



KNOWLEDGE



BEANS

THIS MONTH

OD CONNOISSEURS' ORATE



Rushikesh Rajendra elaborates on the quartet of Attrition Management.

OD ENTHUSIAST'S ORATE



Paremvir Malik shares his views on why employee leave jobs.

OD FOLLOWER'S ORATE



Ilyas Khan discusses about Attrition Management.

ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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OD CONNOISSEURS' ORATE | Rushikesh Rajendra

QUARTET OF ATTRITION MANAGEMENT

Attrition is good. This is irrespective of the discomfoting emotions associated with it. Most of us fear attrition. Largely due to the pain associated with it as a result of the emotional bonding which gets formed with the employees over the period as well as the painstaking effort involved in bringing the employee up to speed.

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Rushikesh Rajendra is the CEO at Atyaasaa. He is an affable corporate trainer with over thirty years of experience in HR, operations, international business and training. He has held various leadership positions in several leading IT and consulting organizations. He has an innate ability of connecting with people across cultures, tenure ship, experience and position which results in break-through business outcomes. His expertise lies in relationship building, ownership and accountability, managerial effectiveness, overcoming leadership dilemmas and effective people management.



THE EDITOR'S MESSAGE

The theme for this month focusses on 'Attrition Management'. One of the major challenges faced by organizations today is constant loss of trained resources i.e. undesired attrition. This prompts organizations to carve out effective employee retention strategies so as to create a harmonious ecosystem. Effective attrition management initiative in any organization enables creative engagement of resources resulting in their enhanced productivity.

The topic for next month is 'Excerpts of Recruitment Marshals'. Recruitment is an art of selecting a candidate who is a superlative fit for a specific job role. It is essential that effective recruitment practices are in place so as garner the best talent with a 'best fit' or at least a 'near fit' perspective. Constraints foment creativity and thus, a Recruitment Marshal surrounded by severe constraints, hones his skills and techniques to find the most suitable fit keeping in mind the holistic requirements of the position to be filled.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 300 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

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Retaining existing employees has become more challenging than the getting new ones. Four important cultural initiatives help organizations effectively deal with the challenge.

1. Meticulous and elaborate hiring process – clarity on what you are looking for and putting into place a scientific process to identify talent is a must. Fitting square pegs into round holes is bound to generate noise leading to attrition.

2. Delightful onboarding experience – the entire period right from the selection process up to about first six months after joining is crucial. It needs to be an exuberating experience for the employee. S(he) needs to carry a feeling of being wanted and being taken care of. Exactly the way a newlywed bride needs to be treated. Else 'murmuring of the heart' is bound to set in causing discomfort in the long run.

3. Sustenance – creative engagement of the employee post onboarding on a continued basis is vital. The key to this is an enabling work environment and relentless effective communication.

4. Final exit – in spite of all efforts, should there be a situation where the employee is unable to continue, the exit process also needs to be comforting. A compassionate view of the situation helps reinforce organization's branding essential to continue to attract talent.

Thus, attrition is good. It's a great enabler for getting right people and processes in place. It does contribute to the much desired periodic organizational churning. So there is nothing to be fearful or worried about it. **E**



OD ENTHUSIAST'S ORATE | Paremvir Malik

NEITHER ORGANIZATION NOR BOSS, WE LEAVE SICK JOBS OR FOR BETTER PROSPECTS !

Paremvir Malik is a passionate HR professional and HRIS architect with over a decade of experience. He has masters in labour law and welfare, personnel management and HR. Presently he is involved in establishing a start up venture which provides guidance and support to organizations to develop effective people process so as to enhance productivity and growth.



Do employees leave because of organization or boss?? It may be - neither of them but sick job or a much better prospect! To support this, I zeroed down upon 10 very interesting indicators as given below:

- 1. Monotony** - day in day out nothing different...very set and standard processes, two punch, one lunch (punch in - lunch - punch out). Job is unattractive in nature, none interested to take it up or it's just not challenging.
- 2. No competition** - probably you are the only subject matter expert or a retainer in the organization, your propositions are often not contested or questioned or probably not given much attention.
- 3. Reservist** - you are readily available but you are on bench/dressing room waiting for your need to be felt.
- 4. Status quo culture** - the mass around you are dead wood, happy to maintain status quo in terms of speed and quality of work.
- 5. Aspiration factor** - your aspirations are much greater than the environment around you, you feel like a pilot but not on a supersonic aircraft.
- 6. Social status factor** - you wish to be associated with the big b's of the corporate for social recognition and associated glamour.
- 7. M factor** - you have got an "irresistible can't say no offer with fabulous pay, perks and benefits".



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8. Near my home factor - has a location advantage boosting your work life balance while curtailing your travel time.

9. Hobby factor - new assignment is what you actually love to do.

10. Pride factor - new assignment is giving you an opportunity to develop/deliver a product or service which will impact masses.

The cause list can be endless, but as social dynamics change it's time that we challenge the boss - company blame theory too else our diagnosis will never lead to appropriate remedies! Last but not the least, a stake holder never desires the organization to fail nor does a manager desires to answer for higher team attrition in today's practical and people dependent competitive business scenario. Exceptions will always remain but the process of dealing with attrition surely demands a fresh approach! **E**



OD FOLLOWER'S ORATE | Ilyas Khan

ATTRITION MANAGEMENT

Ilyas Khan holds post graduate degree in Biotechnology from Bangalore University. He is presently engaged with a social service organization as project proposal writer, trainer for skill development and livelihood programmes under various ministries, Gol and CSR organizations.



The issue of attrition arise due to "push pull affects" within organizations and a natural movement of labour force either as a natural tandem or induced phenomena subjected to varied dynamics which act as motivation or de-motivation factors.

The effect of labour force movement and its cumulative effect on organization and labour itself is dependent on place, location and varies with supply and demand of labour. Most organizations design employee engagement models which subsequently also takes care of sustaining motivation towards its goals.

Diversity management and many aspects of organization for building capability also fall under the ambit of such employee engagement. However, this effort also is always subjected to place, location and nature of business. External economic factors, organization maturity and leadership sometimes can have a direct impact on such contentment amongst the employee life cycle.

When Lehman Brother went into bankruptcy following the great credit crunch and subprime losses, it is the millions of workers across globe who went through negative disruption. Thus, unless any employee engagement initiatives have a suitable fortifying mechanism they fail to withstand and arrest attrition.



The phenomena of attrition management are a far cry and a completely unknown territory in unorganized sectors. Although Government of India addressed issues of daily labourers in unorganized sectors through bold initiatives like MNREGA, sustainability with employee engagement has not seen any link with labour at the bottom of the pyramid. For instance more than a thousand daily labours in the city of Guwahati suffer issues of sustainability without any form of engagement.

Now most modern organizations over a period of time have developed and implemented various employee engagement initiatives which include virtual work force, distant employee engagement model or developing engagement architect based on the famous Maslow's principle. This enables one to combine some of the best benefits for the welfare of the work force.

Thus, attrition management requires a robust and sustainable model to manage talent pool and enhancing it to continue to contribute to organization capability. **E**



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BEAN STATEMENT

Sentimental relationships prevent desired attrition, while rigid policies create undesired attrition, no wonder growth thus tends to be challenging.