in longer interactions.

Applying the Kirkpatrick's Level 1 – Reaction Evaluation in this study

The questionnaire filled by the employees post their training session, has found that the content of training programs conducted was extremely effective and useful for all the respondents. The training instructors used a combination of different methods, thus utilizing most of the training methods available. According to the respondents, the training program was extremely participative and interactive. In addition to that the trainers were highly qualified and had good delivery skills. The program was extremely collaborative and people from different locations and age groups were present for the session. Overall, the training program was an amazing learning experience for the participants however there were certain weaknesses. One of the major weakness experienced was that while the content of the program was good, there was very limited time hence, it was difficult to complete the course on time. Another weakness observed was of the reading materials. The reading material provided was not up to the mark and did not cover the entire syllabus. Also, some of the respondents did not receive the reading materials. A detailed statistical interpretation of the two training programs is provided below:

1. Front Line development program

According to the findings, the distribution of gender was higher for males (58 i.e. 56%) in comparison to the female respondents (44 i.e.

44%) out of the total 102 respondents. In general, all the respondents agreed that the speakers during their training program had effectively delivered their training and had positive comments regarding the delivery and teaching methods of the speakers. Regarding the training environment, the findings in Table 1 show that the mean scores to the Classroom facilities, food and hygiene were rated effectively (i.e. 3 on the 5- point Likert scale), which recommended that the employees were pleased with the course content. Regarding the course evaluation, the respondents were satisfied with the course gaining a decent aggregate rating of 3 on the 5-point Likert scale. However, there were certain additional comments regarding the course evaluation suggesting some improvements in the course content. The same goes for the relevancy to the job profile. The respondents again rated the relevancy and the practicality of the training provided with an average score of 3 out of the 5-point Likert scale suggesting the satisfactory relevancy. However, the respondents were not satisfied with the reading materials provided to them and hence gave a low average rating of 2 out of the 5-point Likert scale. Similarly, the respondents were dissatisfied with the training duration giving it an average score of 1 out of the 5-point Likert scale followed by quite a few remarks suggesting the increase in the number of training days.

2. Sub-staff development program

According to the findings the distribution of gender was much higher for males (80 i.e. 80%) in comparison to the female respondents (20 i.e. 20%) out of the total 100 respondents. In general, all the respondents agreed that the speakers during their training program had effectively delivered their training and had positive comments regarding the delivery and teaching methods of the speakers. However, few did mention about

Table 1: Reaction of participants towards the Front-line development program

Sr No.	Criteria		Average rating out of 5*	Remarks
1	Course Structure	Relevancy to the job profile	3.41	The course content should be more detailed and there is a satisfactory response regarding the relevancy and the practicality of the course.
		Practical coverage	3.31	
		Course evaluation	3.18	
		Adequacy	3.01	
2	General Administration	Training Environment	3.36	The overall training environment is quite decent. Reading materials provided are however not satisfactory.
		Classroom facilities	3.47	
		Food quality, hygiene	3.06	
		Reading materials provided	2.01	
3	Duration of the program	Training Duration	1.95	Increase in the number of days for the training programs as the number of days are not sufficient for the detailed coverage of the portion. There are also multiple requests for increasing the frequency of the training program.

*1 is poor and 5 is excellent

Table 2: Reaction of participants towards the Sub staff development program

Sr. No.	Criteria		Average rating out of 5*
1	Course Structure	Relevancy to the job profile	3.43
		Practical coverage	3.39
		Course evaluation	3.09
		Adequacy	2.98
2	General Administration	Training Environment	3.37
		Classroom facilities	3.37
		Food quality, hygiene	3.09
		Reading materials provided	2.04
3	Duration of the program	Training Duration	1.96

*1 is poor and 5 is excellent

some improvements in the delivery methods. Regarding the training environment, the findings in Table 2 show that the mean scores to the Classroom facilities, food and hygiene were rated effectively (i.e. 3 on the 5-point Likert scale), suggesting that the respondents were satisfied with the training environment. Regarding the course evaluation, the respondents were satisfied with the course gaining a decent average rating of 3.09 on the 5-point Likert scale. The same goes for the relevancy to the job profile. The respondents again rated the relevancy and the practicality of the training provided with an average score of 3 out of the 5-point Likert scale suggesting the satisfactory relevancy. However, the respondents were not satisfied with the reading materials provided to them and hence gave a low average rating of 2.04 out of the 5-point Likert scale. Similarly, the respondents were dissatisfied with the training duration giving it an average score of 1.96 out of the 5-point Likert scale followed by quite a few remarks suggesting the increase in the number of training days.

Behavioural Level

Behaviour level is the third level of training evaluation. It comprises of the trainees' ability to practically implement the knowledge or the skills gained during the training on the job. Dobson, Upadhyaya & Stanley 2002) conducted a study for enhancing the relationship mainly through effective communication, between the employee and the customers with intellectual disability. The study included the assessment of the training program which consisted of an employee communicating with a customer for each employee trained in a video-recording format. Analysis of the video was done for the amount of language used and the type of interaction acts involved (Level 3). Data collection was as soon as training was over in an immediate effect and again 6 months after the training. The verbal communication of the staff with the clients improved and also the number of words and exclamations used increased. These changes, however, were not constant when measured 6 months after the training. Purcell, MacConkey, & Morris (2000) conducted a research on a training session of two days in order to train a total of 24 employees to improve their communication with one selected resident for each staff member through the examination and study of the videos containing the interaction between the staff and the residents. However, there were no significant changes in staff behaviour. There was some increased responsiveness from staff and the clients became more active communicators.

Applying Kirkpatrick's Level 3 – Learning Evaluation in the present organization Based on the personal interviews conducted, the findings showed that the participants were confident about applying the knowledge, skills and abilities learned during the training sessions practically on the job. Taking the example of an employee who was shifted from one branch to the head office after getting the IRDA training. The participant displayed enthusiasm moving to the new branch in order to challenge self in a different environment.

The IRDA training provided and the support and assistance received from the supervisor made them more confident in speed adaption to the new environment.

Talking about the content provided in the course and what they found the least or the most helpful, the participants on an average feel that they were required to understand the business of the departments under their purview. The training provided to them helped in gaining insights into the role and a clearer understanding of the functions of each department. Therefore, the participants were able to link and relate to the KSAs learned in their training to the job requirement. Another example of a participants who served the bank for more than 25 years; the participant agrees on the benefits gained due to the training which covered all the latest issues which are faced by banks and which specifically affects the banking roles. The employee further commented that there were advancements in the course over the period of time however the employee was of the opinion that providing more focus on the role as a manager responsible for the department would have been more beneficial. There were also mentions about the challenges faced by the participants in completing the Learner Development Plan as the courses covered generic topics and some of participants were finding it difficult to relate it to specific tasks. Another Participant who has about 9 years of experience in the bank explained how the training provided them with a broader view point and expanded their area of work as well. Finally, participant Z, who is a Senior Executive and has joined the bank eleven years ago, responded on how the course provided them with a broader viewpoint of other than his own areas of work. The employee stated an example about how the course provided a clarity of role which involved exercising oversight over the payment system.

Based on the findings it was confirmed that the training provided by Bank was received positively by the participants and that they could apply the training at the workplace.

Limitations

The measurement in the behavioural level is not necessarily a reflection of what the trainees learned in the training. It can also be the reluctance of the participants to gain knowledge or apply it on the job.

·Measuring the effectiveness of training using Reaction level can be superficial as it only takes in to account the trainee's perspective of their experience during the training.

CONCLUSION

Thus, the evaluation based on the Level 1 – Reaction level and Level 2- Behavioural level of the Kirkpatrick model clearly explains how training develops and apprises the employee's skills to improve their on the job performance and hence renders beneficial to evaluate the effect of training. The evaluation at the Reaction level should be carried out in a more wide-ranging and comprehensive manner so as to cover all the factors affecting training. Also, in order to carry out the behavioural level of evaluation is imperative for to maintain regular reinforcement which could be time consuming but would also help in providing an in depth analysis for improving on the training experience as well as effect of training on an individual and therefore on the organization as a whole.

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Segment-3

Academic leadership paradigm in Higher Education in India - Competency Profile Perspectives

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ABSTRACT

In India, higher education institutions and universities are undergoing a phenomenal change driven by diverse array of stakeholders locally and internationally. It is crucial to have leaders that can think strategically and have realistic vision of future education.

Traditionally, persons who hold leadership positions in higher education institutes and universities are teachers or Sr. professionals of academics. They are promoted/selected among those academicians who are not having clear understanding of their new and emerging roles at these institutions and universities of future education. These academic leaders need to be better equipped with their leadership roles as, unlike their counterpart in the corporate sector and administrative services. Higher Institution of learning should take a lesson from the corporate sector where they have shifted from 'selection of the fittest' to a 'development of the fittest' (McCall, 1998).

To address this dire situation, a systematic leadership development program is imperative to ensure effective academic leadership in higher education institutions and research universities. Leadership for Academicians Programme (LEAP) of Govt. of India has been a good initiative especially for those aspiring academic leaders who wishes to create world-class academic & research institutes/universities which is a need of the day.

This paper is focuses to evolve an academic leadership development competency profile at professional and personal level for excellence in the performance of higher education institution in India.

KEYWORDS

Academic Leadership, LEAP, Academicians, Competency profile, Higher Education, Universities Leadership

INTRODUCTION

The demands of competent higher education leaders are greater today than they have ever been. As an institute leader one requires to demonstrate multitasking abilities/competencies associated with administrators, managers and great leaders of world of work. World class institutes/universities have autonomy and are not restricted by bureaucracies thereby enabling them to manage their resources with agility in response to a fast-changing global market of world of work. Good leader must possess strong strategic visioning ability of where the institution is going, a philosophy of success and excellence, a culture of constant reflection, organizational learning, innovations and change management on a granular landscape of educational needs at local, national and global level. These requirements cannot be achieved immediately by academic leaders but requires years to cultivate says Professor Philip G. Altbach, Director of the Centre for International Higher Education at Boston College, and a co-author of the new World Bank report.

In some instances, newly appointed academic leaders, Directors or Vice Chancellors need to start from scratch by creating a strategic vision specific to the institute/university. In other instances, the task may be to re-shape & shape a vision around a unique approach to establish a track record of excellence. In all cases, leadership play an important role.

Leadership and management in educational setup proposed as two different elements Academic Governance & Individuals' Roles of influence the work culture in the institute. (Marshall et al., 2011, Ramsden, 1998)

India's educational transformation plan in the form of National Policy on Education (NPE) is at the door step, embarking to become a developed nation by 2030. To realize this ambition, MHRD,

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Govt. of India started Leadership for Academicians Programme (LEAP) for the future inspiring academic leaders. As many as 14 national level institutes are identified for this training programme initiative. The selected/nominated academic leaders are primarily exposed on different institutional aspects Governance (administration and management), Leadership, Faculty & student talent, Teaching-learning innovations, and Research and Development to ensure sustained rejuvenation of quality engineering education.

Accordingly, a robust competency profile framework is a need of the hour which will be a model for future leadership trainings such as LEAP.

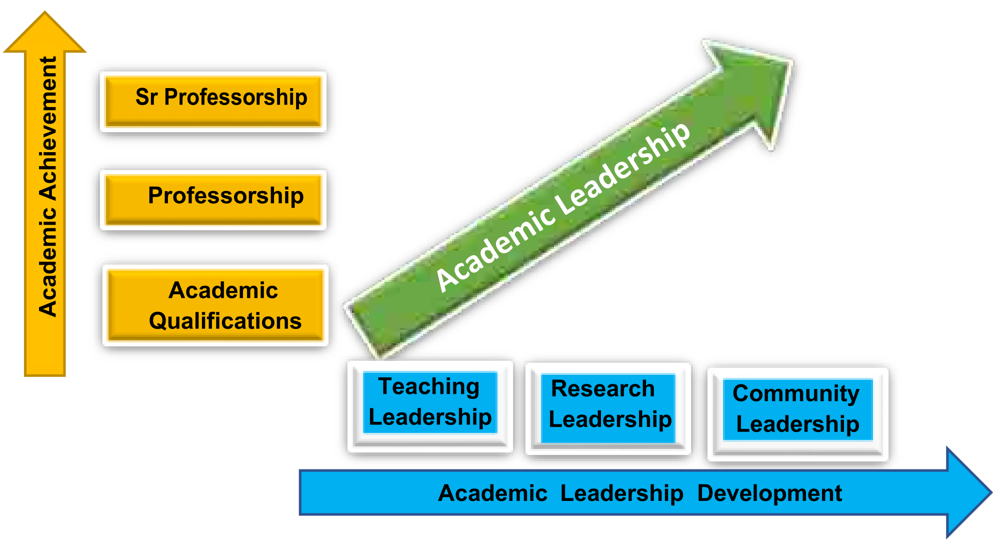
Leadership in academics

Leadership is essential in each organization including education, but the concept of present academic leadership uniquely different than traditional academic leadership as the latter is associated with individual whims and fancies in terms of traits, characteristics and behaviours (Avolio et al., 2004) whilst the former is concerned with leadership that transcends beyond the institutional framework into the wider world that higher education institutions seek to serve.

Traditional Leadership roles e.g. Vice-Chancellor, Pro-Vice Chancellor, Directors, Deans or Heads in academic institutions have several issues as these positions are on honorary kind as "first among equals" to a senior professor (Davies, Hides, & Casey, 2001). Conventionally, academic leaders act as manager or administrator on daily basis—managing budgets, dealing with personnel matters, scheduling courses, putting in place to-do lists and it's all focused on what we are going to do right now etc. However, emerging academic leadership is tactical and logistical decisions that determine the specific accomplishment of the education and research missions. This also involve strategic and tactical decisions specific to the nature of educational institutions (Mobus, G., 2010).

Aside from the above nuanced challenge of the traditional structural legacy of academic leadership, now it a time to work differently as emerging leaders in academics. The emerging Academic Leadership is focused on where we are going— what new future possibilities do we want to pursue? and getting people excited about these new possibilities. This kind of leadership is about altering what people think is possible and appropriate. It is somewhat "lead by not leading." In other words, not to impose your ideas on others but be a catalyst for improvement by creating an environment where everyone's contributions in the institute are recognized appropriately.

Moore, R. M. & Diamond, M.A. (2000) defined that academic leaders exercise their leadership within settings that have markedly different institutional purposes, cultures and expectations thereby, the styles of effective academic leadership are diverse, not tightly and linearly patterned.



Segment-3

Today's academic Leadership expected to contribute in:

- Lead and manage change
- Build consensus and promote collaboration
- secure projects and funds
- Promote faculty development and capacity building
- Setup of academic priorities
- Implement Pedagogy
- Conflict management etc.

Peter Senge (1999) summed up that leaders who aspire to lead change initiatives must first be visionary as vision leads to systemic structure that determines patterns of behaviour and ultimately directs events.

Considering various aspects and research associated with academic leadership, the true sense academic leadership is a combination of Academic achievements (Y) and Academic leadership development (X).

Academic Leadership Qualities

Typically, university teachers are expected to teach, conduct research, publish, provide consultancy services, serve the community and contribute towards the generation of new knowledge etc. that is considered as their core businesses (Bajunid, 2008). Academic leadership can be divided into three primary types: academics, research & innovations and administration.

Moore & Diamond (2000) suggested that academic leaders focus in 4 areas to maintain momentum and sustainability of their institutional transformation plan. These include:

- **Structure** (culture, organization, governance, policies, people management practices, budgeting and resource allocation systems)
- **Communications** (formal and informal, internal and external communications in facilitating and empowering institutional change)
- **Accountability** (assessment and measurement systems used as instruments to formulate strategy and to promote continuous improvement and organizational learning)
- **Renewal** (continuous improvement based on externally driven assessments, and periodic re-examination of the relevance of the academic unit's mission and distinctive capabilities)

Watt, W. M (2009) acknowledged that to be effective, academic leaders should demonstrate **10 characteristics** namely: ability to follow procedures and adhere to policies, risk takers, committed, proactive, conflict resolving expert, transparent but compassionate, active listener, loves people and possess positive attitude.

Black, Groombridge & Jones (2011) identified as many as 40 leadership traits, micro at level tasks, for academic institutional leadership.

The National University of Malaysia, in its transformation plan stated that to be good academic leaders, all its employees must have 5 values comprising of: transparency, collegiality, innovativeness, accountability and merit. Currently, a study has been undertaken to list, enhance and define the leadership qualities requires of its current and future leaders,

Unfortunately, no institute/university in India have articulated the competencies of leadership that academia must possess to be an excellent leader. However, LEAP-MHRD has been started for developing Leadership abilities/ competencies in the Academicians. As many as 14 institutions across the India are identified to impart academic leadership training of about three weeks on both at domestic and international landscape of institutional/university functioning.

These trainings on academic leadership embraces a transformational perspective in which academicians interact together with experienced leaders of varied field, educators, and the broader expertise to achieve an inclusive vision of education development.

Developing Academic Leaders

Leaders are made not born, although some qualities of effective leaders are innate or acquired through intensive training. However, a mixed mode of class room leadership training that is complemented by developmental experiences (Hill, L. 2005) has the greatest impact, as they are linked to a person's on-going work and provides an integrated set of learning experiences.

Activities like coaching, mentoring, action learning (Palus & Horth, 2003) and 360-degree feedback are increasingly used to support leadership talent development (Hernez-Broome, G. & Hughes, R. L., 2004).

Ramsden (1998) views knowledge-sharing and inspirational approaches to leadership as a solution: "We need new ways of inspiring academicians to work both independently and collaboratively; and new ways to help them through change" by focusing on building "more effective leadership".

In Indian context, now there is a need to evolve a Leadership Development Model based on Academic Leadership Competency profile considering institutional/university Capabilities framework. The Leadership competency profile: Research Study When researching the academic Leadership aspects, a Multi Competency Profile (MCF) questionnaire is used. This questionnaire consists functional and personal competencies of leadership. The competency profile is somewhat a list of broader competencies presumed to be necessary and important for an academic leader. During LEAP training interactions and critical **literature reviewed** on the aspects of academic leadership, a probable list of competencies is listed and the same is used for evolving a final competency profile of academic leaders training.

- Build Capacity and Capability - Faculty development
- Build teams and Support system
- Design strategic planning-Visioning the future
- Enhance collaboration and out-reach with stakeholders
- Ensure accountability and desired results
- Establish clear expectations and monitor progress
- Keep on changing Goals and expectations
- Maintain Status-Quo in Institute
- Secure/Manage resources, funds & Processes
- Address challenges and opportunities effectively
- Communicate and share information effectively
- Demonstrate ethics and professionalism- Role model
- Discourage Delegation of Authority
- Empower to take risk with mitigation in place
- Maintain own privacy
- Make decision as per Peers & Colleagues
- Manage EQ, IQ, Social Q
- Manage Politicians and Press/Media
- Stop organizational politics
- Take initiatives when circumstances are favourable

Assumptions

- Senior academician are the right persons to agree upon on competency profile of an academic leaders
- Students of PG programmes may contribute on academic leadership at institute level.

Objectives

The basic purpose of this study is to record and validate the perception of academician and PG students on leadership w.r.t essential competencies expected as Head of the institute /university.

Methodology & Instrumentation

A Multi Competency Profile (MCF) questionnaire and consensus method was used to finalize the Leadership Competency Profile. To protect the confidentiality of academicians and students, no one other than the researcher had been collected via surveys

Limitations The academicians may be biased to give opinion about their future role(s) as academic leader.

- Sample size is small
- Everyone may not have a clear understanding of the academic leadership.
- Personal biasness and perception may change the opinion.
- Research carried out in a single setting.
- The questionnaire/tool produces similar results when administered to various individuals.

Sample Size

To take up the study a total 56 target group consisting 26 LEAP trained academic leaders/professor of minimum 15 years' experience and 30 students- pass outs of PG

Engineering programme are considered. In this study, a critical review and opinion used to determine personal and functional competencies profile academic leaders in India

A questionnaire on Google form was designed and administered on four criteria Highly Essential, Essential, Not essential and No idea, and on Rank order of each competency. Data generated from completed questionnaires were extracted by Excel. The main statistics used are measurements of central tendency, mean, mode, and percentage frequency.

N=56. 44 responded completed and returned the questionnaire and determined the importance of each competency. The response rate was 78.57%. 19 academicians (73%) and 25 students (83.3%). Chi-square test is inappropriate when sample size is small, or table size is large

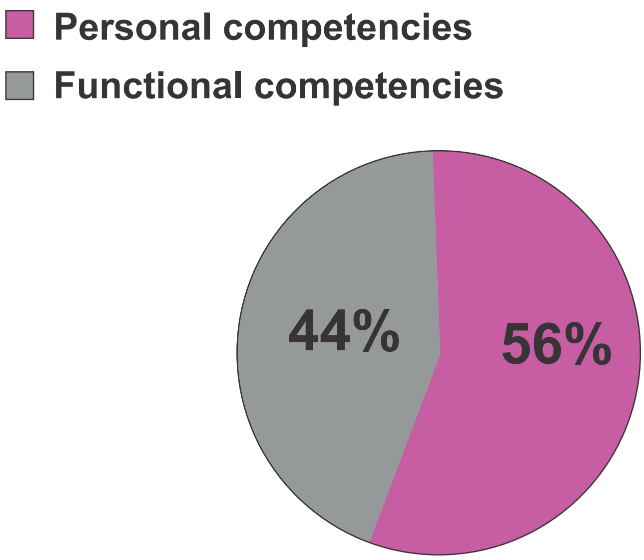
Study Outcomes and Discussions

According to the analysis over 95% academicians and students agreed with **9** competencies as highly essential and **7** competencies as essential in the competency profile

following 09 competencies are rated as highly essential by Academicians

- Design strategic planning-Visioning the future - F
- Manage resources, Funds & Processes-F
- Manage EQ, IQ, Social Q -P
- Address challenges and opportunities effectively -P
- Communicate and share information effectively -P
- Empower to take risk with mitigation in place - P
- Ensure accountability and desired results -F
- Demonstrate ethics and professionalism- Role model -P
- Establish clear expectations and monitor progress-F
- **As per analysis following 07 competencies are rated as essential by Academicians**
- Establish clear expectations and monitor progress- F
- Build teams and Support system -F
- Enhance collaboration and out-reach with stakeholders -F
- Build Capacity and Capability - Faculty development -F
- Take initiatives when circumstances are favourable -P
- Stop organizational politics -P
- Make decision as per Peers & Colleagues-P

The above outcomes are matched with the ranking of Competencies by both Academicians and Students.

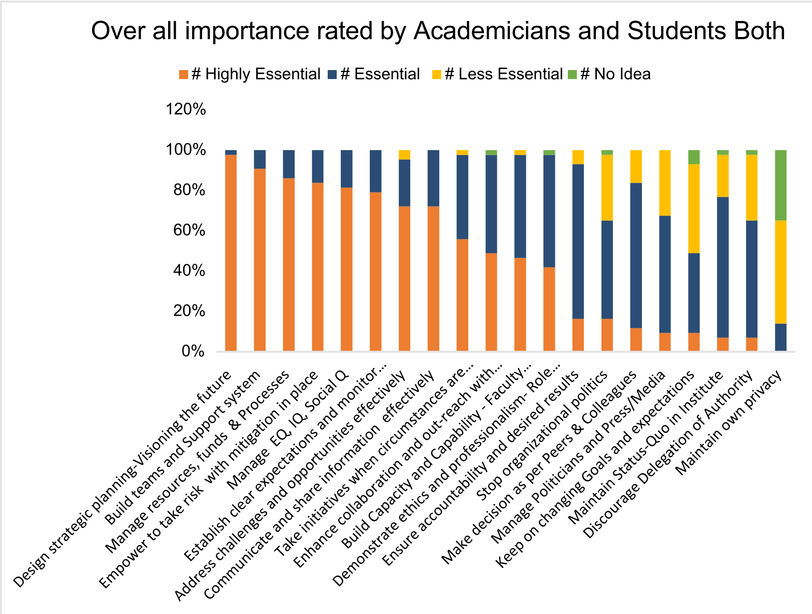


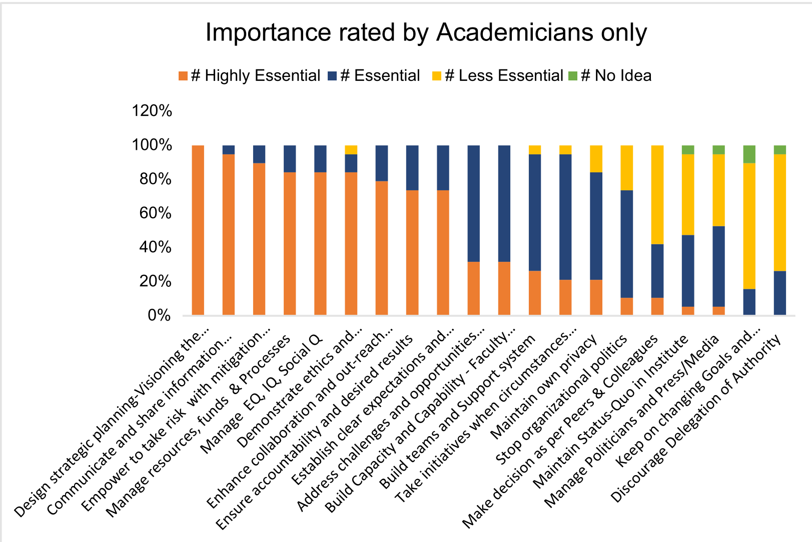
The remaining four competencies are on not essential or No idea.

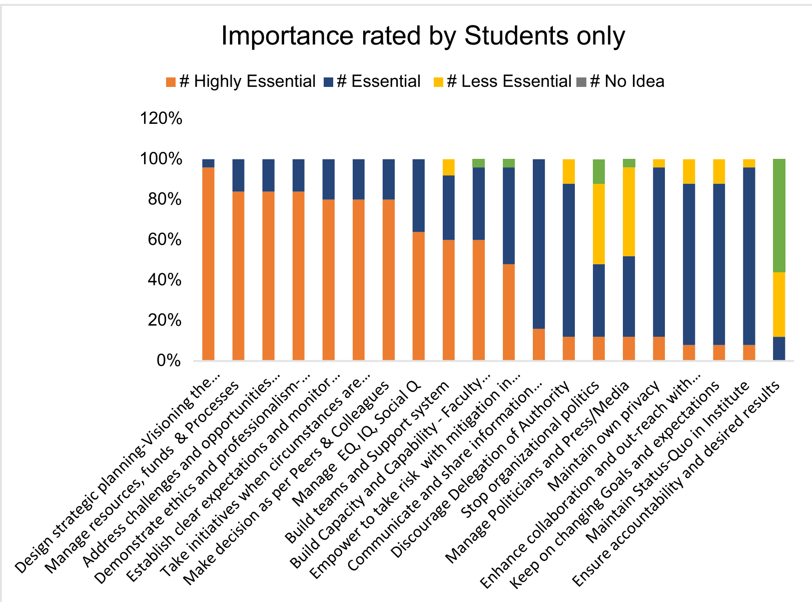
- Keep on changing Goals and expectations F
- Maintain own privacy P
- Maintain Status-Quo in Institute F
- Discourage Delegation of Authority P

The only Competency "Stop organizational politics -P" is at mixed and may be because of clarity about this

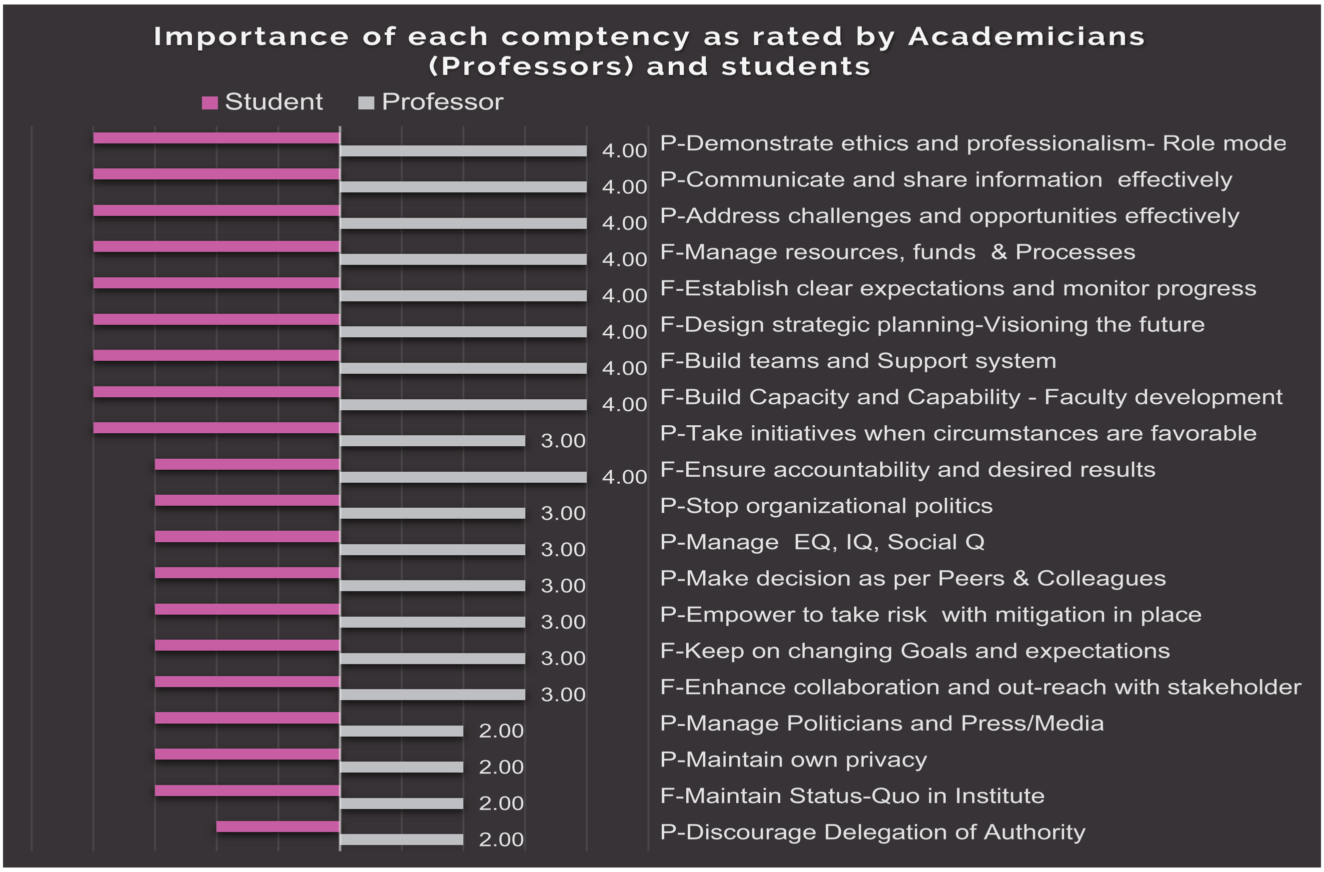
From the above it is evident that out of 20 competencies, only 9 (45%) competencies are Highly Essential and 7 (35%) are Essential and 4


Over all importance rated by Academicians and Students Both
Highly Essential
Essential
Less Essential
No Idea
120%
100%
80%
60%
40%
20%
0%
Design strategic planning-Visioning the future
Build teams and Support system
Manage resources, funds & Processes
Empower to take risk with mitigation in place
Manage EQ, IQ, Social Q
Establish clear expectations and monitor...
Address challenges and opportunities effectively
Communicate and share information effectively
Take initiatives when circumstances are...
Enhance collaboration and out-reach with...
Build Capacity and Capability - Faculty...
Demonstrate ethics and professionalism- Role...
Ensure accountability and desired results
Stop organizational politics
Make decision as per Peers & Colleagues
Manage Politicians and Press/Media
Keep on changing Goals and expectations
Maintain Status-Quo in Institute
Discourage Delegation of Authority
Maintain own privacy


Importance rated by Academicians only
Highly Essential
Essential
Less Essential
No Idea
120%
100%
80%
60%
40%
20%
0%
Design strategic planning-Visioning the...
Communicate and share information...
Empower to take risk with mitigation...
Manage resources, funds & Processes
Manage EQ, IQ, Social Q
Demonstrate ethics and...
Enhance collaboration and out-reach...
Ensure accountability and desired results
Establish clear expectations and...
Address challenges and opportunities...
Build Capacity and Capability - Faculty...
Build teams and Support system
Take initiatives when circumstances...
Maintain own privacy
Stop organizational politics
Make decision as per Peers & Colleagues
Maintain Status-Quo in Institute
Manage Politicians and Press/Media
Keep on changing Goals and...
Discourage Delegation of Authority


Importance rated by Students only
Highly Essential
Essential
Less Essential
No Idea
120%
100%
80%
60%
40%
20%
0%
Design strategic planning-Visioning the...
Manage resources, funds & Processes
Address challenges and opportunities...
Demonstrate ethics and professionalism-...
Establish clear expectations and monitor...
Take initiatives when circumstances are...
Make decision as per Peers & Colleagues
Manage EQ, IQ, Social Q
Build teams and Support system
Build Capacity and Capability - Faculty...
Empower to take risk with mitigation in...
Communicate and share information...
Discourage Delegation of Authority
Stop organizational politics
Manage Politicians and Press/Media
Maintain own privacy
Enhance collaboration and out-reach with...
Keep on changing Goals and expectations
Maintain Status-Quo in Institute
Ensure accountability and desired results

Academic Leaders Competency	**Rank order "Highly Essential" to "No Idea"**	**Classification Professional/ Personal**
Design strategic planning-Visioning the future	1	F
Address challenges and opportunities effectively	2	P
Communicate and share information effectively	3	P
Demonstrate ethics and professionalism- Role model	4	P
Build teams and Support system	5	F
Manage resources, funds & Processes	6	F
Establish clear expectations and monitor progress	7	F
Build Capacity and Capability - Faculty development	8	F
Manage EQ, IQ, Social Q	9	P
Ensure accountability and desired results	10	F
Empower to take risk with mitigation in place	11	P
Enhance collaboration and out-reach with stakeholders	12	F
Take initiatives when circumstances are favourable	13	P
Make decision as per Peers & Colleagues	14	P
Manage Politicians and Press/Media	15	P
Keep on changing Goals and expectations	16	F
Maintain own privacy	17	P
Maintain Status-Quo in Institute	18	F
Stop organizational politics	19	P
Discourage Delegation of Authority	20	P



(20%) are not essential. Hence this competency profile is tending towards functional leadership instead of administration.

CONCLUSION

Academic Leadership is distinct to other leadership frameworks such as politics and business. The agreement of 80% weightage (16 competencies out of 20 competencies) profile of professional and personal level for academic leaders in Indian Institute and University is well recognized by the experience academicians and Students of PG level. Utilizing this competency profile in future LEAP similar training will enhance the qualitative aspect of academic leadership development among aspiring academicians.

The standard deviation, Median and Mode on responses are given below

Competency statement	Mean	Median	Mode	STD Dev
Design strategic planning-Visioning the future	1.02	1.00	1.00	0.15
Build teams and Support system	1.24	1.00	1.00	0.56
Manage resources, funds & Processes	1.21	1.00	1.00	0.45
Empower to take risk with mitigation in place	1.52	2.00	2.00	0.61
Manage EQ, IQ, Social Q	1.07	1.00	1.00	0.29
Establish clear expectations and monitor progress	1.10	1.00	1.00	0.35
Address challenges and opportunities effectively	1.16	1.00	1.00	0.41
Communicate and share information effectively	1.46	2.00	2.00	0.54
Take initiatives when circumstances are favourable	1.14	1.00	1.00	0.39
Enhance collaboration and out-reach with stakeholders	1.84	2.00	2.00	0.47
Build Capacity and Capability - Faculty development	1.12	1.00	1.00	0.37
Demonstrate ethics and professionalism- Role model	1.45	2.00	2.00	0.62
Ensure accountability and desired results	1.37	1.00	1.00	0.54
Stop organizational politics	1.97	2.00	2.00	0.53
Make decision as per Peers & Colleagues	2.14	2.00	2.00	0.60
Manage Politicians and Press/Media	2.35	3.00	3.00	0.76
Keep on changing Goals and expectations	3.13	3.00	3.00	0.67
Maintain Status-Quo in Institute	2.11	2.00	2.00	0.58
Discourage Delegation of Authority	2.07	2.00	2.00	0.73
Maintain own privacy	2.21	2.00	2.00	0.63

Acknowledgment

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A Case Study

Education and Training for Potential Bankers from Namibia: A New Strategy

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INTRODUCTION

There are two types of course, one for Education for students and the one is Training for professionals. Generally, a separate course is designed and conducted for Education for students and Training for professionals. But, it becomes a challenging task when a trainer is asked to design and conduct a course involving both components, education to get the students educated first to achieve a minimum level of academic standard and, thereafter, to make them professional through training them for performing a specified job in the identified organization immediately after the course. It was felt that, no professional training can be granted unless the level of education of trainees is fairly of reasonable level . It was also felt that much of Banking could be understood while working in the bank and not certainly in the class room alone. Thus, a mix of both components .i.e. education and training involving class room training and practical training while working in the bank), was considered. In this regard, the author has certain interesting experience to share while handling such task He designed and conducted the course on education and training together for a group of students from Namibia, on its Independence. This course was sponsored by the Commonwealth Secretariat, London which seems to be innovative considering the tasks assigned namely, to raise the level of education of the students almost closer to a degree in Commerce in the first instance and, thereafter, to impart professional training to enable them to work as an officer in Bank of Namibia, the first domestic bank set up in the country, In this article, it is attempted to share the author's unique experience by way of a case study for the benefit of trainers at large. The case discusses background, objectives, methodology, conduct and outcome of the course.

BACKGROUND

NIBM was established in 1969 by the Reserve Bank of India (RBI), in consultation with the Government of India (GOI), as an autonomous apex institution for research, training, education and consultancy in Banking and Finance. Its mandate is to train managers and executives in banks to make their organizations competitive both in domestic and international market by providing inter-disciplinary modules of theory and practical learning for problem-solving independently. Besides domestic bankers, the Institute is also known for training bankers in the neighboring countries. Therefore, international development agencies regularly avail of the services of NIBM for imparting training to bankers in Asian and African countries. One such training initiative was sponsored by the Commonwealth Secretariat, London to design and conduct a long duration course for the students of Namibia for equipping them with necessary knowledge and skills so as to enable the students to join Bank of Namibia on its completion. The course was conducted for ten Namibian students who were considered for appointment in Bank of Namibia. They were just matriculate at the time joining the course. And, in terms of socio- economic backwardness of the country, the students did not have adequate facilities to get exposure to developments in the country and around.

Course Design and its Conduct

The objective of the course was to equip the students to carry out banking operations in the proposed bank independently. Keeping this objective in mind, it was decided to keep the duration of the course for almost two years (precisely, 92 weeks) including. The course was essentially conceived for providing special emphasis on five aspects: 1. Educational course covering subjects on Basic Commerce and Banking 2. Classroom training 3. Practical training in banks. 4. Training at RBI, Financial Institutions and Government organizations, and 5.Trainingin Bank Management covering management principles and their application to Banking. With a view to graduating the training process from one stage to another, the entire course schedule was designed in a modular fashion. In all, 9 separate Modules were worked out. It was attempted to ensure that, with the completion of every module, the students would have a spiraling effect of the layer of information. A brief outline of each Module is discussed as under:

1. Educational Course on Commerce and Banking: This module was conducted in a leading local Brihan Maharastra College of Commerce, affiliated to the University of Pune. In this preliminary module, the students were provided with a basic understanding of Commerce and Banking. In all, 15 subjects were taught and, the major ones include: Business English, Economics, Banking, Accountancy, Costing, Business Organization, Mercantile Law, International Banking etc. The syllabus of each subject was finalized in consultation with the college teaching staff. Every attempt was made to raise the level of understanding of the students to that of a degree in Commerce. For assessment of students from time to time, both written and oral tests were conducted. In order to remove the differences in the understanding of the students, special tutorials were also organized. Being a preparatory module, as many as 27 weeks were allotted to this module.

2. Class Room Training in Basic Branch Banking (Focus: Deposits and Bank Services) - This module was conducted in Bank of India Training Centre, Pune. syllabus was designed and finalized in consultation with the Center which subsequently conducted the module. The students were exposed to deposits and other related services by discussing deposit schemes, forms, procedures, books of accounts, reports to be generated etc. The module was conducted through an interactive lectures and exercises, besides providing hand-outs and a set of the relevant bank instructions relating Know Your Customer (KYC) norms. A written test was conducted at the end of the module. This module was allotted a period of four weeks.

3. Practical Training in Branch Banking - On the completion of the second module on class room training, the students received practical training at the branches of Bank of India (BOI) and Punjab National Bank(PNB) in semi- urban areas. This module had a duration of four weeks. Before deputing the students to the branches, a briefing was given to them. The students were allowed to sit at each counter in the branch to observe how transactions are done and thereafter to note down the observations made at the branch on daily basis. This instilled adequate confidence in them in writing books of accounts, filling up forms, handling cash receipts and payments, contents branch reports to be sent to the higher authorities, etc. At the end of each day, the branch managers provided the required clarification on doubts raised by them. The students stayed in the areas where branches are located to spend more time in the branches. At the end of the module, the oral test was conducted by the branch manager.

4. Class Room training on Advances and Foreign Exchange - This module, with a duration of six weeks, was held in BOI Training Centre, Pune. The syllabus was designed in consultation with the Center which subsequently conducted the module. In this module, the students were able to develop a basic understanding of the advances and foreign exchange covering concepts, process and regulatory aspects. In advances, they studied bank schemes, forms, procedures, loan application form, appraisal system, follow- up &supervision, loan recovery etc. Similarly in foreign exchange, the students learnt about bank schemes, exchange rate mechanism, nature of import and export transactions, inward and outward remittances, letter of credit, pre-shipment & post- shipment credit appraisal etc. In the training, topics were taught through lectures,

exercises and cases. The students were provided with necessary hand-outs. At the end of the module, a written test was conducted.

5 Practical Training on Advances to Agriculture and Small Scale Industries - In this module with a duration of six weeks, the students were deputed to rural and semi–urban branches of BOI and PNB in Pune district A briefing session was arranged before their visit to the branches. In the branches, they received exposure to bank schemes for agriculture & small scale industries, loan processing and procedures relating to documentation, disbursement, follow up and loan recovery. As part of training, they visited agro- farms, agro based industries, sugar factories and small industrial units. They also interacted with the beneficiaries and branch staff, besides noting down their observation on daily basis. They could go through few files of the borrowers. At the end of the module, the oral test was conducted by the branch managers.

6 Practical Training on Industrial Advances and Foreign Exchange - For understanding of the system of granting industrial advances and handling of basic foreign exchanges operations, the students were sent to urban branches of BOI and PNB in Pune city for a period of six weeks.. In the branches, they received an exposure to bank credit schemes for medium & large industrial units, loan processing and procedures relating to documentation, disbursement, follow up and loan recovery. In this module, the students were given an opportunity to visit industrial units to get a feel of site inspection as part of loan sanction. They also studied few files of the borrowers. Regarding forex credit, they understood bank schemes, exchange rate mechanism, import and export transactions, loan application forms, process note and procedures relating to documentation & disbursement, follow up & supervision and loan recovery. In addition, they studied branch book keeping in respect of both advances and forex business and returns and statements submitted to the higher authorities. At the end of the module, the branch managers conducted the oral test.

7. Training in Bank Central Office, RBI and Financial Institutions and Industries Department, Government of Maharastra – On completion of practical training at branches, it was appropriate to impart training at the macro level of the financial system. Accordingly, appropriate arrangements were made to provide a detailed account of the role and functions of central office of Banks, RBI, ICICI, NABARD & EXIM Bank and Industries Department, Government of Maharastra. A period of 10 weeks was earmarked for their several visits to Head office of Bank of Maharastra (BOM) and other organization in Pune and in Mumbai.In each institution, the students spent sufficient time to understand the corporate objectives, organization structure, schemes for financing directly or indirectly, procedures for availing of benefits, performance and problems experienced. The students interacted with executives in these organizations and noted down their observations in the diary. They also collected adequate literature from these organizations. Their performance in this module was assessed by going the observations made in the diary,besides conducting the oral test by the coordinator of the course.

8. Advanced Class Room Training on Management Principles and Practices.–In this module, the students were exposed to principles of management and their application to Banking covering planning, budgeting, coordination, review and control in functional areas. During the module period of 10 weeks, the students attended as many 10 training programmes in functional areas, organized by NIBM and RBI Training college The functional areas include Branch Management, Credit to Agriculture & Small scale industries, Bank Marketing, IT in Banking, Risk Management etc. In these programmes, they could appreciate the use of management tools and practices in functional areas. As part of the class room training, the students worked in the computer lab and library to complete assignments in the functional areas. At the end of each

programme, a short test was conducted to assess their level of understanding of the topics taught.

9. Revision and Intensive Briefing at NIBM.- In this concluding module, the students were advised to revise the entire syllabus of the course with a view to tying up the loose ends and filling up the information gaps. They were also provided an opportunity to collect further information needed, discuss and seek clarifications from the faculty at NIBM as also update their knowledge on the subsequent developments in the various areas. During the module period, they visited local branches more frequently to collect further information and seek clarifications on doubts in their mind. A period of 9 weeks was earmarked for these purposes. At the end of the module, the oral test was conducted to assess how the time was spent to gain further knowledge and skills. In addition, they were asked to write on lessons from Indian Banking to be shared with bank of Malawi.

Outcome of the Course

In order review the progress of the students, a Review Committee comprising Principal the college, Principal of BOI training center, bank executive from PNB and course coordinator of the course. The review the committee met periodically and changes were made in the training design and arrangements. It was attempted to organize special tutorials for those students who were somewhat lagging behind. The students used to interact with the committee members to discuss their difficulties and offer suggestions. The review committee meetings were found to be very useful particularly for conducting the course-modules and organizing infrastructural facilities to create a conducive environment for training. Each student was asked to write down his/her observations at bank branches and during the visits in the diary each day. To achieve the desired level training, periodical tests, both oral and written, were conducted and the performance of the each student was assessed regularly.

Course Outcome

At the end of the end of the course, the overall performance of the students was assessed. The average percentage of marks obtained by the students was 70. One student scored the highest percentage of 80 and the other one scored the lowest percentage of 62. The achievement of the students shall be very much appreciated taking into account their low level of education (matriculation)before joining the course and practical inputs provided to enable them to acquire the necessary knowledge and skills to work as an officer in Bank of Namibia, in just a period of less than two years. In the valedictory address, the chief guest expressed satisfaction on the overall performance of the students and indicated how useful a course for Namibian students was conducted from the newly independent nation. After the course, all students joined the bank. Letters received from them after working in the bank for few months indicated that, a mix of both basic education and professional training yielded the desired results. For the Institute, this was one of the milestones in its long journey.

The Last Word

The success of the course was mainly on account of the appropriate course design , commitment of the team members and support received from the stakeholders i.e. Commonwealth Secretariat, local college, banks, RBI, training centers etc. It was also due to professional approaches adopted in conducting the course such as planning, organization, coordination, review and control at all the stages of the course. Similarly, seriousness of the students shown in the course in the course needs a special mention. More importantly, it was pleasure to work all through the course to witness incremental rise in educational status and understanding of banking operations . Thus, experience gained during the course was found to be lively and encouraging one which may guide the trainers at large in conducting such course in future.

A Case Study

Max India: Talent Management through Max Performance Excellence Framework

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The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

The Max Group is a diversified conglomerate with business interest in life insurance, healthcare management, health insurance, senior living, specialty packaging, and real estate (Max Life, Max Healthcare, Max Bupa, Antara, Max Speciality films and Max Estates respectively). As a Senior Director – Quality, Service Excellence, and Innovation within the Max group, Hoskote was responsible for the development and implementation of the *Max Performance Excellence Framework* (MPEF), a quality framework adopted from the Malcolm Baldridge Framework of USA. It was during 2010, when Analjit Singh (Founder, Max Group) selected Prashant Hoskote to lead the group-wide quality team. Singh assigned him the task to bring quality and business excellence agenda as one of the top three priorities across the group businesses, to lead when it comes to *customer-centricity*, *sevabhav*, and *mindfulness*.

Hoskote was aware that Singh wanted him to create a culture of 'Maxism' across the group companies, like what the Tata group has done across its businesses over the last two decades by implementing the Tata Business Excellence Model (TBEM). The key questions that Hoskote was struggling with were - How to help achieve the Vision of the Max group, which is to build the most admired corporates for service excellence? How to have a common thread and a robust quality excellence framework across different lines of businesses, i.e., life insurance, healthcare, and health insurance? How to convince the CEOs of different businesses to adopt, deploy, and continuously review a robust framework on quality excellence? How to build an organizational culture of service excellence? And more importantly, how to manage talent across the Max group companies to ensure firm growth and sustainability?

Tata Business Excellence Model (TBEM)

TBEM is a framework that helps companies to achieve excellence in their business performance. The model is chosen by the TATA group to help in building globally competitive organizations across TATA Group companies. TBEM is based on the Malcolm Balridge National Quality Award Model of the U.S. The TBEM framework has the following characteristics:

- Focus on Business results
- Non-prescriptive and Adaptable
- Maintains System Perspective
- Supports Goal-based diagnosis

The framework has been conceived to deliver strategic direction and drive business improvements at the Tata group. TBEM instills a process-centric approach in an organization as a means to achieve the chosen Business Goals. The main objectives of the Tata business excellence model assessment methodology is to enhance value for all stakeholders and contribute to marketplace success, maximize enterprise-wide effectiveness and capabilities, and deliver organizational and personal learning. The TBEM matrix is used for the organizational self-assessment of Tata companies, recognition, and awards, and for providing feedback to applicants.

The framework is owned by the Tata Quality Management Services – a division of Tata Sons, that was set-up in 1996. It was renamed as Tata

Business Excellence Group (TBExG) in 2015. One of the key roles of the organization is to run the Tata Business Excellence Model (TBEM) assessment process in group companies. Through its business excellence capability building programmes and customized workshops, TBExG builds capabilities for business excellence in Tata companies. The organization also runs the Best Practices initiative – EDGE – which facilitates the exchange and implementation of good practices prevalent within the Tata group.

As per Economic Times, on July 2016, Tata Steel was recognized as 'Industry Leader' under the TBEM for the Assessment Year 2015. The award was presented to the company by Cyrus P Mistry, chairman, Tata Sons, during the Annual Group Leadership Conference held in Mumbai on Friday, the birth anniversary of J R D Tata.

Max India Group

Max India Group is one of India's leading business houses with four major Strategic Business Units (SBU). The first SBU is Max India Limited, which has Max Healthcare Limited, Max Bupa Health Insurance Company Limited, and Antara Senior Living under its fold. Second, is the Max Financial Services which include Max Life Insurance Company Limited. Third, is Max Ventures and Industries Limited, which has three different businesses under its arm, i.e., Max Speciality Films, Max Estates Limited, and Max I. Limited. The fourth SBU is the Max India Foundation, which is the group CSR arm (see **Exhibit 1**).

The company was founded as a group holding company by Mr. Analjit Singh in 1984 at Railmajra, Punjab, India. His peers admired Singh, who is an alumnus of Doon School, Dehradun, Uttarakhand, India, during his school days for being quite strict, disciplined, and a perfectionist. As a school prefect, he used to follow the rule book. It was during his school days when he inculcated the traits of being mindful and be responsible for one's actions. No wonder, he ended up being an entrepreneur. Max group has a strong history of entrepreneurship and nurturing successful businesses. In the year 1985, it forayed into Penicillin bulk pharma and in 1993 entered Telecom in Joint Venture with Hutchison. In the year 2000, it shifted from B2B (Business to Business) to B2C (Business to Customer) businesses by foraying into life insurance, healthcare, and clinical research.

During the last three decades, Singh has propelled Max India from being a pure manufacturing company to be in the business of life. Also, from being a niche player to a multi-business conglomerate with earnings of USD 3 billion (in U.S. dollars), 10 million customers, and 25,000 employees. Under Singh's guidance, the group has been successful in attracting investors like Temasek Holdings, International Finance Corporation (IFC), and Goldman Sachs (see **Exhibit 2**). Max group's Vision is to be one of India's most admired corporates for service excellence (see **Exhibit 3**), and the Company's Values are *Sevabhav,* Excellence, and Credibility (see **Exhibit 4**).

Max Performance Excellence Framework (MPEF)

The Max Performance Excellence Framework (MPEF) is an amalgamation of five global quality models, predominantly the U.S.' Baldrige model, but also picked aspects from Japan's Deming Prize, European Foundation for Quality Management (EFQM), Singapore Quality Award (SQA) and the Australian quality model. The framework is based on six 'Process,' and one 'Result' criteria category and is modified every two years based on what successful organizations do (see to **Exhibit 5**). The framework is created to carry out self-assessment for improvement on an on-going basis and is focused on achieving excellent performance. The criteria categories across the six processes, and one result item are based on a set of core values and concepts that are interlinked. One of the 'Process' items is the 'Workforce Focus.' This process item is broken down into two key components, i.e., '*Workforce Environment*' and '*Workforce Engagement*.' Also, within the five result items, there is one result item for '*Workforce-Focused Results*.' Thus, out of a total of seventeen different items, there are three dedicated to focus on the organizational workforce. Many questions need to be answered by the company on each criteria category, and these questions help the company to check its progress on organizational goals and improve communication among the company's workforce members and leadership team.

The framework expects the individual business unit to submit an 'Application for Feedback' based on self-assessment on seven broad baskets: leadership, strategic planning, customer focus, information and knowledge management, human resource focus, operations focus, and results. While the first six baskets or 'process' categories carry 550 points, the 'results' category alone comprises the remaining 450 points out of 1,000. The results are further broken down into finance and market outcomes, customer-focused outcomes, H.R. outcomes, leadership and governance outcomes, and product and process outcomes. Overall, there are a total of 12 processes and five results criteria category items (see **Exhibit 6**) on which the business unit is expected to do a self-assessment.

The 'Application for Feedback' is then submitted to a group of Assessors (an assessment team comprised of 8-10 Assessors) who are formally trained on using the MPEF. The Assessors are chosen from the senior management of Max group companies. The Assessors training and certification are carried out every year, wherein Assessors are first trained for three days. The training is provided to help understand the MPEF, the criteria category for process and result items, scoring guidelines, conducting consensus meetings, site visits, and making MPEF business as usual, on how to write a feedback report, etc. The ones who complete the training session are then certified as trained assessors.

To avoid any conflict of interest, the corporate office ensures that an employee is not made the assessor for the same business unit where she is working. For example – an employee working with Max Life, who is a certified assessor, will not assess Max Life; she'll instead access Max Bupa or Max healthcare. For the Process items, the assessors are expected to see the Approach, Deployment, Learning, and Integration (ADLI), and for Results, they are expected to evaluate the Levels, Trends, Comparisons and Integration (LeTCI).

The assessment process involves studying the application submitted by the business unit, undertaking a site-visit, and meeting the employees and other stakeholders of the company. Once the assessment is complete, a 'Feedback Report' is submitted to the business unit listing out the overall score and highlighting the key 'strengths' and 'opportunities for improvement' (process gaps) across all the seventeen sub-criteria category items. Key themes are also identified by the assessment team and shared with the business unit. After the submission of the Feedback Report, the relevant business unit is expected to draw out action plans. To ensure better execution, the Key Result Areas (KRAs) of the CEO's include MPEF as one of the parameters.

The Criteria Category on Workforce Focus

As per the business excellence framework, 'workforce' refers to the people actively involved in accomplishing the company's work and includes permanent, temporary, and part-time personnel, as well as any contract employees across all levels (leaders, supervisors, and managers at all level). The Workforce Focus category asks how the organization assesses workforce capability and capacity needs and builds a workforce environment conducive to high performance. For example, the followings questions are asked on workforce capability and capacity:

- How does the company access its workforce capability and capacity need, including the skills, competencies, certifications, and staffing level that they need?
- How does the company recruit, hire, place, and retain new workforce members? How do the company ensure that their workforce represents the diverse ideas, culture, and thinking of the company's hiring and customer community?
- How do the company organize and manage its workforce to accomplish the organization's work, capitalize on the company's core competencies, reinforce a customer and business focus, and exceed performance expectations?
- How does the company prepare its workforce for changing capability and capacity needs? How these needs, including staffing levels, changed over time? How does the company prepare for and manage periods of workforce reduction and growth?

This criteria category on workforce focus also expects the company to answer a few questions on workforce environment, benefits, and policies.

- How does the company address workplace environmental factors to ensure and improve workforce health and security and workplace accessibility? What are the company's performance measures and improvement goals for each of the workforce factors?
- How does the company support its workforce via services, benefits, and policies? How does the company tailor these to the needs of a diverse workforce and different workforce groups and segments?
- What key benefits does the company offer to its workforce? Why?

The 'workforce capability' refers to the company's ability to carry out its work processes through its people's knowledge, skills, abilities, and competencies. The 'workforce capacity' refers to the organization's ability to ensure sufficient staffing levels to carry out its work processes and successfully deliver products and services to customers, including the ability to meet or varying demand levels.

Similarly, there are questions related to workforce performance and workforce engagement:

- How does the company determine the key elements that affect workforce engagement?
- How does the company foster an organizational culture that is characterized by open communication, high-performance work, and an engaged workforce? How does the company ensure that the organizational culture benefits from the diverse ideas, cultures, and thinking of its workforce?
- How does the company's workforce performance management system support high performance and workforce engagement? How does it consider workforce compensation, reward, recognition, and incentive practices?
- How does the company assess workforce engagement? What formal and informal assessment methods and measures do the company use to determine workforce engagement? How the company uses other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement?
- How do the company's learning and development system support the organization's needs and the personal development of its workforce members, managers, and leaders?

Here, the elements that affect workforce engagement refer to the drivers of workforce members' commitment, both emotional and intellectual, to accomplishing the organization's work, mission, and Vision.

Implementation of the Max Performance Excellence Framework

One of the critical elements of the implementation plan for executing MPEF was the identification and training of assessors. The assessor training program also acted as a medium for enhancing employee engagement and motivation. To motivate employees to become an MPEF assessor, various types of recognition are awarded to the Assessor fraternity. For example – the MPEF Team Leader, Group Best Practice Champions, etc. during the Max Excellence Day. The opportunity given to MPEF Assessor to interact with the senior management team (including the CEO) of the company, the customers, suppliers, and other stakeholders helped the assessor get the real feel of what is happening both 'within' and 'outside' the company. It helped the assessor in seeing the company as a 'whole' leading to quality feedback reports listing out the key areas of strength and opportunities for improvement (OFI).

The section on the 'workforce' focus provided necessary fodder for the senior management team to identify what goes in to provide an environment that fosters employee motivation and engagement. It helped the management to think about workforce engagement and satisfaction factors (e.g., opportunities for career progression/promotion/ career path, opportunities to contribute to local community/state/profession, Job security, resources and skills to succeed, competitive compensation and benefits, physical safety and security, challenging and rewarding workplace).

As per Analajit, the excellence game is all about process orientation, efficiency, significant outcomes, customer delight, mindfulness, look-feel-touch, being there, delivering what you promised by both customer-facing and on the other side internal looking. In his speech during the 2014 Max Excellence Day, Analjit said –

"As we enter into the new phase of the country, please wear a different influence on yourselves of striving for excellence to demonstrate to this whole world that in no way does this country cut corners. We can achieve and deliver international style and examples of excellence in whatever we choose to do……. once you go down the path of excellence, then it becomes a habit to choose the right way whether in your personal life or work life or any other aspect of your life."

Over the last five years, Max group has invested a lot of time and energy in coordinating work towards institutionalizing the MPEF culture across its business units. It has developed human resources and processes in a way that supports the culture of business excellence and helps see excellence as a way of doing business.

There are multiple awards won by the Max group companies on the business excellence front. For example, Max Health Care won 32 awards across multiple impact categories (7-clinical safety, 9-operational excellence, 10-service quality, and 6-others) from various prestigious institutions during the financial year 2017-2018. Similarly, Max Bupa Health Insurance Company was recognized as the most admired health insurance brand in India as per the India's Most Admired Brands Survey 2017 by Trust Research Advisory and India's Greatest Brand for introducing a host of innovations in the Indian Health Insurance sector by Asia One Awards 2017.

In 2016, Max Life Insurance was conferred with the prestigious IMC Ramkrishna Bajaj National Quality (RBNQ) Award for 2015 in the Services Category. Acknowledging the Award, Rajesh Sud, Executive Vice Chairman, and Managing Director, Max Life Insurance Company, said –

"*Max Life Insurance is consistently looking to raise the bar with regard to its performance through our constantly improving business processes, thereby ensuring best-in-class outcomes to our stakeholders. This award is a testament to our passion, drive, and commitment showcased towards creating a process-oriented organization to achieve all-round business excellence.*"

Post the award was announced, Hoskote recalled thanking all the Assessors' fraternity (including some of the ex-employees) for their time and efforts. In return, his email box was full of responses from both current and ex-Assessor. The response received from the assessor fraternity was quite heartening for Hoskote, and he was quite confident that the performance excellence framework has helped the company develop resources and capabilities that are difficult for competitors to imitate in the short term.

The Current Situation – Challenges & Opportunities

Rahul Khosla, Managing Director, Max India Limited, on his letter to shareholders talked about the current challenges being faced by the company –

"Principal among these is the regulatory headwinds in both our insurance businesses and growing regulatory overhang in the healthcare business…… the identification, hiring, and retention of quality talent remain a challenge and continue to occupy a high share of mind-space of our senior management. Finally, margin compression can potentially accrue in most of our businesses due to the cluttered and often irrational competitive landscape."

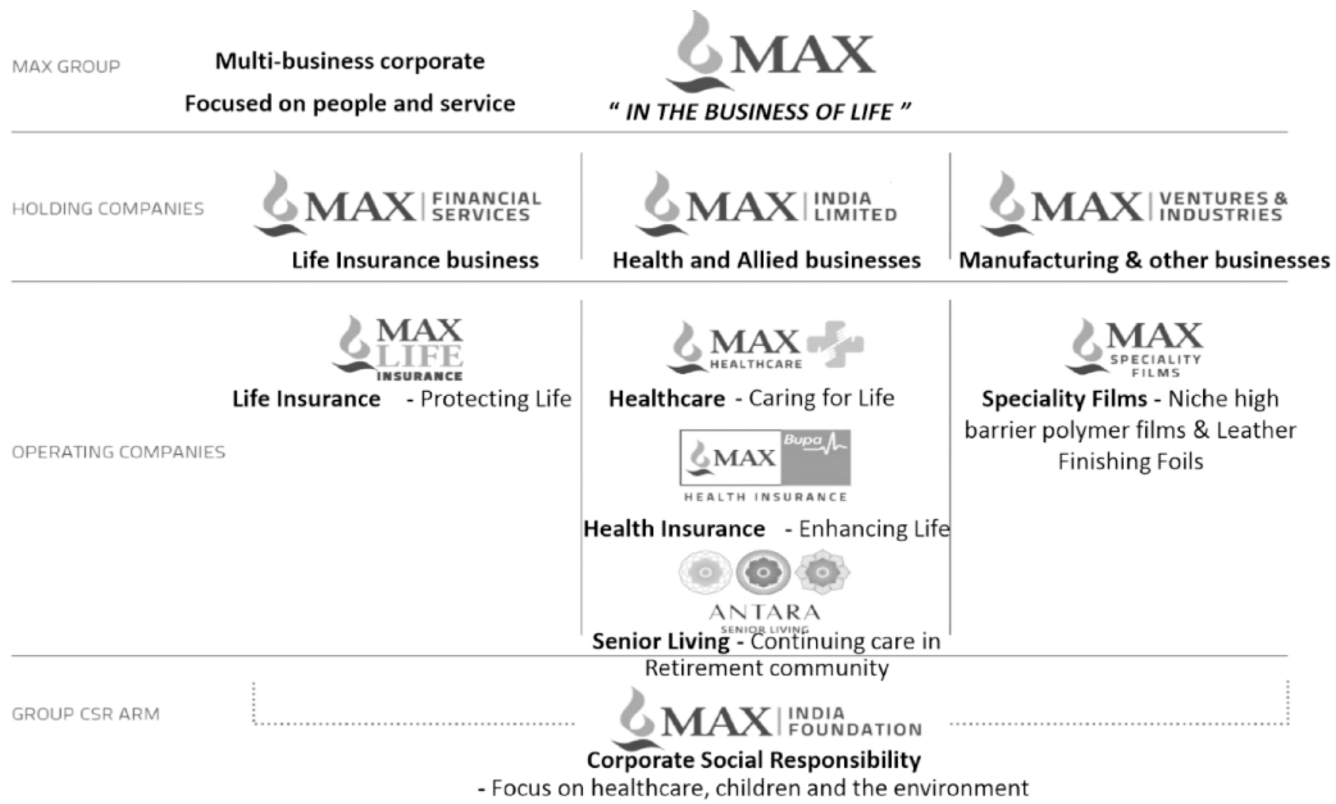
On the MQS front, Hoskote was aware that there are multiple weaknesses and future challenges. The integration of MPEF into day-to-day operations was a key area of concern as MPEF was yet to become 'Business as Usual' (BAU). There was no active engagement among some business leaders to participate in and implement MPEF and leadership's visibility, and one-on-one interaction of Senior Leadership Team with the staff was at times found missing. There were challenges about employee engagement, and more focus was required on developing a service culture. There was a need to empower front-line staff and engage everyone in the improvement and service excellence process to reduce employee turnover and bring in work-life balance. There were insufficient human resources to manage Group Quality and Service Excellence across the group.

Besides, the recent Max India De-Merger also posed some challenges for the business excellence journey. Mr. Analjit Singh, Chairman, Max India Limited, described the demerger as a means to substantially increase the investor interest "The momentum of these three businesses is such that if you put them all in one company the market punishes you. There have been situations where investors were interested in parts of our business. Now we will be working with a sharper focus, and the investor can involve himself according to his objective."

Way forward

Hoskote looked at the clock, and it was time to make some big decisions. The questions that kept him occupied was - How should he go about managing talent across the max group companies in the wake of rising competition and stringent regulations? Moreover, how service excellence as a value proposition is going to be sustainable for a rapidly growing conglomerate like Max group? It was time to make some bold decisions that would help build an organizational culture of service excellence and, more importantly, how to manage talent to ensure firm growth, profitability, and sustainability?

Exhibit 1: Max Group Holding Structure (2016-2017)



Source: Company's Investor Presentation (Feb 2016)

Exhibit 2: Max Group Shareholding Pattern as on 31 December 2015

Promoters	40.4%
IFC	3.1%
Goldman Sachs	15.5%
FII (Others)	18.6%
Mutual Funds	13.2%
Others	9.2%

Source: Max-Group - Investor Presentation Feb 2016

Exhibit 3

Max India Vision & MissionVision: To be the most admired company for health and life care needs of its customers, patients and their families.

Mission

- Be the most preferred category choice for customers, patients, shareholders and employees
- Deliver exceptional and ever-changing standards of medical and service excellence
- Operate to uncompromising ethical standards consistently
- Lead the market in quality and reputation
- Maintain cutting edge standards of governance

Source: Company's Annual Report 2017-18

Exhibit 4

Max India ValuesSevabhav:

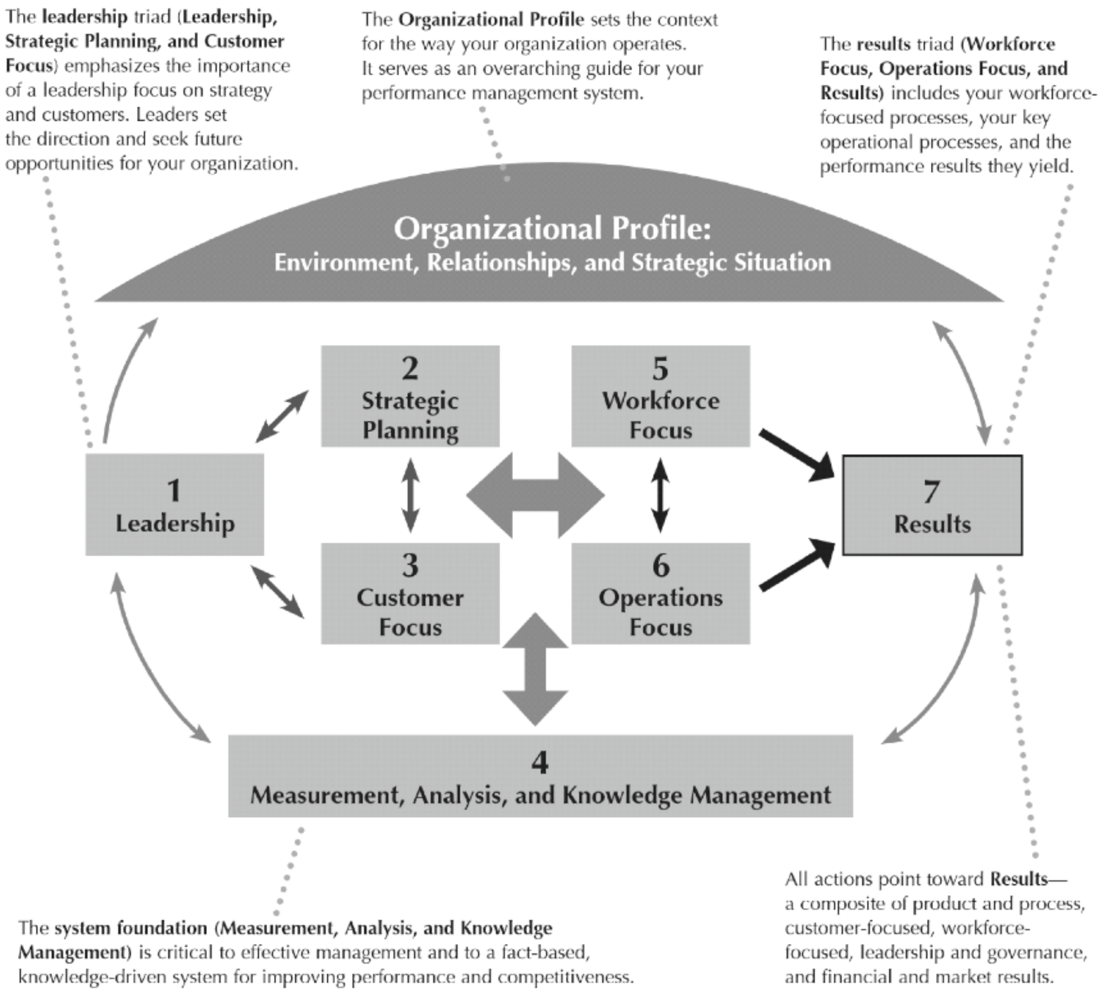
We encourage a culture of service and helpfulness so that our actions positively impact society. Our commitment to Seva defines and differentiates us. *(Positive social Impact, Helpfulness, Culture of Service, Mindfulness)*

Excellence: We gather the experts and the expertise to deliver the best solutions for life's many moments of truth. We never settle for good enough. *(Expertise, Dependability, Entrepreneurship, Business Performance)*.

Credibility: We give you our word and we stand by it. No matter what. A 'NO' uttered with the deepest conviction is better than a 'YES' merely uttered to please, or worse, to avoid trouble. Our words are matched by our actions and behaviour. *(Transparency, Integrity, Respect, Governance)*

Source: Company's Annual Report 2017-18

Exhibit 5: Performance Excellence Framework: A Systems Perspective



Source: Criteria for Performance Excellence Framework and Structure, Malcolm Baldrige National Quality Framework Criteria book.

Exhibit 6: Criteria for Performance Excellence Framework – Items & Point Values

Categories and Items		Points	Values
1	**Leadership**		
1.1	Senior Leadership	70	**120**
1.2	Governance and Societal Responsibilities	50	
2	**Strategic Planning**		
2.1	Strategy Development	45	**85**
2.2	Strategy Implementation	40	
3	**Customer Focus**		
3.1	Voice of Customer	40	**85**
3.2	Customer Engagement	45	
4	**Measurement, Analysis, and Knowledge Management**		
4.1	Measurement, Analysis, and Improvement of Organizational Performance	45	**90**
4.2	Knowledge Management, Information, and Information Technology	45	
5	**Workforce Focus**		
5.1	Workforce Environment	40	**85**
5.2	Workforce Engagement	45	
6	**Operations Focus**		
6.1	Work Processes	45	**85**
6.2	Operational Effectiveness	40	
7	**Results**		
7.1	Product and Process Results	120	**450**
7.2	Customer-Focused Results	85	
7.3	Workforce-Focused Results	85	
7.4	Leadership and Governance Results	80	
7.5	Financial and Market Results	80	
TOTAL POINTS			**1,000**

Source: 2017–2018 Criteria for Performance Excellence

A Case Study

Preparing Managers for Difficult Conversations: The Need for Training Interventions

Swati Sengupta
Faculty, State Bank Institute of Leadership

INTRODUCTION

One of the toughest calls that managers need to take in the corporate world is of letting people go or "downsizing". Indeed, if there is one colour that employees dread, it is the colour Pink. So intense is the after-effect of issuance of these "Pink slips" - the term that organizations worldwide use for termination notices - that employees today refer to themselves as the Pink Slip Generation.

More often than not, the decision to let go of employees in large numbers has to do with business strategy, organizational performance and market conditions. Every time the world has seen an economic downturn, it has been followed by large scale reduction in workforces. Much as the effects of such actions is cataclysmic for the affected staff member, it is nonetheless perceived by employees as less severe than a dismissal on account of poor performance. At least one can blame organizational performance – or lack, thereof – for such decisions! Layoffs have become so commonplace now, that people feel very comfortable citing the real reason of their unemployment with their prospective employers in job interviews.

Notwithstanding the nature of the termination, the effect on employees is devastating. In terminations due to non-performance, the employee is usually given advance warning about her poor performance, and put on a Performance Improvement Plan (PiP). Where the lay-offs are to do with business slowdown or similar organizational reasons, they are sudden, and employees are taken completely by surprise usually with disastrous outcomes. What is more aggravating is that they feel marginalized since not all colleagues get the axe. In many case, the impacted employee is the sole bread winner in the family, and the sudden threat of not being able to provide for them takes on humongous proportions.

Within the organization, the decision impacts not just the laid-off employees, but also the reporting manager who now must manage with lesser resources (assuming he is not laid off too!), and fellow-colleagues who must now shoulder additional workload and start building new work relationships. Those that are emotionally vulnerable may also start fearing that they will be next in line. Employee morale hits a low, and productivity suffers. People forget that organizations resort to this only when every other strategy has failed, and think of them being victims instead.

How relevant is this to Banks? According to a Bloomberg Report (Bank Job Cuts Approach 60,000 as Commerzbank Plans to Swing Axe, dated September 24, 2019), jobs cut announced by banks approach 60,000, nearly all of them in Europe. While this may be because of Europe's fragmented banking market, and a general weakening of Europe's financial industry, the trends could soon spread globally. In India for example, a slowing economy, stressed out sectors like airlines and automobiles, increase in bad loans especially in retail lending, an aversion to corporate lending because of increasing NPAs and a consolidation of the PSU Banks post-merger could all create a spiralling effect in rationalising workforce numbers that may be difficult to contain. And in a slightly longer horizon, the industry will replace a significant portion of their workforce with AI and machines and bots. A report by financial advisors Wells Fargo (Tomorrow's Technology, August 2018) says, "With the intelligence revolution underway, robotics, machine learning and AI likely will displace some human workers. These tools will allow businesses to automate some repetitive, low-skill tasks and incorporate AI and machine learning in areas such as performing calculations, working tirelessly without breaks, and recognizing patterns in the data."

Given this context, the one question that will be plaguing HR and reporting managers sooner rather than later is not *when* to make those difficult announcements, but *how*. This paper highlights different styles engaged by managers in communicating such decisions to employees. Different managers communicate differently, not just because of their individual communication and managerial styles, but also because of the training interventions (or lack thereof) provided to them. Therefore, is there a case for organizations in general, and Learning & Development functions in particular, to drive training programmes proactively in preparation for difficult conversations that such announcements entail? The following case study expounds these points.

Monday, March 29, 2019

Sunil, Jyoti and Kiran are all Divisional Heads in a multi-national Bank. They are all with similar experience and at the same grades, although Sunil is an old timer with the Bank and Jyoti and Kiran are relatively new to the organization. They are the respective country leads of the Credit, Institutional Loans and Retail Divisions.

Last Friday, a meeting was convened jointly by the India Head of the Bank and the Director – HR. In the short proceedings that followed, the Divisional Heads were each handed a list of employees who were to be made redundant effective the first of the July-Sept quarter, a little more than 3 months away. The announcement to each employee had to be made today (Monday).

The Bank had attractive terms for employees who were laid off. The employees were to be on rolls for the next 6 months but were not to come to office after the first 3 or after completion of knowledge transfer, whichever was earlier. Since they were on the rolls of the Bank for these 6 months, and were to be paid full compensation, they could not take up any other job during this period, except for an Internal Job Posting (IJP) posted by any other team within the Bank. As per the current policy, redundant employees were given priority during the IJP selection process. The employees were also free to look for jobs outside the Bank, and in the event of finding one, they could join the organization after the 6 month period was over. Their emails and other accesses were to be revoked, or forwarded to pre-decided people in the Systems team after 3 months.

The number of people on each list was 30, roughly 10% of the total strength in each Division. How each Head was to communicate the decision to the employees was left to him/her.

While layoffs were common in the Bank, the three teams of Credit, Institutional Loans and Retail had been relatively immune from them so far. The forced exits in the teams had been limited to non-performers. Friday's communication changed all that.

Sunil

At 10 am on Monday, Sunil called a meeting of the redundant employees, together with their immediate supervisors. The employees were already a little nervous. The office grapevine was active, and colleagues from across teams were constantly enquiring about any news on restructuring. Sunil was known for his exceptional effectiveness and planning, and usually planned meetings well in advance. A suddenly called meeting on a Monday morning didn't augur well. The team Supervisors – who reported directly to the Divisional Heads - were not yet taken into confidence, and so they were as much in the dark. In any case, Sunil welcomed them all with his usual warmth and the initial fears of the team members were immediately dispelled.

"You must all be wondering why we have called this sudden meeting today. I have some important news to share with each of you, and I wanted to do this sooner rather than later." He then went on to share the important bits of the communication that the India Head and the Director-HR had shared. He was careful to meticulously outline the business and economic reasons for this move, and emphasized that the selection of the employees was not a personal one, ie the fact that they were on the list was not a reflection of their individual performances. This appeared to calm the employees a great deal. Sunil then laid out the alternatives that each of the laid-off employees would have, especially the option of scouting for suitable opportunities within the Bank, through Internal Job Postings. He was quick to point out that employees on redundancy lists were given priority during IJP and that there was a fair chance that each of them would get a suitable job internally. He further added that he would be available to guide each individual employee on their career paths. Sunil encouraged the team members to ensure a smooth transition of their existing roles and responsibilities.

At the end of his speech, he encouraged the team to voice their concerns and doubts. This is where the discussion took a different turn. Immediately there was a babble of questions, mostly from the affected members but also several from the immediate supervisors of the laid off employees. While Sunil was able to answer the basic questions, there were a couple of impacted employees who started asking difficult questions. Samir, a bright young mind in the team asked why he was in the list, despite being rated a top performer for the last three years. Arnita, one of the senior-most employees, enquired how she would be compensated differently from the newer employees, especially since she had put in 15 years with the Bank. Sunil had not thought through these questions, and try as he might, fumbled his way through. He was keen to pacify everyone, but wished he had been primed by HR or the Leadership team well in advance, so he could have been better equipped to address the employee concerns. The session ended with Sunil promising meet the team again after a week.

Jyoti

At the other end of the office, the scenario was very different. Unlike Sunil, Jyoti had summoned her entire team. Jyoti was known to be uncivil, even tyrannical with her reportees. She frequently displayed supervisor aggression, which meant that while she was highly amenable and pliant with those above her in hierarchy, she often publicly intimidated and harassed her subordinates. In the short period of one year since she had joined the Bank, several of her team had resigned and moved to competition. She was quite the terror at the workplace, but neither she nor the top management seemed to be cognizant of the contingent effect she was having on her team. Except for a couple of managers reporting to her, who she had worked with in her previous company, and who had followed her into this Bank, everyone else was on tenterhooks. They were perennially depressed, and since they could not retaliate, they moved into displaced aggression. Team morale was at an all time low. She referred to her own behaviour as being professional and that of a task-master. In line with her usual behaviour at the workplace, she made the announcement of the lay-offs to her entire team. She further associated the redundancies to individual non-performances, blaming the employees for their turn of fate.

Her team sat in stunned silence. Not surprisingly, not only were the redundant employees furious, even the other – those who were not immediately affected by the decision – were devastated. Jyoti made no allowance for any query from the team, saying what was decided by the organization could not be questioned. Once she was done with her piece, she stormed out of the room leaving the employees in utter confusion and despair.

Kiran

When Kiran had first heard of the lay-offs, he was naturally distressed. The Retail Division of the Bank that he was heading was at once the most profitable unit as well as the most engaged. Year after year, the division had exceeded their annual targets. When Kiran joined the Bank less than a year ago, the only mandate he was given was to expand their markets, and improve margins. The operations were stable at the time, the prospects were looking good, and the employee engagement index was at an all time high. He was actually looking to hire more people in Operations and Sales. Over the last couple of months however, the sales pipeline had started drying because of the economic slowdown. While the impact was certainly being felt by the sales team, Kiran did not think much of it at the time. He knew the phase would pass, and sales would kick right back.

When he heard the news in the Friday meeting, he was disconcerted to say the least. He had heard rumours about it, and certainly layoffs were not uncommon to the Bank. But that the list would include a sizeable number from the Retail team was something he just could not fathom. However, having worked in the industry for 25+ years, he knew better than to argue with the leadership at this stage. Hence he concentrated on how he could tackle the issue on hand to the best of his abilities.

One of the first things he recalled was the focussed training he had undergone in his earlier job. Much like the current scenario, the earlier Bank too had gone through a major restructuring exercise. At the time, senior managers and divisional heads were all taken into confidence two weeks before the announcement of the lay-offs. These managers and heads were then made to undergo a specially organized training programme, to coach them on how to deliver bad news to employees. Those were the learnings that Kiran thought of now, as he prepared to face his team.

Like Sunil, Kiran too called in only the affected team members and their immediate Supervisors. One of the important lessons he had learnt from the earlier training was to choose the right audience, especially when the conversations could get tricky. He wanted to make the environment as secure and as comfortable for the employees as possible. He broke the news softly, outlining the reasons of the decision, and clearly articulating the choices the employees had in front of them. He addressed the first few questions quickly, then moved on to discuss the impact this would have on the team, and how best they could address the organizational issues. Since the impacted employees were too distracted, he only had the attention of the Supervisors. He called the meeting to a close, but not before scheduling a 15-min one-on-one meeting with each of the employees to help them transition out of the system.

These one-on-ones took the rest of the day. He was ready with his points, and the queries from the employees were similar. He answered them with empathy but firmly, ensuring that the knowledge transfer and the transition of customer data, sales opportunities and operational details to the existing team took priority. He ensured that the employees got the support they sought from the Bank, and asked the immediate Supervisors to track progress. This personal approach worked wonders, and the laid off employees from Kiran's team went home a little sad, but with a clear idea on the next course of action.

Training on Delivering Bad News, especially on Redundancy

One of the biggest challenges of implementing a redundancy program with minimum hurt lies in its communication strategy. Not only is the message important, its very texture and tone are of prime importance. Every aspect of the message needs to be planned in advance. Since the message itself is unpleasant, all efforts must be made to make the message as palatable to the recipients as possible.

Unfortunately, more often than not, managers are not geared, nor trained, in the art of communication. In Public Sector Banks in India, where employee turnover is significantly low, lateral hires constitute a small pie of the manager fraternity. As a result, skills like communication and strong inter-personal relationships, which are key traits that HR interviewers search for in candidates, do not get entwined in the organizational DNA. Most of the managers who come up the performance ladder, do so on the strengths of their functional capabilities. So, while they are proficient in their respective domains, they are expected to pick up the softer skills on the job. This does not always translate into reality. Over the years, they get better and better, especially with customer interactions and people management. However, what does not get imbibed is Emotional Intelligence, nor the skill to handle difficult conversations tactfully.

This is where HR, and more specifically the Learning and Development Function, can play a crucial role. Prior to any restructuring exercise, a training on critical conversations is a must. The manager must necessarily be empowered to handle such interactions. This is true for mergers and acquisitions, lay-offs and indeed anything that impacts employee well-being and job satisfaction. How to break bad news, and how to follow it up with honest question and answer sessions, and a careful and considerate analysis of options available to the officers, give both the employees, as well as their managers, significant confidence and support.

A Case Study

Zoom in on 'ZOMATO': The road ahead

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ABSTRACT

Emergence of Food-tech start-ups have been burgeoning over the last few years at a brisk pace and have transformed the way urban India eats. Zomato, one of the leading players in this segment has been currently working towards its business expansion and growth through differentiated offerings to achieve a competitive advantage. Zomato helps its customers to identify and deliver high-quality food at restaurants through search and discovery services across 24 countries. The founders-Deepinder Goyal and Pankaj Chaddah, who had a vision of developing an online restaurant search platform for food lovers, began its operations in 2008, with an intention to enable online customers to find their best possible options, to serve the best of cuisines ranging from swanky upscale restaurants to the cosiest of hidden gems in the food industry. Zomato also helped customers in exploring menus by providing a number of restaurant photos and reviews to enhance the customer's eating experience with the best of everything, culinary skills have to offer. With changing consumer behavioural patterns among the Indian consumers, the founders Deepinder and Pankaj seemed puzzled seeking answer to their concerns whether: 'with rising competition in the market, would Zomato be zazzy enough to survive the battle and what growth strategies could they adopt to ensure business scalability and sustainability in the coming years?'

KEYWORDS

Zomato, Food-tech start-ups, online food-delivery services, Food service aggregators

INTRODUCTION

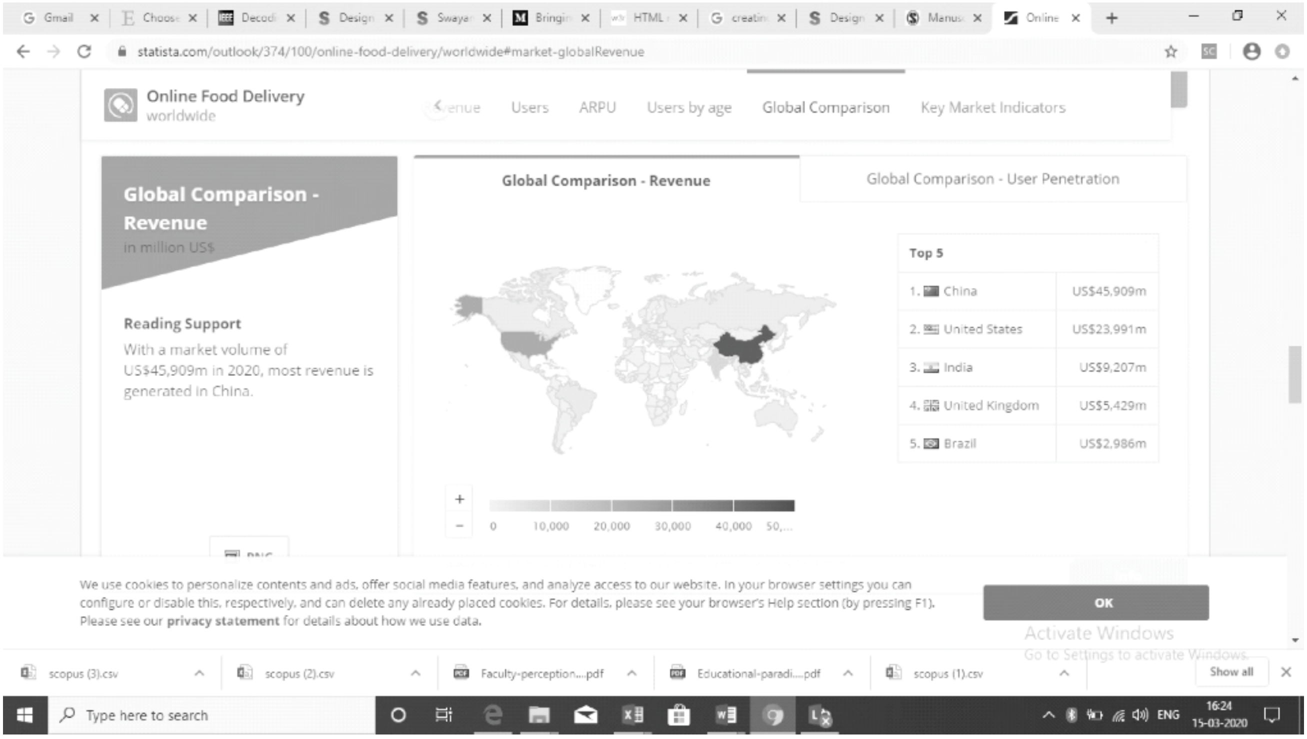
Across the globe, the online food delivery services segment has been showing consistent growth over the last few years and has been recognized as a booming market segment with more and more players coming into the business. The rise in internet penetration, coupled with the increase in working population has led to a surge in the food and beverage industry. The growing number of dual income families, changing lifestyle and eating patterns of people has favoured the market growth. The online food delivery market has also been supplemented with the accelerated growth in the usage rates of mobile phones at a global scale. Furthermore, the growing demand for quick access to food at affordable prices has also been driving this growth. Some of the benefits offered by online delivery services include attractive discounts on food items from select hotels, rewards & cashback offers for ordering food and beverages for online orders, doorstep delivery, and multiple payment options. Moreover, service providers have been setting up large warehouses to store fresh produce for offering high-quality food and encouraging the adoption of online delivery services.

The online food delivery was a service that allowed users to order food from their desired food outlets via the internet, either through websites or by using mobile applications. The key players in the industry have been relying on partnerships, mergers and acquisitions as the major strategies to boost their growth in the market. Basically, two types of online platforms have risen to cater to the consumers' needs in the online food delivery business segment, namely the 'aggregators' and 'new delivery' players. Both platforms allowed consumers to compare menus, scan and post reviews, and place orders from a variety of restaurants with a single click. The aggregators have been a part of the traditional-delivery category who simply take orders from customers and route them to different restaurants and enable the restaurants to handle their delivery themselves. In contrast, the new-delivery players have had their own logistics networks for providing delivery services for restaurants that don't have their own drivers.

Some of the global players in the online food services segment include: Grab, Delivery Hero, Food Panda, Just Eat, Grub Hub, Deliveroo, and Door Dash. As per the reports of Statista, based out of the Global consumer survey conducted in January 2020, the total market volume of this segment accounts for US$45,909 million. Amongst all other countries, the highest revenue is generated by China. (Refer figure 1)

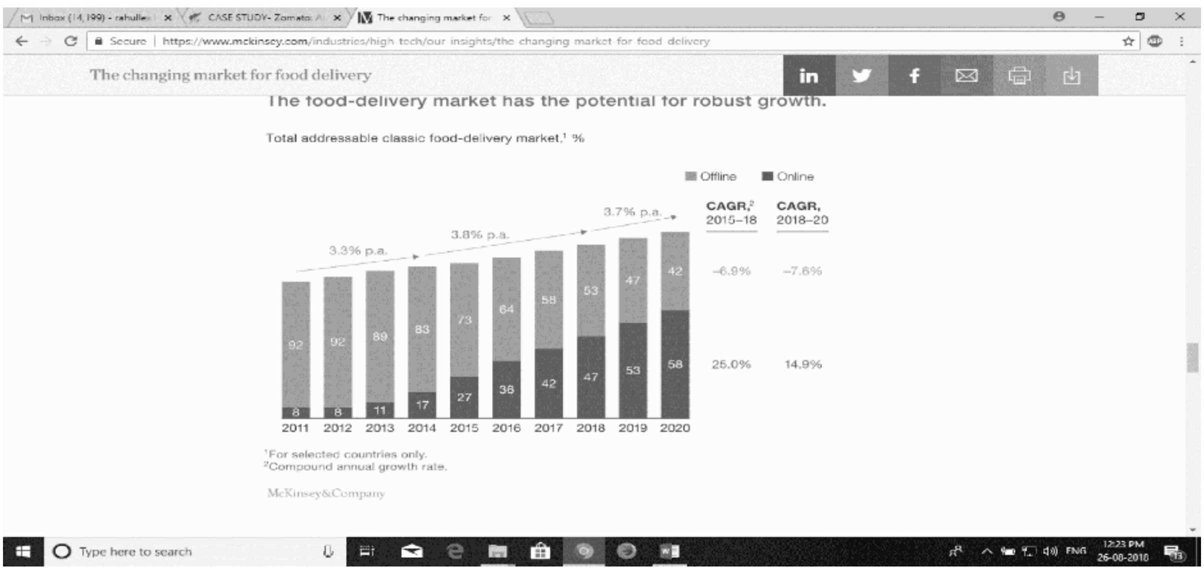
As per the study conducted by McKinsey and Company, the market projections for the online food ordering services has been on a steady rise (Refer Figure 2).

Figure 1: Global revenue (In Million US$) -Online food delivery market



Source: *Statista Global consumer survey, January 2020*

Figure 2: Online food delivery market- Compounded annual growth rate (CAGR)



Source: McKinsey & Company

According to a report published by the *Red Seer Consulting*, India's online food ordering sector has also seen a strong growth rate in the number of daily online orders made by the customers through various platforms. Some of the major players in the Indian market include: *Swiggy, Zomato* and *Food panda.*

ZOMATO: The background

Founded in 2008, Zomato first started out as '*Foodiebay*', an online restaurant search and discovery platform. Its founders renamed *Foodiebay* to *Zomato* in 2010. Since then, the brand has evolved into a mighty chain and currently has made its presence felt in over 24 countries across the globe. Zomato, from its initial positioning has now expanded its operations to include review aggregation and food delivery services for the various restaurants it has tied up with. Zomato, today has been recognized as one of the two largest frontrunners in the online food tech industry in India, the other being *Swiggy*, Zomato's greatest competitor.

Zomato was the first to enter the Indian food tech market and create a digital platform with one of a kind of a service of that time. In 2011, the brand launched its smartphone applications, complementing its then on-going operations in multiple cities. Zomato succeeded because it had a huge head start, prioritised on customer satisfaction and had sufficient funding from reliable institutions. Zomato always believed in the use of strong content creation to consistently enhance their page traffic and thereby tap into their global customer base. As a business strategy, Zomato always worked towards expansion and growth of their customer base. The revenue generated during the financial years 2018 and 2109 also showed positive figures showcasing its growth potential. (Refer figure3)

Zomato began with its mission of '*Shaping the future of food*', had positioned itself in the market highlighting some of the facts that include:

- Its presence in over 24 countries, 10,000 plus cities.
- Partnered with over 1.5 Million restaurants across the globe.
- Over 120 million active foodies every month on the platform.
- Over 10 million reviews on their site.
- Presence of over 18 million bookmarks.

Figure 3: ZOMATO-Revenue & expenses (FY-18' &19')

(FY 18 and FY19) (in millions of $)

	Revenues				
	Delivery	Dining Out	Sustainability*	Total	Total cost
FY19	155	49	2	206	500
FY18	38	30	0	68	80

Source: Adopted from Zomato's Annual Report-2019

Zomato's website and applications has been a great marketing tool for them. Their star features were its good rating mechanisms and the user-friendly platform. Zomato utilised digital marketing to their advantage and also became the market leader in the field of online discount retailing, with daily discounts and coupons, to attract more traffic. They promoted their services through telephone calls from employees and direct e-mails to their target customers.

Another key strength of the brand has been its strong grip over development of its online restaurant search platform, where users generate a lot of content through reviews, ratings and photos, leading to strong network effects. Zomato believed in working with the restaurant partners and building an effective ecosystem as a means to scale the ordering business. Long-standing relationship with the restaurant partners over a period of time, with improved delivery capabilities using shared customer feedback and technology, like '*ZomatoTrace*' has been yet another key differentiator from its competitors.

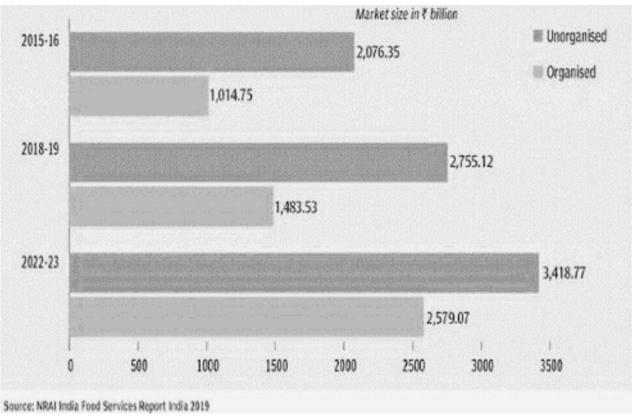
Throughout the years, Zomato had attracted huge investments. Its primary investors were *Vy-Capital, Sequoia Capital, Info Edge and Temasek Holdings*. Company records had suggested that the post money valuation of Zomato had been 660 Million USD with its net worth being around 1 Billion USD. Recently, the Japanese conglomerate *Softbank* had also shown interest in the Indian food tech industry.

Expansion Track

In the national arena, *Zomato* had become a strong contender in the online food delivery services segment. They have had a loyal customer base and has had streamlined their business presence in all the top tier cities. The vision of Zomato has always been to go global and has been steadily acquiring assets and services to strengthen its expansion track. It bought '*Menu-Mania*', a start-up that allowed people to discover local eateries. In 2014, Zomato also put the pedal on global expansion, where they acquired several food tech start-ups in different countries – *Lunchtime.cz and Obedovat.sk* for 3.25 Million USD, *Gastronauci* (Polish restaurant search platform) and the Italian foodtech start-up *Cibando*. With the acquisition of *Urban-spoon*, an online restaurant service portal for 60 Million Dollars, Zomato entered the markets of Australia, USA and Canada.

The latest India Food Services Report (IFSR) published by the National Restaurant Association of India (NRAI) estimated the Indian food services industry's market to grow at a CAGR of 9%. IFSR 2019 suggested that the share of the organised industry in the overall Food Services industry to be 35%. The report had suggested that the unorganized segment has been booming. The industry report suggested factors like changing demographics, increase in the disposable income, growing urbanisation, internet penetration and proliferation of online services to accelerate the growth of the industry. (Refer figure 5).

Figure 4: Growth projection for Organized and unorganized food delivery services segments



Source: NRAI India Food Services Report India,2019

'Zomato Gold': A Cash Cow?

A spokesperson for *Zomato* recently mentioned, "*Zomato Gold (ZG),* a premium offering of *Zomato* was growing at a hyper pace contributing to about 12% of their revenues". *ZG* as a service, had been well received in India since its inception. It first started in UAE and Portugal, by offering drink-based deals only and soon expanded to include food-based deals as well.By March 2018, ZG had registered 2,300 restaurant partners, almost double the amount they had the previous year. ZG at the time of its launch was meant to be an exclusive, invite-only service, targeted at high-end restaurants catered to serve niche customers. The subscription started with a launch price of ₹999 per year with a limit of 10,000 subscribers. Eventually, ZG was made available to a wider array of customers and the subscription fee was raised to ₹2,000 a year. Customers could avail benefits at any Gold partner restaurants and bars, for an unlimited number of times. The business model of ZG involved restaurants upselling a few additional items to customers and covering the cost of the complimentary items offered. The expenses towards the additional free drink or meal were entirely borne by the partner restaurant and Zomato did not pay any percentage to the restaurant from the subscription fee it collected. Moreover, restaurants had to pay a fee upwards of ₹40,000 to sign up as a Gold partner. Restaurants were willing to partner with Zomato as it provided them more visibility, leading to a potential increase in footfalls. Zomato came up with its latest announcement in August 2019 that, ZG, which was earlier only for dine-in, would now also be offered to ZG members for online food delivery. As per the new service scheme named as "*Zomato Gold-O2 (O2-Online Ordering)",* the restaurants would have to offer a free item to their customers' choice when they paid for a higher-priced item; as well as pay 18-25 per cent commission on the net order value. The partner restaurants would realise only about 38-42 per cent of the gross invoice value. Zomato did not bear any part of the discount, neither did it reduce its commission. This model did not resonate well with the partner restaurants as there was no incentive left for them, with no potential for upselling and recovering the cost of the complimentary items provided in an online transaction.

The Conundrum

On the 15th of August, 2019, Zomato encountered a massive setback when the National Restaurant Association of India (NRAI) encouraged all restaurants to launch a nation-wide campaign to log-out and delist themselves from Food Service

Aggregator (FSA) platforms like *Swiggy, Dineout, Nearbuy*, and especially Zomato. Zomato's ZG service came under massive scrutiny, as the ZG customer base crossed the 1.1 million subscribers mark in the month of August 2019.

The NRAI accused Zomato of using its deep discounting strategy to increase its own customer base while dumping all the costs and expenses of customer acquisition on the partner restaurants and forced them to bear the brunt of diminishing customer loyalty. The logout campaign forced other FSA's to confine their discounts but Zomato remained adamant to not change its strategic course. With the situation spinning out of control, Zomato's CEO, Deepinder Goyal, enacted some measures to satiate the restaurants. The NRAI declared that Zomato's corrective measures were merely lip service and had joined forces with the Federation of Hotel & Restaurants Association of India (FHRAI) to put up a united front against the popular FSA. The log-out campaign caught massive steam, and out of 6500 restaurants partnered with the Zomato Gold Service, around 2500 restaurants had already opted out. Zomato had to act fast to find a quick fix to the dilemma, otherwise they had to face the risk of losing the race against competitors like Dunzo and Swiggy who were already eating up their market share.

Winds of Change

Zomato offered several actions for the course correction in order to on-board the partner restaurants that had left the ZG platform. ZG usage was quarantined to one per day and single device login protocols were enacted. 'Gold unlocks' were restricted to two for each table in restaurants. The ZG subscription fee was also increased to ₹1800. The partner restaurants were also provided with advertisement credits and notification of personalization during non-peak days.

The NRAI was still not convinced and the log-out campaign kept gathering more and more steam. On August 20, 2019, Zomato sent a cease-and-desist email to partner restaurants claiming they failed to abide by their contractual obligations of serving a minimum of 45 days before choosing to log out of the platform or pay a huge fine. Responding to NRAI's continued belligerence, Goyal declined to introduce further changes to ZG, claiming, "Zomato is logging out of the logout campaign."

Challenges

As in the case with any organization, every firm confronts with different kinds of challenges at different stages of their organizational journeys. Some of the major challenges faced by Zomato are as mentioned:

- **Quality assurance**

  Government norms have not been kind to the food-tech industry in the recent years. *Zomato, Food Panda, Swiggy, Uber Eats, Lime Tray* and five other food-tech giants in the industry have been ordered by the Food Safety and Standards Authority of India (FSSAI) to remove unlicensed restaurants from their list. This move came at the backdrop of a flurry of complaints regarding unhygienic, low quality food being delivered online. FSSAI's stringent orders have significantly hurt the businesses. In response, Zomato recently launched a hygiene rating service to allow customers in auditing the quality of food being served to them by their partner restaurants. But what mattered Zomato and all other players in this sector is the sustainability of the service quality in their offerings.

- **Operating burn**

  With numerous players in this sector, food-tech start-ups like: *Food Panda* and *Uber Eats* had been spending millions of dollars to meet their operating costs per month. *Swiggy's* monthly burn rate was about 17-18 Million USD last year. To stay ahead of the game, Zomato has been forced to drastically increase their burn rate somewhere close to 20 Million USD.

- **Cyber attacks**

  In 2017, Zomato suffered a huge setback when 17 million user records were stolen from its database in a major cyber-attack. The stolen information, containing critical customer information was then put up for sale in various dark-web marketplaces. Zomato attributed the cause of the incident to human error and took immediate precautionary measures. But the damage was done. Already a slow year and with heightened competition from *Swiggy*, this incident highlighted that things were not looking up for Zomato Moreover, it generated bad public image, which also led to HSBC Capital slashing the company's valuation by 50 per cent, greatly raising Zomato's losses.

- **Changing consumer buying behaviour**:

  Customers these days have been drawn to the new online food-delivery platforms with different set of needs and expectations than before. Research studies conducted by several surveys across various platforms have uncovered some changes in the behavioural patterns and traits of consumers in the online food delivery services segment. Some of them being:

  - *Ease of use:* New-delivery platforms, which provides hassle free ordering experience gets the most number of customers in the shortest amount of time.
  - *Time:* Speed of delivery is the biggest variable in customer satisfaction, with most of the consumers across markets citing it as a key factor in all major surveys conducted in the past. The optimal wait time that was no more than 60 minutes for consumers is reducing and consumers prefer service providers that demonstrate hassle free quick online delivery.
  - *Order patterns:* The highest-volume of food orders through the online platforms that were once Fridays, Saturdays, and Sundays, has lately been equally shifted to the weekdays as well.

Future implications

Swiggy and Ola, competitors of Zomato recently have approached the leading *Cloud-kitchen* firms including *Faasos, Freshmenu* and *Holachef,* that delivers dishes prepared in their own kitchens. The possibilities of strategic partnerships to expand their scope and capabilities in the business front are being explored. Though none of these talks have reported to materialise into meaningful deals or partnerships yet, aggregators need to achieve a synergy to succeed and get to their estimated growth projections. With cloud kitchen players coming into this segment, higher frequencies of order volumes and sales revenues are expected. Logistics playing a key role in this business and with increased competition in the Indian market, will Zomato be able to continue its impressive growth in the food ordering and delivery business?

The way forward

Companies in the online food delivery services segment today have been focusing on scaling up their order volumes either by partnering with restaurants or launching advanced delivery & ordering options. Companies have also been emphasizing on improving their customer experience using advanced technologies such as parachutes, robots, and drones. Companies have been focusing on strengthening their logistics network in order to expand their market. For Zomato, the rising threats from other competitors, decrease in its revenue and sharp increase in operating costs all point to one thing, that sustainability of Zomato, India's second highest valued food-tech service is under threat. As a major player in this segment, for Zomato, what needs to be explored more through a systematic assessment is to know 'Could *Zomato weather the storm or would it steadily move towards a slow but sad demise? 'Will Zomato hit the iceberg and sink or will it sail smoothly into the future'?*

Suggested questions for discussion

- *Why do online food ordering and delivery businesses get a lot of investment and interest in the recent times globally?*
- *What are the various strategies that Zomato should adopt for business scalability and sustainability?*
- *With reference to the SERVQUAL Model proposed Parasuraman et al., (1985), analyze the significance of service quality in in ensuring business scalability and sustainability in the online food-tech sector.*

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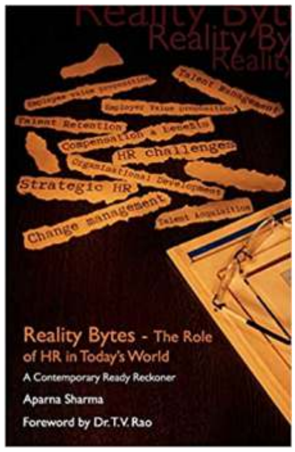
Book Review

"Reality Bytes" The Role Of HR In Today's World



Author:
Aparna Sharma

Published by: **Vishwakarma Publications**

Reviewed by :
Col. Amit Sharma, Ahmedabad
Ms. Yogita Sharma - Wordsworth Consultancy, Pune

The comprehensive book "Reality Bytes -The Role of HR in Today's World" by Aparna Sharma, written in a simple language, is a ready reckoner for budding HR graduates and professionals of other streams to have a comprehensive insight into the intricacies of all HR functions. It gives a clear insight into how HR can carry out value addition to a business. The caselets at the end of each chapter also aim at getting the reader to think and find his/her own solutions based on learning/s in each chapter. Key points (leads) which are thought-provoking and bring out the crux of the matter have been separately highlighted to give them prominence.

There was a time when machines or equipments were the most important asset/resource an organization could possess. People were more or less required only to run these machines and maintain them. But as we raced through time, we have loft allthose traditional thoughts far far behind.

Today and in the future too, the single-most competitive edge for an organization is its "people". In today's dynamic times, managing turnover in terms of people is as critical as increasing business turnover. This is because, inspite of being the most valuable resource, manpower is also the most difficult to manage, maintain & retain, and many organizations fall short of managing their people well.

Probably the reason for this is that formal education in HR does not prepare the young, would-be HR manager or even a line manager who needs to be an HR manager in his own right to manage people to face and deal with the Reality at the Workplace. This book has been written to achieve this very purpose.

'Reality Bytes - The Role of HR in Today's World' has something for everyone - whether an HR student, a budding early career HR manager(1-3 years), a Line manager who needs to be an HR manager in his own right to manage people or even a teacher or an entrepreneur trying to understand what HR is all about. This book is for you!

The First chapter discusses the "Employer Value Proposition and the Employee Value Proposition as TWINS". The author assigns huge importance to communication of Employee Value Proposition message across the organization and across all the stages of Employee Life Cycle. She says that if this is not communicated effectively, everything is lost.

The Second chapter discusses regarding Talent Acquisition, Talent Development and Talent Management as the 3 Ts. The readers would like to take a note of the newer and popular methods of recruitment especially recruitment through mobile phones which stands at 19 %and is likely to grow further.

SHRM study states that there are three major reasons for employee exit, 50 % cite better compensation and benefits, 35 % specify problems and 32 % need new challenges, which I feel is huge. The 32 % employees are an asset and can be tapped for their skills. I couldn't have agreed to the author more, when she speaks about sending leaders to foreign countries for exposure and stating that succession planning should be part of every company's strategic plan. Exposure widens horizon.

The author while discussing "Succession Planning Pitfalls" states that "Uncertainty about how long one needs to wait for promotion may result in the best people Leaving". This problem is omnipresent in all organizations.

While deliberating on Talent Retention, the author quotes McKinsey's War for Talent' study as "In an operational role, high performance can increase productivity by 40 %". I would rather say that when one is served with lifesaving situation/s, these are the people who turn defeats into victories. These heroes emerge out of nowhere. The need is, how to identify them and make arrangements to retain them.

In the Fourth chapter on "Compensation and Benefits" the author recommends the Four Cornerstone approach of Communication, Training, Reinforcement and Measurement by John Schaefer. Good performance needs to be recognized.

In the Sixth chapter on "Change Management" various models of Change Management are discussed. It is also brought out that OD and Change Management are different from each other but both are needed to run a business successfully. "Adaptation is the key for survival." as a key nugget is brought out very well.

While describing "Big Data" in the Seventh chapter, the author states that an organization can benefit by combining it with Analytics. It will result amongst others in cost saving, improving logistics, maximizing profits, recalculating risk portfolios, customer management and in detecting fraudulent behavior.

Chapter Eight discusses "Exit" in which What, Who, Why and How of "How to conduct Exit Interviews" are valuable. Exit Interviews are to be used as instruments of peace, as a knowledge bank of the competencies of the employee who is leaving, shows organization in good light in front of potential employees and it may be the last effort to retain a valuable employee. The author advocates third party audit for such interviews for an impartial assessment.

Chapter Ten deliberates on "Challenges in Today HR Management" where the famous quote of Adam Smith "The Market Moves through Invisible Hands" finds mention. The change in scenario to me is a combination of old and today as under:-

1. Focus should remain on to Produce what Customers' Need.
2. The Aim should be Customer Delight which will give you profit.
3. The Means should be Happy employees.

Sound & ethical HR professionals are key to the success of any business. They can produce results only if the organizational goals are clearly understood by them. They can thereafter tone their practices according to the goals and work accordingly. These professionals need to be aware of the future talent requirements of the business and need to work on the requirements accordingly. They should work out the tangibles by which the success of an employee(s) can be measured. Adequate tools may be required to be designed for the purpose.

For employees, besides salary, the employment conditions play a major role in continuing with the same organization. An employee would like to continue in an organization which does not change the goal post very often. It sticks to what it promised to the employee during signing on the contract of employment and provides adequate avenues for personal growth. An employee would love to work for such an organization and give his/her best so that the organization benefits and achieves desired targets.

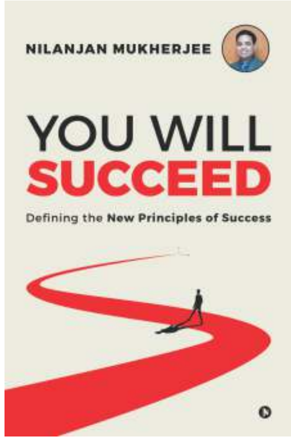
Note :The book also has a compendium of relevant articles written by the author, Aparna Sharma on various HR topics covered in the book right at the end.

Book Review

“You Will Succeed”

Defining The New Principles of Success

Author:
Nilanjan Mukherjee
Published by : **Notion Press**
Reviewed by : **Tarun Singh**



Nilanjan Mukherjee's book is an attention-grabbing and thought-provoking read for all those keen to advance themselves as successful professionals in any walk of life.

This book is equally beneficial for Freshers as well as Professionals with Experience no matter whether they belong to Junior, Middle, or Senior Level Management.

The concepts contained in the 26 Chapters of his book may protect years of hard work and can increase one's probability of Success Significantly.

The author talks about several everyday stories from different spheres, which includes those which made a huge impact on his personal as well as professional life.

In this book, each chapter has well-written short stories. In every chapter he has suggested easy-to-apply techniques in our day to day professional and personal life and by following these suggestions one can move rapidly toward a Successful and Professionally fulfilling and rewarding life.

Nilanjan has used modest language that makes the book easy to read and comprehend. The Author's 16-year corporate experience has come handy to exhibit the lessons and get them enumerated in the minds of the booklovers.

The way he has put-forth his learnings and ideas through splendid stories merits appreciation.

Before reading the book, even if you are prone to the idea that success is not a learnable skill, then you will be compelled to agree that, “Success” can be learned provided one follows the suggestions offered by Nilanjan in Letter and Spirit.

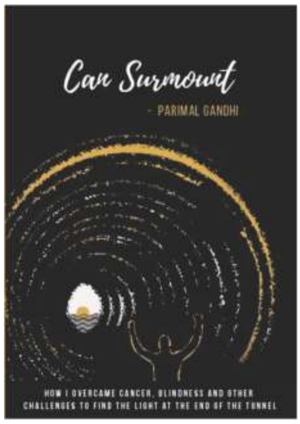
In my view, I have gained incalculably by going through the stories put forth by the author. I sincerely thank him for coming out with this book which, I am confident will benefit the readers greatly.

The Paperback Version of this book is available at Amazon. In and Notion Press and The E-Book Version is Available at AmazonKindle, Kobo, Google Play.

Please Note: To know more about the Author, you may click his LinkedIn profile given below:
https://www.linkedin.com/in/nilanjanmukherjeehr/

Book Review

"Can Surmount"



Author:
Parimal N. Gandhi

Published by: **Academy of Human Excellence**
Reviewed by : **Nishi Widge Malhotra**

Much before Barack Obama popularized the three words that would bring him to victory in the American Presidential elections, a young man in India was already living this truth in supposedly insurmountable conditions.

Four episodes of cancer. Two, near misses. Blind twice. Six corneal transplants. Cardiac bypass. Two surgeries for glaucoma. Battling diabetes and hypertension. Parimal Gandhi has defied all odds and come out on top. His autobiographical book, Can Surmount, takes its readers through his unbelievable journey, leaving them inspired by his fighting spirit and determination.

"I don't believe in miracles. I depend on them," says Parimal without preamble at the very outset in his book. And his journey bears this out. Even as he pursues a demanding career as a busy HR trainer who has trained 110000 participants in his workshops, opportunities arise for him to meet some amazing doctors and human beings who help him pull through life threatening situations, often from the brink. "As soon as a vicissitude arrives, just a step behind is someone totally appropriate who is already in place to help me. Why should a dear cousin marry a prominent oncologist? Why should a great cancer surgeon's parents have continued to be my parents' friends after a chance encounter at a hill-station? Why should an incredibly humane oncologist become a good friend in my Rotary Club much before I needed his help? A Hungarian railway employee chooses to become a doctor, that too an ophthalmologist, move to the USA, come to Ahmedabad of all places and then perform two corneal transplants on me in Amarillo, Texas?! Incredible! I have concluded that there are no coincidences," he says.

Parimal surrenders himself completely to the care of these professionals. But that does not take away from the fact that he is a fighter combating unthinkable odds to emerge victorious. And how does he face these challenges? In his words: "I have learnt to enjoy these trials while continuing to do what I want to, in the other areas of my life. I never ask, 'Why me? Why repeatedly? Why so much?' I accept these as tests, as gifts, as prasad." He finds his strength through his faith, the inner spiritual journey that has run in parallel to his fight: "The parmatma never tests me without sending help. He knocks me down but never knocks me out. The diseases have been tolerable and treatable. Difficult but not impossible."

At the end of the day, one would say, Parimal has made sure that despite the challenges to his health, he is living a life that is happy and fulfilling. His work, his travels across countries and continents, his encounters with incredible people – the happiness all this has given him has not happened by chance. It is the result of his attitude – an attitude of gratitude that has made him appreciate every moment of his life as a gift, in the knowledge that itcan be taken away at any moment. "Life is not just what happens to you. It is what you do with what happens to you," he says. It is a lesson that all of us would do well to remember - for many of us walk through life blindly even though we are not blind, nurture a cancerous outlook even though we don't have cancer, and let happiness bypass our hearts because we do not appreciate what we have been given.

Parimal Gandhi's book is a wakeup call for all those who don't just want to surmount the challenges facing them,

but for every individual who wants to learn how to live in the face of death.

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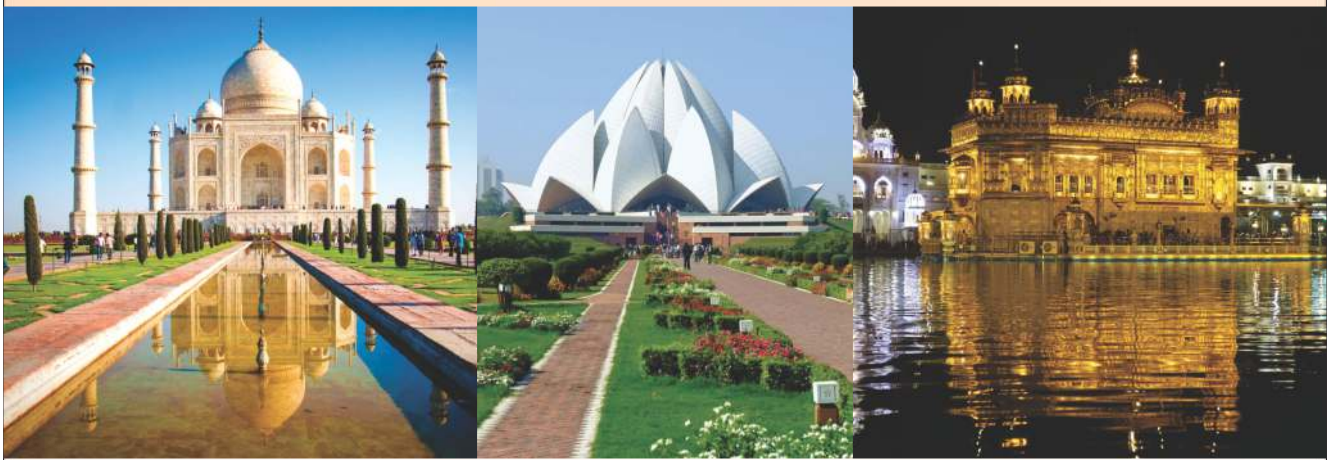

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Dear Sir,

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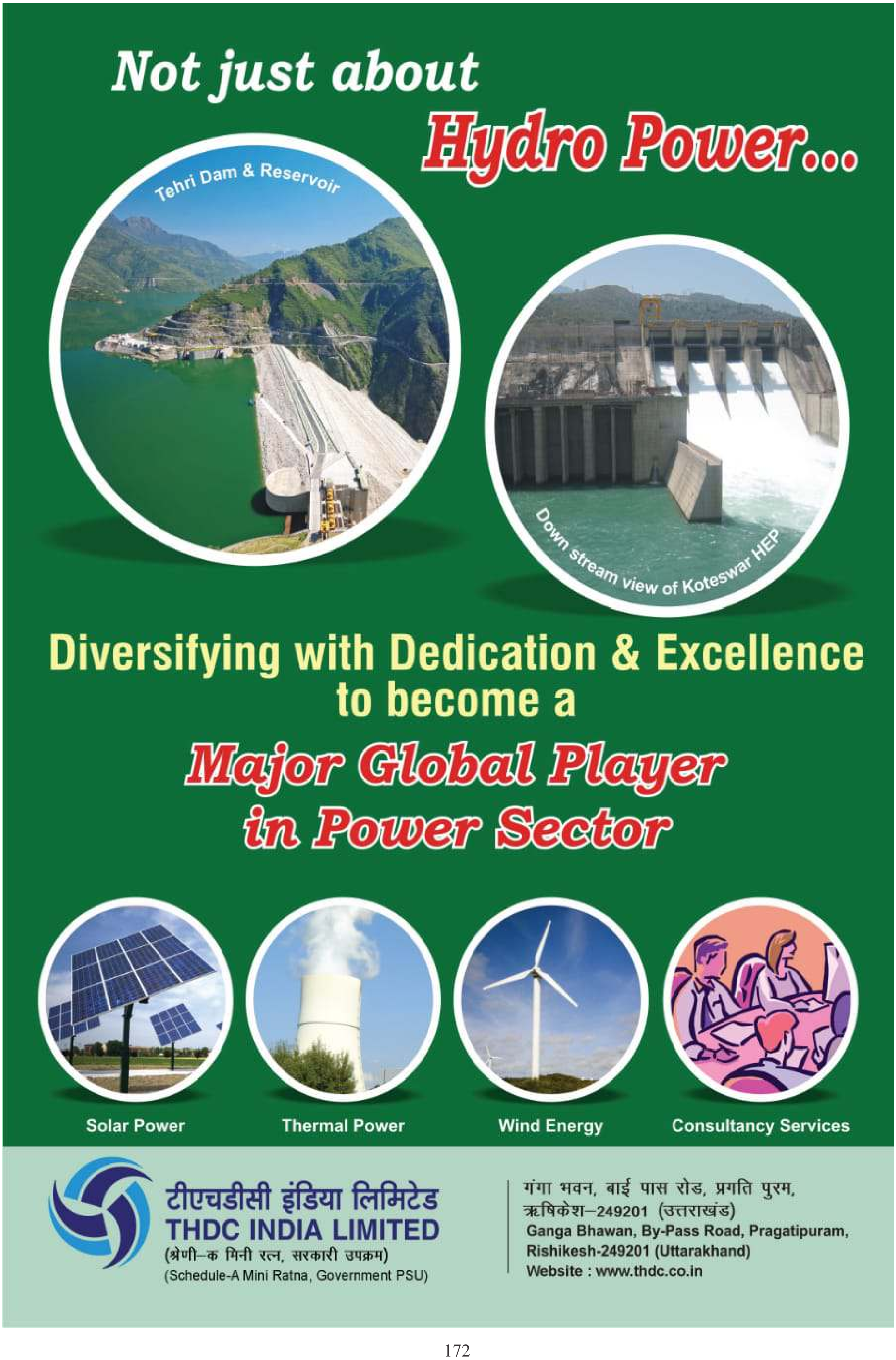
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