

We all are given life to
add something to life.

– Mahatria Ra

powered by **Human Touch**



Creating and Sustaining Inclusion and Diversity for the Success of an Organization



By Madhavi Lall , MD / Head HR India at Deutsche bank

The business case for Inclusion and Diversity is intuitive when you think of it. We have heard business and HR leaders talk about the economic necessity of widening the talent pool, tackling non meritocratic practices and establishing inclusive work places. And yet, despite the buzz around D&I as an inevitable lever of organizational success for more than a decade, not much has been achieved in terms of outcomes. The key reason might be that our focus has been largely based on fragmented initiatives instead of a clearly articulated approach based on defined outcomes.

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Highlights of People Pulse

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Year-end employee surveys are going the way of the Dinosaurs !

By Dr. Arun Krishnan , CEO and Founder of nFactorial

People Pulse Trends

Emerging HR Trends in the Industry

Happenings@Human Touch

Editor's Note

Hi
Season's Greetings!!!

Elated to share the 3rd edition of 'People Pulse' our e HR Magazine for the Industry after we received overwhelming response for the 1st two Editions. Thank you so much !!!



My office sent the 2nd edition to about **12,000** industry people which include HR Professionals / Head HRs / CHROs / Business Heads , CEOs and Deans of premier B schools in India as well as abroad.

We are extremely grateful to Ms. **Madhavi Lall** for writing and contributing a marvelous article on a very contemporary high importance HR theme 'Inclusion & Diversity' for this edition. We are equally grateful to **Dr. Arun Krishnan** as well for the 2nd write up on yet another extremely significant contemporary HR theme - 'Real time employee engagement'.

In addition, it captures the emerging HR trends in the industry also under the caption 'People Pulse Trends' along with a couple of specific industry survey outcomes.

Hope, reading it should be an interesting and value adding experience.

KS Praveen

Editor-in-Chief & Founder Human Touch Consulting

What follows then is the logical problem statement - How can we create and sustain an outcome based D&I agenda?

Here are a few steps that can be taken:

Define a strategy along with the outcome of the agenda – The strategy needs to be aligned to the business strategy - **D&I** cannot thrive in isolation. Diversity is a very broad spectrum and organizations need to define which aspects of diversity they would like to focus on with clear rationale.

Get the buy in from the top management – The agenda will sustain only with support from senior stakeholders and line managers as they are the key influencers as well as implementers of the strategy.

Build **hiring processes** that attract diverse talent – this might mean different modes of recruiting as well as a focus on enhancing recruiter skills for instance if you plan to recruit a visually challenged candidate how can the process be designed in a manner to allow customization or what are the skills you will look for in a recruiter interviewing a candidate with an auditory disability

Ensure **policies** are inclusive in form and substance including sensitive verbiage. For instance avoid using restrictive pronouns like he/she, use 'partner' instead of 'spouse' etc.

Ensure our **infrastructure** is supportive – e.g. JAWS enabled laptops, wheelchair accessibility etc.

Ensure there is one initiative which recognizes and encourages development of the diverse talent **externally**. This could be via sponsorships or university/ association tie ups

Build a work environment that promotes behaviors that encourage new ways of thinking and **reward diversity**. There are many ways that this can be done :

- Line manager sensitization and training for effective management of D&I practices of the organization
- Helping employees understand conscious and unconscious biases that exist and hamper inclusion of people who are different
- Offering flexible work arrangements, programs, resources, and tools to help employees achieve greater work life balance. These resources could range from a robust flexible work arrangement to supportive maternity and paternity leave policies



Deutsche Bank 

At Deutsche Bank Group India, the diversity agenda is run by senior business leaders. Having gender balanced teams is the top priority. We are one of the few organizations in any industry to have raised **our top management diversity to 40% women**. Raising consciousness through **Unconscious Bias Training** for all managers to avoid gender stereotyping has also been a part of our agenda. **SEGUE sessions** targeting women on career-breaks, by inviting them to open days and providing them information about careers in investment banking and opportunities for re-entering the work force was another flagship initiative.

We help advance and develop existing women employees by providing varied development opportunities. Some examples are programs specifically for women like a pan India mentoring program and targeted leadership acceleration programs.

At Deutsche Bank Group, we believe in fostering an environment where employees can balance the demands of work along with family responsibilities. We announced a revised maternity leave policy of 26 weeks, much before it was mandated by law. These policy changes are an important step towards reinforcing our

commitment to gender and generational diversity.

Organizations need to move beyond from the narrow concept of short term returns and look at building a **culture of inclusion**. This would require a huge change. We as human resource professionals should focus on not just ticking checkboxes or achieving 'diversity targets' but creating a workplace which is inclusive. A workplace which does not push certain individuals to the margins for the choices they make or for who they are!

Madhavi Lall is an alumni of St. Stephen's - Delhi, XLRI - Jamshedpur and University of Oxford - UK as well . She is a highly respected and admired HR Leader in the Industry.

'Never give up. Today will be hard, tomorrow will be worse but the day after tomorrow will be sunshine.'
- Jack Ma , Founder & Executive Chairman Alibaba



Year-end employee surveys are going the way of the Dinosaurs !

By **Dr. Arun Krishnan** , CEO and Founder of nFactorial



Research has shown that **employee engagement** is the number one priority for CEOs. This is probably not surprising given the impact that engaged employees can have on an organization's bottom line. A Gallup study done in 2012 concluded that in the US alone, only about 13% of the employees were actively engaged. The study also found that yearly productivity losses in the US arising from employee disengagement were a whopping \$500 billion dollars with worldwide estimates of productivity losses touching one trillion dollars. No wonder CEOs are pushing employee engagement up their priority lists.

However, there seems to be a serious disconnect between CEO priorities and the way they are being tackled in the real world. Most organizations carry out a year-end survey if their employees are lucky or perhaps one in two years. The surveys tend to be fairly long and tedious with the result that the urge to finish does, more often than not, triumph over the need to give accurate feedback. In addition, the availability heuristic is in operation with the result that more recent events tends to dominate the feedback leading to a significant skew in the results obtained. Moreover, the time taken from conducting the survey to data analysis, report generation, trend identification and devising of action plans takes a good 3-4 months with the result that actions are taken a good 6-8 months after the issue had initially arisen. Managers are thus unable to be proactive in identifying issues and nipping them in the bud before they turn into crisis.

Let's pause for a moment to consider an analogous situation in sales. Can you imagine Sales leads only looking at their sales data at the end of every year and basing their actions for the next year on that? As incredible as that sounds, that is precisely what organizations are asking HR Leaders to do instead of obtaining feedback from employees on a more consistent basis. Josh Bersin from Deloitte has identified **real-time employee engagement** as one of the key disruptive HR technology trends in 2017. Given the rapid digitization of the world, a whole new breed of applications are coming up that use the digital technology to enable organizations to reach out to employees more often. These include but are not just limited to pulse surveys, textual feedback mechanisms, peer to peer appreciation and anonymous manager feedback.

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The surge in such applications is also driven by the millennial workforce that simply doesn't believe in waiting for a year to make their views known. Organizations are thus being forced to respond to their needs by providing them with avenues to express their opinions. While initial attempts utilized internal blogs and discussion boards, there is a growing realization that a more structured approach can reap greater benefits. The recent surge in large organizations giving up their performance appraisal systems ought to be seen in conjunction with the surge in newer approaches to employee engagement. Real-time solutions can enable both performance appraisal and employee feedback at the same time.

As is usual in the HR space, most of the innovation seems to be happening in the US with Indian organizations in particular playing catch-up. HR practices in most old-world Indian industries like manufacturing are stuck in a time warp. The new-age IT industries are better but only in a relative sense. However, the success of organizations like Google and LinkedIn in creating an engaged workforce is prompting our IT doyens to take a relook at their own engagement policies. They are re-examining the entire gamut of operations that deal with how they track and measure feedback from their workforce.



*The author is the Founder and CEO of an HR Analytics company called **nFactorial** Analytical Sciences based at Bangalore. He is a visiting professor at prestigious **ISB**, Hyderabad and is regular columnist in a leading daily (DNA) on HR/Business Topics .*

So what would my recommendations be for companies looking to transform their employee engagement approach? Here are ten of them:

1. Be bold! Junk the annual survey. Sure you get some perspective on how your organizations is doing vis-a-vis others in the industry but other than that, the only purpose they serve is as a checkbox in a goal sheet for an HR practitioner!
 2. If nothing else, start surveying more regularly, say at a quarterly level. At least you are that much ahead of the game and can identify burning issues sooner.
 3. Look to administer real-time pulses to monitor the moods of your organization. Organizations go to great lengths to track the in and out times of their employees. It is even more important to track how your employees are feeling.
 4. Identify metrics that you can track over time. As the old adage goes, what you can't measure, you can't manage. The metric could be something as simple as the overall happiness index. Don't have a digital way to do it? Put colored balls in glass jars if you need to or get your employees to use colored stickers to indicate their moods but get some measure of how your employees feel.
 5. Mark interventions your leadership takes on a calendar and track the impact of these interventions using the metrics that you track. Organizations usually take interventions but there is rarely a follow up on whether specific interventions worked or not. Again, just another check box in someone's goal sheet.
 6. Hold your managers accountable for the overall engagement in their teams. Let them know that their performance includes an assessment of how engaged their team members are.
 7. If possible, move to a **real-time employee-engagement** platform. There are startups and small enterprises both in India and abroad that are developing products in this space. Reach out to them and see if you can't gain a competitive edge by really engaging with your employees the way they want to be engaged.
 8. Take every opportunity to solicit feedback from your employees. Really listen to what they are saying.
 9. Act on their feedback. The surest way to turn your employees off giving feedback is to ignore their feedback and not act on them. So go ahead, and act on their ideas and suggestions – those that make sense of course.
 10. Above all, tell them that you have acted on their suggestions. Let them feel that they have been a part of the overall process. Celebrate your successes together!
- Do this and I bet you, you will never go back to thinking about year-end surveys again.



'I knew that if I failed I wouldn't regret that, but I knew the one thing I might regret is not trying.'
 -Jeff Bezos, Founder & CEO Amazon

PEOPLE PULSE TRENDS

Emerging HR Trends in the Industry



India Inc innovates with Learning & Development, doing things differently

- **Mphasis**, leading IT solutions company brings in external coaches to teach leaders how to use storytelling as a technique to communicate.
- **Yes Bank** has a theatre based learning programme.
- **Mahindra Comviva** screens movies to teach employees about coaching & group dynamics.
- **Ernst & Young** is summarizing lengthy case studies into short animated videos.
- **Thomas Cook** builds business scenarios into the format of a board game.
- **Sasken Technologies** takes its manager level employees out for adventure camps.
- **Hindustan lever** is to send its mid-level executives to work at startups from 3 months to 2 years so as to develop entrepreneurial mindset & agility.

Hiring Trends

The hiring story for the 1st half of 2017 is a mixed bag. The Pharma sector will hire in big numbers while telecom & BFSI are likely to have pockets of robust hiring. The pace of hiring for FMCG and automobile may slow down, but IT services could see a marginal increase. E Commerce which is maturing as an industry is likely to grow in big numbers.

Telecom Sector is likely to create **12 Million jobs** in 5 years driven by telecom infrastructure led schemes such as Digital India, Smart City & Make in India as per TSSC.

Paytm to hire **12000** Sales people to reach consumers in more than 650 districts of India.

According to an Antal Network Survey Higher pay biggest bait for FMCG Talent moving to booming Ecommerce sector.

Source: ET

Importance of Being Humble

The \$1.3 Billion **Piramal Group** has included Humility as one of the success factors in its high-performance behaviour chart.

At **Genpact**, humility is used to ensure collaboration and part of 21st century skills. **GHCL** holds sessions to highlight significance of humility in moulding careers.

Boards of Indian Cos less effective than global Peers

Corporate governance and the role of company board is a hot topic globally and it has been part of the debate in India since Tata Sons removed Cyrus Mistry as its Chairman last month. **Russel Reynolds** conducted a board behavior survey to identify what makes an effective board culture.

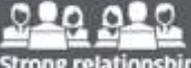
TRENDS DRIVING CHANGES IN CORPORATE GOVERNANCE

 Global Movement of Capital: Capital is global and fluid, driving common expectations by institutional investors around governance standards	 Board Composition and Refreshment: Investors continue to pressure boards to increase independence, diversity of skills and backgrounds, and regular refreshment	 Investor and Govt Focus on Climate Change: Increased global concern around climate change is increasing investor and regulatory attention around cos' environmental impacts & disclosure
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TOP 5 BEHAVIORS OF AN EFFECTIVE DIRECTOR

 1 Possess the courage to do the right thing for the right reasons	 2 Willing to constructively challenge management, when appropriate	 3 Demonstrate sound business judgment	 5 Possess independent perspective and avoid "groupthink"
 4 Ask right questions			

THREE TRAITS DIFFERENTIATE MOST EFFECTIVE BOARDS, BUILD ON TOP 5 KEY DIRECTOR BEHAVIORS

 A chair who is an effective facilitator	 Strong relationships with senior management	 Long-term time horizon for strategic decisions
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Source : ET

'Enduring setbacks while maintaining the ability to show others the way to go forward is the true test of leadership.'

- Dr. Nitin Nohria, Dean Harvard Business School



Happenings@Human Touch



KS Praveen
 in **Indian Oil HO** (Marketing Div)
 early this month



KS Praveen
 in the **MDP Center of Indian Oil** after
 conducting a capability building workshop
 for HR People from all India

High Impact People Empowerment Workshops by KS Praveen & Team



A Date With Self

A transformative personal effectiveness workshop.



The Magic of C2iT (Soft Skills)

Communications Skills, Interpersonal Skills,
 Team Work & Creativity



The Power of Team Building

Together Everybody Achieves More ...!!



Managerial Excellence Journey (MEJ)

A Managerial Effectiveness Workshop inspiring
 Managers to pursue excellence.



Leadership Insights !!

A Workshop on the Art of Leadership



Time Management Tips

A Workshop on Time Management for Results



Let us be Assertive

A Workshop on the Importance of Assertiveness.



We Care

A Workshop on the business importance of
 Customer Service.



SEP

Sales Effectiveness Workshops



KS Praveen with **Bachi Karkaria** Curator of Times Litfest in Bandra during Dec 1st week. Bachi has been editor of Times of India and is a well known columnist.



Human Touch was represented by **Pranali and Vrishalli** in a high level women conference on gender equality organized by **IMC** in partnership with **United Nations** on 6th Dec at Chrystal Room, Taj Mahal Palace, Mumbai.



Pranali with the Chief Guest **Madam Phumzile Mlambo**, Under Secretary general, United Nations and Executive Director of UN Women.



KS Praveen @ ITM Business School



KS Praveen with Gen Y @ NIFT



Human Touch organized a religious trip for a BPL settlement adopted by it in the as part of its regular CSR recently. **Dr. Shalini** takes care of the social commitment of the Firm.

Contact

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