THE INSIGHT

WEEKLY NEWSLETTER FROM
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1. Start Celebrating even small Successes.....
   - ♫ "Today I completed regular and routine Tasks Successfully",
   - ♫ "I walked for 20 minutes",
   - ♫ "I slept for 7 hours continuously",
   - ♫ "I spent time with my family", etc.
2. Thank all those – even those who "you" feel lesser to you – who have rekindled lost energy & vigor in you
3. Do not dig into past, Do not analyze the reasons for what happened, but EXPLORE new avenues to overcome, for what has happened

People will

Come and Go

In your Life

But

The person in MIRROR

Will be there Forever

So take care of that Person,

be Good to **Yourself**

FIRST PAGE

In any large volume Organization, one can see atleast 5 different generations are performing together to achieve Organizational Goal. The reason behind this is that, People are Living Longer and also they Work for a Longer period (for various reasons).

In such organizational setup the Generation Y (Millennials) is managing the entire generations – Baby Boomers (1946-64), Generation X (1965-80), Generation Y (1981-96), Generation Z (1997-2010) and Generation Alpha (born after 2000). It is neither unusual nor easy, for young people to manager the older. As both have different set of skills and abilities, it becomes the duty of Human Resources, to maximize the similarities and to reduce the differences of both. To attract and Retain the talents needed, across the generation, is one of the big challenge to the Human Resources. As an HR Professional, one needs to acknowledge that each generation has distinct skill, attitude, expecation and behaviour. Few skills are considered as Mentoring (elders teach younger), on the other hand, the Reverse Mentoring of Young teaching latest technologies to older generations are also happening in many Organizations. HR be aware of these techniques.....

ASKSREE

Vol. 52

Dear "The Insight" Readers,

We launched "**AskSree**" column to answer your questions regarding Work Life. Renowned Organizational Psychologist, **Gayathiri Sridharan** uses psychological research to answer your everyday dilemmas. She received her training from Loughborough University, UK, and a thorough HR professional with almost a decade of praxis in various realms of Strategic Human Resource Management. You may please send your queries to the email ID: itsmegayathiri@gmail.com

Solutions will be published in "The Insight."

Quest & Solution

Dear Sree,

I am working as the HR Head of a service organization. We have 3000+ employees and work with 17 branches spread across India. To enable healthy competition among the HR departments, we are planning to introduce scoreboard. Each regional HR will provide their data in the given format and the same will be published in our HR page. We are excited about this new assignment. However would like to know if there are any thing that needs to be taken care of before the start

– Sheetal

Dear Shetal,

Harvard Business School professor Clayton Christensen in his book "The 4 Disciplines of Execution (4DX)" explains how to execute assignments successfully. This 4DX book provides us the framework for accomplishing both personal and professional goals.

Let us see how this 4DX framework can be applied to your scoreboard assignment for better results.

Discipline 1 : Focus on the Wildly important

The author here explains " The more you try to do, the less you actually accomplish". He tells that execution should be aimed at a small number of "Wildly important goals".

With regard to the scoreboard, identify small number of ambitious outcomes to achieve for a given period, say for every quarter. Have a specific goal that would have a tangible and substantial benefits to both the HR group and the business. Once people start enjoying benefits (e.g. nominated as the best HR zone for closing the vacant positions), there will steadier stream of enthusiasm.

Discipline 2 : Act on the Lead Measure

After identifying the wildly important goals, choose the right metrics for measuring the success. In 4DX there are two type of metrices : Lag and Lead. Lag is the one you are trying to improve. Say for e.g., if your goal is improving employee satisfaction, your lag measure is employee satisfaction scores. The problem with the lag measure is that they come too late to create an impact. When the scores are out, the action that drove the scores has already happened.

Lead measure, on the other hand, "measure the new actions/behaviours that will drive success" on the lag measure. In the above example of employee satisfaction, a good lead measure might be the number employee referrals joining the organization or the number of nominations received for reward program. As you increase this number, your lag measures will eventually improve.

Discipline 3 : Keeping a Compelling Scoreboard

To drive your HR team's engagement towards attaining wildly important goal, it is important that scoreboards have a public place (rather than just HR page) to record and track the lead measures. If possible, involve business leaders so that the HR team gets full and continuous support.

Discipline 4 : Create a Cadence of Accountability

The final step to help maintain focus on lead measures is to have regular and frequent meetings with the teams that own the wildly important goal. During these meetings, the team members must confront their scoreboard, commit to specific actions to improve the scores before next meetings and describe what happened with the commitments they made at their last meeting. The author argue that it's this discipline where "execution really happens"
So, Sheetal, if you are good with the above 4 disciplines, the scoreboard will definitely be a grand success.

Reference/s:

Covey, S. (2014). The 4 Disciplines of Execution-India & South Asia Edition: Achieving Your Wildly Important Goals. Simon and Schuster.

Psychometric Tests

Many Organizations use one or other form of Psychometric Assessment for hiring perons to Senior Management position and Promoting employees to sensitive positions.

It predicts how well such individual would be able to perform. Usually, it contains two tests:

1. **Aptitude Test**
2. **Achievement Test**

If your Organization is looking for such Tests, please contact Ms.Gayathiri Sridharan, who is a Certified Professional.

Woman – How to make Compliants (women specific complaints, like Sexual Harassment – if you think IC is not there or you feel IC is biased):

National Commission for Women Complaints can be on: 1. domestic violence, 2. harassment, 3. dowry, 4. torture, 5. desertion, 6. bigamy, 7. rape, 8. refusal to register FIR, 9. cruelty by husband, 10. deprivation, 11. gender discrimination and 12. sexual harassment at work place	• Link for online complaints: https://ncwapps.nic.in/onlinecomplaintsv2/ • Mail: complaintcell-ncw@nic.in • Phone: +91-11-26944880 | +91-11-26944883
Ministry of Women and Child Development **Sexual Harassment at Workplace**	• Link for online complaints (Central Government employees) https://shebox.nic.in/user/register • Link for online complaints (private employees) https://shebox.nic.in/organization/userRegister • Link for online complaints (State Government employees) https://shebox.nic.in/stateGov/registerUser
Delhi Commission of Women **For Any Emergency/Assistance/Help**	**Dial -181 (24 Hours, 7 Days a Week)** **Contact No.** : +91-11-23379181(all working days, 10:00 AM. to 5:30 PM.) **Email**:- helpdeskdcw2015@gmail.com **Member Secretary Email**:- msdcw.delhi@nic.in **Chairperson's Email**:- swati.maliwal@delhi.gov.in
Maharashtra State Commission of Woman	**Gruhnirman Bhavan, Mezanin Floor, Gandhi nagar, Bandra(East)** **Mumbai, Maharashtra, 400051.** **Contact : (022)26592707** **Email :** mscwmahilaayog@gmail.com
Haryana State Commission of Women	**Women Helpline - 1091** **Whatsapp Number for Complaints - 9560080115** https://hscw.in/#/file-complaints **Haryana State Commission for Women** **Bays no-39-40, CADA Bhavan,** **Near Bus Stand, Sector-4,Panchkula, Pin: 134112** **Phone: 0172-2584039, 2583639** **Email: ayogmahila@gmail.com**
Tamil Nadu State Commission for Women	**Kalas mahal,1st Floor,** **Chepauk, Chennai 600005.** **Phone: 044 – 28592750,044-28551155**
Karnataka State Commission for Women	**1st Floor, Karnataka Housing Board Building, Kaveri Bhawan, Bangalore - 560009** **Tel: 080-22216485/486 Fax: 080-22216485** **Email: kscwbang123@gmail.com**
Telangana State Commission for Women	**2nd Floor, Budha Bhavan** **Ranigunj, Secunderabad – 500003** **Tel: 040-27542017** **Email: telanganastatewomencommission@gmail.com**

What is Mentoring?

It is nothing but a Relationship between Mentee and a Mentor…..

Mentee

- I am a Learner
- I seek support to enhance my learnings

Mentor

- An Expert / SME
- Can support learning or in a development journey

Image courtesy: Unknown from WebPortal

Essential Characteristics for Mentoring:

- High Degree of Mutual Trust
- Active listening by Mentor (with Empathy)
- Effective Communication between both
- Mutual Respect between both

It can be for both

1. Personal, as well as
2. Professional

Major Quality of mentor is ……. PUSH (and not Pull)

1. Active Listening
2. Feedback
3. Guiding
4. Exploring / Suggesting Options
5. Ask Questions

Pulling means,

- Tutoring
- Instructing
- Saying

On a Whole it is a NURTURING Process

Employee Experience Assessment – a Retention Strategy

With the growing trend of "Engaging Employee" which is directly related to Achieving the Business Goal of an Organization, Employee experience assessment is one of the best tools in determining such engagement.

There are various tools and techniques utilized by the Employers to keep their Employees engaged. The most significant areas are:

- Rewards and Recognition programs
- Appreciation
- On-going trainings
- Celebrations (festivals, birthdays, occasions on achievements, etc)
- Two-way communication
- Skill enhancement programs
- Opportunity to learn and grow across segments

A periodical – minimum once in 6 months or maximum once in a year – assessment/ survey, based on the following metric shall be mandatory for a management to move forward next stage.

The major factors which influences the individual employee are:

1. Appreciation
2. Relationship with team and Manager
3. Development
4. Company culture / Outlook
5. Communication
6. Compensation vs. Market

Few of the above, like Company culture and Appreciation are very sensitive variables, where the Organization had to be more specific in consideration. If Communication is less favourable to an employee may not be an irritant factor as compared to worst Company culture or not getting appreciated.

Compensation too is a determining factor for any individual employee, but it may have an effect only if the financial burden of the individual has considerable increased in his personal life and affects. Where non-appreciation for hard work is demotivating, which influences the performance and belongingness fails if the culture is bad.

Metrics	Objective	What if agreed by the employee	What if disagreed by the employee
Appreciation	Whether the employees are motivated to perform with full potential. It matters most in Employees Satisfaction	Expect Improved performance from the employee	To identify the reasons for disagreement and review with the employee
Relationship with Team and Manager	Collaboration of the team is significant in meeting Business objectives. Organizational achievements are beyond personal assumptions and biases, if any	The flavour of such relationship will pass through other departments and reflect the company culture	The grounds such discontent should be addressed at fast phase
Development	Opportunities made available to everyone, in enhancing their skills which can better the performance in current and future capabilities	The individual is on the track and fit for capabilities of change. Further the capacity with related programs	If it is not happening because of the individual, then improvement plans should be initiated. Else, the appropriate skill shall be identified
Company culture	The way the Organization achieves its Mission. A set of code which it feels fit, where a team of individuals work in a group and produce the desired results	There is a sync between the employee and the organizational culture. Such consideration shall be disseminated among others	Prevalence of mismatch in the expectation between Company & and the individual or misunderstanding shall be probed and acted accordingly
Communication	A regular Two-Way information dissemination between the employee & Manager or Management will enrich bond amongst both which make more accountability either side	Openness and transparency will improve health of the Organization. This feedback will determine such positivity	Hidden information or surprises will demoralize the spirit of an individual employee while performing
Compensation paid vs. market	One of the key factors which influences the employee's performance. More is good for both and less can be compromised with other benefits	Employee may not complain if it is more than the market	Reasons for paying lesser than the market shall be substantiated with appropriate justification

Human Resource planning helps the management in a bigger way, while it decides on expansion or structuring the size. This assessment/survey will make more visibility of "Intent to Leave" by any employee significantly, which is beneficial in manpower planning/ succession planning. Besides, if dissatisfaction of employee is more and evident, then the Employer may not invest on the individual.