

KNOWLEDGE BEANS



THIS MONTH

OD CONNOISSEURS' ORATE



Joy George expounds on creating employee experience.

OD ENTHUSIAST'S ORATE



Charles Godwin shares his thoughts on enhancing people engagement.

FOUNDER'S ARTICLE



Niket Karajagi elaborates on engaging people for performance.

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OD CONNOISSEURS' ORATE | Joy George.....

CREATING EMPLOYEE EXPERIENCE

It is axiomatic to say that employee experience is the key difference between the good and the great companies. Employee experience is an outcome of a strong people focus and a belief system built around the diverse work force and on principles of 'different strokes for different folks'.

These days' organizations are at their creative best, launching initiatives in the talent management space. Wooing ex-employees, spouse hiring, workplace flexibilities for women employees etc. are some such initiatives that hit the newlines in the recent times. next page ►►

Joy George is a practicing senior HR professional with two decades of experience. A law graduate with master's degrees in Personnel Management and Philosophy he has been part of TATA group of companies, IBM and is currently working as Head HR for UK's leading provider of business process management and integrated professional support service solutions. He is a passionate advocate of employee engagement through fun and frolic and has created immense success in people engagement, leading to high employee satisfaction, resulting in greater employee retention and business outcomes.



THE EDITOR'S MESSAGE

The theme for this month focusses on 'Enhancing People Engagement'. Needs and desires guide you to the workplace, warmth is what keeps you there. Organizations continue to devise creative and innovative methods of generating and sustaining this warmth. In this issue we share some such initiatives which enable organizations to keep the dynamic minds of employees engaged with their respective objectives.

The topic for next month is 'HR Business Partner – Catalysts of Success'. HR business partners are professionals who work in conjunction with organizational leaders to carve out an agenda which supports holistic goals. Thus, HR business partners are now an integral part of organizational business success as well as a successful modern HR function, together with shared services and centres of expertise. HR business partnering is becoming more popular as organizations become people focussed and see the value in aligning people agendas with organizational objectives.

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

◀ from previous page | **CREATING EMPLOYEE EXPERIENCE** - Joy George

A slew of new age companies are trying different things even before the candidates join the organization, with initiatives viz. 'keep in touch', 'pre-induction', 'early engagement' etc.

Organizations are beginning to cut the homilies and PPTs during the induction process with a view to make it fun filled. Doing away with bell curve system and making learning sessions bite sized are some of the other key initiatives observed in recent times.

In short, organizations are challenged more than ever to come out with creative thoughts and smart initiatives to provide a comprehensive employee engagement model that can yield the desired employee experience. Employee engagement is getting redefined as it covers various facets of the life cycle.



Most of the organizations have adopted an initiative of engagement through 'fun and frolic' which is a sure shot way of engaging young work force. This has proved to be one of the most effective means to foster team spirit, team bonding, camaraderie, and best of all, fusion of talents. Important thing for the people leaders, therefore, is not to be mute spectators or mere admirers of such engagement initiatives but rather be active participants. Thus, coax and cajole colleagues and subordinates to be part

takers and be themselves engaged within the workplace to create the right experience. I have done this myself within my organizations and have experienced exalted outcomes viz. low attrition, superlative performance and high productivity. After all, in the current times when we talk of customer advocacy, we cannot afford to ignore our own people who are our 'internal' customers. **E**

OD ENTHUSIAST'S ORATE | Charles Godwin P

ENHANCING PEOPLE ENGAGEMENT

Charles Godwin P is an astute Human Resource professional with in depth experience in running the entire assortment of people programmes and processes in IT industry. He has an extensive exposure to manage change during acquisitions and mergers, building capabilities and talent during high growth phases by executing apt HR interventions. His forte is in talent acquisition, retention, management, engagement and development, employee relations, OD interventions, compensation management, performance management and employee welfare. He has a unique distinction of delivering over five hundred guest lectures to student and industry forums.



There is this interesting anecdote where John F Kennedy asks one janitor at NASA as to what he was doing. The janitor famously replied, "I am helping put a man on the moon". How we wish every employee is engaged as highly as the janitor, aligned to the collective vision of the organization.

Talent engagement has provided creative opportunities to every HR Manager. The beauty of engagement lies in the fact that it needs to be customized according to the context and organization. The success, thus emanates through outcomes viz. higher productivity, higher retention, lower grievances etc.

Some of the ways in which this can be achieved include:

1. Participative management. Employing not just hands but mind, body and soul.
2. Compensation and benefits management with emphasis on healthcare benefits for the employees and their immediate dependents. Some companies have started paying for diagnostics too.
3. Managers and employees essentially want customer focus from HR as they are their first customers. If they are happily engaged they will go the extra mile to keep the companies' customers, whom they serve, happy. An employee told the Chief of HR, "Too often you make promises, and tell us you'll get back to us on something - please remember that by delivering quickly on those promises you build credibility and trust - and if we can rely on you, rest assured, you can rely on us.

4. Work life equilibrium. Keep them engaged enough at work and leave them alone while away.
5. 'Retain high value employees'. It is very important in today's economic backdrop to have happy and productive employees. Employee engagement works best when results are interwoven with relationships.

Whatever formal engagement strategies that we may have, the experience is always fantastic, because it's a colourful jungle out there with grapevines aplenty, so the best thing to do would be to open those cages and continue connecting well with people.

"Engagement has to be Human, because People Trust People more than Brands. **E**



FOUNDER'S ARTICLE | Niket Karajagi

ENGAGING PEOPLE FOR PERFORMANCE

At the outset let me reiterate that the idea of team building interventions is outdated and wasted. The only way teams can be made to deliver is by rallying them around business goals, capability building and putting in place measurement dashboards. Rewarding success is an integral part of people engagement. I take this opportunity to list out simple and effective models to engage teams to deliver superior performance:

1. Teams must be built around a cause or a strategic narrative and this is the starting point.
2. This strategic narrative must be cascaded down in form of tangible goals.
3. An analysis of strength of each team member must be done and weaknesses must be complimented by the strength of others. Keep the sub-teams small. Large teams allow ineffective people to go unnoticed.
4. Tasks must be assigned strictly around strengths. Ensure everyone is busy and adequately loaded.
5. A career map of each individual is a must to make the goals meaningful.
6. Review the gaps in performance and have dashboards in place to help people self-reflect on their performance.
7. Make performance feedback an integral part of your culture. Help people regularly redefine their performance orbits.
8. Coach and develop competencies through managers and mentors continually and consistently.
9. Constantly rework your business and team strategies. Nothing must be cast in stone.
10. Work on creating an environment of success by providing right and optimal resources only.

Take concrete steps as listed above to ensure that teams remain engaged and further create a high performance culture by staying focussed on business goals. Ensure all endeavours hover around the organizational goals only. Once people realize that performance is the only key, either they align or wither away. Needless to say - hire for the attitude and skills will follow. Teams have to be built as they are never available on a platter. Warm managers who mean business must only fill the leadership potential. Tolerance to politics must be zero at all times.

Organizations must consistently shift business orbits to keep their team excited and engaged at all times. A stalled organization will only nurture mediocrity. **E**

Niket Karajagi is the Founder Director of Atyaasaa which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.



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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BEANSTATEMENT

The ultimate truth is, it will always be people who make or break organizations.