

LET'S TALK TALENT

Volume 13



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13th
Edition



LET'S TALK TALENT - A CONNECTIONS INITIATIVE

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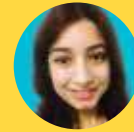
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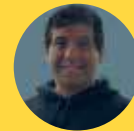
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BEHRAM SABAWALA

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Mr. Behram Sabawala is a Chartered Accountant with a passion for people. He has more than four decades of experience across finance, banking, audit, business excellence, and people management. After two decades across audit, banking, and a couple of stints in industry, he joined the Tata Group in January 2002 as Chief - Corporate Finance at Tata International. He then spent seven years at Voltas as CFO of its air-conditioning and engineering businesses. He then moved across the Group once more to Drive India Enterprise Solutions (DIESL), a company that engaged in supply chain management, as CFO, where he contributed to driving a significant turnaround. He was then transferred to Johannesburg, South Africa as CFO of Tata Africa in 2014 after which he retired from Tata CLiQ where he double hatted as CFO and Chief People Officer (CPO). He attributes much of his success to the years he spent leading teams of Tata Managers to assess other Tata Companies using the framework of the Tata Business Excellence Model (TBEM) and now works as a Consultant across the areas of his expertise.



BEHRAM SABAWALA

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Moonlighting

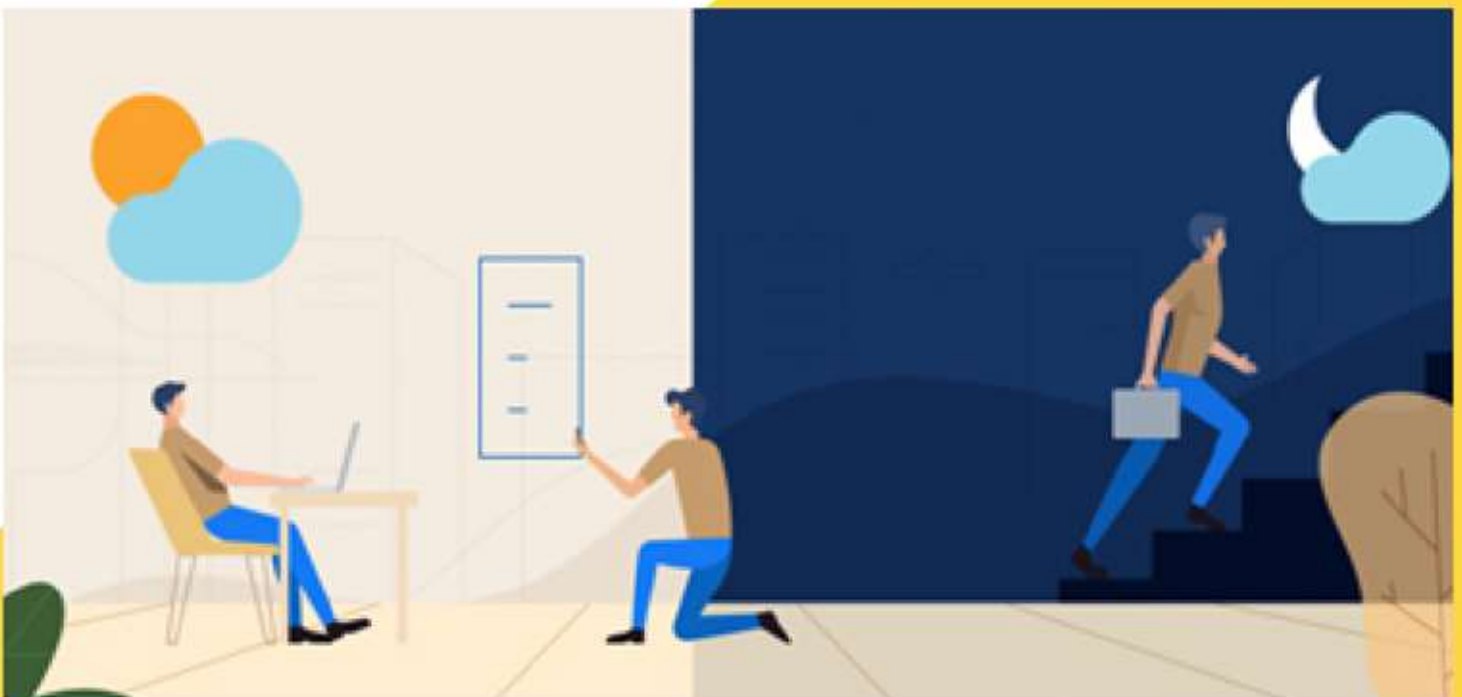
How our world has changed. Moonlighting, for those of my generation especially, was defined as “when one had a second job, typically secretly and at night, in addition to one’s regular employment”. Amazingly, this is what you still discover when you Google the word.

In our strange new world, quite different now from Huxley’s ‘Brave New World’, all that has changed. COVID hit us three years ago and knocked the stuffing out of so many age-old concepts and beliefs, such as “work could only be done at the office” and “you should be contracted to do just one job at a time”.

Many questions arise that need to be considered, and it certainly is far from being an open and shut case:

a) Is it possible for moonlighters to work at peak efficiencies at both jobs no matter how great their skills, capacities, and attitudes may be especially since we still have only 24 hours in a day?

b) Will greed come into the equation at some point and two jobs may grow to three? When will it ever be ‘enough’? Will mental health be impacted?



c) How must an employer respond to moonlighting, since they must now deal with an employee that has (many) other things on their mind?

d) Does moonlighting vitiate contracted terms and conditions between an employer and an employee?

e) How many 'moonlighters' disclose to their employer/s that they are moonlighting?

f) How many moonlighters work at organizations in competition with each other? Could they be knowingly or unknowingly sharing trade secrets?

g) How does moonlighting impact the significantly critical 'trust' aspect in an employer-employee relationship?

h) By moonlighting, could you be depriving someone else of employment especially in nations / regions where unemployment is an issue?

Strange new world indeed. My initial take on this issue as an employer was that moonlighting is wrong and should be dealt with firmly, as some organizations have. However, I have grown to accept that flexibility is key in any sustainable association and moonlighting should be looked at on a case-by-case basis, considering both sides of the coin i.e., the employee, who may need the extra buck and is still delivering acceptable value to each employment and the employer, who is made aware of the employee's situation and accepts it gracefully.

As with all ethical issues, transparent communication and disclosure are key. An employer

that understands an employee's circumstances and an employee that continues to deliver value secure in the faith that 'my employer understands and trusts me' combine to form an unbeatable association that moonlighting could build upon.

In summary, flexibility is great, but it works only if limits are not tested unduly. As we recover from a COVID world, we are learning that anything in moderation works longer-term, so let us apply that fundamental rule to both working from home/office and moonlighting. And be better prepared, together, to meet the greater challenges of a digital world that is changing almost hourly.





RAJORSHI GANGULI

**President and Global HR Head
Alkem Laboratories Ltd.**

Mr. Rajorshi Ganguli, is a Senior Human Resources expert with roughly 29 years of experience managing HR in major organizations in different industries (pharmaceuticals, oil & gas, and engineering), global contexts, and cultures. Knowledge of strategic human resources, talent management, competency modeling, leadership development, training and capacity building, performance management, employee engagement, innovation management, and business partnership. handled challenging HR responsibilities throughout various countries, including India. A seasoned trainer with a strong network, he routinely contributes to print and online magazines on a variety of HR-related topics. numerous times recognized for professional achievement. Recently listed in White Page International's India's Top 50 HR Leaders 2021 and Sapphire Connect's India's Most Agile 20 HR Leaders 2021.



RAJORSHI GANGULI

**President and Global HR Head
Alkem Laboratories Ltd.**

Exclusive Interview with Rajorshi Ganguli

(views are personal)

1) With your rich experience of around three decades across multiple industries and has worked for dynamic organizations, how would you describe this transcending journey of yours? What were some of the key elements in your journey which helped you soar professionally?

When I look back I can't believe that I have traversed close to three decades. In one word I would say the journey so far has been truly 'fulfilling'. I have been lucky in the sense that I have worked in good organizations both in the public and private sectors and with managers, colleagues, and extremely nice team members.

Though I had never planned a career in human resources, having embraced it for so long makes me feel that it is one of the finest profession to be in because of the variety of things one always deal with. Also, this profession provides the scope to interact with so many kinds of human beings and watch them, which in turn gives you deep insight into the human race.

For me, hard work, commitment, and a hunger to do things differently have been essential. One should always look forward and not too much latch on to the past; be clear in their goal and yet be adaptive to course correct when required.

In this profession, we often face a dilemma and there is never a right or wrong answer. Under these circumstances, one needs to be certain they are handling situations with fairness.

I always try to do things in a way that keeps my conscience clear and doesn't interfere with my value systems. The other element which helped me professionally is staying connected to roots, which means places where you grew up, your teachers, friends, and people who helped you on the way; their blessing and good wishes will be always required. Last but not least my family has been strong support for me always. Without a happy family life, it is difficult to grow professionally.

2. In your experience you would have come across many unprecedented situations which did not have plug-and-play solutions. Pls, take us through one of your unique experiences which can be a learning's for all of us.

Most complex situations do not have a plug-and-play approach. At times such situations look daunting when you see them coming; however, I have seen that going through such situations, handling them, and responding to them with what seems to be the judicious approach at that time make it easy to navigate.

When faced with complex situations it is always good to take views, contra views, and discuss with people rather than keeping them to oneself. Solutions to many seemingly difficult things become apparent when you involve people and take them along.

While there are many unique experiences but I would like to share something wherein I have helped people to change their careers. Over time, several colleagues approached me from non-HR functions to get into HR. While there was a general reluctance from others to take them but I always took the risk and gave them an opportunity as part of my team or other parts of the organization. It is glad to see all of them well settled now and growing in this field. The learning is to take risks and if your heart says do it- go ahead.



3. How do you see the HR DNA grow over the last few years?

In recent years, the role of HR has evolved from a traditional administrative and compliance-focused function to a more strategic and employee-centric function.

This evolution has been driven by several factors, including changes in work, advances in technology, and shifting employee expectations and business demands.

One of the most significant changes in the HR DNA in recent years has been the emphasis on employee experience. HR departments are increasingly focused on creating a positive and engaging experience for employees, from the hiring process to onboarding to ongoing development and support.

This shift reflects a growing recognition of the importance of employee engagement and its impact on organizational performance.

Another important trend in HR DNA is the use of data and analytics for decision-making. HR departments are leveraging data and analytics to better understand employee behavior, identify areas for improvement, and measure the impact of HR initiatives on business outcomes.

In addition, HR departments are increasingly focused on creating a diverse and inclusive workplace. This includes efforts to address unconscious bias, promote diversity in hiring and promotion, and foster a culture of inclusion in creating a high-performing and engaged workforce.

HR is also embracing new technologies to improve HR processes and enhance the employee experience. This includes the use of artificial intelligence (AI) and machine learning to automate routine tasks, chatbots to provide real-time support to employees, and virtual reality to create immersive training experiences.

This trend reflects a growing recognition of the potential of technology to transform HR and create a more efficient and effective function.

Overall, the HR DNA has grown and evolved in recent years to become more strategic, employee-centric, data-driven, diverse, and technologically advanced. These trends reflect a broader shift in the role of HR from a traditionally administrative function to a strategic partner in driving organizational success. HR will remain an integral function of any organization. The role of HR will continue to be key for the success of any organization. While many roles in HR have changed over the years what has not changed is the 'conscience keeper' role of HR.

4. What are the competencies of HR leaders that have remained constant since the evolution of HR, and which ones have evolved?

The competencies of HR leaders that have remained constant over time include:

a) Communication: HR leaders have always needed to have strong communication skills to effectively convey information to employees, managers, and other stakeholders. This includes both verbal and written communication skills.

b) Relationship building: HR leaders must be able to build strong relationships with employees, managers, and other stakeholders to understand their needs, build trust, and foster collaboration.

c) Strategic thinking: HR leaders must be able to think strategically and align HR initiatives with the overall business strategy of the organization.

d) Ethical decision-making: HR leaders must be able to make ethical decisions that align with the values and culture of the organization.

e) Continuous learning: HR leaders must be committed to continuous learning and professional development to stay current on HR trends and best practices.

However, some competencies have evolved, including:

a) Data analysis: With the rise of HR technology, HR leaders must be able to analyze and interpret data to make data-driven decisions.

b) Digital literacy: HR leaders must be able to use technology to automate HR processes, improve employee experience, and enhance communication.

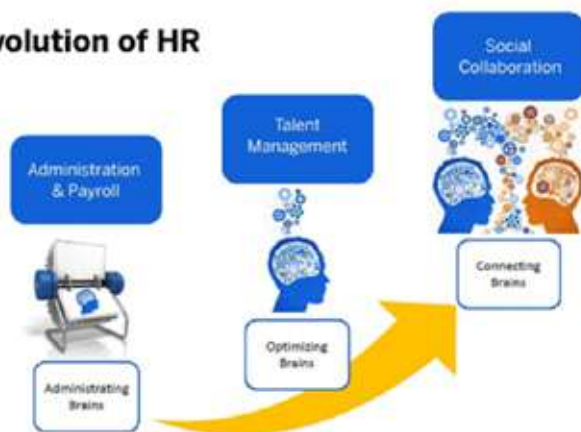
c) Change management: HR leaders must be able to effectively manage change in a fast-paced and constantly evolving business environment.

d) Diversity, equity, and inclusion (DEI): HR leaders must be able to create a diverse and inclusive workplace where all employees feel valued and respected.

e) Agility: HR leaders must be able to adapt quickly to changing business needs and pivot HR initiatives accordingly.

In summary, while certain competencies of HR leaders have remained constant, others have evolved to meet the changing needs of the business environment and the workforce.

Evolution of HR



5. What do you think defines an organization as a top employer today in the era of great resignation and layoffs

In the current era of great resignation and layoffs, being recognized as a top employer requires more than just offering competitive salaries and benefits. Here are some factors that I believe define an organization as a top employer today:

a) Purpose-driven organization: Today's employees are increasingly looking for organizations that are purpose-driven and have a positive impact on society. Top employers have a clear mission and values that align with their employees' values and demonstrate a commitment to social responsibility.

b) Value-driven leadership: A good leadership team and an overall engaging work atmosphere where people are seen to collaborate well and play for the organization and are fair will help drive building an engaged workplace and attract talent.

c) Employee well-being: Organizations that prioritize employee well-being and mental health by providing resources and support are more likely to be viewed as top employers.

d) Career growth and development: Employees are looking for organizations that provide opportunities for career growth and development. Top employers invest in their employees' skills and offer training programs, mentorship, and career advancement opportunities.

e) Workplace culture: An organization's culture is critical in determining whether it is a top employer. Employees want to work in an environment that values teamwork, collaboration, diversity, equity, and inclusion.

Organizations that promote a positive workplace culture are more likely to retain employees and attract top talent.

f) Communication and transparency: Employees want to work for organizations that are open, transparent, and communicate effectively. Top employers prioritize communication with their employees, provide regular feedback, and involve them in decision-making processes.

In summary, being recognized as a top employer today requires a holistic approach that prioritizes employee well-being, career growth, workplace culture, purpose-driven values, great leadership, communication, and transparency.



Organizations that focus on these factors are more likely to retain employees and attract top talent, even in the era of great resignation and layoffs.

6. What is your view on Metaverse in HR and ChatGPT? How do you think these would shape HR in the future?

The metaverse is a virtual world where people can interact with each other and with digital objects in a three-dimensional immersive environment. In terms of human resources, the metaverse has the potential to revolutionize the way organizations recruit, train, and engage with their employees.

- One of the potential uses of the metaverse in HR is virtual recruitment fairs. Companies can create virtual booths in the metaverse where they can showcase their brand, products, and job openings. Job seekers can interact with company representatives, attend virtual interviews, and even experience a virtual tour of the company's offices.
- Another potential use of the metaverse in HR is virtual training and development. Companies can create virtual simulations where employees can learn new skills and practice them in a safe and controlled environment. Virtual reality can also be used to provide immersive training experiences that simulate real-life scenarios, such as emergency procedures or customer interactions.
- The metaverse can also be used to enhance employee engagement and collaboration. Virtual team-building activities, such as virtual escape rooms or multiplayer games,

can help employees bond and develop stronger relationships. Virtual social spaces can also be created where employees can gather, network, and share ideas in a relaxed and informal setting.

ChatGPT, as an AI language model, can play a significant role in shaping the future of HR by providing personalized and efficient communication channels between employees and HR functions.

ChatGPT can be used to provide real-time support to employees on HR-related queries, automate mundane and repetitive tasks such as benefits enrollment, and provide personalized learning recommendations based on an employee's performance and development needs.

Overall, the metaverse and ChatGPT have the potential to transform HR practices and enhance the employee experience. However, it is important to note that these technologies are still in their early stages, and many ethical and practical considerations need to be addressed before they can be fully adopted by organizations.

7. What are the three things that you would like to tell today's youngsters who will be joining the corporate world?

1. Be authentic and open to learning: The corporate world is constantly evolving, and it's essential to be adaptable and willing to learn. Don't be afraid to ask questions, seek out feedback, and take on new challenges. Approach every task with a growth mindset, and view failures as opportunities for learning and growth.

2. Build relationships: Building relationships is essential in the corporate world. Take the time to network and connect with your colleagues, managers, and other professionals in your industry. Invest in building meaningful relationships, and be willing to collaborate and share your knowledge and skills. providing personalized and efficient communication channels between employees and HR functions.

3. Focus on your values: It's easy to get caught up in the day-to-day demands of the corporate world, but it's essential to stay connected to your values and what matters to you. Identify what motivates you and what you're passionate about, and seek out opportunities that align with those values. Don't compromise your values for short-term gains, and always act with integrity and professionalism.

Over and above these I would add that focus on health, family, and hobbies to keep you always energized; if you drop any of the three and even if you reach the finish line you won't emerge victorious and you would have dropped the lemon on the way!





STEVE CORREA

**Founder & CEO Steve Correa & Associates
Executive Coach & OD Consultant; Author of "The Indian Boss at Work:
Thinking Global, Acting Indian"**

Life Mantra : 'To walk in my own light, as I help others walk in theirs'.

Steve Correa is a Chevening Scholar, a postgraduate in PM&IR from XLRI, and a dual-degree holder in law and commerce. He is a Fellow of Sumedhas - Academy for Human Context and works as an Independent Executive Coach and OD Consultant at the moment. Steve has worked in the business world for more than thirty years. With overall control over the HR function, the Chief Human Resource Officer position has been held for more than 18 of those years. He has experience working for a variety of businesses, from family-run professional firms to large multinational corporations (MNCs). He has experience in a variety of industries, including alcohol beverage, FMCG, telecommunications, office automation, pharmaceuticals, and IT/ITES. His exposure extends both within and beyond of India.

STEVE CORREA

**Founder & CEO Steve Correa & Associates
Executive Coach & OD Consultant; Author of "The Indian
Boss at Work: Thinking Global, Acting Indian"**



Forces of Good and Evil

Like many others, I obsess with **'Us versus Them'**, as a living obsessive phenomenon. There are so many occasions in a day when I catch myself projecting onto the other. I am painfully aware that when I indeed project negative feelings onto a group I do feel a sense of temporary relief or release from one's anger, frustration, and anxiety. For a group that has faced discrimination or marginalization in the past I recognise that this can also provide a feeling of security and validation.

Whatever be the cause, this does create an "othering" effect, and sadly as a logical extension those who are not part of this group are seen as 'the enemy' (paraya) and therefore even less deserving of basic human rights and respect, a precursor to discriminatory behaviour and social inequity. Particularly in a society like India with over seven thousand plus years of segmented hierarchical stratification of society, there is bound to be in the psyche 'purity and pollution' and consequently inferiority and superiority. An orientation or worldview gets formed and passed on as held in the psyche. You will notice that the 'Upper Class' will condone the caste system and its evils, even while subtly revealing their own privilege by birth. Even amongst Roman Catholic Goans, Caste exists, even more noticeable during birth, marriage, and death. When I enquired about a particular custom, I was told, 'amongst our tradition we do not do this'. This was a direct reference to Class, but more subtle forms exist. Ethnic differences characterise India and its people. India is indeed a nation of plurality, and this accounts for its rich vibrancy, colour, and texture. Indeed, a land of a thousand flags!



Let me plunge deeper into a broader universality of Good and Evil. The notion of good and evil is deeply ingrained in our collective consciousness. From an early age, we are taught to distinguish between right and wrong, good, and bad. We are told that good actions are those that benefit society, while bad actions are those that harm others.

However, as we grow older and experience life, we begin to realize that the line between good and evil is not as clear-cut as we thought. This indoctrination is not new. It has been present in human consciousness for thousands of years.

Lawrence Kohlberg, a psychologist argues that moral development progresses through a series of stages, starting with a focus on personal reward and punishment and progressing towards a more universal ethical principle that applies to all people. The idea of good and evil can play a role in shaping moral reasoning, as individuals come to understand that certain actions or behaviours are considered morally right or wrong.

Carl Jung refers to the 'shadow' which represents the unconscious aspects of the psyche that are typically repressed or denied by the conscious mind. These unconscious aspects can include darker impulses and emotions, such as anger, envy, or greed. By acknowledging and integrating these aspects of the shadow, individuals can become more whole and balanced.

Global Mythology is replete with references to heroes who must overcome evil forces to restore balance to the world. These stories often involve a struggle between opposing forces, such as light and dark, good, and evil, or order and chaos. Joseph Campbell argues this beautifully in his book, 'The hero with a one thousand faces' and with the stages one goes through.



In Greek mythology, the god Zeus must defeat the Titans to establish his rule over the universe. The Titans are chaotic and destructive, and their defeat allows for the establishment of a more orderly and just society. Similarly, in Hindu mythology, the god Vishnu (in the avatar of Ram) must defeat the demon king Ravana to restore balance and justice to the world.

This notion is present in many religious traditions, such as Christianity, Islam, and Judaism. In these traditions, there is often a belief in a divine force that is responsible for the ultimate judgment of human actions, and individuals are encouraged to follow moral principles to achieve a positive afterlife or a closer relationship with the divine.

Overall, the notion of the struggle between opposing forces remains a powerful and enduring aspect of human consciousness for thousands of years.

What must be understood is that there is no 'Us versus Them'. The darkness within man refers to is the innate capacity for evil that exists within all human beings. This is often referred to as the 'shadow self' or the dark side. It is the part of us that we are not proud of, that we try to hide from the world and even from ourselves. It is the part of us that can be selfish, cruel, and destructive. This darkness within us is not inherently evil. It is simply a part of our nature that, like any other aspect of our being, can be used for good or bad. In fact, some psychologists argue that denying or repressing the darkness within can lead to greater problems, such as addiction, anxiety, and depression.

We need to recognize the duality of both good and evil exist within us. We must acknowledge that we are capable of both great acts of kindness and compassion, as well as heinous acts of violence and cruelty.

By embracing the totality of who we are, we can better understand ourselves and our place in the world. This acceptance can be difficult, as it requires us to confront our own flaws and weaknesses. It can be painful to acknowledge that we are not always the hero of our own story, and that we have the potential to cause harm.

However, by doing so, we can begin to take responsibility for our actions and make positive changes in our lives. In recognizing the darkness be more understanding and compassionate towards others. We all have our own struggles and demons to face, and by recognizing this, we can begin to empathize with others and show more kindness and understanding.

We are responsible for our actions, and we can begin to make better choices and live more fulfilling lives. By accepting both the good and the bad within us, we can become whole and balanced individuals, capable of making positive contributions to the world around us.





DEBASHISH GHOSH

**Senior Vice President and Country HR Head
Berkadia**

Mr. Debashish Ghosh, is a senior HR expert with more than 18 years of experience managing all aspects of HR. Over the years, he has served as the leader of Indian and international conglomerates in a variety of markets. His primary areas of expertise include personnel management, greenfield projects, and organizational culture development. He is currently employed by Berkadia, a Berkshire Hathaway and Jefferies Financial Services Co., as senior vice president and country HR head. I managed many HR roles while working for GE and Genpact before I joined Berkadia. He is a Marshall Goldsmith Certified Executive and Teams Coach and an Executive Alumnus of IIM Calcutta. Also a certified user of the EQ-i 2.0, BELBIN, MBTI, and SHL OPO-32 personality and behavior assessment instruments



DEBASHISH GHOSH

Senior Vice President and Country HR Head
Berkadia

Managing Layoff

“Sir, why have layoffs at all? Can we not run organizations without ever having to go through that”.

That question was from Aakriti, a young MBA student specializing in HR. Her question was laden with a particular emotion that I could not decipher. Perhaps it was a combination of hope and despair. I could sense that she was very concerned about the recent layoffs in organizations, many of which were on her list of dream companies to work for.

“Unfortunately, layoffs are a part and parcel of businesses. It’s quite likely that you would experience that yourself in your long career ahead. Sometimes, you will be on the receiving end of layoffs. Or you will have the unsavory job of laying off a colleague”.

I could feel Aakriti’s heart sink at my response. Perhaps, she didn’t expect such a direct answer.

“But”, I told her, “As an HR professional, it’s very important **HOW** you go about managing the layoffs. That is something you can deeply influence in your role in HR”.

From that point on, I went about explaining **“THE HOW”** of layoffs. What are the essential points to consider at different stages of layoffs? What should be the process and approach? And who would be the people responsible for executing the plan?



I have been in HR for about 2 decades now. Over these years, unfortunately, I have been involved in a few instances of layoffs. None of those were easy. Nor will it be in the future. However, those experiences gave me enormous personal and professional learnings. I have captured those learnings in a single framework.

I call that **“The 3-Stage Framework of Managing Layoffs: In a Human-centred Way”**. While layoffs are inevitable to a large extent, every HR professional must make a choice to do it the right way. And the right way is always the one that’s humane.

The 3 stages are:

- I. Before (the Planning stage)**
- II. During (the Execution stage)**
- III. After (the Support stage)**

Before I begin writing about the stages, I must mention a very fundamental thing about layoffs.

The information on layoffs must not come as a complete surprise to the employees. The idea of withholding bad news from employees never works. Yes, I understand that the organization cannot share too much information in advance – that could lead to panic and unrest. However, the CEO must communicate objectively and transparently about the challenges facing the organization. The employees must not hear through the grapevine or external media that the company is struggling. That creates distrust in the leadership.

STAGE I: BEFORE (PLAN)

One of my favorite quotes is attributed to Benjamin Franklin – “By failing to prepare, you are preparing to fail”. This is true for anything in life. And in managing layoffs, I cannot overstate the importance of watertight planning. Planning sets the stage for everything else that follows.

There is a 5-point checklist in the planning process. I will get into the details of each of these. These are self-explanatory, and what goes into these elements can differ from one organization to another.

Essentially, the HR professional needs to ask 5 questions in this stage.

Question 1: What would be the criteria for selecting impacted employees? (The criteria should be fair and consistent)

Question 2: What would be the separation package, and career transition support? (These should be fair and aligned to market practices)

Question 3: What are the roles and responsibilities of everyone involved in the process? (Everyone should be crystal clear about their roles)

Question 4: Are the supervisors fully equipped to handle the conversations? (Prepare the supervisors, create FAQs, consistent communication, handling survivor communication)

Question 5: Are we following the compliance and regulatory guidelines? (Consult a legal advisor if needed. I always recommend that).

Once all these questions are answered satisfactorily, we are ready for Stage II.

STAGE II: DURING (EXECUTE)

Any plan is a good or bad as its execution.

The execution process starts with an email or townhall by the CEO. The email must be transparent, without being defensive. It should clearly articulate the reason behind the hard decision. Empathy will be key. The email should lay out the details of the separation package. It should also assuage the fears and uncertainties of the survivors of layoffs. I loved the email that Stripe’s CEO Patrick Collison wrote to the employees in November last year. A very good example of how layoffs should be communicated.

Supervisors should be given the responsibility of having the layoff discussion 1:1 with their team members. Ideally, this should happen in person, and not over an audio or video call. It’s the trickiest part. This is generally a new and uncharted territory for many supervisors. Hopefully, you have already trained and prepared them well during the planning stage (Question 4, remember?). This is where all the FAQs, structure, and playbook come in handy. Emotions are expected to be high during the conversations. The supervisors must treat the team member with respect, dignity and empathy. It would be painful, and one must remain objective.

At the end, supervisors should communicate the career transition support that would be extended to the team members after the separation (more of that in Stage III).

While the supervisors lead the discussions, an HR person must always be available in person or over the call, in case any conversation go awry.

STAGE III: AFTER (SUPPORT)

The message to employees relayed through this stage is – “Even though you are leaving us, we still care for you, and we appreciate everything you have done for the organization”. The support provided must have many layers. Here are a few:

Alumni network: Add them to the organization’s Alumni network. This could be a web-based platform or just an email distribution list. Whenever there is an opportunity, the former colleagues would be informed.

Career support: The departing employees can be connected with other organizations through HR. HR can also work with some reputed HR consulting firms that specialize in outplacement.

Healthcare: The departing employees can continue to be covered under medical insurance for the next 6 to 12 months.

The employees not impacted by layoffs also need support. Layoff Survivor Syndrome is very common in organizations. Emotionally, they can experience a complicated mix of sadness, anxiety, guilt, and anger. It can have significant negative impacts on their well-being. Constant communication is key here. Support systems like EAP also play an important role. The survivors must be given the time and resources to process the changes.

I hope Aakriti finds this framework helpful. Again, it will not be easy. Layoffs never are.

Managing layoffs: The Human-centred approach

The 3-stage framework

1 <i>Before:</i> PLAN	2 <i>During:</i> EXECUTE	3 <i>After:</i> SUPPORT
<ul style="list-style-type: none"> • Selection of impacted employees • Separation package • Defining the roles and responsibilities • Prepare the supervisors • Compliance and regulations 	<ul style="list-style-type: none"> • Email or townhall by CEO • The 1:1 conversation with the supervisor • Treat with respect, and empathy • Remain objective • Communicate the support 	<ul style="list-style-type: none"> • The support window • Career transition support • Alumni network • Close loop • Support the survivor



ASHISH BANKA

**Head - People & Talent
Cradlewise**

Mr. Ashish Banka, is a driven HR leader with 15 years of experience who has had leadership positions in a variety of industries, including IT Product Engineering, Services, Hospitality, Telecommunications, Retail, and Logistics. He serves as the National President and Founder Trustee of HR SAMPARK, a nonprofit trust that focuses on HR Conclaves, Knowledge Exchange, Industry-Academia Events, and CSR initiatives. Chapters in Bangalore, Kolkata, Mumbai, NCR, and HYD. He is currently associated with Cradlewise Inc. responsible for building the IT team, global HR function strategy, and partnering in business growth. He was awarded the HR Leader Award for Contribution to HR Fraternity by UEM & IEM in 2022

ASHISH BANKA

Head - People & Talent
Cradlewise



Benefits of having engaged workforce

Employee Engagement:

Employee engagement is a critical aspect of human resources and a continuous journey that allows employees to commit to their responsibilities. However, one of the most important factors influencing employee engagement is the level of appreciation shown to employees.

I learned this through my 16-year journey and the experience I've gained. It is preferable to connect with your employees physically, mentally, and emotionally. And, as the world changes, the emphasis has shifted to how mental and physical health affects employee engagement.

But to engage the employees, it is vital to **master the art of employee engagement**. And you cannot plan **engagement activities** without understanding the objectives of employee engagement first.

And so, this is the topic I am going to discuss today: the objectives of employee engagement.



Empower

Engage

Enhance

Enable

Here are the 6 Objectives of Employee Engagement

1. Align Employees with the Organization's Goals and Values:

Every organization has a unique set of goals and values. Aligning employees with **company goals** and values gives them a clear perspective of what the company wants to achieve.

Employees thus have a better sense of teamwork and are less likely to leave the organization. They remain more engaged since they have a clear picture of how their efforts will translate into the organization's growth.

How do you do it?

- Define the primary goals and have a proper plan chart to execute them.
- Hold a meeting to explain the goals and have a Q&A session to bring more insights to the table.
- Communicate with the employees and keep them updated on the progress.

EMPLOYEE
ENGAGEMENT



2. Employee Productivity:

Productive employees give more than they take. They understand business objectives well by actively participating in almost all organizational affairs, working hard on every task, and contributing to business outcomes.

With time employees stop bringing their enthusiasm to their workplace. The monotony of their work or unhealthy work culture may often lead to low employee satisfaction and diminish their passion for work. Even though the reasons can vary from person to person, the repercussions companies face for employee unproductivity are the same.

3. Enhance Employees' Sense of Well-being:

The sense of well-being is psychological. And people experience a good sense of well-being when they have better relationships, freedom, personal growth, and a sense of purpose and meaning in life.

Employees with a good sense of well-being are engaged and satisfied in their jobs and empower others with their positivity and enthusiasm.

Support your employees and always help them in need. Actively listen to them, communicate more to understand their state of mind, and try knowing anything is bothering them or diminishing their well-being.

4. Improve Workplace Conditions that Drive Engagement:

By workplace conditions, I mean the **work environment, internal communication, teamwork**, respect, and healthy relationships in the workplace. All of these aspects collectively drive productivity and engagement. And this is why it is critical to improving these aspects.

Conduct employee engagement surveys to get a clear picture and then start working on the area which needs immediate attention.

For example, the survey reveals that the employees are not happy about the communication in the organization and often are misinformed, or their opinions and views don't reach the top authorities. In this case, make sure you build a culture or a communication platform that helps address these issues. When you give your employees an excellent working experience and take care of their needs, it helps improve productivity and the organization's overall growth.



5. Understand the Attitudes of Your Employees:

A workplace consists of diverse mindsets, and often, they have their way of completing their tasks. Therefore, it's a manager's job to understand this aspect and delegate work to employees according to their core strengths and interests. Give them flexibility if they need it. If someone asks for flexible work hours to balance their work-life, try considering it.

If working around your employees' attitudes gives you more productivity and employee engagement, then consider it as your best bet.

6. Employee Motivation:

Employee motivation is one of the most substantial aspects of employee engagement. Motivated employees tend to perform better and are more productive in their jobs. Motivated employees feel a sense of commitment to the organization's goals and objectives.

They can lead to increased productivity and allow an organization to achieve higher levels of output. In contrast, demotivated employees spent most of their working hours surfing the internet for fun or looking for other job opportunities.

Employee motivation can be increased by positive communication in the workplace, acknowledging individual contributions, and rewarding them for the same.

Often a hostile work environment also diminishes employee motivation. Management can, therefore, conduct surveys to know this aspect better and take immediate action to resolve the issue.



Conclusion

To map the road to employee engagement, it is critical to get employee engagement objectives right. Your cake would remain half-baked if you do not know the goals of employee engagement and build engagement strategies for the sake of it. Therefore, hold your rope tight if you want to win the tug of war.

CONGRATULATIONS!



Rohit Johar is appointed HR Director for Amazon India. Amazon, an e-commerce-focused American multinational technology firm, has announced Rohit

Johar & appointment as HR Director for India Business.

I am glad to tell you that I am starting a new position as HR Director India at Amazon, as Rohit announced on social media.

Rohit is a leader who creates value for clients, companies, and workers with his extensive leadership expertise in human resources, digital transformation, operations, and M&A; integration. He has more than 20 years of expertise in the HR field.

With a track record of coordinating business and human capital initiatives that have an impact on business outcomes, Rohit has a proven ability to lead and inspire sizable international teams. He is a dependable counsel with the ability to coordinate internal and external stakeholders from various business units.

Sushil Baveja is appointed as CHRO by Jindal Stainless. Sushil Baveja has been named the new Chief Human Resources Officer at Jindal Stainless, the pioneer of the stainless steel sector in India.

Sushil Baveja will be in charge of managing the organization's talent, promoting its culture, and leading it to new heights. Sushil has over three decades of expertise in Indian and multinational enterprises.



"In today's competitive employment landscape, outstanding organizations are characterized by their culture, leadership, and values," said Abhyuday Jindal, Managing Director of Jindal Stainless. Sushil Baveja, the company's Chief Human Resources Officer, expressed excitement about the new position by saying, "I am thrilled to join Jindal Stainless, an organization that has set benchmarks not only in stainless steel manufacturing but also in creating a cohesive work environment for its employees."

In terms of corporate growth and employee policies, the company is currently going through a really exciting moment. I look forward to contributing to its further growth story. added Sushil Baveja. Sushil is a driven human resource professional with experience working in Indian and multinational organizations in a variety of industries, including electronics, telecommunications, confectionery, fast-moving consumer goods, and diversified businesses.

CONGRATULATIONS!



Sanyukta Gholap is appointed Director of Talent & Culture at Novotel. Sanyukta's duties in her position at Novotel Pune will include helping to create and manage annual budgets for her division, completing recurring cost and productivity assessments, creating HR SOPs and P&Ps, and creating and finalizing MOS and union wage agreements.

With almost 15 years of expertise in Human Resources Management within the hotel industry, Sanyukta Gholap is a dynamic human resources specialist.

She has substantial expertise in building up HR functions in several pre-opening hotel units and exposure to all HR functions with an international network of hotels. Sanyukta Gholap announced her new role as Novotel Pune Nagar Road-Director Accor's of Talent and Culture on social media, saying, "I'm thrilled to convey that I'm starting a new post as Director Talent and Culture."

Preemita Singh is appointed as EVP and CHRO by Havells India.

Preemita Singh has been appointed as Executive Vice President and Chief Human Resources Officer by Havells India Ltd, one of the biggest and fastest-growing producers of electrical and power distribution equipment in India.

She will be in charge of the organization's whole People and Culture agenda in this capacity.

Preemita is an accomplished HR leader with more than 20 years of enviable experience in the BFSI, IT, and consulting industries. She has helped organizations with organizational planning and reorganization, the integration of HR practices in M&A scenarios, pushing enterprise HR agenda in Group Businesses, creating and implementing an effective talent strategy, bolstering Employer Brand, and developing progressive HR policies.

She has spent a lot of time working on HR Transformation, which involves utilizing HR technology effectively to release productivity, foster competence, develop leadership, enable a learning culture, and accelerate transformation. She has also completed tasks outside the HR Function satisfactorily.



CONGRATULATIONS!



Shaji Mathew is appointed Group Head of HR by Infosys. Shaji Mathew has been named Group Head of Human Resources at Infosys, a pioneer in next-generation digital services and consulting, and his position is effective as of March 22, 2023.

Shaji currently serves as Infosys' global head of delivery for the healthcare, life sciences, financial services, and insurance sectors.

As the Chair for Diversity, Equality, and Inclusion (DEI) in India, he has also actively led the company's initiatives to develop a more inclusive workforce. Salil Parekh, CEO & MD of Infosys, said on the hiring, "We are thrilled to announce that Shaji will take over as Group Head of Human Resources."

"Shaji has worked with Infosys for more than three decades. We are certain that he will guide our human resources function for continuing success because of his extensive leadership experience and in-depth knowledge of our business, Salil Parekh remarked.

Anita Bhatia is appointed Director of People & Culture and Business Partner by Aristocrat.

Aristocrat, one of the top suppliers of gaming solutions worldwide, has appointed Anita Bhatia to the position of Director of People & Culture and Business Partner.

Anita is a leader in the HR field with more than 17 years of experience. She has experience in the BFSI and IT/ITES sectors in business



partnership, organizational development, performance management, compensation, succession planning, diversity, and inclusion lead roles.

Anita was employed by ET Money as the HR Chief before joining Aristocrat. She formerly worked for companies like Amdocs, American Express, and British Telecom. Anita has had HR leadership positions in which she collaborated with CXO-level corporate executives from around the world on strategic and operational HR matters.

CONGRATULATIONS!



Ritu Rakhra, formerly of Dell, is hired by Broadridge India as Head of HR. Broadridge India, a pioneer in global fintech, has announced Ritu Rakhra's appointment as Head of Human Resources.

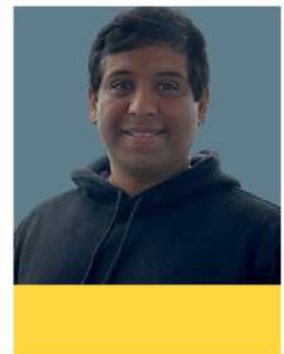
"After 20 amazing years at search Dell, I have taken on the role of the Head of Human Resources at Broadridge Financial Services India," Ritu announced the appointment on social media.

She continued, "I look forward to the challenges this post will present and to work alongside a really warm and friendly staff!! #Broadridge. Ritu has more than 24 years of expertise in several human resources fields. She is a strategic HR leader with in-depth knowledge of many HR disciplines, including country and site leadership, HR business partnership, compensation and benefits, HR shared services, and mergers and acquisitions. She is supported by her capacity to motivate and inspire team members from all origins and cultures.

She transitions from Dell, where she served as Regional HR Leader - India, to Broadridge India. She was in charge of overseeing the Regional HR function for Dell in India, which included a varied staff of over 25k people spread over 7 locations.

Agniwesh Thakur joins Deloitte India as Director of Human Capital. Deloitte India, a provider of audit, consulting, advisory, and tax services, has appointed Agniwesh Thakur to the position of Director-Human Capital Advisory Services.

Agniwesh Thakur will be in charge of leading the client firms' adoption of HR technology in this position. Gurgaon will be his home base.



"I'm thrilled to share that I'm starting a new position as Director, Consulting - Human Capital Transformation at Deloitte," Agniwesh wrote on social media in response to the news. He was Vice President, Human Capital Management with Accenture before to joining Deloitte India and has an extensive experience in HR technology transformation and diverse knowledge in creating HRIT Systems from his prior employment with Dr. Reddy's Lab and Infosys.

Agniwesh leads and designs enterprises' transition to digital human capital management. He has worked for about two decades. He supports the digitalization of HR by streamlining HR procedures to improve employee satisfaction. He has provided HRIT solutions as consulting, advice, and implementation services to numerous global industries. He regularly participates in CSR and has assisted numerous Organizations in carrying out their programmes. He helps many business schools strengthen their HR competencies.

CONGRATULATIONS!



Vikas Joshi from PepsiCo joins Viatris as Head of Global Human Solutions. Vikas Joshi has been appointed head of global people solutions by Viatris, a multinational healthcare corporation.

"I'm glad to share that I'm starting a new position as Head of Global Human Solutions at Viatris," Vikas wrote on social media in response to a request for confirmation of the hiring.

Vikas is a global HR expert with more than 20 years of experience working in 8 distinct cultures. He has extensive expertise in large-scale HR Leadership and Transformation. He has extensive experience with worldwide total rewards, shared services implementation, Middle Eastern commercial partnerships, the deployment of global HRMS, and significant company-wide HR transformation efforts.

He formerly worked for PepsiCo as Vice President of HR, Global Operations before joining Viatris. He lived in the United States. He has worked for the company for more than 18 years.

Binu Philip joins Schneider Electric as CHRO for the Greater India Zone. Binu Philip has been named the new Zone VP HR (CHRO) for Greater India by Schneider Electric, the world leader in the digital transformation of energy management and automation.

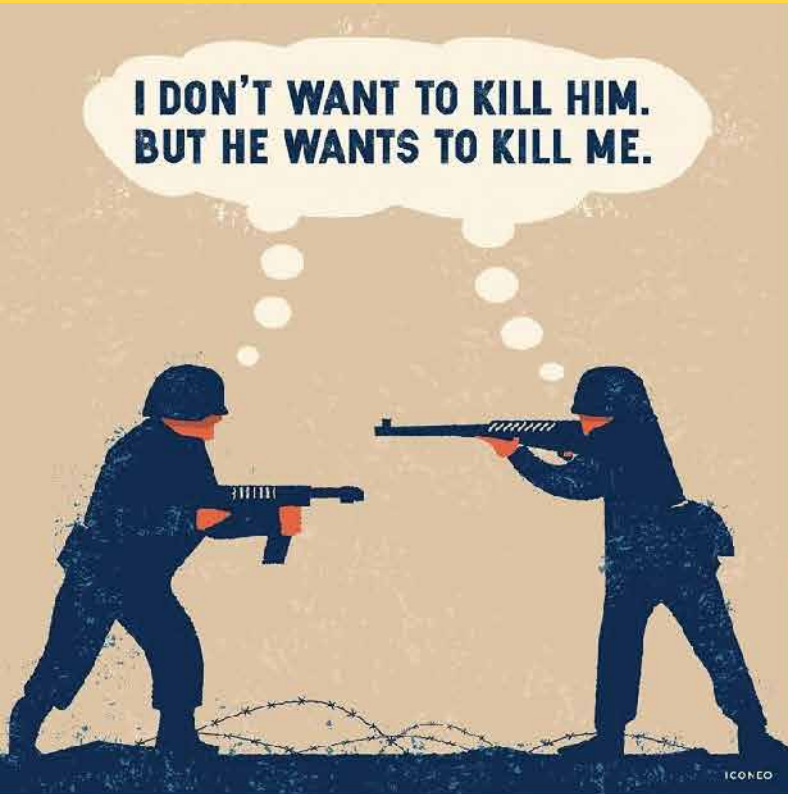
Binu Philip's last position was Vice President of Human Resources for the International Operations of the Secure Power Division of the Company.



For more than 7 years, Binu Philip has worked with Schneider Electric. He has been in charge of important initiatives like the merger and acquisition of Schneider Electric and L&T Electrical Automation.

He managed significant HR leadership positions before beginning his career at Schneider Electric, having previously worked for Microsoft Corporation, Aditya Birla Group (Idea Cellular), and RPG Enterprises (Harrisons Malayalam Plantations Ltd).

“ Powerful Messages ”



**IT WOULDN'T MAKE A DIFFERENCE
IF I GAVE UP THE CAR.**



**I'D LIKE TO TELL HIM
THAT I'M GAY. BUT I'M AFRAID
OF HIS REACTION.**



THEY ALL THINK I'M WEIRD.





THE OTHERS WILL HELP



**WHAT A
STUPID HAIRCUT**





Team Talent



Founder
Shweta Jain



Program Manager
Isha Arora



Designer
Hardik Yadav

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