

AVIYANA TIMES

LEADERSHIP, BUSINESS VALUES, BUSINESS
TRANSFORMATION & SUSTAINABILITY

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HR NEWS MAGAZINE

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Heartfelt Appreciation for Aviyana Times By Ms. Yashika Dhole

**Successful Corporate HR Professional & Winner of Prestigious Beauty Pageant
Diadem Mrs Maharashtra 2021-2022**



Glimpse of the pageant

https://www.youtube.com/watch?v=f3aUXqlzJ_c

<https://www.youtube.com/watch?v=K2TRbQRWrnQ>

<https://www.youtube.com/watch?v=PMRbNpvRGC0>

I have been an avid reader of "Aviyana Times" since its inception in 2020. I genuinely want to thank and congratulate "Aviyana Times Team" for creating such a great platform where knowledge is being served in the most interesting way. The content is so relevant and informative for anyone who is looking for a good read not just in HR fraternity but in all fields.

An absolute holistic approach to look at what's happening around the world and how it impacts each one of us. The articles are so beautifully put up and I love the fact that this news magazine not only focuses on articles related to work but also the well-being of people.

Ms. Yashika Dhole

Ms. Yashika Dhole Success Journey:

Someone who isn't afraid to be herself is the one who is the most beautiful.

"Life is tough and so are you", something that always reminds her when she feels too overwhelmed with multitasking literally every day. Yes, life of a working woman, in a joint family with an 18 months old baby isn't all that easy.

She is an HR Professional, a student of psychology, a mother and a pageant winner now.

She personally feels, life is short and in addition to it, it's also very unpredictable. As viewed in her words that "we all have closely felt this thing by being experiencing a pandemic. Hence her wish is to do as much as she can, so that she can live a life that's: guilt free and without any regrets".

After achieving various milestones and working diligently as an HR professional for more than a decade, she realised that she needs to challenge herself with something that's totally out of the box, something that she had never done before and yet would be happy to do it... This thought was just the beginning of entering into a new phase of her life. Her biggest support being her own spirit, family and friends.

Her intention of entering into the pageant world was to be the voice of many women who underestimate themselves or sacrifice their dreams just because they are married or because they have kids to look after. She doesn't deny that those responsibilities are equally important, however at the end, no one is happy to lose their own identity and individuality in life. Which is why it becomes so important to also look after yourself and identify what truly makes you, YOU 😊

She personally has always looked up to pageants since the time she realised that these beauties are not just pretty faces but these are women who stand strong by a purpose in life, something that's for the society and well-being of others.

The Social Purpose:

"The Best way to find yourself is to lose yourself in the service of others" – Mahatma Gandhi. Yashika is an ardent believer of this philosophy of Mahatma Gandhi. Thus, she has always believed that being good humans is in itself a social work.

Through Diadem Mrs. Maharashtra, she got an opportunity to be associated with "Masik Satya" an initiative undertaken by the team of Diadem with the purpose of empowering and uplifting underprivileged Indian women. She raised funds for Sanitation support for under privileged women, have spread awareness related to menstruation and taboos related to it on multiple platforms like social media, hospitals, podcasts, etc. and have also donated sanitary napkins in places where women are barely exposed to necessary basic hygiene products used during menstruation.

According to her, anything you do as social work need not just be through an NGO but can be in any form, helping and making a difference in someone's life.

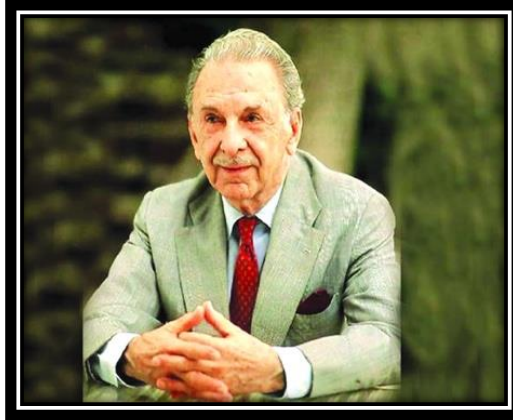
More than an act, it's a way of life, it's how you feel and how you make others feel.

Contact info:

You can reach her at yashika518@gmail.com for any collaborations, suggestions or just anything you wish to share.

A Tribute to Our India's Iconic Leader

Hon. Late JRD Tata



The leader who leaves behind a legacy – Upholding Business Values with Business Transformation and Sustainability

Jehangir Ratanji Dadabhoy Tata (29 July 1904 – 29 November 1993) was an Indian aviator, industrialist, entrepreneur and chairman of Tata Group.

Born into the Tata family of India, he was the son of noted businessman Ratanji Dadabhoy Tata and his wife Suzanne Brière. His mother was the first woman in India to drive a car and, in 1929, he became the first licensed pilot in India. He is also best known for being the founder of several industries under the Tata Group, including Tata Consultancy Services, Tata Motors, Titan Industries, Tata Salt, Voltas and Air India.

Jehangir Ratanji Dadabhoy Tata, known popularly as JRD Tata was a visionary who dreamed a dream for his nation's growth, alongside his business ventures. Unlike many businessmen who eye on just the profit, 'Jeh'(as he was affectionately called), gave an extensive contribution towards societal change while his business flourished. "No success in material terms is worthwhile unless it serves the needs or interests of the country and its people," his words reiterate the same.

Jeh was born in Paris to Ratanji Dadabhoy Tata (an eminent businessman) and Suzanne Brière on 29th July 1904. Jeh and his mother have certain firsts to their credit. While Suzanne was the first-ever woman in India to drive a car (1905), Jeh was the first to receive a pilot license in India. He was not just a pioneer in aviation, but in academics, entrepreneurship and industry as well. He who joined the Tata Group of companies as an apprentice at a young age of 21, saw the exponential rise of the companies, with a 620 million worth of assets in 1939 to 1,00,000 million in 1990, while he chaired the Group.

He was instrumental in establishing new enterprises, thereby the ventures grew from 13 to 80, through the years, with a focus on steel, software, engineering, power generation, hotels and so on. The humanitarian side of JRD Tata was evident with his setting up of Tata Memorial Centre for Cancer, Asia's first-ever cancer research centre, in Mumbai. He

even founded the Family Planning Foundation (for which he won the UN Population Award), in alliance with the Ford Foundation, so that the nation's developmental efforts weren't hampered by unchecked population growth.



Jeh who created milestones in India went on to receive many laurels for his inspirational service, namely Bharath Ratna, Daniel Guggenheim Medal(aviation), Henry Bessemer gold medal and a Padma Bhushan. He gave prominence to employee welfare and corporate social responsibility and believed that every corporation has a certain responsibility towards the people residing in the area in which it is located. He even helped shape Jamshedpur to a model town (named after Jamsetji Tata, the founder of Tata Group of Industries).

Jeh initiated closer employee association with management and implemented employee-friendly measures such as eight-hour working day, free medical aid and worker's provident scheme, many of which have now been adopted as statutory requirements by law.

During his term at TELCO, he inspired the Tata Group to be one of the most respectable and successful businesses in the nation. We owe much to this man for the economic and social development goals in India's development planning. He truly is an embodiment of the words of Gandhi, "Men of character will easily inspire confidence". He can very well be referred to as the real 'Iron Man of India'. The books on him, 'Jeh': A Life of JRD Tata by Bakhtiar K Dadabhoy and Beyond the Blue Mountain by Russi M Lala, underline the same.



**Nation owes him a lot for getting India recognised for
business on global scale**

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Chief Editors Message



The current third wave of Delta & Omicron variant spread fast globally has risen worries of all Indians, once again. With 2nd wave of COVID -19 phased out and expected fears of third wave with Delta & Omicron Variants of Corona Virus looming in new year the business fraternity too is in dilemma as from past few months the businesses that bounced back will again run in losses incase strict curbs or lockdown is imposed. The government too knows the fact that despite vaccination and people getting COVID infected the severity is not high with Omicron as was in second wave, hence may not opt for total lockdown and selective curbs with strict following of COVID Protocols

and booster shots of COVID Vaccines to protect the vulnerable groups from disease severity. This is the time when questions will arise on leadership, Business Values, Business Transformation & Sustainability in corporate world.

We are hopeful our Indian Business have learned a lot in first and second Corona Wave and hopefully along with measures by government and self-reliance process our business will help phase out this third wave too with less impact on business, economy and well-being of human race.

This special "leadership, Business Values, Business Transformation & Sustainability" has articles that are relevant to the theme with information enriching in content and knowledge. I am hopeful my HR Friends and business owners would appreciate the ongoing efforts and keep our motivation high to bring the successive editions of this newsletter. For any suggestions I can be reached on connect@aviyanaventures.com.

Thanks & Regards

Dr Ravindra Pratap Gupta
Chief Editor
Chairman & Managing Director



Clinical Psychologist & Management Author
Industry Representative, Start-up Specialist, Business Advisor, Sr. Consultant, Board Member, Visiting Prof & Mentor
Alumni of IIM-Ahmedabad, Chief Mentor eCell IIT Bombay, IIT Kharagpur, VJTI Mumbai & Distinguished fellow from Institute of Directors-London-UK.
President-IATAC-Indian Association of Talent Acquisition Consultants

ED Message



Being the second most populous country on the planet we passed the test of COVID first and second wave and hopeful we shall pass the third wave COVID test as well. We have learned a lot in these times be it on family values, business values, social value and political values. This has made us introspect and look in our personal and professional lives and make many adjustments which we early had no time to think on even.

At the outset, with each passing times and new variants of Corona coming the industry on full work from office will take time but the hybrid model of work will become the norm forever as it has taught many business to save cost though with pitfalls of less productivity at times, as not

all companies were fully satisfied with work output via WFH Model but were helpless in lockdowns and then seeing huge office cost saved feel this is no way a loss making compared to overheads and utility costs. Thus the true test will be in coming days on leadership, Business Values, Business Transformation & Sustainability for keeping companies active, profitable and sustainable. I am hopeful we Indians will emerge victorious as India with huge young population and host of startups and established firms have learned the hard way to survive and thrive in this pandemic world and with vaccines for kids and children and nasal vaccine we will help the world to survive and thrive.

Through "leadership, Business Values, Business Transformation & Sustainability" an effort is made to focus on how we can deal in this new normal phase with understanding realities, unlocking human potential with compassion, care and futuristic view.

I assure you with new year that your views and suggestions along with your contributions are important for us. Let's make this newsmagazine with your coordination and collaboration the best read and followed in the industry.

You can reach out to me ed.aviyana@gmail.com.

Thanks & Regards

Ms. Kamini Gupta
Executive Director



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Concept Design by Ms. Harmeet Saggi

Ms. Harmeet Saggi is an internationally acclaimed concept creator, designer and image management consultant. She believes that uniqueness is the ultimate originality.

As a marketer, helping your brand grow is her ultimate goal. She helps clients establish a company story that redefines brand equity and brand identity.

Distinct styles followed by her are:

- Logo Design 🖋️
- Paid Marketing 💰
- Graphic Design 🎨
- Social Media Marketing 💡
- Branding Strategy & Identity 🖋️
- Image Management



She fundamentally believes in building trust for the brands she handles, so that people love & adore the brands by building virtual delights and strong visual foundation.

You can have a look at her Portfolio: <http://anharamedia.in/portfolio/>

Thanks & Regards

Ms. Harmeet Saggi

Internationally Acclaimed Concept Designing, Marketing & Branding Agency



Founder

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How Digitizing HR Benefit Your Enterprise?



This article is contributed by Nadeem Alam Head - Growth & Strategy Humanware Technology Pvt Ltd. Dynamic Product Management, Marketing Business Development professional having 14+ years of experience in the domain of Masterclass, Financial Training, Conferences, Education, Startups, Investment Community & Skill development.

A keen planner, strategist and implementer with deftness in devising, implementing strategies and ensuring profitability of business, smooth delivery of deliverable, brand promotion and above all high stakeholder satisfaction. Experience in International Marketing and Global Liasonning.

Proficient in Team management, client management and business origination. Financial Education expert with focus on marketing, business & product development. Deft in formulating business strategies for calibrate & capitalize new avenues. Expert in Gap, Trend & Competitor analysis accordingly devises strategy for product and marketing mix.

Excellent communication, interpersonal, analytical skills with strong focus on team building.

Has been associated in past with leading organisations as Economic Times, BSE India Limited & News Corp VC Circle.



An important key that makes an organization work efficiently is the way the organization manages the workforce. Today the need of the hour is a HRMS system on which the enterprise can trust for managing their employees' activities and also their performance. An Efficient HRMS allows the employees and management to move towards a shared goal.

HRMS software aids HR executives in various tasks such as centralized data storage, capital management, administrative support, analysis and reports. With the upgrades like Business intelligences, Chatbot, RPA based payroll Professional HR software providers automation and an ease in day-to-day HR tasks. in order to keep up with the competition, but also the growth of an organization is assured if you know how to take advantage of the HR digitization for your organization.

Booms with ROI and maximizes potential

Digitizing HR can reduce the manpower required to process the manual task, paper work that's time as well as resource consuming. Instead of hard copy digital files are available at any time of instant with more detailed information. Today many businesses are looking forward to digitizing their organization. Digitization can notably improve an organization's response time when dealing with functions such as customer inquiries, logistics issues, and sales. This increase in responsiveness is directly related to operational efficiency as there are more satisfied customers.

Modernized HR Analytics

HR analysis aids HR professionals to make quick and better choices based on historical data; it enables better workforce planning especially for roles deemed critical. Predicting attrition clearly improves workforce planning to achieve organizational goals. HR analytics helps a business to examine an employee's performance by track, sharing and analyzing their past activities tracking and recording the behaviour of the employee. In addition, employee history can help for incrementation of employees based on their performance. HR analytics with business intelligence helps in future planning for the organizational goals and business growth by analysing the historical data and predicting future growth.

Built the Culture with Socialization

Today is the day of social media where everyone is connected with each other whether it be family or friends. Sometimes it's difficult to find and get connected with office colleagues. Organizations tends to promote a sense of unity among its employees with internal communication, to bridge this gap many organization are using a in-house social platform where every single employee can stay connected, from manager to new joiners everyone can share their thoughts and experiences about work and organization HR should embrace the real power of social media to enhance employee engagement and get a constant feedback that aids to build the culture in the organization that benefits for a growing healthy environment. Socialization benefits with improved employee recognition as employees can share their accidents and recognition on the social platform, this can encourage the team to perform and bring the best out of them. Employees can also cope with their difficulties at work as the bond between them gets stronger.

Chatbot

On an average HR receives about 88 mails per day and the number can even go higher. It becomes more and more complicated as the company's count increases clearing the issues from employees seems like next to impossible. Thanks to the technological advancement in Artificial intelligence and machine learning new innovation are created like

chatbots

Chatbot acts like a digital HR that helps employees to clear their issues. It serves as a 24x7 HR and is available at any location to prevent any disruption. Chatbot also benefits with a faster communication channel. With chatbot in place employees have to no longer wait for the HR to get back at them the response is just in a minute. As a message channel to interact, employees no longer have to type a brief email explaining the issue to the HR department.

Employee management

Employee management is not as simple as it appears, the HR task is not only to manage the attendance but also look at how every employee gets paid correctly and keep them engaged in the organization. Recent studies show that a happy employee performs better than the other employees. With a HRMS in place HR can now improve workforce management efficiencies, a centralized data helps to keep the track of employees where it is easy to manage employees data and plan the next step.

Stay connected with former employees

Alumni program allows the enterprises to keep in touch with former employees and maintain a healthy relationship. This communication made up with former employees can bring significant benefits to business with recruiting, business development, and brand ambassadors. The core alumni program must have a strong and robust network. A strong alumnus is dependent on the number of engaged employees who are part of them. People who feel valued when they leave are more likely to re-join the organization with boomeranging recruiting HR can rehire the talent.

Conclusion

An HR has a lot to perform from recruiting new candidates to re-hiring former employees keeping up with compliance and making sure everyone gets paid. but that's not all HR are also charged with developing strategies for improving engagement and increasing retention across your organization. As tedious administrative work often gets in the way many HR professionals never have the time to focus on the big picture. Here HR digitization comes into action helping HR's with automating the HR process and reducing the paperwork. Features like RPA based payroll all the payroll process to be done without any human interruption. An HRMS is all that the HR needs today.

About Humanware – A company Pioneer in Software solutions

Humanware Technology is a premier solutions provider for Human Resource Management System incepted in 2013. Our solutions are designed and developed to ensure that all the vertical benefit from a high-performance, quality cost effective solutions. It is a user centric intelligent HRMS software, bringing transformation in HR operations. Humanware does intelligent automation and enable transformation in every aspect of HR function right from pre-on-boarding to post separation, HIRE to RETIRE at a single platform infused with cutting edge technology like AI, Chat Boat & RPA.

Humanware HRMS is a disruptive yet comprehensive HRMS solution packed with Business intelligence & Analytics, which is perfectly fit for Large, Mid-size, new age & emerging businesses. Our next-generation strategic HRMS solution offers an unmatched HR transformation of the existing business pattern into standardizing processes and create a transparent & productive culture of continuous improvement. The most comprehensive feature that can be found in Humanware HRMS is the core functionality. Our HRMS software solution top benefits would be lower administrative expenses, seamless transactional HR processes and providing strategic insight for decision making and future planning.

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Investing In Corporate Health Insurance & Employee Well Being for Business Stakeholders Sustainability



This article is contributed by Mr Jairam Gopalan Aiyer – a risk management and wealth management expert with having over 2 decades of professional experience. An expert in Indian languages Hindi, English, Gujarati, Marathi, Punjabi, Malayalam, Tamil. Have been associated with Institutions like LIC from past 20 years and scripted a successful career in BFSI and Healthcare companies. Social work at core of the heart is associated with Lions Club from past many Years. He has been Lions Club president of Vasai 2015-16.

In the Process of Founding 4 Startups. 1. Purpose: Save Lives Fast: Helicopter Ambulance Service for all Indians in Accidents in India. 2. Purpose: A House for every family in India which does not own a House. 3. Purpose A Loan for every One. 4. Purpose: Treating Diseases with Self Discipline Techniques leading to best outcomes.

Is a physics graduate from Gujarat University and completed masters from prestigious Mumbai University?

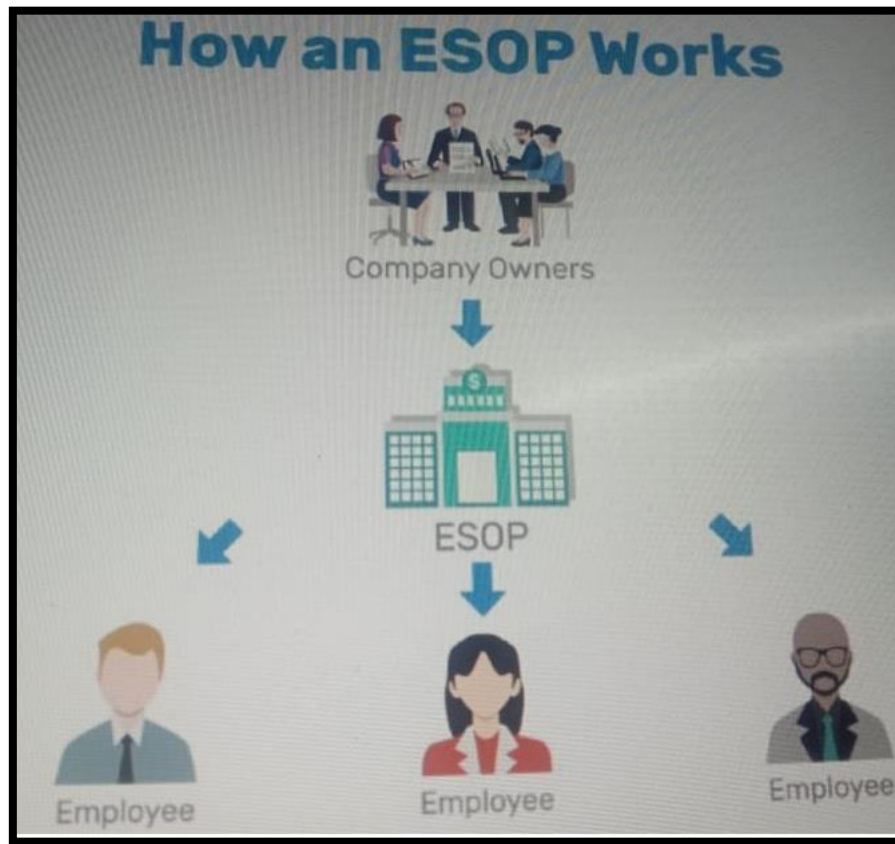
The only way to make money steadily and in a respectful way is by doing a BUSINESS, so is the Conventional Wisdom. When the Business grows the Promoter or the Owner or Old-style PROPRIETOR grows his / her wealth and so Owner's real value explodes on the possibility of Business Growth and Future Profits.

It grows fastest when the Ownership of the Company is multiplied many times over as by Listing the Business in The Share Market or The Stock Exchanges and many times the Promoters/ Founders / Owners feel that the reasons for their Businesses to Succeed and Grow is the Team of Employees that they are working with and so they also encourage ownership of the Business through Shares to Deserving Employees Called as E S O P = Employees Stock Ownership Plan.

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ownership of the Business through Shares to Deserving Employees Called as E S O P = Employees Stock Ownership Plan.



NOW, which company or business has a better chance at Growth during Good Times and Surviving at Bad Times, one which has a few Owner Thinkers Or Doers or Almost The Entire Company with Stock / Share Options? This is happening throughout the World through the Power Of Youthful Energy, Enthusiasm, Motivation called Start-Ups through Innovation & Inventions a few examples are Face Book, Info Sys, Apple, Google, D-Mart.

So, should not we aim for the Continuity and Well – Being of our Business through Maximum Participation of Our Employees in Solving the Challenges faced by our Business to Open Up New Opportunities? Like 3M's Post It Notes? What a Great Thought and Success, seems such an easy and dumb idea and product to produce at Mass Scale?? Great Ideas are just that - So Simple when done!!



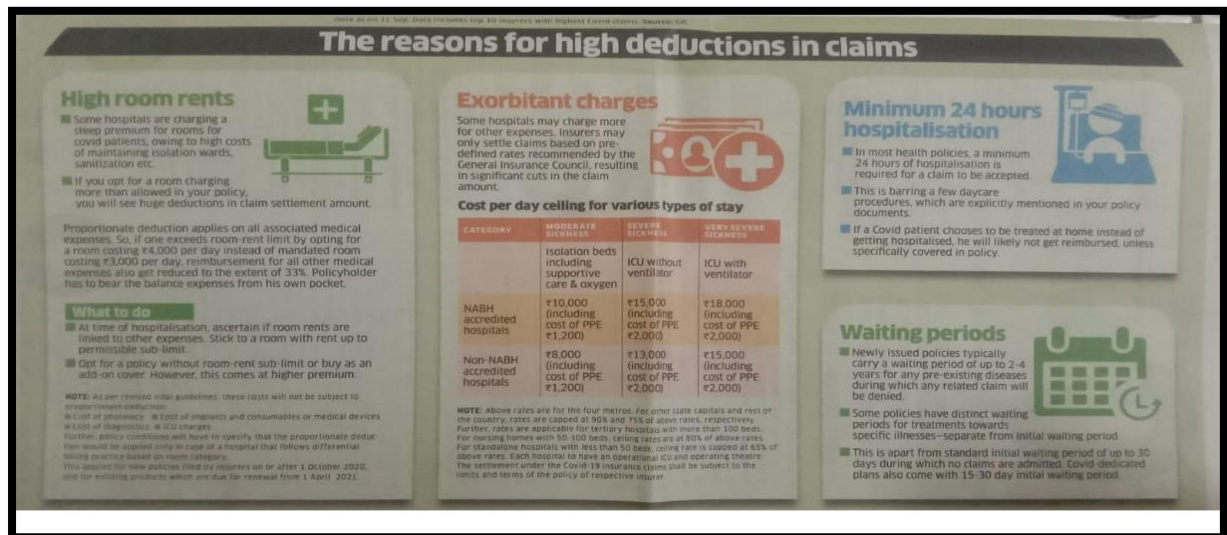
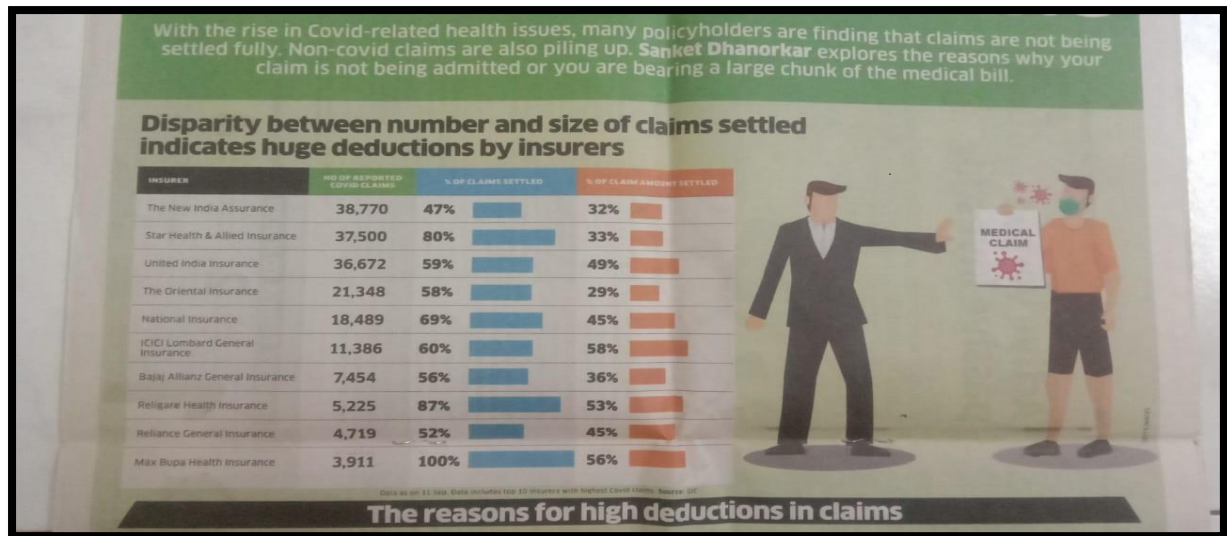


EMPLOYEE ENGAGEMENT & INVOLVEMENT

It has been established by Research – when Employees are trained constantly and various participative events take place, they feel they are needed in the Company and have a Glowing Future and this Belief helps build a vibrant and better business through Employees Engagement and Involvement. These involve a lot of time, planning, resources to build, implement and maintain.

The easier and less Expensive Method is through Resolution Of Employee Problems. One of the issues faced by Employees is related to their own health and family member health. Which needs financial support during Hospitalization of Children, Wife and Parents.

Bearing the financial responsibility of the Employee and Employee Family Health Expenses would be a very encouraging and motivating manner of increasing Employee Involvement and Engaging the Employee qualitatively.



CHANGING NORMS DUE TO WORLD-WIDE EMERGENCY

The Covid Brought Emergency of Last 2 Years has changed the Way Business Is Done & Run, including Employee Environments and Needs of Employee and Family. The Indian Government is also keen on bringing fairness in Work from Home for all Employees as per an Economic Times Report Below



Govt mulls Legal Framework for WFH



NEED FOR TRANSPARENCY

As per an Article in The Business World of First Fortnight of December 2021 by JERONINIO ALMEIDA (is the moJOsh inspirator, a management & OD Consultant & Business Leadership & Life Coach). TALKING – STRAIGHT- THE #1 BEHAVIOUR OF HIGH-TRUST LEADERS! "IN TODAY'S WORLD most people in their personal and professional dimensions can think of several situations everyday where they have felt like others were beating

around the bush and indulging in double-talking, pussy-footing, soft-peddalling, diplomacy (the words they use to cover-up their blatant lies, half-truths, falsehoods, glib-talk, and spin-doctoring), obfuscating tergiversation and strange circumlocution about facts, truths, viewpoints, intentions, ideas, opinions or agendas, While distorting facts and omitting information may sound legally / technically correct, this practice will lead to wrong impressions, and will never inspire trust”.

VISION A MUST

Why do we need to go for a Corporate Health Insurance Cover for the Employees and their Families including their Parents? It is precisely because of the World – Wide Emergency and Deaths Created by The Corona Virus in the Last 2 Years Starting from February 2020 till Date, when Omicron Variant is creating World – Wide Concern and a Health Scare. Group Covers are better in Providing Health Benefits than Individual Retail Covers.

In these Circumstances a VERY POSITIVE AND ACCOMMODATIVE VISION OF “YOUR EMPLOYEES ARE YOUR FAMILY” pursued in Action will go a long way in Ensuring the Continuity of Skilled Dedicated Loyal Employees as the Current Growth Trends in India have created a Substantial demand for Employees leading to shortages of Manpower and substantial increases in Employee Costs.

These shortages have also made people cheat Recruiters when they were looking for Skilled I.T. (InfoTech) manpower, it was reported in The Economic Times, Mumbai Edition that Zoom Meetings were attended by Some-One Else and some other Person joined at site and the work out-put caused so much concern that an investigation pointed out the need for Identification Procedures and Verification of the Identity of the Person being recruited.

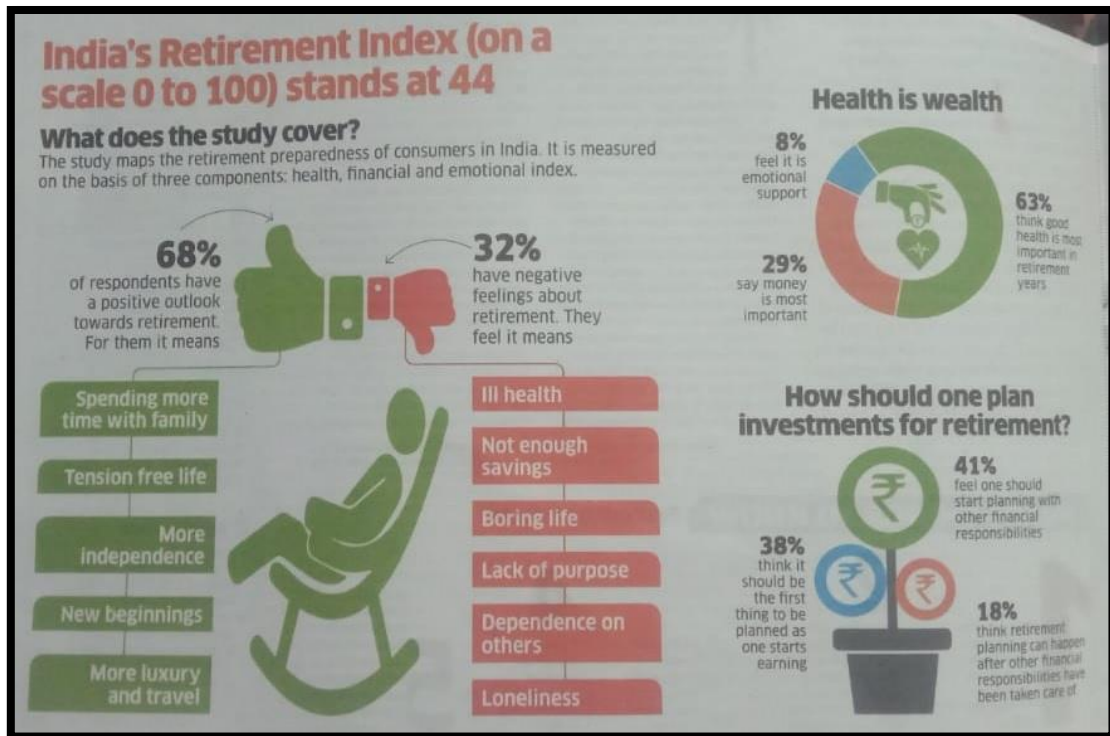
In, short holding on to the Employee already delivering results as part of our Current Team is a much better alternative, today than recruiting a new person who may or may not deliver results in a time bound manner.

Corona has also highlighted the need for Balanced Working with equal importance to the needs of the Employee and quality time for the family. Some of the Concerns which were raised in ET Wealth Survey Page 12-13 of Dec 13-19,2021:

Eighty Percent Indians Not Ready for Retirement:



Retirement Preparedness of Indians.



Providing Corporate Health Insurance Cover to the Employee and all family members including Parents & Parents-In-Law will go a long way in Retaining the employee and avoid the gap in manpower if a person leaves. This will also enable the Employee to focus on Company Objectives in a better manner leading to Strengthening the Sustainability of the Business.



Good Governance for Good Leadership

This article is contributed by Dr. Pawan Verma is an Author, Professional Speaker and Management Consultant from India's financial services sector. His corporate experience includes guiding start-ups, serving on boards and leading business initiatives in large organizations, such as LIC of India, Reliance Group of Industries and Reliance ADA Group. In his last corporate assignment, he held the position of the Chief Operating Officer of an Indo-Japanese start-up venture, *Star Union Dai-ichi Life Insurance*.



Dr. Pawan Verma is the author of the book, **UNBROKEN**, a crime thriller: <https://amzn.to/3ejCU47>. Pawan has authored a book on leadership, **Age of the Imperfect Leader** <https://amzn.to/2zwk8B>. He has also authored a crime thriller, **No Closure No Forgiveness** and published a number of e-books and short stories. His latest work of fiction, **Unbroken** is likely to be published soon. He has also written for some of the leading Indian dailies and periodicals.

As a Professional Speaker, Pawan has been a frequent speaker at various forums in India and abroad. Twice, he was the Chairman of the ETFs Asia Summits at Hong Kong. He has also addressed the Financial Services Technology Summits at Macau, Kuala Lumpur and Hong Kong and conducted a series of lectures for ICICI Bank's CEO Knowledge Forum and the top management of Indian Postal Life Insurance, SOA University, Bhubaneswar, etc. He was also the Key Note Speaker at the Centenary Celebrations of Osmania University, Hyderabad.

Pawan has an MBA and a doctoral degree in management - honoris causa - from Azteca University, Mexico. He also holds the Fellowship of the Insurance Institute of India and a Corporate Directorship Certificate from the Institute of Directors, New Delhi. He has been awarded the REX Karmaveer Global Fellowship and REX Karmaveer Chakra Award by iCONGO - International Confederation of NGOs - in association with the United Nations, for his relentless pursuit of innovative ideas and alternative actions for social transformation. His detailed profile can be accessed from his website <https://pawanverma.in>. He can be reached out at office.pawanverma@gmail.com.

Ever since the onset of the Industrial Revolution, our mainstream culture has been actively engaged with the idea and practice of leadership. In order to understand the leadership phenomenon, a good number of leadership theories and philosophies have been developed and debated. We have also been analyzing the leadership styles of different leaders, dissecting their popularity ratings and scrutinizing their performance. We study with great interest, how a sports coach shapes an underperforming team into a winning champion and how a dynamic business leader transforms a floundering enterprise into a Fortune 500 company.

The excessive focus on leadership is not unwarranted. It is common knowledge that leadership is essential for achieving organizational goals. It is leadership that defines the

direction of an organization and creates a new universe by building teams and inspiring them to move in the desired direction. Without leadership, an organization would easily become stale and irrelevant in the fast-changing world today.

Corporate Governance

Even though we talk tirelessly about leadership, we never discuss the accountability mechanisms that ensure the success of leaders in achieving their organizational vision and mission. These accountability mechanisms are provided by a set of measures, popularly known as Corporate Governance. They include boards, corporate policies, procedural manuals, different monitoring systems and signaling mechanisms, such as codes of conduct and delegation of authority. All these mechanisms put together, facilitate the success of leaders in realizing the organizational potential in the long run.

Relationship between Leadership & Governance

The relationship between leadership and governance is quite intricate. While leaders provide the strategic direction to their enterprise, governance structures ensure that they do not deviate from the chosen path. Given below are some highlights of the relationship between the two:

- Leadership sets the direction and ensures that the desired organizational outcomes are achieved. Governance ensures accountability for the same.
- Corporate governance structures provide the strategic boundaries within which leaders need to operate. They define what leaders can do and what they cannot do.
- Corporate boards provide the necessary guidance and exercise the much-needed oversight to facilitate the success of leaders in realizing and improving organizational outcomes.
- Governance ensures that our leaders keep working in the right direction and for the right purposes.
- In essence, the accountability arrangements are partly governance and partly leadership. While the process of scrutiny is governance, the placement of the framework is essentially a leadership job.

Absence of Corporate Governance

The presence of good governance in an enterprise may not be easily visible to everyone, but its absence is felt by one and all. When governance is weak, the organizational trajectory becomes haphazard; its pace becomes uneven and it loses its balance and direction. In the long run, it could lead to enterprise failure as well.

During the fading decades of the twentieth century, we have seen quite a few narcissistic leaders take their organizations to scale the skies, only to fall flat on the ground in a short span of time. A classic example is Jeffrey Skilling, the man who first took the Wall Street darling *Enron* to dramatic heights and then to a dizzying fall. No different is the example of Richard Fuld who featured in Barron's list of the 30 best CEOs and was dubbed "Mr. Wall Street" in March 2008 but led his company *Lehman Brothers* to file for Chapter 11 bankruptcy in Sept. 2008. All these glib-talking leaders mesmerized the world with their

flash and became Harvard case studies of successful leadership. As it turns out, none of them looked for anything other than making money for themselves and for their companies.

Trust Deficit in Leadership

The aforesaid examples are not isolated instances in any way. The list of companies attempting to take the short route to success is pretty long – WorldCom, Volkswagen, American International Group, Tyco International, Wells Fargo... the list is indeed long. The Indian economy too has been witnessing this. Here too, we have seen examples of extensive corporate misbehaviors and frauds - Satyam Computers, Kingfisher Airlines, Bhushan Steel, Punjab National Bank, Yes Bank, DHFL, PMC Bank - that have shaken the confidence of the people in business leaders, regulators and governments. The trust in leadership has gone down drastically and people are wondering where our leaders have gone.

Competencies, Commitment & Character

Given the critical importance of governance for organizational outcomes, company boards have to ensure that appropriate governance structures are embedded in the enterprise. They also need to ensure that these governance mechanisms remain functional all the time. However, to make them functional, the role of leadership is critical. This requires putting in place leaders who have the competencies, commitment and character for fostering governance and making it as a part of organizational culture. Therefore, while selecting and assessing CEOs and other C-suite level executives as well as board members, these three factors must be considered to be the essential criteria.

Of all the three factors, what poses the biggest challenge is leadership character. Competence defines what a person is capable of delivering. It can be largely determined by assessing a person's intellectual level, business acumen and organizational, people and strategic skills. Commitment too is critical, but it can be assessed with reference to the extent of hard work a leader can do to carry forward the organizational mission, how engaged they are in their roles, and to what extent they can make sacrifices for the organizational cause. However, leadership character counts beyond both these factors. It determines how leaders perceive their role and analyze the context of their functions. It is their character that determines how they use their competencies and commitment in evaluating a situation, deciding upon a course of action and implementing them.

Focus on Character

For governance to be effective, therefore, it is essential to focus on character while building the leadership team. Post the global financial crisis of 2008, extensive researches were carried out to understand the leadership and governance dimensions that led to the economic meltdown and the subsequent recession. The critical factor that emerged out of the exercise was the character deficiencies among business leaders that had led to the excessive build-up in the financial system leverage during the preceding decade. Some of the critical weaknesses identified were:

- Over-confidence bordering on arrogance

- Prioritizing personal goals over corporate objectives
- Absence of transparency
- Lack of accountability
- Lack of attention to critical issues
- Self-indulgent decision-making
- Hyper-competitiveness among business leaders
- Lack of commitment to different stake-holders

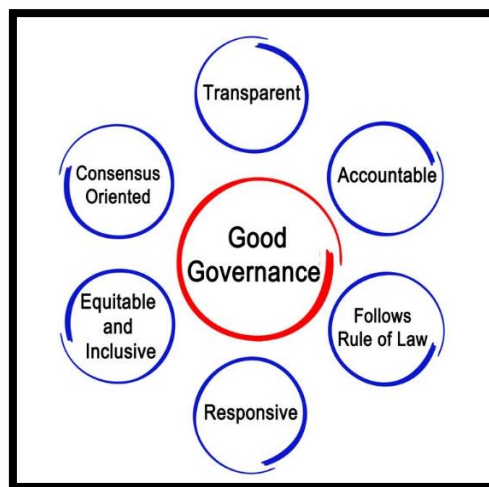
On the flip side, the study also highlighted that character-strengths among leaders were the critical factors in companies that survived the crisis and even prospered during the meltdown.

The assessment of leadership character however, is a difficult exercise as we are dealing with intangible factors. While assessing leaders for their governance roles, Boards should keep certain attributes in mind, such as courage, drive, accountability, collaboration, integrity, transparency, humility and justice. These characteristics go a long way in building a team, inculcating trust, improving empowerment and engagement.

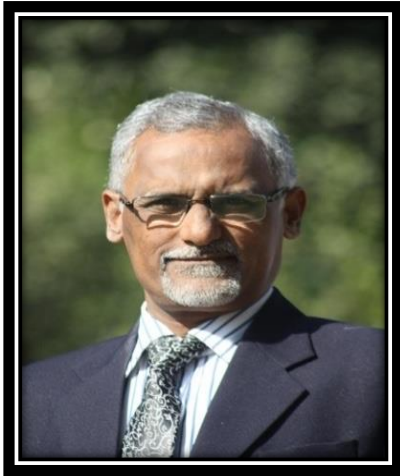
No Contradictions

On the surface, there seems to be an apparent contradiction between leadership and governance. While leadership means breaking free from the older mold and creating a new universe, governance requires adherence to the boundaries set by the company. However, a deeper analysis would reveal that there are no contradictions. Governance boundaries are a dynamic phenomenon that keeps changing in accordance with the demands of the new cosmos, a leader has set out to create. The governance structures in fact, support the direction decided upon and help the leader remain focused on the chosen path.

Just as behind every successful leader, there is a capable team, there is good governance at the heart of all good leadership. Therefore, investing in good governance structures is critical to enable leaders to realize the organizational vision and mission. In a complex world, full of uncertainties and ambiguities, both leadership and governance happen to be the essential and critical ingredients in helping to navigate future challenges.



Business Transformation the Way Forward



This article is contributed by Dr Vijay Joshi having an overwhelming experience of over 2 decades with 10 years of corporate experience in India and over 10 years in academics and has authored several research papers in management. He is presently associated with Dr Ambedkar Institute of Management Studies and Research as Professor. He is MBA from YCMOU and PhD from Nagpur University. His career has spanned in Pharmaceutical and Education Sector. He considered as authority on various domains as international Business, Export - Import Documentation, Marketing Research, Logistics & Supply Chain Management, Business Environment & Strategic Management.

Business Transformation, Sustainability, and Values

In this article, the author would like to present an overview of some of the aspects related to 'business transformation' that needs to be followed (by the organizations) to stay sustainable, and competitive over a longer time. In general, the business environment is dynamic and always changing. It is interesting to note that the things required to 'run business', ten years ago are different from today. Ongoing developments in technology are supporting the emergence of new markets in terms of newer products and services, and new regions. It is therefore essential that organizations remain sustainable and competitive over the long term. This is only possible when the organization believes it is making the right changes (in itself) at the right time. It is called "business transformation" and deals with different aspects related to business areas such as strategy, marketing, operations, human resources, etc.

Business Transformation aspects covering diverse domains

Cooperative strategies support organizations to follow innovation and create a win-win situation for them

In the context of staying competitive in a difficult situation, one of the important aspects here is 'cooperative strategy'. This is the feature that ensures seamless working of all the stakeholders within any particular industry sector. This is particularly very true for the manufacturing industry as the industry leverages the network of its suppliers, distributors, retailers. This may be referred to as a kind of specific 'ecosystem'. It is but obvious that

in the manufacturing sector there exist several types of producers large, medium, small, and micro players. However, there are several types of manufacturers in the manufacturing industry: large, medium, small, and micro. All of these companies are in the ecosystem and coexist over time.

In this context, it may be said that cooperative strategy is different than competitive strategy. A cooperative business strategy refers to a collective approach wherein two or more organizations are involved. In this case, more than two organizations join hands together with some common goal/objective to achieve. One can see that some organizations practice increasing income (and profits) through co-working.

Different types of cooperative approaches were followed by organizations. Depending on the situation, these approaches may take different forms and may be used as a combination of the following listed approaches:

- A complementary strategic alliance (horizontal and or vertical).
- Response to competition.
- Practicing ways to minimize uncertainty.
- Taking measures to reduce the extent of the competition.

As the name suggests, this strategy helps to establish collaboration across industries, large to medium and micro players. This also ensures that the ecosystem (in industry language it is called a value chain or supply chain) does not get disturbed at bad times.

Such coexistence is possible only due to the proper implementation of cooperative strategy between stakeholders of the ecosystem. Such cooperative strategies are of immense help when it comes to leveraging different capabilities of each other. This may help in creating new products, product diversification (if needed), and encouragement to innovation amongst the network. Further, the outcome could be a good business environment that creates a win-win scenario for each other. For instance, consider an example of Rajkot-based Jyoti CNC Automation, a supplier of machine tools. When the lockdown blues hit the manufacturing industry across the country, the organization decided to consider a product diversification approach. Sensing that there would not be any demand for capital goods, the organization decided to diversify quickly. It ventured into developing the ventilators in-house and machine tools for the defence sector. With this, the organization demonstrated a cooperative approach as it helped other MSMEs (micro, small and medium enterprises) that it is associated with. This has helped in the survival of all of them (Singh1, 2020).

Marketing in terms of Product Diversification

With the changing business conditions, caused due to the recent arrival of the pandemic, organizations have addressed the 'marketing' aspect innovatively. These include product diversification and collaboration to preserve the supplier ecosystem. The pandemic has compelled organizations to reconsider the manufacturing processes (of their products) in the context of variations in demand. This is true for certain product categories with no demand (from the market). That said, organizations are exploring options such as product and/or service diversification as an 'opportunity' (for business continuity) (DB1, 2020)

Operations / Processes leading Organization Transformation

According to WEF (World Economic Forum), Covid-19 has caused some changes in organizations in terms of their way of working, working methods, worker-employer relationship, and the environment of work (within the organization itself). This is called organizational transformation. In this context, organizations have started to respond to certain changes to cope with the situation. These relate to themselves, their employees, and the type of work (WEF, 2020). It is as follows:

- The self-advocacy organization adopts a people-centered environment so that open interactions can take place. In addition to work-related issues, companies today strive to develop and support their employees. They come with specific activities aimed at people's physical, social, economic, and mental well-being.
- Employees make adjustments in terms of willingness to learn new skills. They use innovative ways, new technologies, and approaches in their work to make their place of work more responsible and more responsible.
- The nature of the organization and its work style has changed. Organizations are getting simpler and moving away from hierarchical structures. This makes them more interactive, accessible, and agile.

Recognizing the importance of leadership (Human Resources) in handling difficult situations

In this context, leadership qualities and experience (in handling troublesome circumstances) have taken a centre stage when it comes to business transformation. Faced with unwanted situations as they currently prevail (Covid-19), companies look for people who have skills such as risk-taking ability, understanding of digital domains/technologies, skills to evaluate and monitor the risks, and so on. These are additional skills on-demand required now, in addition to the normal skills needed in the HR domain. Organizations

need experienced professionals who can help the organization maintain “growth” in turbulent times. A decade ago, for many organizations, a leadership comprising “board of directors” was a process to meet the required mandatory compliances. This thought has changed now over time. Organizations need additional support in difficult situations, which is why they are now looking for a “board” with different experiences and skills. The current pandemic has become the toughest challenge for all kinds of businesses. Covid has forced companies to reconsider the composition of their board of directors. It also got them thinking about how board members can lead the organization through difficult situations. Organizations now evaluate the contribution of independent directors to value creation (Singh2, 2020) [4]

Keeping the Business Values intact by undertaking and supporting social activities

Large organizations not only seek for business parameters (like profits, return on investment), but also for non-business parameters (like engagement in social activities by encouraging CSR (Corporate Social Responsibility) activities duly supported by their business group or group companies. This trend of supporting social causes or engagement of corporate in non-business activities for the benefit of the society/community was followed by Tata Group and then Reliance Group to a greater extent.

In summary, "organizational change" is today's buzzword. Organizations are beginning to respond to specific changes to address the situation. These are related to themselves, their employees, and the type of work. In this context, organizations need to evolve into more powerful units in some respects.

With the above discussion, this article has attempted to illustrate the fact that staying competitive for organizations is not an easy roadmap. Further, doing that again and again over time is indeed a complex thing in this new era of the technology-enabled business environment of today.

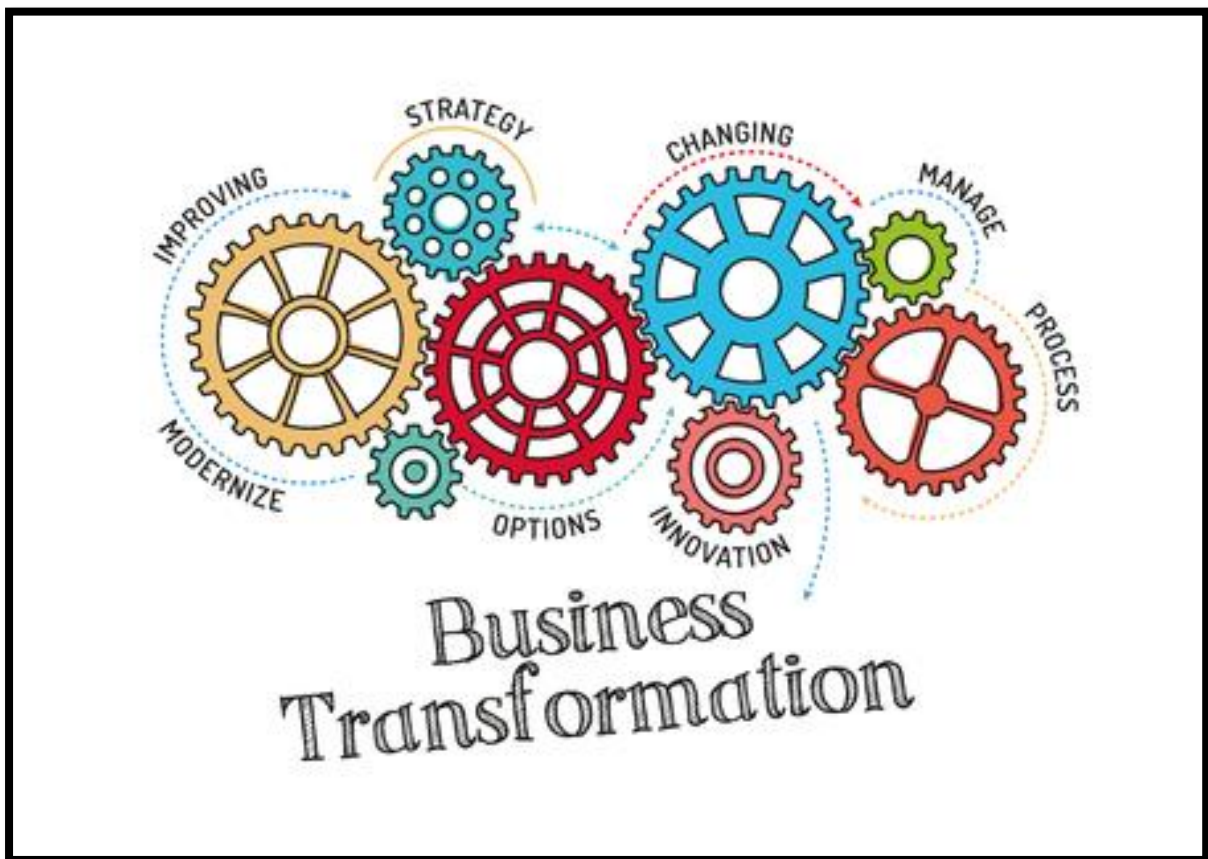
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Leadership Effectiveness and Organizational Performance



This article is contributed by Dr. Pramod Solanki is an HR Professional with 33+ years of experience across industry sectors.

His early career was with premier business schools like IIM, Ahmedabad and Jamnalal Bajaj Institute of Management Studies, Mumbai.

His corporate experience of over 25 years covers Pharma, Oil & Gas Projects / Manufacturing, Financial Services, IT and Telematics industries.

In his corporate career, Pramod has designed and successfully instituted systems and practices across the HR spectrum, both as a leader of the internal teams and in partnership with the globally acclaimed consultants. He headed Learning & OD function at L & T Hydrocarbon and at Sun Pharma, and headed the Corporate HR function at Churchgate- a diversified conglomerate in Nigeria.

Since June 2016, he runs his own consulting firm called **Performance Enablers** offering services across the HR spectrum. Some of the focus areas include Leadership Effectiveness Interventions, Mentoring HR team in a client organization and CHRO services, Executive Coaching, formulation of mission, vision and values, Performance - linked Employee Engagement / R&R / Capability building Interventions and Strategic Sourcing.

Pramod holds Masters and Ph.D. degrees in Industrial and Organizational Psychology. He is an **Executive Coach** certified by International Coach Academy and also by International Coach Federation (ICF). He has coached wide range of clients- from entrepreneurs to corporate executives and students.

For so many decades now, studies have repeatedly proved that #leadership has significant impact on overall effectiveness of an organization – be it its financial performance, #motivation / #morale of the #workforce or building the #talent pipeline. Yet, the attached infographic (@BarndonHall 2015) indicates dismal state of leadership in organizations at large:

1. Only 18% of the organizations surveyed said that their leaders were 'very effective' at meeting business goals.
2. Only 19% of the organizations said that their leaders were 'very effective' at developing leaders.
3. 71% of the organizations felt that their leaders were not capable of leading them into future.

According to Inc. and Harvard Business School, only 10% of the CEOs are natural leaders who guide staff by example.

This is not to suggest that that not enough effort is being made to develop leaders. Data clearly points out that investment on leadership development is the highest, compared to any other learning and development activity. Unfortunately, these efforts are not producing sustainable results, as shared in my earlier write ups as well.

There is obviously a case to re-look at how the issue of leadership development is approached. Based on my own experience and reflection, here are some of the key questions that need to be addressed:

1. Does the CEO really believe that more effective leadership will bring value to the organization - both in terms of financial returns and an engaged workforce?

People in the enabling roles for this activity i.e. internal HR and consultants, must address this issue thoroughly before proceeding with the next steps. Both qualitative and quantitative data needs to be shared to make a business case and reflective conversations need to be held with the CEO to develop conviction on the value of the leadership development efforts. In the absence of this conviction, leadership development effort will not receive the quality of CEO's engagement to drive the program and, in the absence of that, the program cannot be effective.

Leadership development can be supported by HR / Consultants but cannot be outsourced to them. It has to be the CEO's agenda.

2. Nurturing an effective leadership has to be taken up as an organization – wide initiative, and not as an isolated, capability building initiative for a few senior leaders.

Basis the diagnostic work done, we need to squarely place before the CEO, the gaps in the leadership skills / mindsets / behaviours of the leaders across the levels, using #Transformational Leadership model and any organization – specific competency as a benchmark. There has to be CEO's sign off on the top 2-3 areas of competency – building for every level of leaders / managers in the organization.

It is with this readiness that the enabling team needs to draw up the design and delivery plan of leadership development.

3. The program design and delivery have to have right mix of inputs on why, what and how of effective leadership. Some of the key elements are:
 - A. Relevant conceptual inputs
 - B. Contextual, real-life scenarios and how effective leadership helps deal with these more effectively
 - C. Crafting on-the-job opportunities for learning / application of new learning
 - D. Coaching support to help the individual leaders make desired shift in mindsets / behaviours
 - E. The inputs need to be modularized and in-between the modules, enabling team needs to have discussions with the participants and their reporting managers, on application of learning and how it can be better supported in terms of

organizational processes / practices and the cultural context required. As where required, the organizational practices / processes need to be tweaked / re-designed to reinforce desired mindset / behavioural changes. Design of R&R has to be aligned to reinforce and celebrate desired mindsets and behaviours.

4. Last but not the least, the time-tested idea- 'people in organizations care for things that are valued 'needs to be kept in view.

Developing new skills, internalizing new mindsets / behaviours takes deliberate practice by the participants. Unless there is a review of progress by the stakeholders and needed support is extended until an acceptable level of improvements are internalized, the participants of leadership development program (LDP) are not likely to put required efforts.

Once desired mindset / behaviors have been internalized and are being demonstrated on – the – job, review of leadership effectiveness has to be a part of the review of other organizational goals. And the relevant metric for the same can be developed.

That is how over a period of time, effective leadership can get naturalized, across the levels in an organization.

When I look at a typical the leadership development program, there are not many that have the elements discussed above.

A general rider for organizations that want to maintain a robust leadership pipeline is to take care who they move to leadership roles. With all the optimism about what leadership development can do, it is also true that certain foundational values and attitudes for leadership are shaped early on and are not easy to change. For example, care and respect for others, empathy etc are difficult to cultivate.

While there is always a pressure in organizations for vertical growth of people who deliver in terms of bottom line, by any means available, leadership at the top needs to devise other ways to reward financial performance (performance – linked bonus etc.) rather than moving such people to higher levels of leadership roles. Potential to lead, besides operational performance, needs to be given due weightage (while moving people to such roles) for the developmental programs to be effective.

Love to hear your thoughts. 02227664631

Pramod Solanki, Ph. D.

Founder – Performance Enablers - ***The Growth Catalysts,***

Consulting CHRO, Advisor, Honorary Member – IOD.



India Vision - Building an Optimal Ubiquitous Network Society

A Lesson from Japan-inspired IT Society" – Article based on Scholar experience and Visit on AOTS - BIIT Scholarship for visit to Japan, Tokyo -2005.



This article is contributed by industry and academic world veteran Prof. Dr. Firdos T. Shroff (Ph.D. MBA, MA. LL.B., CAIIB).

Professor/Mentor, Motivational Global Coach, Universities/Management Institutions Members, World Constitution and Parliament Association, (WCPA), USA;

Member, UN75 Word Peace Ambassador and BEYOND 2020. Fellow IIBF; (ex-Union Bank of India)

Introduction:

'Ubiquitous' which is derived from Latin, means "**existing in all places at the same time, omnipresent**" i.e., anytime/anywhere banking across the globe. The word ubiquitous was first used in the information and communications field when Mr. Mark Weiser of Xerox Corporation proposed the concept of "**ubiquitous computing**" in 1988.

Today, Japan's broadband network are the world's fastest and lowest cost, and the number of broadband subscribers is increasing. At the same time, the numbers of mobile phone and mobile phone Internet subscribers are increasing and mobile networks are expanding. In addition, terrestrial digital television broadcasting began in December 2003 in Tokyo, Nagoya and Osaka and intelligent home appliances and RFID tags (Radio Frequency ID) that can access networks are starting to be put to practical use.

These developments in the use of broadband, mobile phones and networks, digital broadcasting, and information terminals is giving rise to a virtuous cycle and is leading toward the realization of **ubiquitous networks** that enable anyone to access and exchange information of any kind freely at anytime from anywhere, and from any appliance.

Looking at the status of network use, the Internet is pervading daily life with the Internet user population reaching approximately 77.3 million at the end of 2003, exceeding 60% of the total Japanese population. In addition, users are accessing the Internet not only from PCs, but also from a variety of different types of terminals, and not only when at work or home, but even while in transit, approaching a situation where anyone can access the Internet from anywhere and at any time. The Internet gives a tremendous convenience and benefit to people and is becoming a necessity.

Moreover, various services that use mobile phones, contactless IC cards, RFID tags, etc., are evolving, coming into widespread use and enhancing the convenience of people's lives. Some of these network services that originated in Japan are also spreading through the world. In this way, the relationship between the public and information and communications networks is strengthening and expectations are high concerning future services using **ubiquitous networks** such as those relating to safety and security.

Both Japanese and American businesses have high expectations concerning ubiquitous networks and they are investigating services for a range of different terminal types.

Electronic commerce using broadband and mobile services is highly active and markets are high-performance information and communications devices that will form the foundations of future ubiquitous networks, such as, flat-panel televisions and DVD records are expanding and becoming a driving force behind the recovery of Japan's economy.

Protecting Information & Communications Users:

a) Consumer Administration in Telecommunications Services:

It is thought that the main cause of trouble concerning contracts between telecommunications carriers and consumers, such as contracts relating to DSL or IP phones, is often the fact that consumers conclude the contract without fully understanding the content of the telecommunications service because, for example, the explanation by the carrier is difficult to understand. The amendment stipulates that a carrier or agent must explain the content to the consumer at the time of concluding a contract and that a carrier must accurately and promptly deal with any complaint or inquiry from a consumer.

Also, toward improvement of the situation concerning spam mail (unsolicited e-mail), as well as orders to take treatment and other enforcement of the "Law on Regulation of Transmission of Specified Electronic Mail" and other legislation, the MPHPT is making efforts to promote voluntary responses by carriers and increased awareness among users.

Furthermore, as countermeasures against illegal and harmful contents, the MPHPT is providing assistance to banking/business groups on the formulation of related guidelines and conducting a publicity campaign so that the "Law on Restrictions on the Liability for Damages of Specified Telecommunications Service Providers and the Right to Demand Disclosure of Identity Information of the Sender" (so-called the Law Concerning the Liability of Internet Service Provider) can be properly operated.

b) Promoting Measures for Information Security & Privacy Protection:

1) Strengthening public-private co-operation toward the ensuring of information security, etc.

In order to promote countermeasures relating to responses at the time of outbreak of incidents involving the violation of information security and liaison and co-operation between the public and private sectors, including the gathering and analysis of information on security violations that abuse information and communications networks and obstruct the supply of diverse IT services and the protection of and co-operation among networks

through the sharing of the results of analysis among members, Telecom-ISAC Japan was established in July 2002 by three business groups and seven telecommunications carriers, In order to detect the outbreak of incidents as early as possible and prevent the escalation of damage caused by information security violations, Telecom-ISAC Japan has begun research and development and the construction of a setup with the aim of building a wide-area monitoring system for the swift detection of proliferating incidents.

From fiscal 2003 Telecom-ISAC Japan is building a database for the collection and active preservation of computer viruses and so on and a test-bed of mock networks for related research and is scheduled to establish a setup for speedy response to emergency situations caused by the outbreak of a virus and a setup for the joint use of the said test bed by outside researchers.

2) Research & Development relating to secure operating systems:

In the fiscal 2003, the MPHPT implemented an objective and impartial evaluation of the merits and demerits of open-source operating systems and non-open-source operating systems from various perspectives, including security, operation, and cost, with the aim of contributing to studies on the introduction of open-source operating systems for e-government and e-local government. As a result of this evaluation, it was proposed that since an OS that is best for all information systems does not exist, in the building and operation of each information system, a study of the information security countermeasures that should be taken should be made prior to system procurement and that selecting the best OS for each system through a method of comprehensive evaluation would be most appropriate.

3) Protecting personal information in the information and communications field:

Regarding the protection of personal information that covers all fields in a comprehensive manner, the government in May 2003 promulgated the Law Concerning the Protection of Personal Information, which has gone into full effect from April 2005. Regarding the appropriate handling of personal information in the light of this law, the MPHPT will reach a certain specific conclusion on the handling of personal information in the information and communications field, with reference to the discussions and reports of the Study Group Concerning Information Privacy in the Telecommunications Business Field, and the Study Group on Protecting Personal Information in the Field of Broadcasting and Satellite Broadcasting in the Age of IT.

4) Measures to upgrade emergency information functions, etc. in the telecommunications business:

Upon receiving the report of the Study Group for Ensuring Important Telecommunications in the Telecommunications Business, the MPHPT submitted an inquiry to the Telecommunications Council to look into measures for upgrading of emergency information functions, etc., in the telecommunications business. The MPHPT also set up the Committee for the Advancement of Emergency Message Systems under the Telecommunications Council, which is currently engaged in deliberations.

Overcoming the Digital Divide:

In regions that have disadvantageous conditions, such as depopulated areas, the construction of network infrastructure by private companies is not making headway because of such problems as profitability, and the digital divide caused by geographical factors is becoming striking. As a result, policy responses by the central and local governments are called for. The MPHPT is responding to the regional divide through various projects, including the construction of Subscriber Fibre-Optic Networks, the construction and maintenance of transmission towers for mobile telecommunications and the construction of facilities to ameliorate poor reception of commercial television and radio broadcasting. The MPHPT is also making efforts to address the digital divide caused by disabilities and age, for example by supporting IT use by disabled and elderly persons and expanding subtitled broadcasting.

Implementing Selective R&D:

a) R&D on basic technology for ubiquitous networks:

The ubiquitous network society will be realized through the combination of Japan's technologies relating to optical communications, mobile and intelligent home appliances that are highly reputed around the world, and it is expected to contribute greatly to ensuring international competitiveness. In order to realize this ubiquitous network society, which is full of so much potential, the MPHPT is promoting priority efforts toward basic R&D that will serve as a trigger and the construction of R&D networks that might be used as test beds.

The R&D test-bed (demonstration experiment) networks promote the upgrading of network technology and the development and demonstration of service applications and play a role in realizing the practical shift to such a society. The Japan Gigabit Network (JGN), which was operated from fiscal 1999 to fiscal 2003, fulfilled just such a role. It was used by an aggregate total of 650 organisations and more than 2,000 researchers achieved tremendous results. The JGN II, a new R&D test-bed network that develops the JGN further, began operation in April 2004.

b) Useful technology for the realization of a ubiquitous network society :

For the realization of a ubiquitous network society, it is necessary to establish basic technologies and to put them into use in a developmental manner. R&D is also necessary to promote the use of IT in various fields.

Also, by connecting ubiquitous networks with personal robots and industrial robots that are expected to be used in homes and offices in the future (network robots), it is anticipated that new lifestyles will be created and responses will be possible to such social problems as aging and medical treatment and care. In a five-year plan from fiscal 2004, the MPHPT is implementing R&D on such issues as "people-friendly communication technology" and "network robot linkage technology".

Further, in fiscal 2003, the MPHPT began comprehensive R&D on network-human interface, in which it is promoting R&D on such issues as a practical multilingual voice

automatic translation system for network-connected mobile terminals and a technology for preventing the harmful effect of optical stimulus from visual contents on the human body.

REALISATION OF A 'UBIQUITOUS NETWORK SOCIETY' & 'ISSUES':

I. STRUCTURE OF A UBIQUITOUS NETWORK SOCIETY:

a) The ubiquitous network society is a new concept unique to Japan:

The ubiquitous network society is a society in which various services are provided and people's lives made more prosperous through the ability of everyone to link to networks at any time, from anywhere, and from any appliances **(see FIGURE I)**.

The ubiquitous network society under consideration today is an information and communications technology paradigm conceptualized in Japan in conjunction with advances in information and communications networks. The concept includes ubiquitous computing, but is even more advanced.

Although the ubiquitous network society is a new concept, it is not an idea that appeared all at once in complete form. It is no more than an extension of the computerization that has already taken place and an advancement of the digitization of information and the widespread development and use of networks. One of the features of the digitalization of information in a ubiquitous network society is the digitization of data that in the past did not take specific form. Features of the spread of networks are the conversion of ordinary devices into information terminals that can be carried and used without awareness, an increase in networks that can be accessed and used without awareness, and increases in the capacity of data lines.

b) Significance of the Ubiquitous Network Society:

The significance of the ubiquitous network society is the ability to respond to the advanced needs of users including the needs of "know and act more (vitality)", "protect and be protected more (security)" "enjoy one-self and be moved more (emotion)" and to make users' lives more prosperous in terms of vitality, security, emotion, and convenience through the provision of information and communications network environments and services the link people and objects both physically and mentally **(see FIGURE II)**.

c) Activities designed to realize a Ubiquitous Network Society:

The MPHPT is considering the following issues from broad perspectives towards the realization of a Ubiquitous Network Society:

- i) broad design of a ubiquitous network society and measures for its realization
- ii) measures for developing environments for the creation of new businesses and human resource training and

- iii) measures to remedy areas that fall into the dark side of the ubiquitous network society.

Japan is in a leading position towards the realization of a ubiquitous network society and is expected to actively address various issues, promote international standardization of ubiquitous network technologies in co-operation with other countries, promote network services that originated in Japan, and give form to the benefits that will make people's lives more prosperous, stimulate economies, and contributed to the resolution of social problems. At the same time, Japan is expected to actively promoting the concept of the ubiquitous network society and making its undertakings, experience, and expertise towards the expansion of ubiquitous network societies shared throughout the world.

II. ISSUES CONCERNING THE REALISATION OF A UBIQUITOUS NETWORK SOCIETY:

a) Issues concerning the realization of a ubiquitous network society:

The most common area of insecurity or dissatisfaction with Internet usage among individuals in the past was "protection of personal information," which was mentioned by 55.4% of respondents, followed by "infection by computer viruses" at 43.1%. The most common problem with the use of information and communications networks by businesses was "information security measures" at 66.3% followed by "infection by computer viruses" at 62.9%. Both individuals and businesses believe that ensuring information security including the protection of personal information is the most important issue.

The most frequently mentioned concerning regarding the use of ubiquitous networks was "fraud and unscrupulous methods of business" at 62.7% followed by "leaks and improper use of personal information in the possession of businesses" (59.7%) and "improper access to and use of personal information" (58.2%). Concerns are high about ensuring information security and protecting personal information.

Experts in the field were asked about "strengths that Japan should extend" and "issues that need to be overcome", and with respect to both, the common responses were "ease of use and understanding" (human-computer interfaces that anyone can use) and "security and safety" (structures to prevent improper use of personal information, theft of money, etc.

b) Protection of Personal Information and Privacy:

The expansion of information and communications networks has resulted in heightened concerns about accidental leakage of private information, such as, personal data and data on past conduct as well as improper use of information by third parties. In the past, 62.7% of individuals were concerned about the issue of protection of personal information. In addition, the number of reports of incidents concerning protection of personal information in five major newspapers has been increasing each year, reaching 316 incidents including leaks of personal information and improper use of information. There was an incident in which the personal information of approximately 4.5 million subscribers including names, addresses, telephone numbers and e-mail addresses in the possession of a major telecommunications carrier was leaked.

Measures by individuals to protect personal information:

When asked about measures they take to protect personal information, only 27.3% of individual responded that they take measures. Thus, the number of individuals taking measures is quite low. Of individuals who do not take any measures to protect personal information, many do not know any specific measures for doing so (59.8%).

Measures by business to protect personal information:

The most common system and technological measure that businesses took to protect personal information in 2003 was "manage authority to use personal information" at 27.6%, while the most common organizational and structural measure was "clarification of the purposes of using personal information, the timing of collection, and persons responsible for data" at 24.4%. However, the number of businesses that "do not take any specific action," for system and technological measures was 41.8% and for organizational and structural measures was 37.2%.

c) Ensuring Information Security:

Trends in Information Security Infringement:

- i) **Security incidents suffered by individual users** - Among those using the Internet from their personal computers, there was a 3.8-point increase from 2002 in people suffering information security incidents in 2003, to 33.6%. The most common problem was discovery of or infection by a virus, which affected 21.5% of users.
- ii) **Security incidents on information and communications networks suffered by companies** - Companies using information and communications networks that suffered security incidents. Of these, the most common was discovery of or infection by a virus that affected 72.1% of companies using an information and communications network.
- iii) **Viruses** - Following the spread of the Klez virus in 2002, 2003 saw the spread of viruses such as, SQL Slammer, Bugbear and Blaster. Since these viruses replicate in large numbers in somewhat different forms, users had to be extremely vigilant in their anti-virus measures.
- iv) **Unauthorised Access** - There was 58 cases of infringement of the Unauthorised Computer Access Law in 2003, with 76 people arrested.
- v) **Spam Mail** - Spam mail which is bulk mail sent out for advertising is an unpleasant experience for the recipients and makes them uneasy about the flow of their own personal information, causing major damage to users of information and communications networks. Even though the number of notifications of illegal mail received at the Spam Mail Consultation Centre started to decline a little from August 2003, the number still remains high at nearly 20,000 per month.

- vi) **Fictitious Billing Problems** – There has been an increase in so-called billing for fictitious charges in the past few years.

Measures and Issues for Personal Information Security:

There is high awareness among Internet users of the need for measures against viruses and unauthorized access, with 92.6% stating that anti-viruses' measures are necessary and 76.2% saying that measures against unauthorized access are necessary. On the other hand, the number of users who are actually implementing such measures is only 71.7% for viruses and 37.8% for unauthorized access, leaving an implementation gap for viruses and unauthorized access.

Measures and Issues for Corporate Information Security:

Although 95.1% of companies implement some form of measures relating to information security, the flip side of the growing penetration of security measures for system and technology is the delay in measures relating to information security for operations and organization. It is becoming impossible to insure proper information security in information and communications networks that are moving to high-speed networks with security measures aimed only at systems and technology. That is why, to ensure information security, it is important that there be organizational steps taken inside and outside companies, an improvement both in the awareness and knowledge of employees and their information literacy, the formulation of security policies, and regular implementations of information security audits, as information security measures at the operational and organizational levels.

International approaches for insuring Information Security:

Since there are no actual borders to information and communications networks, it is possible that an attack on information and communications networks will go beyond one country to cause increasing damage. This is why there is growing awareness of information security among international organizations and various countries, and they are strengthening their approach to insuring information security.

At the International Telecommunications Union (ITU), there was a Japan-led investigation into a framework for information security in the telecommunications field and later, there was agreement on developing requirements for information security management for telecommunications bodies. In addition, the Council of Europe adopted "Convention on Cybercrime" in November 2001 at its Committee of Ministers. In the past, 37 countries, including Japan, had signed the convention and five had concluded it.

According to the OECD's DSTI/ICCP (2003) 10/Final Report, 18 of the OECD member countries including Japan, the United States, the United Kingdom and the Republic of Korea, had established spam-related Laws as of January 2004, and other countries were preparing legislation. The ten countries which have not established Laws, including France and Germany, are dealing with the issue by applying Laws that are already in place and developing measures against spam by preparing bills. The United States approved the spam-preventing CAN-SPAM Act of 2003: Controlling the Assault of Non-Solicited

Pornography and Marketing Act of 2003 in December 2003 and it came into force in January 2004.

Trends in Individual and Corporate Responsibility:

With the penetration of mobile phones with digital camera, new social problems have arisen such as "taking photos of people without permission using a mobile phone with camera", or "taking pictures of books or magazines without permission using a mobile phone with camera", so that as we head into a ubiquitous network society, the personal manners of network users are becoming important. At 80.5%, "spam mail" comes at the top of the list of conducts that should be avoided when using information and communications networks and services. Many users also point out manners concerning mobile phones as they have been highly penetrated.

In the future, as we approach the realization of ubiquitous networks, the convenience and fun will increase and the opportunities for choice among various information and communications networks and services expand. There is a desire that, as is the case in our current society, social rules and information and communications network society rules are respected, and that both individuals and companies will move ahead with a sense of personal awareness and responsibility.

Looking to Bridging the Digital Divide:

i) Status of regional divide in broadband services:

As for the state of broadband service, in terms of cities, towns, and villages where service is offered in at least one part of the territory, the total nationwide where at least one broadband service is being offered was 83.3% and 60.9% for underpopulated regions. When comparing cities with towns and villages, the figure is 100% for cities and 78.3% for towns and villages, with broadband facilities progressing mainly in cities, and private sector investment not progressing in underpopulated regions due to profitability issues, leaving a regional divide.

ii) Status of Broadband Usage Divide:

From time to time, the Broadband usage has increased, irrespective of age group, gender, size of town, or annual income. Since the increase in broadband usage among the under 49 age group was particularly sharp, though there was a narrowing of the Internet usage divide by age group. Broadband usage divide is continuing to spread.

iii) Status of Internet Usage Divide:

At the end of 2003, there was a big divide in Internet usage ratio between younger users and older users. In particular, all age groups under 60 had a usage ratio of over 60%, but usage dropped dramatically among the over 60s, to 21.6%.

iv) **Breaking barriers in Information and Communications Usage for the elderly and disabled:**

In order to fully enjoy the advantages of a ubiquitous network society, it is necessary to build a society where everyone, including the elderly and those people with disabilities, can freely transmit and access information. From this perspective, there is a need to develop information and communications equipment and systems that are adapted to the elderly and people with disabilities, and to work towards their penetration and the improvement of social environment (universal design).

This is why there is an ongoing approach to information and communications equipment that can easily be used by anyone, such as marketing a mobile phone adapted to users who have in the past been uneasy about the operation, displaying in large characters only frequently used functions, such as, telephone or e-mail.

A ROLE MODEL FOR ADOPTION BY BANKS FOR REALISATION OF 'UBIQUITOUS NETWORK SOCIETY' IN INDIA:

The banks should join the bandwagon of building a 'Ubiquitous Network Society' and address the following issues drastically:

- Ability to respond to the advanced needs of users including the needs to "Know Your Customer (KYC) – Know and Act More (vitality)," "protect and be protected more (security)" and to make customers' lives more prosperous in terms of security and convenience through the provision of information and communications network (INFINet).
- Strengths that bank could extend and issues that need to be overcome is "ease of use and understanding" (human-computer interfaces that anyone can use) and "security and safety of funds" (structures to prevent improper use of personal information, theft of money, etc.)
- Concern regarding handling of 'fraud and unscrupulous methods of business' as also protection against 'leaks and improper use of personal information in the possession of businesses'
- Tackle the vital concerns about the accidental leakage of private information such as personal data and data on past conduct of customers as well as improper use of information by third parties.
- Measures by banks to protect personal information through system and technological measure "manage authority to use personal information" and manage structural measures of "clarification of the purposes of using personal information, the timing of collection and persons responsible for data"
- Ensuring Information Security through customers using the Internet from their personal computers, check against viruses, unauthorized access, fictitious billing spam mails, etc. In short, build up fool proof systems & procedures

- Banks should handle issues for corporate information security and ensure privacy of information
- Banks should ensure information security as also there be organizational steps taken inside and outside banks, an improvement both in awareness and knowledge of employees and their information literacy, the formulation of security policies and regular implementations of information security audits, as information security measures at the operational and organizational levels.
- Since there are no actual borders to information and communication networks, free flow of customers information should flow among and between the banks at large.
- Conduct of 'personal awareness and responsibility' drive for customers about the information and communications networks should be dealt with by banks
- In order to fully take advantage of ubiquitous network society, it is necessary for banks to build a society where everyone, including the elderly and those people with disabilities, can freely transmit and access information across the globe.
- Banks should lend support to the building of an 'optimal ubiquitous network society' and thus fulfilling the goals and dreams of Japan a reality across the globe.
- Ubiquitous high-bandwidth networking pushes computing increasingly away from the data center and into the network's edges. Bank Branch office computing traditionally relied on client-server technologies with centrally located databases containing all system knowledge and distributed system design in order to help manage banking devices in a cost-effective decentralized manner.
- Banks should form the network group of Banking Information Technology Services (BITeS) by mix blend of existing as well as VRS human resource of the banks, which in turn, will assist the banks to building up optimal 'Ubiquitous Network Society' in India as a whole.
- **Standardisation and Demonstration Tests by Banks:** Many banks should take up the lowering of costs of information systems that use networks, networks and terminal equipment as an issue in promoting the efficient use of ubiquitous tools.
- Another issue the banks have to look forward for efficient use of ubiquitous tools is the standardization of terminal equipment and communication formats. In the future, it is likely that the realisation of 'ubiquitous network in banks' will come about through many companies installing ubiquitous networks for various parts of their business, conducting demonstration tests to accumulate technology as well as to clarify the cost reductions and returns on investment.

Conclusion:

In the coming years, India will see the development of seamless networks that can ensure the quality of communications and high security through the shift to IPv6 (Internet Protocol version 6) and other measures, and the connection to various types of devices to networks

will allow the determination of the status of “people” and “things” that are linked to networks in real time and the provision of new and diverse services.

These networks, applications and terminals will create a virtuous cycle that will lead towards the realization of ubiquitous networks that allow anyone to connect to networks at anytime from anywhere to acquire and exchange information freely.

In the future, the realization of such ubiquitous networks is expected to produce a variety of benefits including increasing prosperity in people’s lifestyles, stimulating economic activity, and alleviating social problems. Japan, which is in the position of a pioneer these fields, is using forums such as the World Summit on the Information Society (WSIS) to explain concepts and results to people from countries around the world, and it is expected that the ubiquitous network will spread through the globe and India and the banking & finance fraternity should learn from Japan experience in building a “Ubiquitous Network Banking Society”.

Throughout this process, Japan will co-operate with countries around the world in promoting the international standardization of ubiquitous network technologies and promoting network services that originated in Japan. At the same time, it is necessary for Japan to undertake active measures that will ensure information security and resolve various outstanding issues including bridging the digital divide.

With this awareness of current issues, the said article features the building a ‘ubiquitous network banking’ that spreads throughout the world, and analyse the current status of evolving network infrastructure, the changes in lifestyles resulting from networks, the current conditions and expectations concerning the use of networks by businesses, banking & finance fraternity, and the issues concerning the realization of an **‘optimal ubiquitous network society’ in the future** and its economic impact. Banking & finance can learn lesson from the Japanese experience.

In conclusion - " Banks should not give up ground in the short term for long-term results" – in fact, “Create a team of IT leaders inhouse for managing the systems and network carefully. Every step counts." This will enable the banks to gear them up for taking up challenges for building an optimal “Ubiquitous Network Banking” in India at large.

A MESSAGE TO THE GOVERNMENT OF INDIA –

‘INDIA VISION 2020’ & ‘IBA-VISION-2010’ :

In order to fulfil the ‘INDIA-VISION-2020’ as envisaged by the Hon’ble President of India, respected Shri A.P.J. Abdul Kalam – The following needs to be looked into:

1) At Government level: At the end, a high-powered Committee may analyse various issues brought out by the banks and assist in implementing Technology-led Network Banking MODEL, thus leading to building an optimal ‘Ubiquitous Network Society’ in India brought out at the Bank level.

2) At Bank Level: study in-depth and draw out Technology-led Network Banking MODEL for implementation by the Government of India. In order to meet the desired goal, the banks should –

- a) Form Committee of Experts: members drawn from Government of India, Ministry of Finance (Banking Division); Ministry of Information Technology; BIS; national and international Scholars/ Academicians; members from the Banking Information Technology Services (BITeS) group, etc.
- b) Thus, bringing out issues to the fore and drastically contributing to the dream and VISION of building an optimal “Ubiquitous Network Banking”, leading to building up an “Ubiquitous Network Society” in India as a whole – thus making a DREAM – a REALITY!

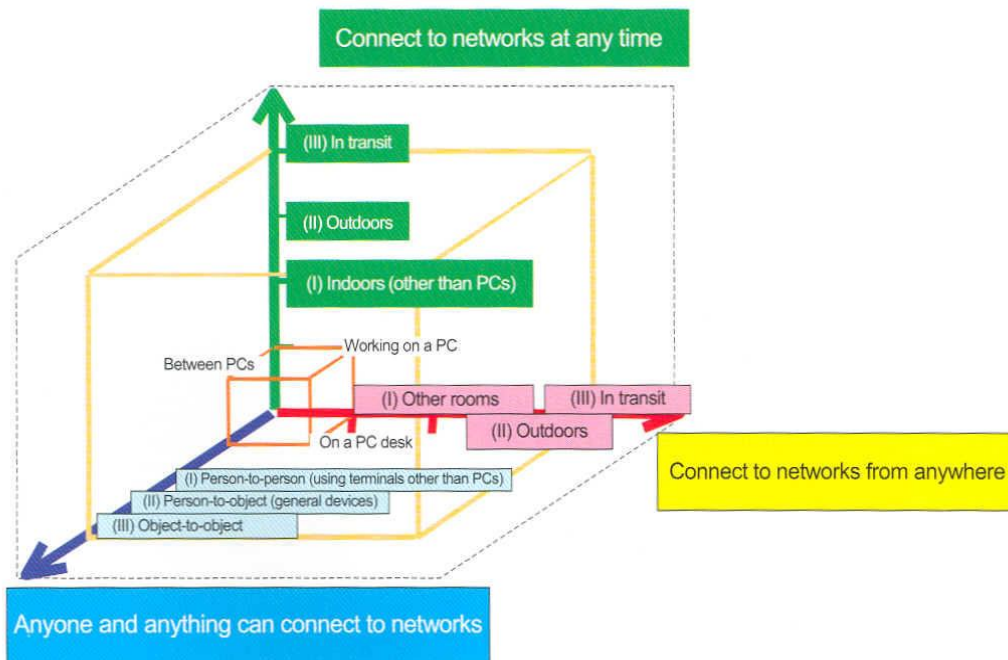
Note:

The author has shared his experience privileged having opportunity visiting Japan, Tokyo - July-August 2005 - under the aegis of AOTS Scholarship Programme and the article studies the trends prevailing in JAPAN in the 21st century, which can be adopted in the Indian context.

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Figure 1-4-1 Concept of the Ubiquitous Network Society



Source: Survey of Personal Activities in a Ubiquitous Network Society

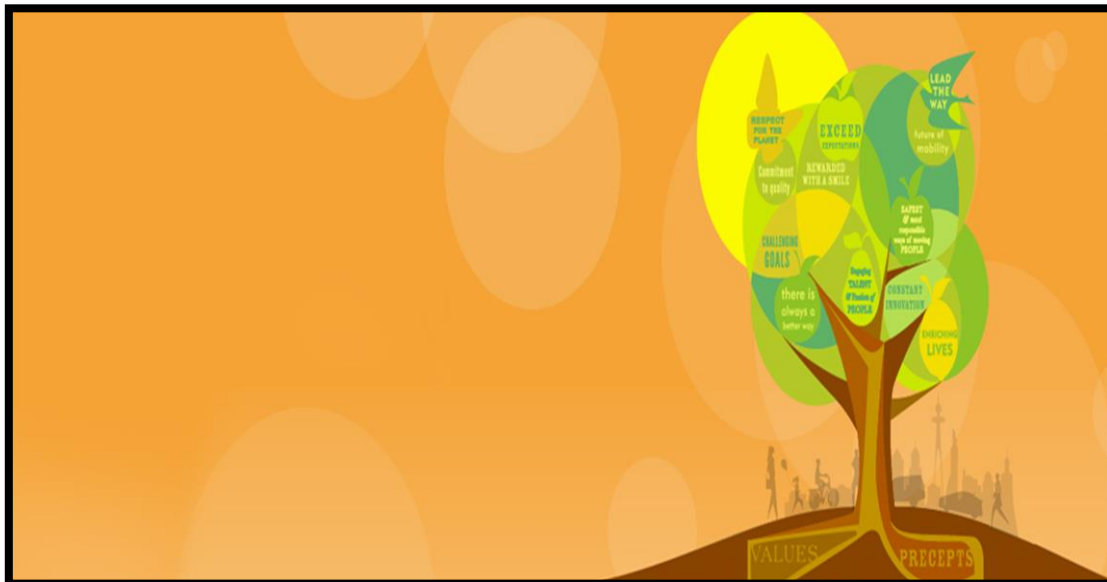


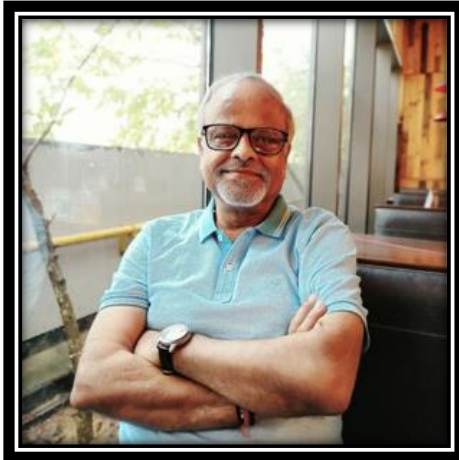
Figure 1-4-2 Benefits from the Realization of a Ubiquitous Network Society

Characteristics of a Ubiquitous Network Society	Examples of Benefits				
	Examples	Energetic	Worry-free	Convenient	Exciting
Devices not previously used as information terminals will be made into terminals	o Intelligent home appliances, furniture, houses	o Measure, transmit, and store health data using home appliances	o Monitor the house while out and lock doors using a mobile phone	o Remote operation of home appliances such as confirming refrigerator contents using a mobile phone	o Use a TV for video conferencing with grandchildren at a remote location
Portable terminals that can be used without awareness	o Wearable information terminals	o Collect and store data such as respiration and heart rates while exercising	o Convey information on surroundings to the socially handicapped to ensure safety	o Obtain maps and other information while traveling	o Receive and enjoy music and movies at any time
Networks that can be used without an awareness of connecting	o RFID tags for personal certification. Transmission of personal information and location data	o Identify patients and obtain data without errors to prevent medical accidents	o Ensure security by identifying people entering home and offices	o Operate devices by voice without manual input and access networks	o Issue electronic tickets for concerts, etc. based on personal certification
Further expansion of broadband such as FTTH and 3G mobile phones	o Fixed line and wireless broadband networks	o Centrally manage health image data to allow access from anywhere	o Use high-quality video to convey treatment instructions to ambulance crews	o Participate in video conferences while outside the office	o Watch TV broadcasts on a mobile phone while moving outside
Digitization of information not previously available in digital format	o Transmission of information concerning specific items and location data	o Detect medicines and prevent errors concerning dosages, combinations, etc.	o Use historical data concerning foods to ensure safety	o Attach low-cost RFID tags to items to find them if they are lost	o Devices identify display items in museums and provide explanations

Source: Survey of Personal Activities in a Ubiquitous Network Society



Business Transformation & Sustainability Through Polishing the HR lens



This article is contributed by industry and academic world veteran Prof. R.N. Misra, Advocate, Senior Consultant - HRM/IR/Labour Laws, Corporate Trainer & Faculty - B Schools.

ABSTRACT

"Business sustainability" is critical for success in today's world. Developing more sustainable practices ensures an upstanding future other than healthy and content employees. Every forward-thinking organization must consider sustainable strategy implementation when it comes to developing strategies for long term growth. HR can set that momentum for adoption and implementation of sustainable strategies. Organizations that focus on sustainability are often favoured by the public, which also change the mindset of the employees the way they feel about working for the organization. Making an effort to mitigate existing adverse effects on communities and changing it in turn make all the stakeholders feel like they are making a difference. Touting sustainability and managing change as core value can help to attract and retain top talent. Organizations following "ethical practices over profit" strategies create interest among the best and brightest talent of an organization which aims to beat top notch business.

INTRODUCTION

Global business scenario has undergone unexpected drastic changes and is under severe challenges, either to survive or perish. It has become an imperative to realize the process of changes, causes behind such changes and how to handle the changes with effective and efficient care and caution, sensitively, delicately, wisely and above all humanely. While there are several handles for transforming the business to achieve the utmost, HR is an important instrument, since it deals with the business through human capital, which is non-negotiable. Business is after all by the human being(s), of the human being(s) and for the human being(s). The five pillars of sustainability, i.e., customer value, environmental foot print, quality work force, responsible management and strong communities revolves around productive, learned and dedicated human beings involved or associated, directly or indirectly with the business enterprise. Thus, the future of HR is as essential as the sustainability itself in the global scenario.

One of the four shifts for the Future of HR

Three futures are happening now simultaneously: Future of Enterprise, Future of Workforce, and Future of How Work Gets Done, causing a new Future of HR to emerge. We're exploring each of the four shifts HR needs to make to step into the future: mind-set, focus, lens, and enablers. Today, we're looking at HR through a different lens, one that sees HR moving from a history of compliance and control to strategic partner, and now toward trust, empowerment, and business leadership enabled by a High-Impact HR Operating Model that helps HR flex to meet dynamic business needs.

***Why the need for a new lens in the Future of HR? ***

As all facets of life and work are rapidly shifting in a global society where expectations from citizens, customers, and workers are growing and more dynamic than ever before, HR is in prime position to lead enterprises in harnessing new opportunities. Opportunities in the form of new roles enterprises can play in the communities where they live and work, creating memorable and valued customer experiences, and growing workforce capabilities to excel in the future are all exciting. Yet, to rise to these opportunities, HR must exponentially evolve the way it operates.

For most enterprises, HR operating models have been more static than dynamic. Or, may have evolved incrementally over time. Historically, this worked because the world didn't move in the same way and at the rapid pace it's moving now. Disruptions were addressed by often lengthy and costly transformations. Yes, these delivered results and value, but that traditional model just doesn't work anymore. By the time one transformation is finished, it's likely already outdated and there's a new disruption to address.

Instead, HR should view the way it operates through a new lens that looks at today's and tomorrow's realities and continuously reimagining how it can best serve its customers: the business and the people who work in it. For example, a large automotive manufacturer we work with now dedicates 30 percent or more of its annual HR budget to changing the organization. This allows for ongoing evolution versus the traditional way, where allocations were mostly dedicated to running the function as is, with spikes in investment for transformations every 3 to 5 years.

***What should HR look at through this new lens? ***

Let's highlight some of the critical Lens components that are ripe for reimagining in the Future of HR.

1 – *Capability building and the role of the external ecosystem*

HR is uniquely challenged in that it's expected to help facilitate the enterprise's move toward the future, and that means it first has to position itself to deliver the new types of skills and services that are expected. Reimagining your HR operating model to meet expectations and keeping pace with rapid change requires growing the skills and capabilities of your people. We know this is true across roles within the enterprise and it's

just as true for HR professionals and more important than ever to shift into the Future of HR. Historically, organizations have built or bought needed skills, yet this traditional approach is also shifting. Organizations now need to think about how to access talent in shorter bursts so, as the focus or nature of the work or business pivots, they can operate with greater agility. The Future of HR accesses the external ecosystem to tap into the full breadth of the workforce (full-time, part-time, contract, gig) and the future of how work gets done, including AI, robotic, and cognitive assistants that help the humans in HR to elevate their roles and become Exponential HR Professionals.

2 – *Activating networks of agile teams and a new role for CoEs*

A few years ago, we coined a new name and model for traditional “Centers of Excellence,” renaming this key component of HR as “Communities of Expertise.” This component has rapidly become table stakes on the route to the Future of HR. The future does not allow HR to appoint a subset of the professionals within the function as “excellent” and place them in a central group. Rather, the full force of HR must operate with excellence and the function must activate teams—or communities—that work together across organizational lines to deliver expertise.

We also believe the Future of HR requires an evolution of CoEs in the direction of agile teams. For example, you might not have one static group of professionals designated as the sole members of a Compensation CoE; rather you’ll have an agile team pulled together and facilitated by a core group of professionals to solve a specific business or workforce performance issue with compensation factors or implications. These teams can form and re-form, bringing diverse subject matter expertise and experience working with their customers in the business to address problems, establish metrics and measures, and continually improve. Using agile teams helps HR organizations move from a supply-driven model where HR pushes programs or services out to the organization, to a demand-driven model that lets HR quickly allocate people and resources at the point of need. It also helps HR become more outcome focused and better able to facilitate and drive change and progress in the broader enterprise.

For example, a health and beauty company we work with has established a formal process for addressing workforce- related business issues through direct interventions or initiatives that rely on both a dedicated, standing team and agile resources pulled from the organization. When initiative requests come in, they are vetted and priced so people understand the initiative’s value, confirm resources from the standing team to solve the challenge, and deliver specific outcomes agreed upon as a means of measuring the initiative’s effectiveness. This approach improves the quality and speed of solution development and enables moving to an outcomes and productivity focus for the enterprise.

3 – *Evolving Business HR*

While Business HR has traditionally been thought of as a collection of individuals embedded in the business, in many ways this critical component must be considered as a substantive and critical function within HR in its own right. Moving away from focusing on individuals and specific roles and thinking more broadly in terms of what services are delivered, how

those services are delivered, and the business outcomes of those services is a way to think about Business HR that's different from what's been done in the past. In the future, Business HR is not only embedded in the business to "partner," but the function is also leading the business on the most critical workforce issues. In parallel, the Business HR function plays an active role as members of HR Communities of Expertise, bringing business imperatives into the design and execution of people programs and solutions. Shifting the Business HR component from an individualized "HR Business Partner" to a major function with varied capabilities that operates across business units and with the other components of HR is a must to enable the Future of HR.

4 – *Reimagining workforce experience and empowered leaders and managers*

Workforce experience has already been evolving from "old school" approaches, where HR determined what services, it delivered and how, to a model based on workforce experience and relying on the needs of HR customers to influence HR offerings. This enables HR to deliver services in a more on-demand, self-service way. Now that model is evolving even further to address the future of work and the Future of HR. The proliferation of worker types and working arrangements in the open talent economy means more non-traditional workers in HR's customer base.

Empowerment must go beyond employee/manager self-service, since many HR customers won't be traditional employees. Instead, HR can help the enterprise reimagining ways to empower leaders and managers to lead and manage their teams. The HR team at a large, global technology company we work with is leading the charge by redefining the expectations of managers to include a variety of people management activities once reserved for HR or the most senior leaders in traditional enterprises. The HR leadership team at this company recognized the importance of managers and their roles as part of a broader reimagining of how HR will work in the future. Consider performance management as a further and specific example. If the entire enterprise is shifting toward networks of agile teams, with team leaders offering just-in-time feedback and point-in-time rewards and recognition, HR can empower managers to completely own that process and provide the tools and capabilities to enable leaders and managers.

In the future, empowerment is more than transactional independence; it's about leaders taking ownership of their people portfolio responsibilities in the same way they own their product or business portfolio. And once they do, HR has the opportunity to reallocate the time, investments, and resources formerly spent on administrative tasks to more strategic pursuits.

Polishing the lens for HR's future

A very different picture of HR starts to take shape when you look at HR through this future-focused lens. It's an HR function that's more agile, operates more strategically, and is better able to provide valuable expertise and insights to the business—for true high-impact.

Planet and People are necessary for sustainability with economic viability, environmental protection and social equity. Sustainability in business refers to the environment and society. With business sustainability, the business protects its brand and mitigate risk, transform to purpose driven with competitive advantage, secures better market for sustainable goods, cooperative action to drive the changes Polishing the HR contributes to align and integrate in organization's successful strategy.



Laugh your Way to Success



This article is contributed by Mr Binoy Haridasan, he is an astute HR professional with over two decades of successful career worked with leading brands as Sarex Chemicals, Wipro, Aditya Birla Retail, Faber Castell. Currently he is the Associate Vice President with leading Multi Business Conglomerate-Infinix (A Tandon Group Company). Binoy has been responsible for setting up the entire HR department and the various policies and processes at Infinix. He is always smiling and willing to help others. He is BCom graduate from Mumbai University & Masters from IIBMS-Mumbai. He is known for his motivational skills workshops & is as a very positive

and enthusiastic professional.

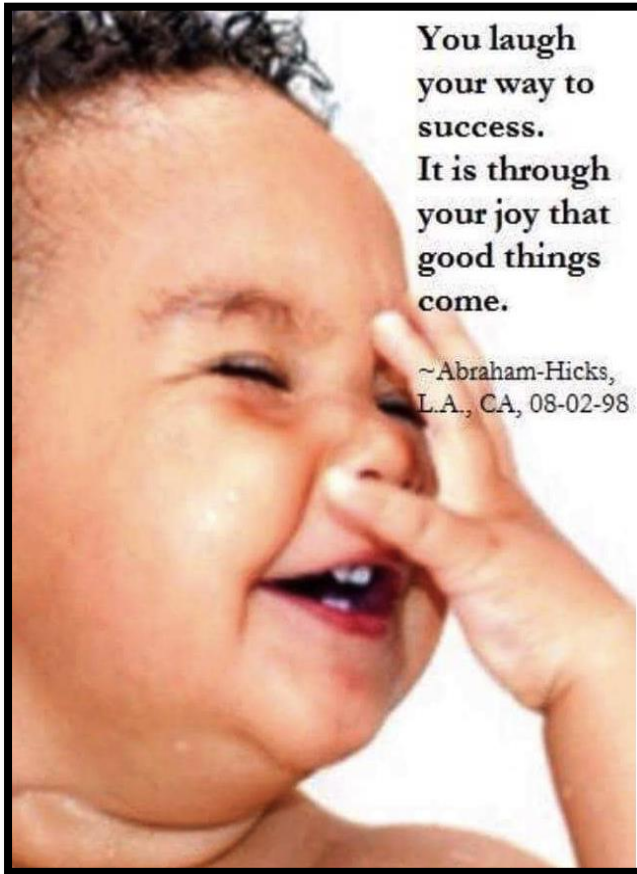
This article is a sneak peak in to laughter - what he practices and why?

“Humor and laughter is not only the best survival tools but also a tool that will help each one of us to climb the ladder in professional and personal life ultimately leading to Success”

Business always is thought of like a very serious stuff! We, the business owners & leaders at the top, think that to accomplish any goal we need to put on a serious face! The research and facts show that we can accomplish much more if we include laughter and humor at work place, a sure shot medicine to Success.

It's time to shift our way of thinking about Business. Any work is accomplished faster when it becomes more enjoyable. Humor is an indispensable tool for maximizing your personal and professional success and happiness. Everyone has heard or would have been told that they need to be passionate about their work & whatever they do in life. Where does this passion come from? Let's take a closer look- keeping in mind our current business scenarios and cut throat competition. To drive a strong feeling of satisfaction & excitement towards the work, and to make it enjoyable many organizations have started looking at laughter in work place, which in-turn works by lightening the mood of employees, stimulating the brain to release anti stressors (chemicals) which drives every individual to achieve more than what they thought is possible.

Humor is a key to success at work. Humor, by its nature, tends to have an edge to it, so it's important to tone it down at work, and maintain a balance. A healthy dose of laughter helps to shrink the fear of performance, making them less intimidating and empowering everyone to overcome them. It's not an easy task as it may seem, to inculcate the culture of humor & laughter at work place. Even people who aren't always comfortable sharing their humor tend to do so in more relaxed environments, and if it's used in work place all the employees tend to become more relaxed and confident in sharing their ideas and working more enthusiastically towards achieving their goals.



Make happiness a choice--and have fun doing it! Today's leaders' need to look at Attitude Adjustment Strategies that can be applied to every aspect of professional and personal life! The top management along with the leaders and managers need to learn how to avoid the negativity & fear, tap into Humor Being, turn self-doubt into self-confidence, and make everyday conversations more engaging and more productive. Thus, in the process everyone will learn and understand the true method for shutting down that self-defeating Big Mouth inside your head--so you can listen to what's inside your heart- isn't it what we call passion!

Why do we always use Laughter as a coping mechanism to help minimize our tears, our anger and our disappointments? It is the defense we use to make us feel better, and gain back our strength after the event

occurs. Using laughter or humor as a defense mechanism to help us gain back our strength after an event occurs will not lead us to success- it only disguises failure.

Let's take control and change our strategy by using laughter as an offensive tool and laugh your way towards success. Let's bring laughter into our lives to help us deal with the uncertainties and challenges before they occur- to give us inspiration, strength and courage up front and make our journey pleasant.

IT Jobs Boom – Challenges in Hiring and Way Forward



This article is contributed by Dr. Murali Krishnamurthy, who has more than 36 years' experience in the corporate field across Banking, IT, Education and Consulting sectors. He has worked in India and abroad managing critical projects and advising nationally important institutions. He is currently an advisor with Master Credit Banking Solutions Pvt. Ltd., a boutique investment banking firm in Mumbai. He is associated as a visiting faculty across many institutions in Mumbai and Navi Mumbai since the past 15 plus years where he is imparting knowledge and sharing his rich

experience to students of multiple streams. He can be reached at murali.k@mcglobalbanking.com.

The other day, I was interviewing a candidate for the position of a Project Manager for an IT company. The candidate has about a decade of experience in the industry. I found him to be reasonably sound and had recommended for an HR round before making an offer. After some time, I came to know that the candidate took the offer letter and did not join. On enquiry, it was found that he had got a higher offer from another company and has joined there! I am sure many of us would have gone through the same scenario in the past few months.

The turmoil that the world has gone through in the last 20 plus months is unprecedented and the impact on businesses has been tremendous. The challenges in keeping the business going itself has been a struggle for many.

The IT industry is no exception. The pandemic-induced norms like, working from home, no travels, complete and partial lockdown has impacted the industry badly. Thankfully, we are getting out of the worst situation.

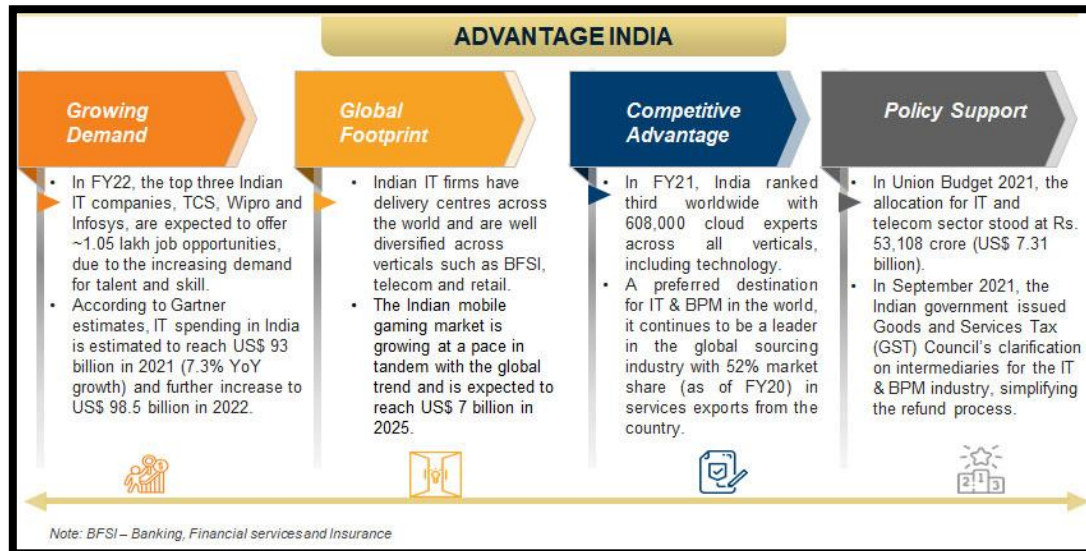
This has had a lot of positive effects like growth in business, increased sales and profitability, higher valuation etc. But at the same time, there have been issues that have created and still causing headaches to the industry. Major concerns among these are

- How to be back to pre-covid normalcy – we are already seeing the surge now?
- Should we continue to use WFH or should we bring staff back to offices?
- Should we be using hybrid working style?

The job market has been growing since the beginning of 2021. In June, hiring demand by the IT software and services sector was 55 percent higher than it was in January 2021,

and 51 percent higher than it was in June 2019, according to Naukri JobSpeak, an index of hiring activity across a range of industries in India.

Some data points as identified by IBEF (www.ibef.org) is given below that shows the advantageous positions that India is in vis-à-vis IT and ITES jobs.



But perhaps the most difficult challenge faced is on the Human Resources front. Everyone thinks that there is absolutely nothing to the recruitment process. The common perception goes like this: -

- The HR department posts a job description online in various fora
- Candidates apply
- Then HR shortlists the most suitable resumes
- Then the selection process happens and
- Then the candidates join.

But every HR professional knows that the process to find quality talent is not as simple as an advertisement on LinkedIn, the newspaper or even a job site, for that matter. In reality, the process of hiring is filled with much more than just that. The complexities involved are too many.

And to make things even more complicated, the whole process and procedure of recruitment is quickly changing, and it becomes challenging for HR to evolve their methods and knowledge to keep pace. The truth is hiring is a highly complicated, competitive process involving numerous hurdles that can make finding the right candidate tricky.

India's job market is markedly different from the West, but there is one segment of the workforce where the local scenario is eerily similar to the global. Over the last few months, the attrition rate at India's IT majors has spiked dramatically to touch a range of 20-30% per annum (effectively amounting to a new employee roster, or a blank slate, every four years). In some companies like Cognizant, I have seen news reports saying that the attrition rate has crossed 33%!!

Result - India's large IT services and outsourcing companies, such as Tata Consultancy Services and Infosys, have also started ramping up recruiting to help fulfil large client orders. In fact, India's five largest companies are likely to hire more than 100,000 employees this year, according to the National Association of Software and Services Companies (Nasscom), an industry body. The IT and business process management industry in India employs around 4.5 million employees, according to Nasscom, while the supply of software engineers, data scientists and others remains limited.

The gap between supply and demand is even larger. That translates into a candidate's market where talent holds the upper hand, The irony is that most of them are finding it hugely challenging to attract good talent. Even if they are able to find good talent, they are forced to offer 30%-40% higher salaries than the pre-Covid-19 era in order to get them on board.

According to talent search firms, the job decline - or back out as it is called - rate in the tech sector is as high as 50%. Most tech companies in the past few months have attracted huge investments and are running against time to scale up. All of them are in a hurry to hire. However, there's a challenge in the supply side. Since there are ample jobs available, the candidates are bargaining with employers for the best possible offer and this is resulting in almost 50% drop in offers.

Now let us look at the reasons that has resulted in the "Resources Crunch" as we can call it for the IT industry.

- Increase in digitalisation across industries in sectors – all over the world and not only in India
- Better communication infrastructure enabling remote working
- Uptick in new technologies like AI, IOT, ML, Cloud Computing and many more necessitating additional, especially skilled workers
- Demand for quality resources across all levels
- The explosion of new-age start-ups that are ravenously hungry for talent
- The salary increases – as seen above – for roles across the board.

Well, all these and many more real issues are plaguing the IT industry. But

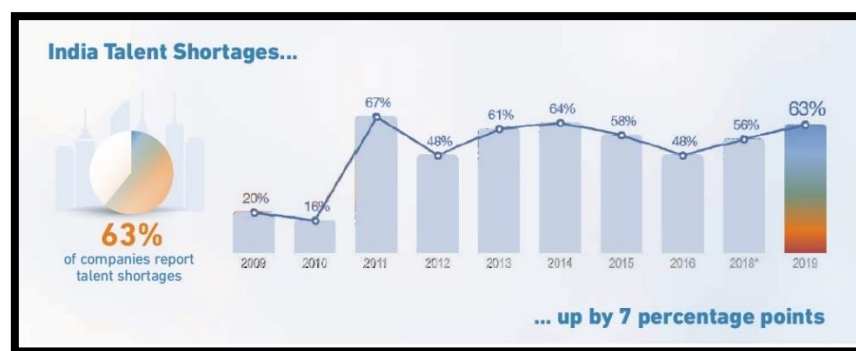
- What are the real issues that the HR professionals are tackling on a daily basis?

- Are these issues that can be resolved quickly?
- Are there any steps that the industry as a whole can take to tackle these challenges?
- What steps the industry as a whole and the companies themselves can take to address these issues?

Let me list down some of the prime challenges that I feel are the ones that are creating problems in hiring the right candidates and my suggestions on how we can try to resolve them.

1. Lack of talented candidates

Every company wants the best quality talent to work for them but we know that finding good candidates/talent is a very tough job. Most often, we find that we have to compromise on quality to fill up a position but the fault is not only on HR. The research report by Manpower Group says that more than 60% of the Indian companies report talent shortages.



Source: Talent Shortage 2020 – Closing the Skills Gap: what the workers want by Manpower Group

The one way we can overcome is 'catch the early bird' attitude. Tie up with institutes, universities, identify bright candidates, nurture them, mentor them and then onboard after graduation. This will also enable the candidates to start building affiliation to their first employer and will somewhat reduce the pressure.

2. Finding and attracting the right/suitable candidates

We have seen in the past year or so that there are only so many qualified, quality candidates in the market. And every company – from small to big, from start ups to MNCs are after them. And to add to that the confusion or dilemma in the minds of the candidates themselves!!

So what can be done to address this? Create a strong employer brand for your company by

- Finding out what employees actually want; there could be many things for many people like flexible working hours, health care benefits, work-life balance and many more. Pay may be just one of the factors.
- Create a positive and healthy work culture; this will actually spread beyond the four walls of the company and into the environment and market
- Career growth opportunities; by making the organisation a bowl of learning and development.



Source: Talent Shortage 2020 – Closing the Skills Gap: what the workers want by Manpower Group

3. Provide a good experience for the candidate:

Candidate experience means how a candidate feels about the company from the moment they learn about its vacancy till the time they have gone through its hiring process. The candidates' feelings, good or bad, will influence their decision to apply to or even accept a job offer that a company makes to them. And the pandemic has added newer dimensions to the process. So, it has become all the more difficult to deliver or provide a good candidate experience and also add a personal touch to the hiring process – everything being online!

One solution for the problem could be automation. I know it will be surprising for many. I have just mentioned above that there is no personal touch and now I am suggesting automation. Yes. It might be contradictory but automation can help you save time and energy, speed up the process. It can also help in reducing the time spent in repetitive tasks like searching, fixing appointments etc. At the same time, it can keep the candidate in the loop on the whole process from start to end, which might have a positive impact on the candidates.

4. Finding the right candidates with proper balance of soft skills and experience:

Every HR TA specialist knows the JD and what they are looking for. But do they get the 'right' CV? The recruiter knows what he or she wants. But what is received as

'CV' - does it contain the 'truth'? A much-debated point. I can relate to this. Last month I had received the CV of a candidate, which said that he was a B.Tech. graduate. But when I interviewed him, he said that he is a BCA graduate! What do these CVs really say? Can we trust them?

Education, experience, special skills, experience in projects, additional qualifications are all in the CV, so it is pretty easy to judge and evaluate a candidate based on these. However, it becomes tricky when looking for a candidate with just the right balance of qualifications and soft skills required to work effectively with other people within the organisation. Ultimately, every recruiter knows that it takes both technical skills and people skills to succeed at a job.

So, what can be done? Have an effective interviewing system. Some things are not easy to judge, for example, soft skills. So, we need to have or build a process or system for assessing soft skills. We all know that the candidates come with pre-prepared answers to many questions on soft skills etc.

So, they might be giving an answer which is what you expect from them. So, building an effective system to gauge the 'real' candidate is important. For example, the very popular "STAR" (Situation, Task, Action, Result) method can be used, which of course needs to be modified or customized for each organisation.

5. The massive influx or flooding of CVs:

The moment a job is posted – in website, portal or newspaper - it seems like there are literally hundreds of applications for every job posting. This is just confusing. On one hand we don't find right candidates. But we keep getting loads of CVs for any position!! What to make of this phenomenon? Probably the truth is lying in between....

It is quite a task for HR to manually go through these mountains of CVs and shortlist the best applicants for further processing. Moreover, the whole pile of CVs may result in no suitable candidates. And it is also possible that in the process, HR might miss a really good candidate from the pool!

So, what can be done? There are some things that can be done easily.

- Identify and customize a suitable CV management/screening software. This can be a good tool that can help in streamlining the process, sorting (based on customized parameters) and shortlisting the most likely/suitable candidates for further processing.
- Create a "CV" database, that is dynamic, near real-time updated and comprehensive. It can save a lot of time in conjunction with the CV management software to weed out duplicates, unsuitable candidates and in essence reduce the efforts almost by half.

6. Notice Period:

This is a tricky issue. Almost every organisation wants leaving employees to serve the 90-day mandatory notice period. But the same companies want new employees to 'join immediately' or 'at short notice'!!

So, the solution?? Reduce the notice period across the board, except for key niche skills. And it has to be an industry-wide one. The ideal notice period should not be more than 30 days. In the United States, where many of our own IT giants are present, the notice period is not more than 15 days. Then why it should be different for India?

Apart from all the above ideas and suggestions, I think we need to implement certain 'age-old' practices that have been present in the industry.

- a. One of them is removing the qualification of 'Full time IT degree from top universities". This really opens up a huge pool of resources who have completed 3-year degree courses like B.Sc. (IT), B.Sc (Computer Science), BCA etc. And these are no way inferior to a 4-year engineering degree. I know a couple of companies in Chennai, like ZOHO corporation, MacApp Studio etc. who do not insist on degrees.
- b. It is also seen that many Indian innovators have been self-learnt. They do not have any formal education – due to various reasons – but have learnt to solve problems with out of the box thinking. The other day I had read a news item about a young man from rural Kerala, who on his own built an electric two-wheeler out of scrap and other things at cost of less than a lakh of rupees. So, talent does not come ONLY from formal education.
- c. Employee referrals work to a large extent. Many organizations have an incentive policy. And apart from that, it also gives employees the feeling that they are trusted and their opinion matters. This helps in building company brand value too.
- d. Follow the MOSCOW rule with reference to skillsets. A very good tool to clearly spell out the must, should, could and want to have skills for candidates.
- e. Have a specific and fixed timeline for recruitment. I have seen in many cases, the JD from the business user lying un-responded at the desks of the talent acquisition team for days together. And then there is pressure and last-minute scrambling would result in below-par results. To avoid this, start implementing a well laid out SOPs for each and every stage of the recruitment process, which can also have a regular tracker mechanism for monitoring.



Business Transformation – The Need of the Hour



This article is contributed by Mr. Neel Ramesh – Business Consultant, coach and corporate trainer, with special focus on MSMEs. Mr Neel Ramesh is the founder of ITHEIL Consultancy. ITHIEL CONSULTANCY is one of India's leading talent management firms that offers professional services, and learning interventions in the form of workshops, sessions, mentoring, coaching, as well as project-based assignment. ITHIEL supports and Develop Key HR processes of people development, conducts 5S Office, The Lean Office, Life Skills, Soft Skills Training workshops. MSME Consultant and Member of RCCI, Promotor of

ABLE - Association of Business Leaders and Entrepreneurs - Navi Mumbai. Life member of Indian society for training & development. A qualified Behavioural analyst, Psychotherapist, Organizational Competency Development facilitator, consultant, mentor, and counsellor. Has over 25 years of corporate and manufacturing experience with various organisations at Middle and Senior Management level covering Production, Supply chain management, Human Resource Management and Learning and Development. Organisations worked with include, VIP Industries Ltd., Hero Honda Motors Ltd., Gabriel India Ltd., Kinetic Engineering Ltd., TechNova Imaging Systems (P) Ltd.

He Facilitates Workshops/Learning interventions that are engaging, informative and rewarding for businesses and individuals.

Rapid business transformation has become a necessity for organizations to keep up with the evolving workplace. It is pervasive across industries, particularly during times of disruption, as we are witnessing now as a result of COVID-19. Organisations are today more under pressure to transform into digital businesses.

"The world is changing. We all know this. And as that world changes, if you don't transform your company, you're stuck." - Ursula Burns, Chairperson and CEO of VEON; former Chairperson and CEO of Xerox.

Understanding transformation in today's scenario....

At the core, **Business Transformation** is the process of fundamentally changing the systems, processes, people, and technology across an entire organization, business unit, or corporate function with the intention of achieving significant improvements in Revenue Growth, Cost Reduction, and/or Customer Satisfaction.

Transformation is integral to any organization's business strategy, thanks to the ever-changing digital business landscape. From disruptive start-ups on one side and technological giants on the other, established companies in nearly every market segment are feeling pressure to transform themselves, more so into digital organizations.

Businesses are scrambling to leverage an ever-evolving array of digital technologies — social, mobile, analytics, cloud, artificial intelligence, blockchain, and the “internet of things” — to develop new value propositions for their customers.

The building blocks to transformation....

While organizations across board realize the need for transformation, what sets them apart is their unwavering focus on the following building blocks that form the core of a robust transformation strategy.

I. Organisational Framework:

Organizational capabilities are of utmost important for both the organization as well as the individual to deliver best business results. For a company, resources and capabilities are important. The process of building strategies out of their capabilities into action is the quality of a business leadership. The capabilities like skills, attitude, behaviour helps in gaining competitive advantage against its competitors and in turn helps in increasing the value of an organisation. Strategic capabilities focus on the firm’s assets and its market position and determine how the firm can be able to employ strategies in future

1. **Customer insights** — Organizational knowledge about what kinds of offerings customers want and are willing to pay for.
Successfully develop and deliver constantly evolving customer offerings, by developing a reservoir of organizational knowledge about both customer problems and potential solutions. “It’s the process of accumulating knowledge about what a customer will buy,” “It involves a lot of experiments, innovation, and tests to see what your customers actually want.”
2. **Accountability framework** — *Clear ownership of, and coordination among, a growing set of various offerings and components.* A component-centric model of business that’s able to deliver various offerings quickly, organisations need to adopt a new framework of accountability organized around components rather than functions, product lines, or geographies. Under such an organizational structure, individuals and teams have the responsibility to make decisions related to the performance and cost-effectiveness of their components, in contrast to traditional, hierarchical decision-making processes that can slow progress and inhibit innovation
3. **Transformation enablement environment:**

The organization should ensure that a transformation enablement environment is setup. It should ideally be headed by the organization transformation lead and would comprise of business unit heads, business process owners and IT system custodians. The core duties of this forum should be:

- Setup vision and strategy for transformation
- Sponsor transformation programs

- Conduct steering meetings on transformation
- Drive governance standards
- Record and track functional & technical risks
- Review of project-plans with service-providers

II. Operational Framework:

The Operational frame is a set of integrated and shared systems, processes, and data that ensure efficiency, reliability, and transparency of operations and transactions.

"An operational backbone is the underlying foundation of standardized, automated business processes to ensure operational excellence in your core business," The framework typically incorporates customer resource management, enterprise resource planning, and other enterprise-wide systems and processes.

Without an operational backbone, leadership is typically consumed with executing and maintaining core processes, preventing them from developing and commercializing digital offerings. On the flip side, if companies already have a powerful backbone, the other building blocks can build on that foundation

1. Setting priorities:

The business and IT units of an organization must chart out the top pain-areas they want to be addressed. Different transformation levers have different benefits and outcomes. Hence, the business unit must involve their process SMEs (subject matter experts) to document the top issues in each process.

2. Streamlining processes:

Business Process Management (BPM) solutions are required for standardizing process workflows, digitizing the data-points, recording approvals and exceptions, and generating meaningful metrics. Implementation of a BPM solution would enable an organization to bring-in process efficiencies for e.g.

i. Creating a single fact source for all processes

ii. Framework for continuous improvement

iii. Foundation for further transformation levers like automation. If the processes have high volumes leading to impacts in SLA achievements or accuracy issues, then automation is the way to go.

iv. Promotes consistency and eliminates non standardization across business-units &/or locations v. All changes in processes are recorded ensuring accountability

3. Digital Framework:

A repository of business, technology, and data components facilitating rapid innovation of new offerings and enhancements. "

A digital platform provides components — business, data, and infrastructure — that you can assemble and reuse as you create digital offerings for your customers," "The platform allows you to take your offerings and personalize them for different customers with different needs." and an ecosystem of partners to contribute to and use digital components.

Without a digital platform, organisations are in danger of creating for their digital offerings the same kind of siloed systems that are apt to burden their legacy systems.

"The last ten years of IT have been about changing the way people work. The next ten years of IT will be about transforming your business."—AARON LEVIE, CEO OF BOX

4. Budget Allocation:

Once the top focus areas for automation and transformation are identified, the next crucial step is to arrange funds for it. Key points to be followed:

- Get a project sponsor aligned who would support the transformation journey: It is crucial that a CEO, BU Head or CIO is aligned as the project sponsor who would oversee financial support for the projects
- If the budgets have quarterly or annual validity: discuss the deliverables with the service providers and seek commitment in contract to ensure there are no delays
- Estimate the ROI for each initiative and pursue accordingly: ROI may be long-term or short-term and could be in terms of cost or productivity savings, efficiency improvements, AHT reduction, CSAT improvement or volume reduction. Strategize with your business partners and customers about your key objectives. Rank the projects with greater ROI and allocate the funds to top contenders giving maximum returns
- Seek realistic budgets: Rather than guesstimating, conduct market research to estimate the probable expenditure.

III. Transition Strategy:

One of the most critical actions for an organization is to communicate the change to their customers and staff in a transparent way. For this, the organization should setup a change-management strategy comprising of two main parts:

- Engaging staff: To avoid spread of rumours, demotivation and uncertainty, organization must take following steps:
 - i. Communicate organization's strategy and highlight why change is important for growth and to keep in pace with changing business landscape
 - ii. Identify the upskilling areas needed
 - iii. Enable training programs and roll-out to target employees
 - Self-learning modules can be enabled for all employees
 - Specialized training and certification programs can be enabled for specific employees
 - iv. Motivate employees and track status of learning
 - Engaging customers: To ensure customers and end-users don't have an unenthusiastic response to changes, organization must take both proactive and reactive steps like:
 - Communicate organization's strategy and highlight target objectives from customers' perspective like improving efficiency and productivity, reducing error-rates, improving CSAT etc.
 - Conduct surveys and capture the feedback
 - Rollout changes in a phased approach
 - Conduct parallel-runs for customers to adjust to changes
 - Reward customers/end-users opting for changes

To Summarise:

Today, almost every organization understands that to sustain and grow in an ever-changing ecosystem it must continuously disrupt its processes and adapt to the radical technological changes. Transformation for the sake-of-transformation without detailed thought-through approach would adversely affect the health of the organization itself. Hence, it is very critical for an organization to seek-out & document responses to following key questions while strategizing the transformation journey:

- Who will monitor and support the objectives of transformation?
- What are the top priorities and focus areas that need to be accomplished?
- Who will sponsor the different transformation initiatives?

- What would be employees' role during and post transformation state?
- How will customer's feedback be monitored and what safe-guards would be put in place to avoid dissatisfaction and increase user-adoption?
- How are processes and applications expected to behave in a transformed state?

As the organization matures in its transformation journey, the responses to these questions should be continuously re-visited and refined with the learnings from failures and successes gained through the experience.

"In Today's era of volatility, there is no other way but to re-invent. the only sustainable advantage you can have over others is agility, that's it. Because nothing else is sustainable, everything else you create, somebody else will replicate."—JEFF BEZOS, AMAZON FOUNDER.

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Corporate Mental Health And Business Transformation – The Way Forward!



This article is contributed by Dr. Heena Samani – M.A., M.Ed., M.Phil., Ph.D. in Learning Disability and Language Development, Counsellor for Mental Health) - Principal of Tilak Group College, Nerul. With 20 years of service in the field of Education, Women Empowerment, Mental Well-Being & Social Service domain. She is a passionate, energetic and dynamic educator. Her life experiences have made her strong and she has strived hard for imparting quality education, understanding human psychology from various perspectives and understands individual needs in teaching – learning process. Her dedication, devotion, contribution in the field of education & mental health is incredible and is acclaimed by the

educators, socialist and policy makers. Her wisdom, humility and aura of self-confidence and oratory skills makes her different.

Her freelance social work in field of education, medication and justice for needy people is recognized all over. Ms. Heena believes in empowering the generation by virtues, values, ethics, community living in peace which in real terms is "Education". She believes that Love can change the world.

I recently came across a beautiful post which is worthy enough to share.

A man asked an artist, "How do you make such beautiful things from the stone?" The artist replied, "Beauty is already hidden there, I just remove the extra stone!"

The post compels me to discuss about the human resource which is the crux of the enterprise. It poses various questions like, can a disturbed mind, troubled soul, stressed person give the results that we look for? Certainly, the answer to this remains no! The HR dept is the most important unit and at the helm of affairs which is responsible to get the suitable human resource with required skill sets and portfolio.

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions – Investopedia.

The corporate workplace is an organization with shared goals, beliefs, features, policies and work culture of its own. The human resource thus is the most important aspect in the setup and of profound importance in the transformation process as whole.

Acknowledging that Human resource in any enterprise is crucial and an integral aspect of all business strategies and their well-being is imperative in the setup. It is pertinent to have this discourse from a different perspective and i.e. 'Mental Health – Mental Well Being'. For more than a decade, we have witnessed company's having strategies to

promote well-being of employees and organizing outings, welfare activities, fun time activities incorporated with some training programs and skill enhancement programs. It is the relaxation therapy that relieves the stress, creates a healthy and inclusive environment that rejuvenates them. It really helps! It is an indication of the acceptance that the well-being of the employee is prima-facie the most important aspect.

The company and employees need to share a symbiotic relationship and create a healthy working environment. Few companies like Tata carry the notion of employee's happiness at its highest priority which in itself reflects their own mindset, mental health and its belief. The culture they demonstrate is all about giving the employees a happy, healthy and comfortable working environment. Some personal space and time to complete their regular activities, smart working hours instead of long working hours give far more enhanced results than desired.

Each generation values different things in the workplace and have their own defined beliefs. They are highly aspiring and desire to join companies with high CTC, are position conscious, benefits and perks are part of consideration, and so on and in turn are ready to accept challenges. Needless to mention, the company largely depends on the efficacy, performance ratios and are power driven and goal oriented with a workplace culture of its own and reflect their ethos, vision and strategies to achieve. It comes with some rewards and some sanctions depending on the HR policies. It is imperative to understand that the physical, mental and emotional state of the employee contributes (either positively or negatively) to the performance efficacy and productivity which cannot be compromised in any way!!



Mental Health issues like anxiety, depression, stress, sleep deprivation, panic disorders, phobias and other psychotic disorders are found more at the workplace. Workplace bullying followed by post-traumatic stress disorder is relatively found more, resulting in negative outputs. Lack of clear vision, task, and organizational goals can result in risks to mental health. There is an urgent need to cater to health and safety policies. A positive and open discussion, the management policies and practices can help the people struggling in silence. Nurturing mental health and addressing them with timely intervention does not only result in business outputs, but helps in the welfare at large. The happiness index of the business place plays a pivotal role in shaping the work culture.

The introductory part of the article emphatically presses the need to come to one point of consensus and that is all about the well-being and mental health that promotes happiness. When an employee is asked to perform under stress, just because he is paid and working for you, no doubt the work will be done but not with excellence and whole heartedly. But when you allow the employee to work with relaxation, with own experience, talent and passion, it surpasses and the quality of work differs- just because of the smart policies and the beliefs of the organization.

• **Understanding business Transformation from Mental Health Perspective-**

Transformation encompasses the relationship between the employer and employee, and good mental health and business transformation are integral for transformation!!

Transformation phase undergoes various changes and so the period is difficult to align and adapt. The employee is in fragile state of mind and needs time to accommodate. Not every employee is resilient, smart and is different in his/her own way.

Workplace behaviour, performance statistics, meeting targets, promotions, incentives all have effects on the transformation of business and the mental health. If ignored, it may have detrimental effects.

According to WHO there are 03 dimensions of burnout which is relative to work

1. Energy depletion/exhaustion
2. Mental distance from one's job or feelings of negativism related to job
3. Reduced professional efficacy

All these stages lead to the most important aspect, 'Addressing Mental Health Issues and Promoting Mental Well-Being'.

Assuming that we all know what business is, its organizational setup, vision, mission strategies to achieve goal, this part we will try to understand why mental health perspective in business transformation is imperative to consider and adapt. Days to come, and before we are too late to recognise, accept and execute, Mental Health like any other ingredients of business is the necessity and will have no choice.

Business Transformation is a very radical process of redesigning, restructuring or expanding business by aligning itself to required changes and satisfy the market needs and achieving the company's goal. Time and again, at every stage and suiting to its needs it has to transform from various aspects like organizational setup, management, digital, cultural, up gradation of skill sets & information system.



Transformation undergoes complete change and so it is the leader who takes initiative to get the human resources adapt to it with ease and comfort, as required for the company. It needs to inculcate a thought process, required skill sets and empower them.

Comprehensively, the corporate workplace culture refers to the values, behavior & working style of company. Employer's role is significant in maintaining fine balance and healthy workplace culture for optimum result. Employees for some or other reason at times find themselves stressed, worn-out and they find themselves incapable of doing justice to their work. Some are sensitive & extensively emotional finding it difficult to cope up. Anger, irritation, frustration, reluctance to do willingly, envy all are the reflexes indicating the mental health state which create negative impact on working which further impact the productivity and profit ratios, create problems in dealing with people in company, field, clients & colleagues. It adversely affects the morale of the employee. The behavior and stigma make it more difficult to work healthy. The research in neuroscience has proved the need to address these issues well in time.

According to a survey, 6% of workplaces have mental health policy and consider employees well-being at priority. There are cases which narrate the insensitive approach of the company and its leader to address such issues positively, and rather they refer them as their personal problems which they are unfettered by. Mental health is just like talking about our physical health. Pressing again and again that it is normal to talk about mental health, in itself is making it different. One should understand that the physical health and mental health, both are integral for person's well-being.

Understanding mental health requires sensitivity and an empathetic approach. The person with mental illness feels low and has detrimental effects. And the person who restrains from discussing about it openly forgets that everything is normal and happens with others as well in some or the other form. There are cases where mental health

problems like anxiety have been converted to opportunity, suppressing the negative and bouncing back on strength can be done by appropriate timely interventions and therapies. A benign environment can make wonders and give comfort further ensuring active engagement, creating positive work stress rather than being negatively stressed. The active involvement and sense of belonging nurtures the employee-employer relationship, enhancing business productivity and a healthy workplace setup. It also reflects a valued perspective of the organizational setup that thinks of its stakeholders.

- **The Way Forward –**

Let us first agree without any hitch that just like physical health problems require rest and medication, mental health too requires rest and its own therapies which is just normal. Speaking openly about it at the workplace should not come with stigma and disturb the inclusive setup.

The transformation process is inclusive of all these perceptions and beliefs that the present generation work culture demands. It requires a paradigm shift and a perspective if the system has to undergo a radical shift. There needs an impulse to harness the potential, which can be unfolded with a purpose and core values.

The article very much resonates with the opinions and writings reflected worldwide in experts' talks, writings and the conventions. The pandemic was one such eye opener that revealed how fragile the state of mind is. The statistics of mortality and impacted lives by

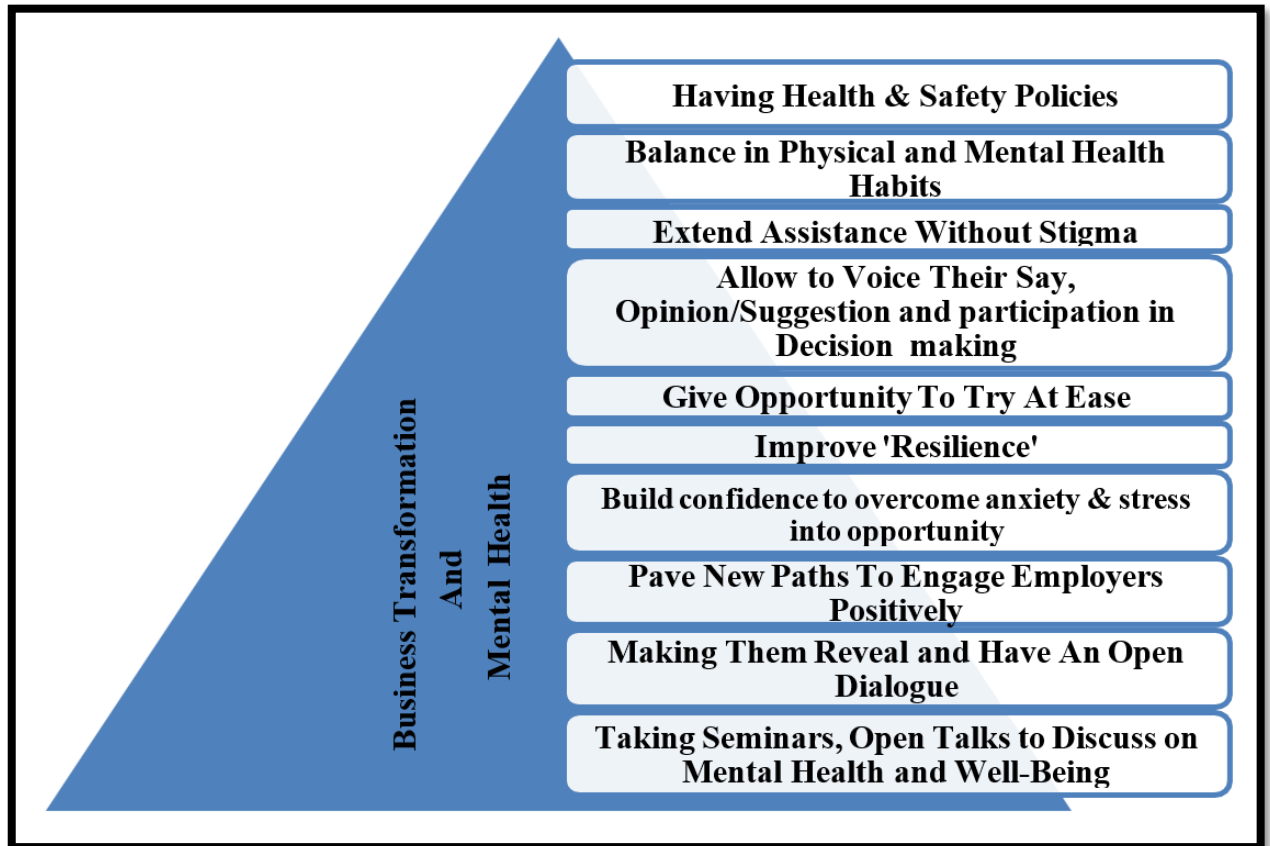
Covid clearly indicates that major damage was done due to poor mental health and not Covid alone!!

Articulating one's thought whether somebody likes or no, opening up about what pain one undergoes or sharing the feelings is all ok and required. An open dialogue promotes openness and an environment that is free and fine.

Let the leaders take the initiative and be proactive. And convey a strong message that:

- It's ok if mistakes happen, you can always rectify and do it
- Targets are not achieved always, that happens. Some day you will shine. Incorporates smart strategies and a healthy thinking mechanism to achieve
- It is always good to have open discussion on what you feel
- Don't try to prove your worth by explaining or a rat race that destroys the core values to succeed
- Accept failures and try again
- Recognize your strength
- Keep doing the best
- It is normal to have mood swings...
- Keep workplace challenges at home and do not carry baggage that would destroy your peace

The employer's role is significant in creating such fine balanced sustainable environment with core values and the human ethos.



MENTAL HEALTH AND BUSINESS TRANSFORMATION – DR. HEENA

'Joy At Workplace' is the only mantra in business transformation. "Let the work be challenging, let there be enough work assigned and target to be achieved I'm fit for the job physically and mentally".

Addressing mental health issues is not a costly affair; it just needs an empathetic approach. Challenges become opportunity for business benefits the individual and the human race in every aspect. The business policy of empowering employees and caring them in itself can be a smart move and being human.

The change can have 'A Butterfly Effect' and change the overall perceptions of 'SUCCESES for the business as well the employees!!

Tobacco Control for Business Transformation

"A Pledge towards Tobacco Free India"

This article is contributed by Dr Pawan Gupta - India's Leading Cancer Surgeon - M.S., M.Ch., FAIS, FSOG.

Having treated patients of all kinds for more than 18 years and being privileged to have worked at reputed Cancer Institutes of India - Gujarat Cancer and Research Institute, Tata Memorial Hospital, Dharamsilla Cancer Hospital, Nizam's Institute of Medical Sciences, SMH-Curie Cancer Centre, Asian Cancer Centre, SCB Medical College; his unfailing compassion for the Cancer patient attempts to achieve not just annulment of disease but an excellent quality of life. Inspired the fighters of cancer during his professional work, he was primarily instrumental in forming the "Indian Cancer Winners' Association", which prophesizes "Win over Cancer" rather than just overcome or survive it. He believes that winning is an attitude, CANCER WINNERS are not immortal but they live in a positive spirit, feel great, full of energy filled with love. We can have more cancer winners by creating awareness among the society to diagnose cancer early when it is curable and by rehabilitation of the patient and family who has suffered. He believes there is more than just treating cancer with surgery, drugs and radiotherapy. It requires a holistic approach and integration with alternate therapy. He is the National President of I CAN WIN FOUNDATION. He is associated with other National Association –



- Association of Surgeons of India. (AL-20856)
- Indian Association of Surgical Oncology. (G-0020)
- Active Member International Society of Surgery (ISS/SIC). (283424 IN)
- Active Member Breast Society International
- President – Indian Cancer Winners' Association
- Telemedicine Society of India
- Indo American Cancer Association; Fellow Association of Surgeons of India; Fellow in Surgical Oncology, uro-oncology, Plastic and Reconstructive surgery.

Coined - "CANCER WINNERS"

Published book-"Win over Tobacco - Made Easy" and "Tambaku pe jeet - huin aasan"

Founder - I CAN WIN FOUNDATION

Specialties: Cancer Surgery, Telemedicine, Cancer Awareness, Cancer Screening, Cancer Rehabilitation.

We all know about the harmful effects of tobacco on our health. Consuming this substance leads to many serious diseases, including cardiovascular and cerebrovascular diseases, multiple cancers, emphysema, and bronchitis, and second-hand smoke contributes to various ailments. However, many do not know that in addition to this enormous health burden, smoking and chewing tobacco also impose a significant economic burden on the industry, costing India millions of rupees each year. Worryingly, the epidemic has now shifted to the business world as well.

More than half of countries worldwide, accounting for nearly two-thirds of the world's population, including many low- and middle-income countries, allow smoking in government offices, workspaces, and other indoor settings. And these are the same geographical regions where tobacco use is associated with increased healthcare costs and disability, greater absenteeism, decrements in job performance, and increased risk of injury, and second-hand smoke is a major pollution problem.

It is evident that be it start-ups, NGOs or conglomerates, organisations of all shapes and sizes must come together and take a proactive approach before matters are exacerbated. From a business perspective, tobacco control is linked to transformation, sustainability, leadership and values, whether small- or large-scale organisations. Wondering how? Well, read on.

About 70% of individuals who visit hospitals are somehow related to tobacco consumption affect directly or indirectly. While most organisations would benefit by adopting tobacco control, I believe the health of any healthcare organisation is fully dependent on its sustenance on tobacco use by people. All major departments - cardiology, pulmonology, oncology, neurology, vascular, infertility and more - are because of tobacco use.

Tobacco control by any organisation means it values the health of its employees. Here's how it is linked to the various aspects of organisational management.

Value: If implemented rigorously, enforcing a single tobacco control policy in the workplace can show that the management is concerned about the health and well-being of employees and their families. Sure, individuals who consume tobacco might feel that it is a breach of their rights. But the fact is that an employee has no right to harm himself or his colleagues by first hand, second hand, third hand or fourth-hand tobacco effects.

Leadership: Leaders are harbingers of change and ardent influencers who can create tangible impact in the organisation. Leadership in organizations encompasses the ability of an individual to influence and bring a change, not just follow the routine. A leader is a person who can think, analyse and adapt for the betterment of the organisation and its workforce.

The fact is most people will readily accept the tobacco control policy, and the few who would resist will need treatment for tobacco cessation. While the management can do its

best to guide such employees towards the right path to self-wellness, in the end, taking the step forward lies in the latter's hands. In the end, those individuals who cannot or do not wish to follow and take advantage of the organisation's tobacco control policies for their benefit are a diseased lot and a liability. The fact is that no one is indispensable in the workplace, and it is up to the leaders to ensure that the organisation is not harmed.

Now here's the pitfall - it is necessary to emphasise the need for discipline and strong leadership. If the top management itself is into the tobacco habit, it will be difficult to convince employees to quit tobacco. Change starts from above, and leaders must be the change they wish to see in the workplace; until employees see that they can perform better without tobacco.

Sustainability: Business sustainability encapsulates the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing success. In this context, an important aspect comes into question.

1) Can the company survive with the tobacco control?

2) And by extension, can it sustain, let's say, the 'SAVE The Youth' tobacco control program?

For both, the answer is a resounding YES!

Firstly, the performance of a non-tobacco employee is anytime better with less absenteeism, fewer diseases and better utilisation of time. On average, a smoker takes 90 minutes of break from his official working time of 480 minutes, with a loss to the exchequer of around 6-10 thousand rupees per person per month. And that's on top of his overtime and medical leaves. If it was a trained employee, his untimely painful death might add to the burden rate (a term that refers to the total cost to a company for hiring and maintaining an employee beyond their direct compensation in wages).

Secondly, looking at the above, one might agree that adopting and implementing tobacco control in any organisation will surely save money and life. The cost is already minuscule compared to what we can expect from the intervention. And with a well-planned and strategized program such as the 'SAVE The Youth', the cost goes down even further.

In the end, the bottom line for any organisation is profit-making long term and short term, and adopting tobacco control is a huge step in this direction.

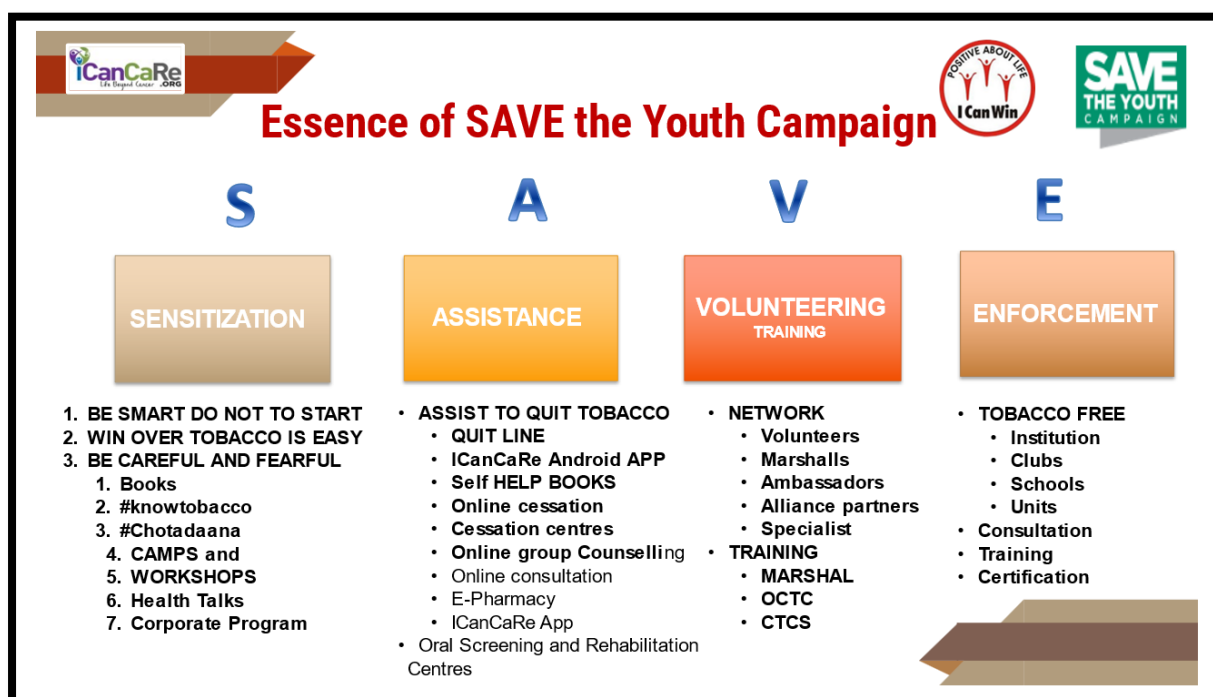
Transformation: Let me take a step back and address a myth. In my two decades of medical experience, I've found that tobacco use intervention is thought of as a major overhaul from an organisational standpoint. On the contrary, any initiative to enforce tobacco control is laudable and can be implemented quite easily. In fact, even a single intervention can lead to a clean, green, healthy and lively organisation.

It is all about small steps that later lead to big changes. Companies that adopt tobacco control and cessation policies set an example for others and are would-be leaders in their

own capacity. The positive ramifications go beyond employee or company well-being. For a youth country like India, where human resource is an economic pillar, tobacco control can lead to the transformation of the economy and health of the nation as a whole.

THE BIG QUESTION: Can organisations adopt and implement tobacco control programs, such as 'SAVE The Youth'?

Yes, they definitely can! The 'SAVE The Youth' campaign is a well-defined protocol-driven digitalised campaign encompassing every aspect of tobacco control. It includes Sensitization, Assistance, Volunteering, and Enforcement promoted by ICanCaRe for tobacco control in line with WHO FCTC guidelines.



The campaign is led by people who believe in winning over tobacco control rather than just overcoming or surviving it. The team works exclusively in preventive healthcare and has pioneered an online solution for tobacco cessation that provides comprehensive treatment complemented by counselling and support for the complex diseases related to tobacco addiction.

Be it a start-up or corporate, SAVE The Youth is well-equipped to help organisations of all shapes and forms. It has raised awareness about cancer and tobacco across India amongst a million people.

ICanCaRe Tobacco Wellness centres are coming up at various hospitals for helping tobacco patients in distress. These smart helpdesks transcend geographic boundaries and demographic limitations. And the campaign is on its way to refining care, treatment and

support for those working professionals and organisations alike who wish to become tobacco-free but are finding it challenging to navigate this slippery slope.

Here's how the SAVE The Youth Campaign can be implemented in business environments.

The desired change is brought by three critical elements of this successful campaign – CONCERN, COMMITMENT and CONVERSATION.

Adopting ICanCaRe's SAVE The Youth campaign will be in phases:

Phase I - Sensitization Against Tobacco & Creating TOBACCO MARSHALS in the organisation

Phase II – Availability of Oral Screening and Tobacco Cessation facility – physical or Virtual

Phase III – Enforcement of Tobacco-Free Policy

About The Author: Dr Pawan Gupta (M.Ch., FAIS, FSOG) is a Senior Surgical Oncologist has over 23 years of experience in oncology, which includes over 7000 surgeries. In his extensive medical practice, he has dealt with various diseases, illnesses and ailments related to tobacco.

Dr. Pawan Gupta is the Director of Surgical Oncology at Max Super Speciality Hospital, Vaishali. Patparganj and Noida. The gentleman is highly recognised for his work on oral cancer and tobacco cessation. He is also the Convenor for 'Certified Course in Tobacco Cessation' under Gujarat University.

Dr. Gupta is also the author of the following:

- WIN OVER TOBACCO MADE EASY - a comprehensive guidance book for those willing to quit and also for doctors.
- BE SMART, DO NOT START – a comic book series that educates children above 10 to prevent them from adopting the habit of tobacco consumption.
- TOBACCO CESSATION – A COMPREHENSIVE GUIDELINE – a complete guide to tobacco cessation methodology for specialists.
- MAKING AN INSTITUTE TOBACCO FREE – a step by step approach for a tobacco free Organisation.

About the Startup: ICanCaRe has pioneered a sustainable and scalable Tobacco cessation and control digital protocol evidenced-based program readily adoptable by any organisation. ICanCaRe looks forward to collaborating with organisations across the nation to adopt the SAVE The Youth Campaign for clean, green, healthy and lively organisations.



The ICanCaRe Android APP provides comprehensive information and guidance for tobacco cessation. It is the moral responsibility of all concerned to be part of the network as MARSHALS, AMBASSADORS or SPECIALSITs by training to understand the intricacies of the disease and advise, guide, and handhold the patient in an evidence-based method for tobacco quit to be successful.



Make quitting tobacco a pleasure journey. Talk to the experts

Call ICanCaRe Quit-line 011-43077695 www.icancare.in

Visit Tobacco Wellness centre at Max Hospital Vaishali



India's Technology & Business Transformation - the way forward in 2022

This Article is Contributed by Mr Chintan Ojha & Mr Biren Parikh

Mr Chintan Oza Advisor, Lloyds Ventures. Chintan is a Strategy & Innovation Management Leader. Through his career span of 20+ years with top two conglomerates of India namely, Tata Group & Reliance Group, he has worked on various projects / programs in Government, Defence and Private sectors. Chintan has expertise in a vast array of technologies which are disrupting today's businesses. He has worked on various technologies ranging from Wireline, CDMA, GSM, EVDO, 3G, 4G, SDWAN, Blockchain, SAP, Artificial Intelligence, Machine Learning, Data Centres, Network infrastructure & Smart Cities. These assignments have given him a vast exposure as pilot and scale up specialist for business, strategy and technology functions. His major career milestones include program managing one of the world's fastest GSM networks roll out in a single geography as well as partnering with India's first Smart City Project as an ICT partner.



Chintan Oza is an alumnus of Haas School of Business UC Berkeley & SJMSOM IIT Mumbai. He holds various professional certifications like PMP, ITIL, CSM, Oxford University's Blockchain certification & a certificate on Smart Cities. Chintan holds various volunteer and leadership positions with Project Management Institute (PMI), Institute of Electrical & Electronics Engineers (IEEE), Rotary International & Bombay Management Association. As a keynote speaker, adjunct faculty & member of various technical committees, Chintan is rightly engaged with various academia/universities, start-ups & technology standard bodies. Chintan has been recognized as one of the top 50 Global Thought Leaders and Influencers for Blockchain, Smart cities & 5G.

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Mr Biren Parikh is an experienced CIO (Chief Information Officer) with a demonstrated history of working in the various manufacturing industries (i.e., Building Materials, Pipe & Fitting, Auto Ancillary, etc) Skilled in SAP, Business Process Automation, SAP Implementation, CRM, RPA, IOT, IT Strategy, Service & Policy Management.

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The new year 2022 is on the horizon and it's time to take a fresh look at the technology and business transformation way forward for India. The year 2021 was a year of bounce back when most of the enterprises regained their pre pandemic growth trajectory. Various stakeholders including employees, management, government, regulatory, industry bodies, academia have contributed in orchestrating this bounce back. In this article we have summarized the way forward of India's Technology & Business Transformation in the year 2022.

Since the ongoing pandemic began in 2020, technology has accelerated business transformation to a greater extent. In just two months after the pandemic began, in April 2020, Satya Nadella mentioned that Microsoft has witnessed two years' worth of digital transformation in just two months' time. The transformation has been witnessed by all enterprises and startups. This wave of transformation has been a catalyst for engaging customers, empowering employees, optimizing business processes and transforming products online.

At the outset of the pandemic, most of the businesses were in the initial stages of digital transformation and were not having any business continuity aspects in the strategy at that time. Due to the pandemic, they were accelerated by various off the shelf solutions which enabled them to continue the business operations in ad hoc manner. Over a period of time the enterprise architecture was reviewed and new transformative processes were streamlined. i.e., initially all started using the public cloud but eventually strengthened data security and moved to an enterprise cloud or hybrid cloud.

According to the latest research published by Gartner, IT investment in India is predicted to reach \$101.8 billion by 2022. It is a 7% increase over 2021. According to the study, despite being badly impacted by the second wave, India experienced one of the quickest recoveries in the world. All IT expenditure areas are likely to expand, with software leading the way. Gartner anticipated that software spending will reach \$10.5 billion in 2022, up 14.4% from 2021. While software investment is predicted to be double what it was before the pandemic, it is still growing at a slower rate than in 2021. Furthermore, with a rise in hybrid work regimes, there is expected to be increased expenditure on gadgets in 2022. It is expected to reach \$44 billion, a 7.5% rise from 2021. Device growth is projected to be driven by hybrid work and pent-up demand for device updates beginning in 2020. Device spending is expected to account for 43% of total IT spending. According to the research, IT spending will skyrocket as a result of projects that encourage innovation and modernise ageing systems. Managing attrition, upskilling and reskilling of existing manpower and Hiring new resources capable of meeting near term growth forecasts / demands will be a top responsibility of the leadership. Indian CXOs would prioritise a more modular business and IT architecture over inflexible and monolithic business models. The study examined the sales of thousands of vendors across IT goods and services and provides insight into IT expenditure across the hardware, software, IT services, and telecommunications areas. More information about the research can be found in the references section.

As on 9th August 2021, as per the information received from Central Statistics Office, Ministry of Statistics & PI, Share of MSME Gross Value Added (GVA) in All India Gross Domestic Product at current prices (2011-12) for the year 2018-19 and 2019-20 were 30.5% and 30.0% respectively. Hence we chose to primarily focus on trends in the MSME segment which contributes to 30 % of the GDP of our country in recent years. To help you to transition through this period of recovery and innovation, let us get a clearer view on some of the transformation trends at the intersection of technology and business in India in the year 2022.

Major Trends 2022 & beyond

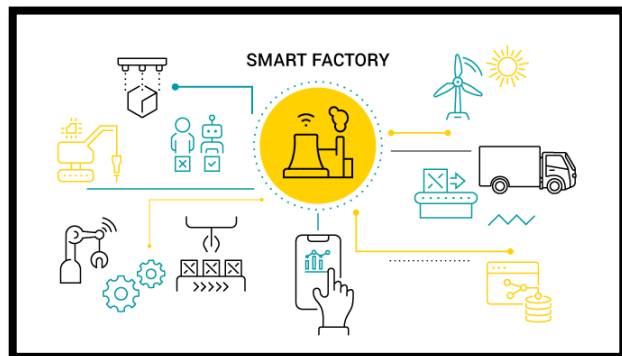
Digital Acceleration: Beginning 2021, most of the Indian Enterprises have already begun their journey on digital transformation. Year 2022 would be the year for acceleration



wherein the transformation and integration of Legacy systems and islands would continue. Upgrade of legacy Enterprise Network Architecture in terms of bandwidth, security, storage and compute would fuel the demand. Most of the cloud compute majors have India Specific cloud infrastructure instances available now. This reflects the importance

and volume of ongoing digital acceleration on the horizon. Rise of born in cloud enterprise have transformed business model/products and service while multiplying the demand and bridging the gap between urban and rural habitats.

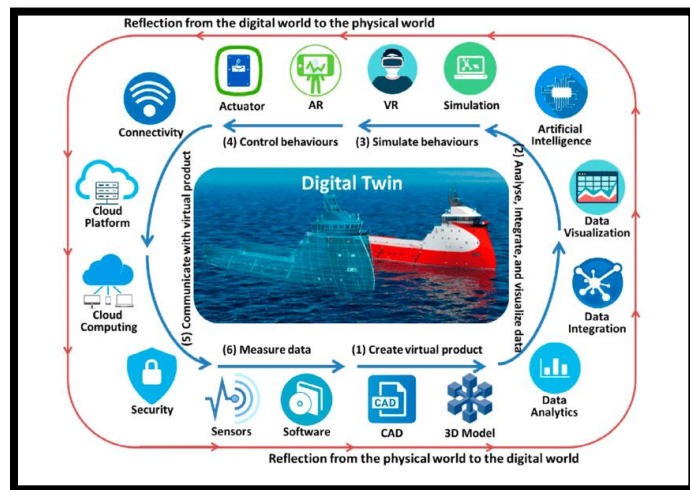
Smart Factories: Manufacturers who want to seize growth while preserving long-term profitability should embrace end to end digital capabilities, from corporate processes to the production floor. For many firms, smart factories, including greenfield and brownfield investments, are considered as one of the keys to boosting competitiveness in 2022. Forward looking manufacturers are making headway and devising mechanisms for returns from more connected, dependable, efficient, and predictive plant operations. Smart Factories help make business models pandemic proof. With the appropriate combination of vision and execution, emerging and changing use cases may continue to grow from isolated in-house technology initiatives to whole production lines or factories. Smart manufacturing is enabling manufacturers to rethink and digitize shop floor operations be it men, machines and process. Frontline employees in manufacturing will most likely take on duties and responsibilities that require them to use their communication and teamwork skills



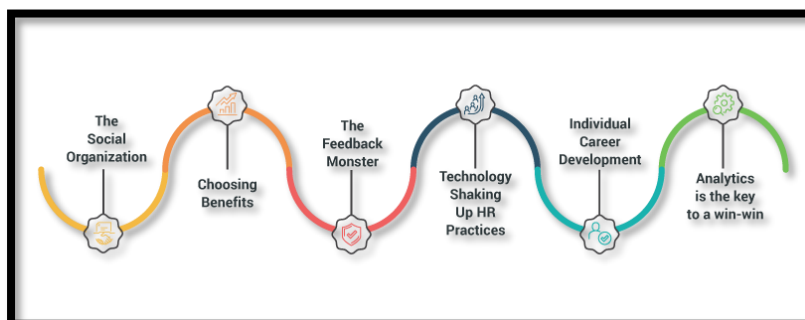
more frequently while working with robots, intelligence and sensors. Platforms that enable industrial upskilling and staff involvement will become more common as we approach 2022. Appropriate amendments are being made by the Government in line with the needs of the industry. Major investments would be made in heavy engineering and manufacturing industries but also in adjunct domains such as agriculture, food and healthcare.

Digital Twin: The technology of digital twin is essentially a mix of data, process and intelligence. It assists businesses in representing the structure and behaviour of a system. Most businesses use digital twin technologies to optimise the real world, allowing them to greatly increase business processes and operational efficiency.

Sensors in the digital twin collect data to reflect real-time data from the physical asset. Digital twin technology provides an interface that familiarises businesses with past and present operations and allows them to make future forecasts. Indian economy would start adoption and pilot of digital twin at scale in 2022. Industries will be beneficial like manufacturing, healthcare, aerospace, banking, telecom, construction, oil & gas, logistics etc. Digital twin would be deployed for improvement of product quality, optimising cost of manufacturing, reducing downtime, ensuring production efficiency, testing of new product, services and business models overlapping existing ones, realign enterprise roadmap of product and service with reference to dynamic parameters like supply and demand and availability of critical components i.e., silicon chips.



HR Transformation: Digital transformation has triggered a wave of demand for digitally skilled workforce. Thus, most of the enterprises have begun employee upskilling and reskilling initiatives. In this environment of ongoing pandemic, HR has played a vital role in facilitating seamless transition of offline-online-hybrid work models.

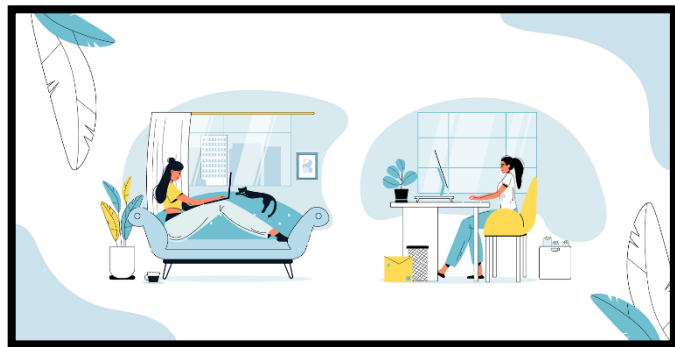


In 2022, HR transformation would be a priority for the enterprise as HR transformation would help make the enterprise more resilient and

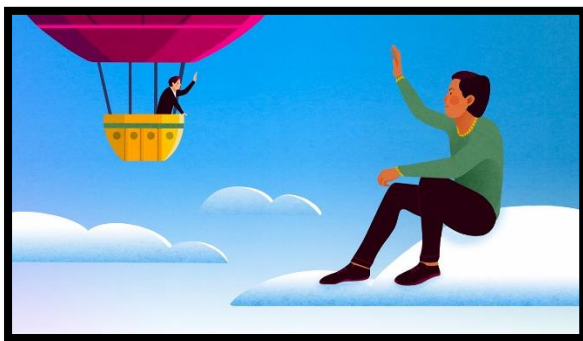
innovation focused. Strategic HR initiatives in the Enterprise would enable transformation / transition to hybrid workforce and shape up the future of work. With adoption of digital transformation, HR as a function would be equipped in 2022 to migrate most of the HR

processes in the cloud. The scope of HR as a function would be widened, HR would not only manage humans but also machines, intelligence, processes and algorithms in the time to come. HR would be the guarding function of Ethics, Sustainability and Gender Diversity. HR would become the forward-thinking function to lay the foundation of the future roadmap of the organization and integral part of enterprise strategy wrt agility and resilience. Human Resources as a function would be Creating a workspace (both real and virtual) that allows teams to collaborate and interact regardless of where they sit, Organizational structures that support cross-functional teams. These include regular employees, gig workers, and contractors, with the goal of actively encouraging cooperation and variety of thinking. Last but not least, leveraging digital platforms to link employees asynchronously so that they may work together anytime, anywhere.

Hybrid Work: Hybrid Work would become the de facto mode of operation. Collaboration Tools would become an enabler for employees to work from anywhere. Due to the pandemic, there was a dip in the coworking infrastructure business, with the rise of hybrid work, the coworking business would boom again. MSME would transition to a cost effective and flexible model of shared infrastructure. Employees would prefer the opportunity of learning than the role/salary or location. Work life balance would become a pivoting factor for retention and resignation. Government has amended IT and labour laws to suit and support the hybrid mode of work model. This is the decade where multiple generations would be working together, AI enabled workflow and automation tools would be bridging the gap in thinking, communication and way of working.



Wave of Great Resignation and Great Migration: Project based engagement would be on the rise, uberisation of work would reduce the permanent manpower. After the wave



of Great Resignation, the next wave for Great Migration would hit the industry. More people would migrate from urban to rural areas. In fact, although debuting in 2021, "The Great Resignation" today has 1.9 billion Google results. This is possibly the most significant transformation in the labour market in decades, and it would be an understatement to suggest that its impact on the workplace in 2022 would be

seismic. We're seeing an increasing number of individuals transfer jobs and make daring career decisions, which is incredibly encouraging and inspiring if you're thinking about making a career move of your own. The emergence of the four-days' work week in several businesses is triggered by the hybrid working model, great resignation, great migration and rise of automation.

Upskilling and Reskilling Initiatives: Most Enterprises have now adapted to the post-pandemic environment in their own unique way to upskill and reskill the manpower. This



aims to future-proof workers from technological change and help economies by providing new skills for the next wave of technology disruption. Despite multiple hurdles, HR teams have been at the forefront of adopting novel methods to manage remote onboarding and training programmes, increasing employee efficiency in the virtual environment,

and discovering better ways to support a hybrid workplace. Infact, employers expect HR function to lead digital transformation even in 2022, based on how they have risen to the difficulties and maintained their seat at the C-Suite table. As expenditures in HR programmes continue to grow. On a more positive note, as we enter 2022, HR teams will continue to be front runners in adjusting to the ongoing changes in the corporate landscape. They will continue to prioritise staff development through upskilling and reskilling. In recent years, there has been an increase in desire for new and enhanced shopping experiences. Customer attitudes around ecommerce have shifted dramatically. New generations of online buyers, notably Generation Z and Millennials, want to interact with your items before visiting your store.

5G as growth multiplier: 5G adoption is widely expected to outpace 4G next year. Telcos and Enterprise would minimise capex spend in 4G. The Government of India is scheduled to auction spectrum while telcos are experimenting to manufacture core network equipment by developing proprietary 5G technology. For the last 2 years, 5G is laying the groundwork for a completely digitalized and linked future. We have witnessed several new field experiments and an increasing number of commercial rollouts over the last two years. Furthermore, we are seeing various industry verticals completing a pilot on 5G and gearing up to adopt 5G at scale in 2022 and beyond. With its



high throughput and ultralow latency, 5G can access various high-value domains such as 3D robotic control, virtual reality monitoring, autonomous fleet management, and remote medical control that earlier technologies could not. 5G would be reinventing and accelerating sectors including automotive, entertainment, computing, and manufacturing, and it will eventually revolutionise the way we work and live.

Edge Computing: Edge computing is becoming more prevalent due to the rise of 5G and improved quality of the Internet. The rapid proliferation of smart gadgets has put a



pressure on internet infrastructure, requiring cloud-based businesses to adapt and find new methods to service their consumers. Edge computing is a fast-developing sector that is barely keeping up with demand. It is the technique of storing and processing data as near to the end user as possible. Only a few years ago, it was believed that 10% of company data was handled on the edge, outside of cloud-based data centres. This figure is predicted to reach 75% by 2025. To

have a better understanding of the future trajectory of edge computing, we must first investigate the major drivers of its rise. Popular use cases are deployments in Agriculture, Supply Chain, Smart Factories, Telecom, Retail, Healthcare & Fintech sectors.

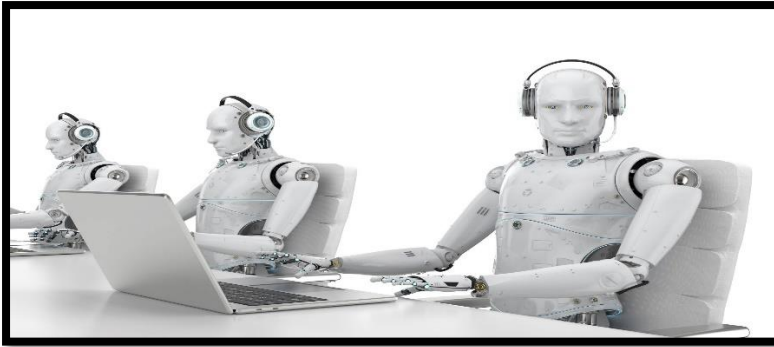
AR/VR/MR: Augmented Reality (AR), Virtual Reality (VR) and Mixed Reality (MR) would bridge the digital and physical worlds. Augmented Reality (AR) and Virtual Reality (VR) technologies would continue to move beyond the pilot stage in Enterprise. According to Statista, the global AR and VR industry is expected to reach \$209 billion by 2022. But that isn't all. According to the survey, worldwide AR and VR app downloads are likely to reach 5.5 billion by the end of next

year. Augmented reality has already been shown to improve consumer satisfaction. However, even more is on the way in the near future. The system decreases return by providing buyers with a real-time preview of a product, its size, and how it will appear in their homes. AR and VR



technologies immerse consumers in a digital environment where they may rapidly locate things and try them on before making a purchase. These innovative technologies dramatically alter the client experience, changing a prospect into a buyer's desire for new and enhanced shopping experiences. Customer attitudes around ecommerce want to interact with items before making a purchase. Popular use cases would be Virtual Marketplaces, In Store Navigation, Real Estate, Entertainment, Tourism, Education, Customer Experience etc.

Rise of Robotics: Adoption of robotics in enterprise would help overcome the challenges triggered by the pandemic. Rise of AI enabled robotic systems would be more beneficial to healthcare and supply chain sectors. Rise of cobots would be beneficial to automobiles and agriculture sectors. With deployment of Robots more and more



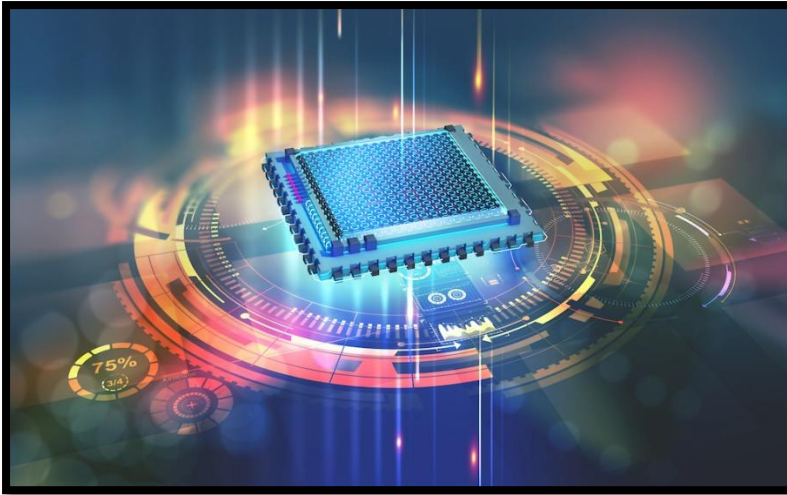
fulfilment centres and warehouses operate 24x7 in a seamless manner to equip the supply chain to deliver efficient customer service. Overall, Rise of Robotics would help overcome the near-term shortage of labour and semi-skilled workforce.

Amongst students for higher secondary education and innovation labs promoting innovation, Robotics would remain a favorite stream of study.

Drones: More and more drone services and use cases would be implemented in serving the unserved. Apart from deployment of drones for popular use cases like industrial photography, surveillance for law enforcement/disaster relief, drones would also get deployed in delivery of life saving drugs/vaccines. Drones have emerged as an economical option with a better quality for conducting GIS surveys for green field projects be it highways, smart cities or other mega structures. Drones are able to provide better quality imagery at a cost of just 10% of what has been traditionally used via satellite images. At present, most of the components and accessories are imported, Startups would come forward to manufacture them in India. More and more startups and enterprises would have a fleet of drones and humans to manage them. The Indian Government's drone policy is encouraging adoption, standardization, manufacturing and governance for the sector.



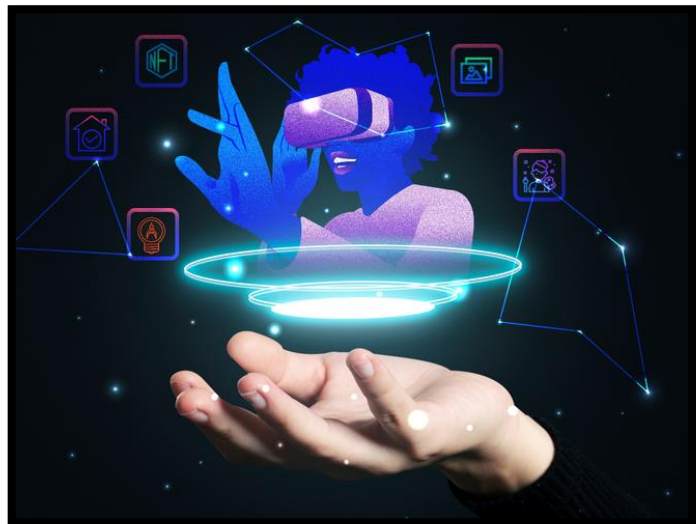
Quantum Computing: In 2021, the majority of CXO's believed that quantum computing was still a fad. The future of quantum computing is still a long way off. However, in 2022, this "hype" would not exclude anyone from planning for the future and launching a pilot programme at the organisational level. The physical world is broken due to pandemic and the digital world is under siege from bad actors. These previous dangers have now been joined by one on a fundamentally new level. When a large enough quantum computer becomes accessible, we know it will be capable of breaking the present public key encryption that is used to secure the Internet and business networks. Worse, material captured and kept today is already subject to this future threat's decryption. Much work is being done throughout the world to combat this threat, including the new math-based quantum-resistant protocols of PQC and the physics-based techniques of quantum cryptography, including QRNG and QKD. The old approach of out-of-band key distribution is likewise being revitalised by new technologies. In 2021, quantum computing has already made headlines for its innovations in a variety of applications. More IT businesses are



attempting to utilise quantum technology, from IBM's newest quantum computing chip to China's Zuchongzhi quantum computer, which is a million times more powerful than its nearest competitor. The size of the "Quantum Computing Market" is predicted to expand from 140.3 million USD in 2020 to 1100 million USD triggering 40.1

percent CAGR by year 2026. Quantum computing is becoming more popular in a variety of fields, including medicine, research, finance, Internet, transportation, and manufacturing. In the year 2022, various trade fairs and user centric communities would continue to assist Quantum Computing in expanding their consumer base and considerably contributing to the adoption of Quantum Computing.

Metaverse: The year 2021 witnessed the growth of crypto currencies as block chains gained traction across a variety of use applications. Year 2021 saw more investments in crypto than all previous years combined. The rise of NFT started in 2021 and would continue in 2022. The NFT marketplace, where users may buy, trade, or manufacture non-Fungible tokens, is one expanding area. Non-fungible Tokens are non-transferable digital art, films, photos, or other digital units of data. NFTs, unlike cryptocurrencies, are one-of-a-kind and cannot be exchanged or traded. Metaverse, a digital phenomenon that blends AR, VR, online gaming, NFTs, and blockchain technology to create a digitised replica of the real world. At its core, the metaverse operates similarly to the internet, delivering information and material that we scroll and search for on a daily basis; nevertheless, it has an intriguing feature: users may engage in and travel around this digital area. Virtual concerts and digital payments (NFTs) might simply be described as the beginning of this digital cosmos. With so much at stake, there is a lot of opportunity for investors to profit, especially because NFTs, which are essentially digital tokens, have demonstrated greater than 1000x returns in a couple of weeks!! Recently Facebook Inc. renamed as Meta to emphasise its dedication to bringing the Metaverse into the mainstream. The Metaverse is garnering a lot of attention



from both startups and established businesses. Just as an example, SAND, the Sandbox's native coin, recently reported YTD gains of approximately 14,000 percent. Similarly, Decentraland (MANA), a 3-D virtual reality platform that is part of the Metaverse, has increased almost 4,000 percent year to date. Forward thinking enterprise and thought leadership would start their journey and in house study for their debut in metaverse by 2025.

Other Trends: Other technology keywords would be in highlight in year 2022 are Blockchain, Computer Vision, Space Economy, Advanced AI, IoT, Accelerated ML, RPA, Digital Boardroom, Virtual Reality Conference, VR enabled Analytics, Low Orbit Satellite enabled Internet, Advanced medicinal research, Green Energy, Autonomous Fleet, Advanced Material Research, photonics and electronics etc.

Conclusion:

From being an enabler just a couple of years ago, Technology has taken center stage in every aspect of the business. We live in an era where various professionals are learning new technology i.e., finance professionals are learning coding, doctors are learning coding, marketing professionals are learning digital skills. New knowledge of new Technology has enabled us to deliver new products/services and supported new business models. Overall direction of trends in Technology and Business would enable Indian enterprises to advance, unlock the value of data and exploit benefits of emerging technologies. The year 2022 would be the year of Transformation; be it work, worker or workplace. India's MSME, startups, businesses, and investors have a unique chance to leverage on evolving technology and agile sustainable business trends to become more resilient and successful than ever before. Let us hope that the consequent growth improves the world for people and companies in the year 2022 and beyond.

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Quantum Computing Transforming Aviation, Travel & Logistics

This article is contributed by Mr. Utpal Chakraborty, Chief Digital Officer at Allied Digital Services Ltd. Former Head of Artificial Intelligence at YES BANK.

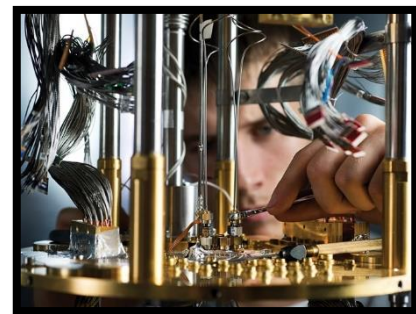
An eminent Data Scientist and AI researcher, quantum scientist, strategist and thought leader having more than two decades of industry experience, including working as a Principal Architect in L&T (Larsen & Toubro) Infotech, IBM, Service Delivery Head at Capgemini and other MNCs in his past assignments. At the moment Heading of Artificial Intelligence at YES BANK. A well-known researcher, speaker, and writer on Artificial Intelligence, IoT, Agile & Lean speaking at conferences around the world. His recent research on machine learning titled "Layered Approximation for Deep Neural Networks" has been appreciated in different premier conferences, institutions, and universities.



Conference Speaking: Addressed 80+ premier conferences on AI, Machine Learning, Analytics and RPA including Scientific conferences across the globe as a Key Note Speaker. Conducted 50+ Workshops and Guest Lectures on Machine Learning, Deep Learning, Analytics, Cyber Security, Agile & Lean in premier Engineering Colleges (IITs), premier Management Colleges (IIMs) and Universities in India and abroad. Published 70+ technical articles on AI, Machine Learning and Agile in many different premier publishing platforms like Indian Express, Times, APAC CIO Outlook, Swiss Cognitive, Elets BFSI, Global CXO etc worldwide. Two book titled "Practical Applications of AI in Banking & Finance" and "Artificial Intelligence and the Fourth Industrial Revolution" is under development from Pan Stanford & Packt Publishers.

Mentoring AI Startups, Premier Tech Colleges, Universities: Mentored more than 10 Tech startups at different stages. Helped and mentored IITs, IIMs and University on their research in Machine Learning, Deep Learning, Computer Vision and cognitive studies. Helped industry analysts on different surveys and played advisory roles in the bodies under the patronage of Govt. <https://www.linkedin.com/in/utpal-chakraborty/>

While the next big computer race is already underway, some of the biggest technology companies, including Google, Microsoft, IBM, and few others are already exploring their quantum computing technology in various avenues. Quantum computers would be used to create a new generation of very powerful, low-cost computing ecosystem that will cater to the demand of parallel computation. In addition to many other

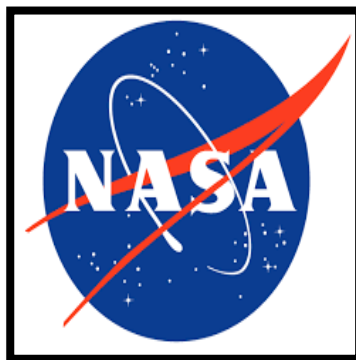


potential benefits, quantum computing technology is going to bring great advancements to the aviation industry. Airlines company like Airbus is exploring this technology that leverage the ability to deliver optimization of route and plans. There are already a few applications of quantum computers in development that can support aircraft on the ground and on the sky.

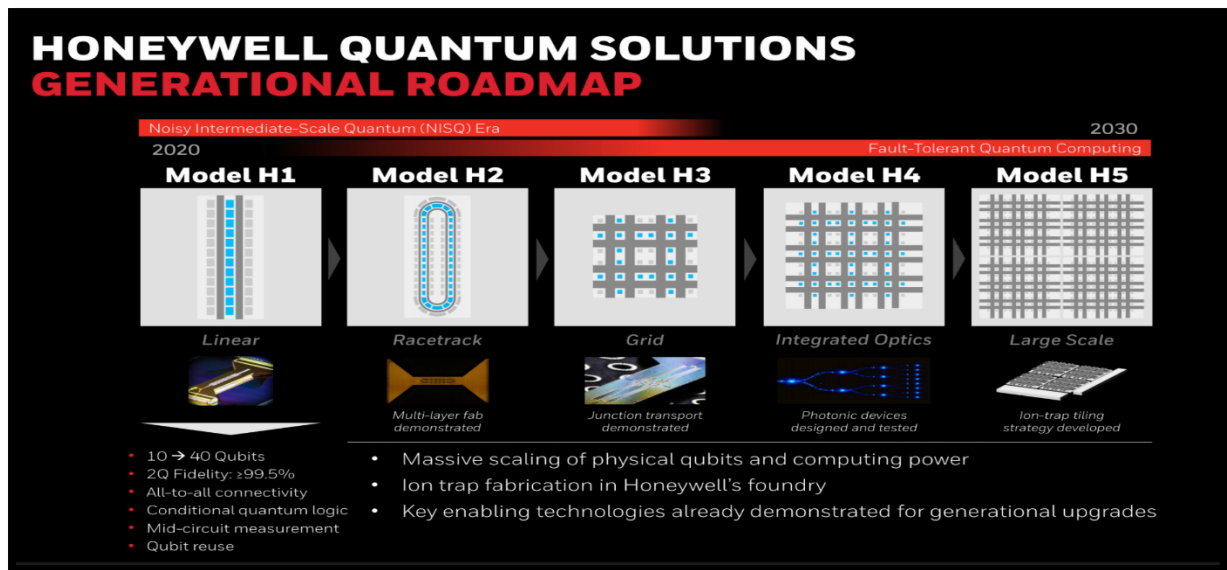
Airbus Ventures invested in quantum computing startup QC-Ware, which built a quantum computing cloud platform. Boeing, the world's largest aerospace company has become one of the most active players in exploring the potential of quantum computers for the design of different critical components of its aircraft.

Quantum computing could also have an impact on reducing emissions in the aviation industry and speed up the process of introducing new aircraft, due to increased fuel efficiency and sustainability. This includes the development of new materials such as ultra-durable materials that help aircraft enter the skies.

The aim is to produce ultra-durable material research using quantum computing, and it involve a variety of fields including materials science, materials engineering, aerospace, computer science and advanced manufacturing. Quantum computers promise to enable such advances by combining the special properties of quantum physics with computer science to achieve computing power and parallelism that is exponentially more powerful than conventional computers.



Airbus Group, NASA and Lockheed Martin have invested heavily to explore the potential applications of quantum computing technology in aviation and space science. In addition to this, researchers are also targeting photonics which will dominate this sector as well as other areas of the aviation industry such as energy storage and data analysis. Quantum computers based on photons will have many advantages over those based on electrons. Photon based quantum computers going to revolutionized not only aviation and travel industry but all other industries.



Honeywell brings its expertise in quantum computing and its application to the aerospace logistics industry as well as in photonics. Honeywell team is working on several quantum projects and rendering those cloud-based quantum computing services. This includes the simulation and execution of programs on quantum-photonic hardware.




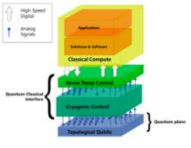
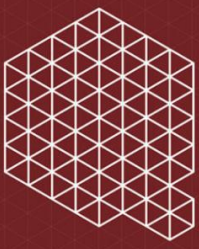


Honeywell Says It Has Built the World's Most Powerful Quantum Computer

Also, Microsoft's quantum network partners include several other quantum-oriented technical institutions, including the University of California, San Francisco, and the US Department of Energy. The Quantum Laboratory for Artificial Intelligence is to pioneer how quantum computing technology could help in the development of artificial intelligence (AI) and artificial neural networks.

Quantum Computing

The Microsoft Quantum team innovates across every layer of the quantum stack, from software and applications to control and devices. This includes the pursuit of fault-tolerant topological qubits that scale towards a general-purpose quantum computer.



Full stack ahead: Pioneering quantum hardware allows for controlling up to thousands of qubits at cryogenic temperatures >

State-of-the-art algorithm accelerates path for quantum computers to address climate change >

Azure Quantum Developer Workshop >

Microsoft Quantum program website >

The state-of-the-art control electronics are being developed for the quantum computer, and the possibility of linking high-level quantum algorithms with physical Qubit implementations is now offered. The potential of quantum computers for simulating quantum mechanics is equally transformative in chemistry. There are several ways it can be used in a variety of industries, including finance, logistics and transport.

D-Wave Systems, a well-known company in the field of Quantum along with Lockheed Martin, known for developing military and commercial aircraft has created the world's first quantum computer unit for the control electronics of its F-35 Joint Strike Fighter (JSF). At the same time, it has also setup a quantum computing unit at its headquarters in Palo Alto, California, to be used in its next-generation fighter jet, the F / A-18E / F Super Hornet.



Quantum computing is already transforming transport, logistics, utilities, and telecommunications. Quantum computing is a revolutionary technology that has a huge potential to transform the transport sector. Volkswagen is one of the first companies to realize its potential. Accelerating the development of quantum computing Volkswagen is supporting the development of a wide range of quantum applications, from transportation and logistics to energy storage and communications.



India also wants to develop its native quantum computing capabilities that will help it advance research in different areas including travel and logistics industry. Tata Institute of

Fundamental Research is a pioneer and working on developing its indigenous quantum processor.

Quantum computers have the potential to explore such problems more efficiently and comprehensively than traditional computers and offer advantages over emerging AI-based approaches. India also plans to hire number of scientists and engineers from different universities and companies abroad who can build quantum computers and then find commercial applications for them in different areas. Few Indian IT companies are also exploring what to do when they see that the more experimental area of the quantum computing system can extract better solutions faster than the classic equivalent.

Quantum computing could have an impact on reducing emissions in the aviation industry, due to increased fuel efficiency and the acceleration of the process of bringing new aircraft into the skies. The aviation industry will be powered by high energy storage with high energy density and will be CO₂-free if flights become emission-free someday.

Although the technology is still a new development, there are already some applications for quantum computer systems that support the flight process. Technologies to help



aircraft enter the skies include the use of high-energy storage and quantum computers, and the development of new technologies such as superconductors that transport aircraft data and many more. There are a number of other

applications of quantum computed auxiliary aircraft on the ground, and some of them include their use in the maintenance and servicing of aircraft on the ground and aircraft in flight.

Emerging HR Technology: 5 Trends to Watch for in 2022

This article is contributed by Ingeno - team that has 10+ years of cloud-native development experience building HR systems.

The HR technology landscape has seen rapid changes in the last five years, but the Coronavirus pandemic has emphasized the importance of technology in enabling resilience and preparedness. In addition, COVID-19 has had an effect on every company function, putting HR teams and departments at the forefront and requiring significant changes in employee leadership and experience.

Emerging HR technology has changed the way businesses recruit, hire, and manage employees. As a result, HR departments now have to navigate the complex and ever-changing HR tech landscape as 2022 and a post-pandemic world approaches. While one-third of HR executives intend to reduce budgets this year, Gartner's data shows that 90% will keep or grow IT investments. So, it's crucial to know about new HR technology such as Talent Optimization Platform. The following is a list of five emerging HR technology trends to watch for in 2022.

1. Remote and Hybrid Workforces

Remote work may have been necessary during the pandemic, but it's likely to remain once it's over. At the very least, most companies will enable workers to be hybrid employees, working both at home and in the office. In fact, remote workers will make up 53% of the US workforce in 2022.

Remote and hybrid workers will be among the most significant changes in the contemporary workplace, and HR professionals must adapt. HR departments will have to adjust to dealing with physically absent employees. Remote screening, interviewing, and onboarding of new workers will add challenges. However, certain onboarding software and tools are likely to be adopted to resolve many of the complications of remote and hybrid hiring practices. HR employees, who may also be working remotely or hybrid, will need to navigate new technologies to manage the department, HR responsibilities, and daily tasks.

2. Artificial Intelligence in Recruitment

Many individuals have left their jobs as a result of the pandemic. Also, the battle for talent has grown more competitive, with millions of people leaving in The Great Resignation due to burnout, not wanting to return to an in-office work environment, and other work-related stressors. Apart from remote recruitment, interviewing, and onboarding, HR departments are expected to use AI to recruit and hire the appropriate individuals to navigate the new and competitive battle for talent. HRIS are increasingly using AI in their everyday duties, and HR departments will follow suit in 2022.

AI is already being used to filter resumes for the most compatible employees. Chatbots may ask applicants standard questions during the first screening phase. As AI technology advances, it will play a more significant role in recruiting and employment. Even though AI can reduce time during the recruiting process, there are still specific problems to be sorted out, particularly with discrimination and equitable hiring practices that happen due to AI bias.

3. Automation in HR Processes

Hyper-automation is the concept of blending AI and RPA to increase efficiency in any situation that automation is applicable. Automation has already been largely adopted in payroll, recruiting, and service management, but HR executives should apply hyper-automation to all HR activities. Hyper-automation will significantly enhance HR efficiency and reliability and reduce mistakes in activities prone to human error.

The administrative chores that have held HR back should be automated, allowing HR to concentrate on people and provide value to the company. According to the McKinsey Global Institute, current technology can automate 56% of all activities performed by human resources departments. With automation in HCM, there will be more opportunities to mentor and educate workers and concentrate on career planning and development, directly influencing engagement and retention. However, technology cannot substitute problem-solving, collaboration, communication, or listening. Human resource specialists provide a unique human perspective and a profound understanding of people that is vital in building relationships and gaining confidence.

4. HR Participating in Cybersecurity Initiatives

With the rise of working from home, there is an increased risk of cybersecurity attacks on businesses. Also, cybercriminals are increasing their efforts to harm businesses, steal personal data, and cause chaos. As a result, HR personnel are now required to participate in cybersecurity initiatives to keep companies safe.

HR departments are required to collect and store personal and sometimes sensitive information about every employee, which is a potential risk in the case of a data breach. It's much more critical when HR workers work remotely, as cybercriminals are likely to target remote companies. HR departments will need to collaborate with IT experts and outside contractors to keep business data safe. Otherwise, the business may face significant repercussions such as lawsuits, lost profits, or a heavily damaged reputation.

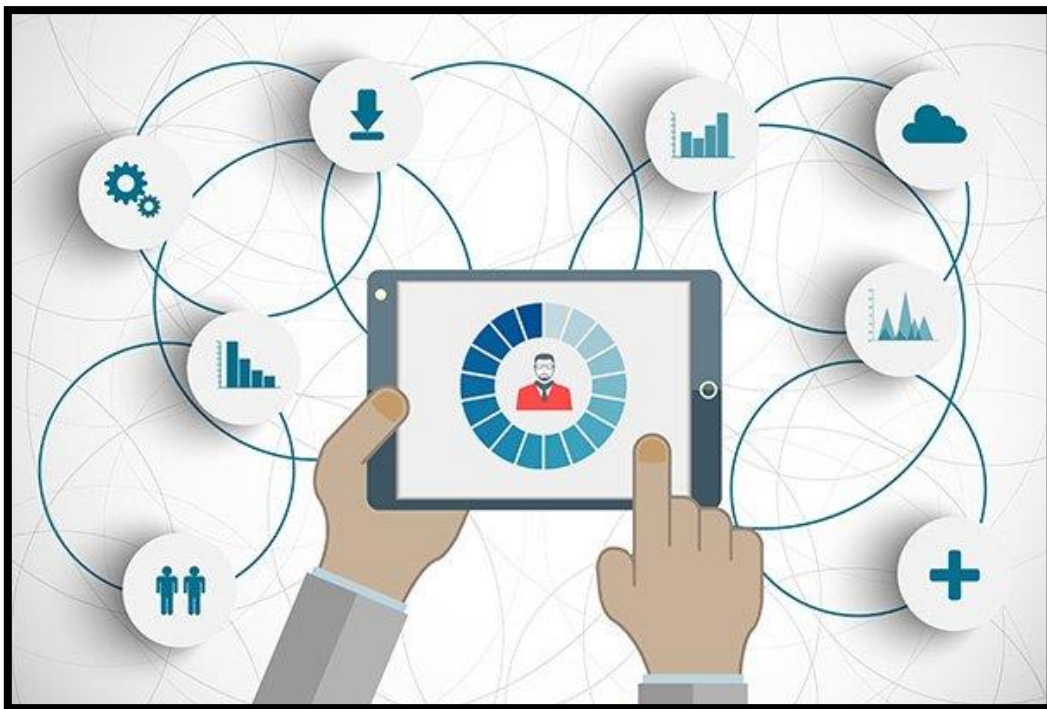
5. All-In-One Employee Management Apps

The benefits of HRMS apps go beyond employee engagement and productivity. From onboarding employees, tracking employee productivity, closing communication gaps, time-tracking, and more, all-in-one management applications will be the most efficient method for HR staff to keep track of remote and hybrid employees.

With all-in-one applications, HR staff will not be required to learn several new software platforms and can instead focus on becoming familiar with one main application for employee management. Regarding productivity tracking, using staff management or monitoring software on all-in-one applications may help improve quality and time management at work. In addition, having one location for employee communication will close communication gaps and reduce lost information. Finally, applications that are compatible with the cloud will keep records of company processes and protect companies from data loss.

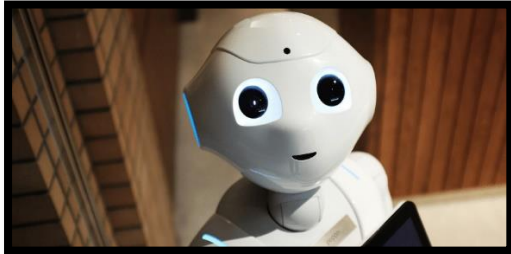
Looking Towards 2022: Planning is Key

HR leadership must adopt new technologies for HR procedures and applications to stay relevant and attract and retain top employees. Even though the top technology trends are emphasized, HR executives must understand their own technical requirements and skills. Choices should be made to decide what will best improve the company and the overall employee experience.



6 New HR Technology Trends Going into 2022

This article is contributed by Carmina, September 15, 2021, an international acclaimed HR columnist on issues and developments in the field of HR globally.



The past couple of years were proven to be intense catalysts of change for individuals, families, and for businesses. And with the widespread adoption of remote work, HR technology is of top importance for today's people teams.

Flexible working options, which were on the rise before the pandemic, have become the norm. The importance of inclusion initiatives has been magnified by enduring inequality. Supporting employee wellness, both physical and mental, feels more urgent than ever before. Going into 2022, we see HR technology trends supporting businesses, offering tech solutions to address both new and persistent problems.

In this post, we'll cover the latest technology trends in HR technology that you should look out for and show you how these difficult times have created essential tools. What is HR Tech?

- Why is HR Tech Important?
- HR Tech Solutions
- HR Technology Focus for the Future
- 6 HR Technology Trends in 2022

What is HR Tech?

If you have wondered, "What is HR technology?" you are not alone. HR tech (or human resources technology) is an umbrella term that includes the tools HR managers use to deliver a better employee experience.

HR software can securely store data, automate daily processes, and provide analytic tools to drive more strategic decision-making. Functions such as pay, benefits, recruitment, onboarding, performance management, and employee communication can all be managed on a digital HR platform. Automating these processes not only saves your business time and money. It also reduces opportunities for human error, limiting liability and preventing costly mistakes from occurring. Cloud-based HR software is accessible from anywhere, making it perfectly suited to the current work-from-home climate. Employees and employers can upload or check data from home or on the go.

In the 21st century, this HR technology is no longer optional; it is essential for an organization's success. Research shows that organizations that use HR software outperform those that do not. HR professionals who don't take advantage of software may

fall behind. What's more, HR technology in 2020 has developed at warp speed over the last year, in order to meet the changing needs of businesses. HR technology is more integral and better integrated than ever before.

Why Is HR Tech Important?

Thanks to digitalization and the technological revolution, the world in which we live is now very different from the one we lived in ten years ago. The world around us is changing and technology is disrupting our lives. If the past few years and the COVID-19 pandemic have shown us anything, it is that we are increasingly reliant on the tech that surrounds us. It has kept us connected with our loved ones, and it has helped many of us to continue to work remotely. We value it because it makes our lives easier.

The same applies to HR tech. A report on HR technology by PWC last year found that **companies are placing increasing importance on human resources technology**. The report explored the effectiveness of technology investments from the views of 600 HR and HR information technology (IT) leaders around the world. According to their results, increasing numbers of organizations are using **HR tech as a tool for success** in the future of work.

HR Tech Solutions Will Bring About Change

Technology is revolutionizing daily HR processes. Here are some of the ways that HR tech solutions benefit your business.

Boost Efficiency

HR teams have a lot of responsibilities and there's no room for mistakes. HR technology helps to streamline and simplify organizational tasks. It also provides one central platform for all HR functions, reducing confusion and limiting mistakes. This saves time not only for HR professionals but for employees who want to submit requests, adjust information, or review their data.

Attract Talent

Millennials, the first generation of digital natives, are currently the largest cohort in the workforce. They expect employers to provide the most up-to-date technologies, which include HR software for managing their time or records. To appeal to skilled workers, businesses must offer tools that empower employees to work where and how they want to.

Make Informed Decisions

Your business is producing data every day. The question is, are you taking advantage of it? Proactive organizations are putting their records to use with data analytics which provides valuable insights into daily affairs. They also run custom HR reports about

employee absences, productivity, and pay in order to get a sense of what's really going on.

Focus on the Important Things

Freeing up HR professionals from tedious tasks means they have more time to focus on strategic decision-making. HR is a powerhouse of information. Given the tools to process data and apply their discoveries, they can do wonders for company culture.

HR Technology Focus for the Future

As we continue to push forward into the future of work, there are a number of areas that we, as HR professionals, should be focusing on. What tactics will you use to attract the best talent? What **employment model** will your organization use in the future? Is **performance management** a priority for you? How do you expect your **workforce to evolve**? Are you anticipating growth? A shift in demographics? It's important to consider all these factors before you selected the right integrated software solution for your organization.

You also need to think about **attracting and retaining talent, employee development,** and improving the **employee work experience**. Make sure you prioritize these issues when you develop your business strategies for the future.

6 HR Technology Trends Going into 2022

Looking toward the HR technology trends on the horizon for 2022, we see a strong influence of the past year and an ongoing movement toward digital transformation. Here are the technology trends coming to you.

1. Artificial Intelligence in Recruiting

Artificial intelligence is revolutionizing HR, and nowhere more than in recruitment. AI-based algorithms are changing the way employers find talent by offering a unique insight into applicants from a variety of sources, including their social media activity. IBM, for example, uses AI to analyze the social media shares of a potential hire. It also analyzes the sentences and facial expressions of the applicant to see if they'll be a good fit. While this may seem a little scary (hello Minority Report), this power can be used to reduce hiring discrimination and create a diverse workforce.

2. HR Digital Transformation

While many companies have already begun their HR digital transformation journey, 2022 will see increased adoption. That is to say that technology will be integrated into every facet of HR. According to Forbes, Millennials are once again driving this trend, as they rely on automated tools for accounting, communication, and management. Digital transformation means a rise in self-service tools like automated onboarding and

workflows. It also means that HR departments will leverage data to improve company culture and policy.

3. HR Technology to Remote Work Upgrades

After the pandemic, we moved out of our offices and onto our couches as work-from-home culture exploded. Signs indicate that the remote work trend will continue even if the pandemic wraps up. In addition to the wide range of tools already available for remote work, 2022 should see further upgrades. This means HR technology that employees and employers can access from anywhere. Not to mention, the total digitalization of processing, scheduling, and requests.

4. Performance and Wellness Management with HR Tech

In 2022, performance management will be a real-time, continuous, and integrated process. Annual Performance Reviews are quickly falling out of style as organizations move toward a system of frequent reviews (quarterly/monthly) with the ability to have even more granular weekly check-ins. HR Technology enables supervisors and employees to check in regularly, creating a cycle of expectation-setting and feedback. Employees will be more aware of their performance and supervisors will be able to be more specific in their expectations.

5. HR Technology to Ensure Data Protection

With data privacy laws passing around the world, businesses must start taking data security seriously. According to the California Consumer Privacy Act and New York's Stop Hacks and Improve Electronic Security Act, employee data needs to be kept safe and secure. That means HR tools need to get up to speed when it comes to protecting sensitive identifying information. HR Technology should keep documents centralized and organized. Meanwhile, functions such as digital signature can keep contracts and payslips secure.

6. Digital Learning, Training, & Development

Surprisingly, the pandemic has created unprecedented opportunities for retraining and upskilling workers. Organizations started offering training modules to help employees to adjust to online-only work culture. But soon, they realized that this system could work well for more traditional training opportunities. Employee learning and development will be a key facet of HR technology moving forward. In short, businesses want platforms where they can share files and resources, automate workflows, and support employees pursuing professional development.

Half the battle of implementing HR technology will be in preparing your workforce to upgrade its tired old processes. Start soon so that your business can get up to speed in 2022.

Grow Your Business by Investing in Your Employees - Advice from HR Leaders



This article is contributed by Carmina, May 11 2021, an internationally acclaimed HR columnist on issues and developments in the field of HR globally.

Traditional wisdom says that the customer is always right. But Executive Richard Branson famously said, "Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients." **What if the best**

way to grow your business is investing in your employees?

After all, happier employees make for happier clients. In "State of American Workplace," Gallup reports that employees who are engaged are more likely to improve customer service, resulting in a 20 percent increase in sales.

In this post, we'll cover how you can invest in your employees to up employee engagement, improve retention, and attract top talent.

- Invest in Your Employees
- How to Invest in Your Employees
- Companies Investing in Their Employees
- Benefits of Investing in Employees
- Grow Your Business

Invest in Your Employees

When you invest in your employees, you invest in the future of your business. This will look different for each organization, but the important part is making sure that employee needs are being met. For example, improving communication, reducing micromanagement, and offering training and career opportunities are all investments that employees could benefit from.

Be sure to consider short-term investments by appreciating employee's hard work on a regular basis. And don't forget long-term investments, like giving employees time to explore passion projects and innovative ideas.

How will this help to grow your business? Investing in employees increases employee satisfaction, productivity, & retention.

Remember, the true cost of replacing employees can be twice their base salaries depending on their wage, role, and experience. By encouraging

employees to stick around, you're saving money in recruitment and training, not to mention benefiting from your employee's accumulated experience.



When it does become time to hire someone new, your organization's sky-high employee engagement will attract top talent.

Examples of Ways to Invest in Your Employees

What is the best way to invest in your employees? Here are three techniques that will grow your business.

Create Training Opportunities

Employees want to work for a business that values their work and prioritizes their growth. In fact, 89 percent of Millennials say that learning and growth opportunities are extremely important to them. Further, an IBM study showed that employees who feel they are not developing in a company are 12 times more likely to leave it. **If you want to attract and retain the largest cohort currently in the workforce, your business needs to offer training and upskilling.** Offering employees with personal development plans can also show them that their progress is important to management.

Open Communication

Put your money where your mouth is! One survey of 400 companies showed that poor communication can cost companies tens of millions of dollars. Investing in employees for many companies may simply mean giving employees the tools to communicate. **That entails developing workflows for efficiently managing time-off requests, payroll questions, and expense reports.** It should also include developing a culture of regular feedback and check-ins. The easier it is for employees to communicate their needs, the easier it will be for management to meet them.

Offer Perks and Benefits that Matter

Compensation doesn't just come down to hourly pay. Your organization shows employees they matter in a variety of ways. Consider offering benefits and perks like great healthcare, flexible hours, childcare, or office snacks. The best way to make sure that employees have access to the resources they need is to ask them.

Companies Who Invest in Their Employees

You don't have to reinvent the wheel to grow your business. There are companies that have been successfully investing in their employees for a long time. Here's how some of the best businesses are prioritizing employee satisfaction.

Virgin: Listen to Your Employees

You remember Richard Branson, founder of the Virgin Group which today controls more than 400 companies in various fields? His secret to success is listening to employees. Virgin regularly seeks feedback from workers and implements their ideas wherever possible. This has led to improvements in office organization, customer promotions, and technical innovation across Virgin. Businesses need input from workers on the frontlines. It's vital to invest in communication systems in order to open up dialogue.

TargetProcess: Give Employees Time to Think Outside the Box

In 2013, TargetProcess, a project management software company in New York, decided to implement Google's infamous 20 percent time rule. According to this unique policy, Googlers (and now, TargetProcessors) can use 20 percent of their time working on projects outside of their usual scope that will benefit the company. Allegedly, this policy is responsible for projects such as Gmail and Google Maps. Once they implemented a similar program, **Target Process saw great results and a flourishing culture of innovation.**

Adobe: Challenge Employees

Adobe is well-known for offering employees generous perks, holiday pay, medical insurance, retirement plans, and education reimbursements. But did you know they also invest in employee potential through their Kickbox program? Adobe gives any employee that requests it a box of stationary, snacks, and \$1,000 per-paid credit card to explore a new idea, no questions asked. Of the 1,000 employees who have taken the challenge, 23 are pursuing further development with their ideas. While not every business has the resources to spend like this, all businesses can implement the spirit: supporting employees, however possible, and their ideas.

Benefits of Investing in Your Employees

It is well known among HR professionals that investing in your employees will grow your business in many different ways. Here are some of the key areas where you can expect to benefit from giving your employees a boost.

Attract and Retain Great Employees

Having a positive culture that prioritizes employee development and innovation is sure to win your brand a great reputation. Take this reputation to the bank when your happy employees are more productive than ever. **Further, a great brand reputation is sure to attract top talent when it's time to hire.**

Increases Innovation and Performance

Offering employees training and upskilling opportunities increase employee satisfaction because they feel valued. But a well-trained workforce won't just be happier! **They'll be more skilled and therefore more able to complete their tasks efficiently and effectively.** Talk about a win-win!

Encourages Looking Forward

You want employees that are invested in the future of your business. Investing in your employees lets them know that they are an integral part of it— and they'll be eager to help grow your business.

It's Time to Grow Your Business

In short, investing in employees means giving them the tools they need to do their jobs well. Software like Factorial streamlines HR processes so that your HR department (and your employees) can spend more time focusing on work that really matters.

Rather than back-and-forth emails negotiating days off, shift changes, or expense reports, employees can make requests directly through the platform. Managers and HR can accept or deny these requests on their own time. In this scenario, everyone saves time, energy, and effort.

Managers can also use Factorial's performance management software to check-in with employees and offer opportunities for feedback or reflection. Opening up dialogue makes it easier to touch base with employees and see that they have the tools they need to succeed.



Growth Mindset Meaning & How to Promote This Among Your Employees

This article is contributed by Carmina September 15, 2021, an internationally acclaimed HR columnist on issues and developments in the field of HR globally.

"For some people, failure is the end of the world," writes Stanford psychology professor Carol Dweck, "but for others, it's this exciting new opportunity." In her 2018 book, *Mindset: The New Psychology of Success*, Dweck argues that there are two attitudes toward failure which ultimately predict your success. Those with a **fixed mindset** view talent and capability as limited; when they perceive failure, they feel defeated. Meanwhile, those with a **growth mindset** meaning they **believe success is determined by time and effort**, feel invigorated and eager to tackle new challenges.

Adopting a growth mindset isn't only important at an individual level. It is also vital for businesses at an organizational level. Studies show that when management promotes a growth mindset among team members, they encourage learning, development, and new ideas. When Dweck's book came out, it made big waves in the business world, ultimately leading to Microsoft completely overhauling its business model.

In this post, we'll help you to implement a growth mindset within your employees, so to help your business flourish.

- What is the Growth Mindset Meaning?
- Growth Mindset vs. Fixed Mindset
- The Importance of Employees Adopting Growth Mindsets
- Growth Mindset Examples
- Psychology of Success
- Growth Mindset Assessment

Growth Mindset Definition

The growth mindset meaning is the belief that skills and intelligence can be improved with effort and deliberate practice. People with a growth mindset **embrace challenges, overcome obstacles, learn from criticism, and seek out inspiration in others' success**. Dweck 2015 writes of the growth mindset definition:

"In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment."

People with this mindset are not discouraged by failure, and moreover don't actually see themselves as failing even when things go south. Instead, they see themselves as learning. Workplaces that cultivate a growth mindset at an organizational level are more innovative, inspired, and efficient. They don't stick to the same-old just to preserve their

fragile ego! Instead, **they take on challenges and valiantly face risks**, helping the business to grow.

Growth Mindset vs Fixed Mindset

Those with a growth mindset constantly look toward new peaks to climb. Meanwhile, those with a fixed mindset are doomed to stagnate as they try to avoid failure at any cost. If they never try, they can never fail, and if they never fail, they can preserve their sense of being innately successful. On an organizational level, **a fixed mindset can spell disaster**.

While leaders with a growth mindset usually surround themselves with great teams they nurture and support, a leader with a fixed mindset prefers to be a big fish in a small pond. Further, these managers can be brutal. Their desire to avoid failure at all costs means they ignore the needs, feelings, and contributions of others.

They don't want to hear outside perspectives or constructive criticism that might indicate that they are doing anything less than a perfect job. Closed off from growth or change, they punish or oust anyone who wants to shake up the status quo. **How can any positive change come about in such an environment?** In short: it can't.

The fixed mindset takes a huge toll on an organization's ability to grow and adjust. But, as Dweck writes, "Why waste time proving over and over how great you are when you could be getting better? Why hide deficiencies instead of overcoming them?" The difference between growth mindset vs fixed mindset? Growth-oriented leaders create an environment conducive to learning and growth. They know that skills can be learned and challenges overcome as long as they look the problems square in the face.

The Importance of Employees Adopting Growth Mindsets

HR leaders and managers should encourage the adoption of a growth mindset among their employees as it brings with it many benefits. Employees that adopt a growth mindset are more committed to their work because with a growth mindset, comes the desire to learn, grow and flourish. They will also feel more motivated to do their best work, as they know that from that comes progress. However, at the same time, they will understand that making a mistake does not mean failure, but an opportunity to learn from that mistake and improve. Therefore, meaning they will arise from the setback more determined and motivated than ever.

Research has demonstrated that employees that adopt growth mindsets go after more innovative challenging projects, as well as working more collaboratively and behaving more transparently. And these are the employees that will reach their goals and business objectives. For businesses to advance and continuously move forward, they need employees with a growth mindset working for them.

A Growth Mindset Example: Microsoft

When Satya Nadella became CEO of Microsoft workplace in 2014, he credited Dweck's ideas as the inspiration for Microsoft's culture change. "You need new ideas and you need new capabilities, but **the only way you're going to get those new ideas and new capabilities is if you have a culture that allows you to grow those,**" Nadella told Caixin Media.

Nadella helped to implement a top-down growth mindset orientation, not only by rolling out new coaching and mentoring expectations for managers but also by practicing what he preached when Microsoft made a big boo-boo.

In 2016, Microsoft unveiled Tay, a Twitter bot with "conversational understanding." It was a cool idea: Tay would learn to converse through conversing. However, when people on Twitter began tweeting the bot with misogynistic and racist remarks, the bot began repeating this and posting its own hateful tweets. Microsoft was then forced to shut the project down after just 16 hours and issue a big apology. In a profile with USA Today, Nadella shared part of the email he sent out to staff after the debacle.

"Keep pushing, and know that I am with you," he wrote. While he asked employees to keep in mind "deep empathy for anyone hurt by Tay," he reminded them that the **"key is to keep learning and improving."** Rather than dwell on past mistakes, the team would use them as a learning opportunity. With Nadella's support and a growth mindset, Microsoft developed Zo, a chatbot with nicer things to say.

Applying the Psychology of Success: How to Adopt a Growth Mindset

Professionals who adopt the growth mindset put in the time and effort to understand why they failed. That allows them to rebound quickly from setbacks and avoid repeating similar mistakes in the future. Meanwhile, those with fixed mindsets believe their successes and failures are tied to their self-worth. They had a hard time recovering when things go awry. Further, they tend to see themselves as victims rather than agents of their own fate.

Author Maya Angelou said: **"Success is liking yourself, liking what you do, and liking how you do it."** Our personal "psychology of success," determines how we behave in order to achieve success. Adopting a psychology of success in the workplace means taking action to cultivate a growth mindset.

- **Be more than a mission statement.** Mission statements are good and well. But if you want to cultivate a psychology of success in your business, you need to do more than talk the talk. Offer managers and employees training in the growth mindset in order to create a business agile enough for any challenge.
- **Never stop learning.** No one enjoys failure, but if you're not failing sometimes, you probably aren't challenging yourself enough. Rather than avoid failure, view it as an

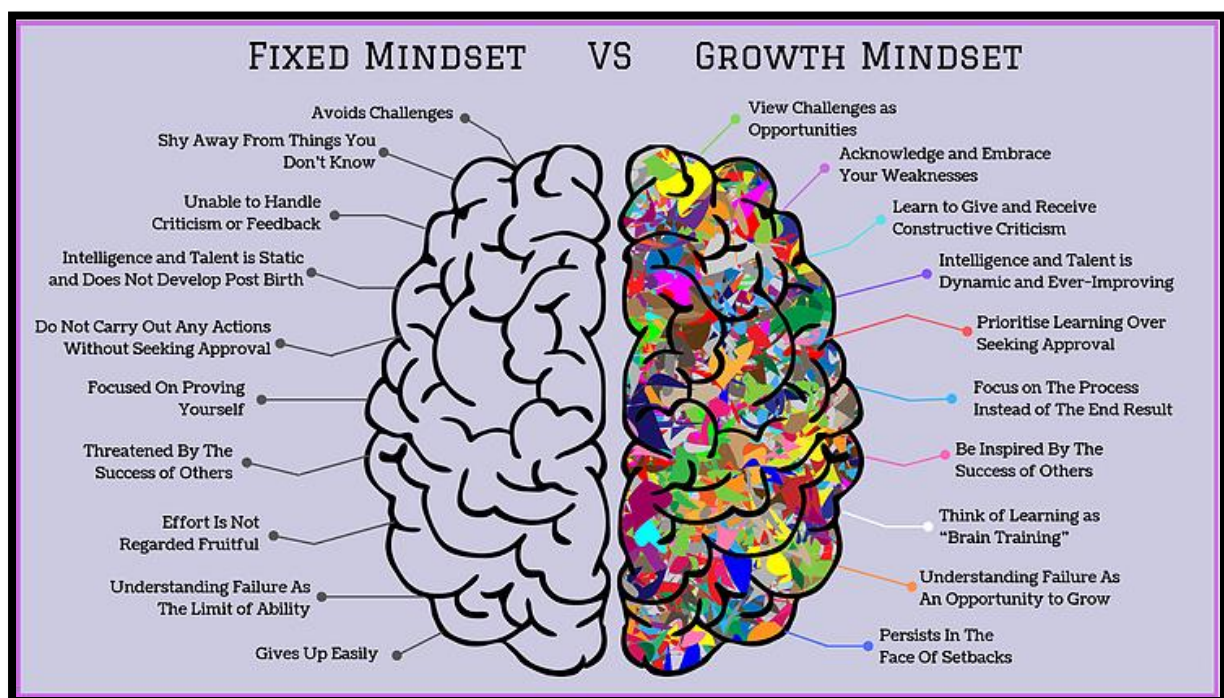
opportunity for learning and growth. When things go wrong, meet with the team to make sure everyone knows what happened. Avoid placing blame! The point is not to dwell on the past, but rather to create a better future.

- **Don't be afraid to try new things.** Experiment! In order to find out what works, we often need to find out what doesn't. When implementing big changes, use change management strategies to make sure the shift stays smooth.

Growth Mindset Assessment

The first step of cultivating a growth mindset is to find out where your team members are at. That way, you'll be able to see where you can offer training or support and how to best make the growth mindset meaning clear. Here, we've created a growth mindset assessment to measure the growth mindset of you and your colleagues.

Remember, adopting the growth mindset means **thinking critically about your ability to learn and grow**. Let go of the idea of perfection in favor of an attitude that embraces lifelong learning.



How to Motivate Yourself: 13 Simple Ways to Try Now

This article is contributed by Scott H Young, he is obsessed with personal development. For the last ten years, he's been experimenting to find out how to learn and think better.



Who needs Tony Robbins when you can motivate yourself? Overcoming the emotional hurdle to get stuff done when you'd rather sit on the couch isn't always easy. But unless calling in sick and waking up at noon have no consequences for you, it's often a must.

For those of you who never procrastinate, distract yourself or drag your feet when you should be doing something important, well done so far! But for the rest of you, it's good to have a library of motivational boosters to move along.

Despite your best efforts, passion, habits and a flow-producing environment can fail. In that case, it's time to find whatever emotional pump-up you can use to get started.

Whether you're starting a business, trying to lose weight or breaking a bad habit, you'll learn how to motivate yourself with different techniques here:

1. Go Back to "Why"

Focusing on a dull task doesn't make it any more attractive. Zooming out and asking yourself why you are bothering in the first place will make it more appealing.

If you can't figure out why, then there's a good chance you shouldn't bother with it in the first place.

2. Go for Five

Start working for five minutes. Often that little push will be enough to get you going.

3. Move Around

Get your body moving as you would if you were extremely motivated to do something. This 'faking it' approach to motivation may seem silly or crude but it works.

4. Find the Next Step

If it seems impossible to work on a project for you, you can try to focus on the next immediate step.

Fighting an amorphous blob of work will only cause procrastination. Chunk it up so that it becomes manageable. Learn how to stop procrastinating in this guide.

5. Find Your Itch

What is keeping you from working? Don't let the itch continue without isolating it and removing the problem.

Are you unmotivated because you feel overwhelmed, tired, afraid, bored, restless or angry? Maybe it is because you aren't sure you have time or delegated tasks haven't been finished yet?

6. Deconstruct Your Fears

I'm sure you don't have a phobia about getting stuff done. But at the same time, hidden fears or anxieties can keep you from getting real work completed.

Isolate the unknowns and make yourself confident, you can handle the worst case scenario.

7. Get a Partner

Find someone who will motivate you when you're feeling lazy. I have a friend I go to the gym with. Besides spotting weight, having a friend can help motivate you to work hard when you'd normally quit.

8. Kickstart Your Day

Plan out tomorrow. Get up early and place all the important things early in the morning. Building momentum early in the day can usually carry you forward far later.

Having a morning routine is a good idea for you to stay motivated!

9. Read Books

Read not just self-help or motivational books but any book that has new ideas. New ideas get your mental gears turning and can build motivation. Here're more reasons to read every day.

Learning new ideas puts your brain in motion so it requires less time to speed up to your tasks.

10. Get the Right Tools

Your environment can have a profound effect on your enthusiasm. Computers that are too slow, inefficient applications or a vehicle that breaks down constantly can kill your motivation.

Building motivation is almost as important as avoiding the traps that can stop it. The free **Worksheet For Instant Motivation Boost** is a useful tool to help you clear your mind and regain motivation.

11. Be Careful with the Small Problems

The worst killer of motivation is facing a seemingly small problem that creates endless frustration.

Reframe little problems that must be fixed as bigger ones or they will kill any drive you have.

12. Develop a Mantra

Find a few statements that focus your mind and motivate you. It doesn't matter whether they are pulled from a tacky motivational poster or just a few words to tell you what to do.

If you aren't sure where to start, a good personal mantra is "Do it now!" You can find more here too: [7 Empowering Affirmations That Will Help You Be Mentally Strong](#)

13. Build on Success

Success creates success. When you've just won, it is easy to feel motivated about almost anything. Emotions tend not to be situation specific, so a small win, whether it is a compliment from a colleague or finishing two thirds of your tasks before noon can turn you into a juggernaut.

There are many ways you can place small successes earlier on to spur motivation later. Structuring your to-do lists, placing straightforward tasks such as exercising early in the day or giving yourself an affirmation can do the trick.

Bonus: Staying Motivated Forever

The best way to motivate yourself is to organize your life so you don't have to. If work is a constant battle for you, perhaps it is time to start thinking about a new job. The idea is that explicit motivational techniques should be a backup, not your regular routine.

Here are some other things to consider making work flow more naturally:

Passion

Do things you have a passion for. We all have to do things we don't want to. But if life has become a chronic source of dull chores, you've got a big problem that needs fixing.

Not sure what your passion is to get you motivated? This will help you: [How to Get Motivated and Be Happy Every Day When You Wake Up](#)

Habits

You can't put everything on autopilot. I've found putting a few core habits in place creates a structure for the day.

Waking up at the same time, working at the same times and having a similar productive routine makes it easier to do the next day.

This guide will be useful for you if you're looking to build good habits: [Understand Your Habits to Control Them 100%](#)

Flow

Flow is the state where your mind is completely focused on the task at hand. While there are many factors that go into producing this state, having the right challenge level is a big part.

Find ways to tweak your tasks so they hover in that sweet spot between boredom and maddening frustration.



What Is Mental Health Awareness, and Why Does It Matter?

This article is contributed by Port St. Lucise Hospital, the brand contributing its efforts and share to mental health globally and known for its excellence in this field.



Being aware of your overall health is important so that you can detect any symptoms and seek professional help when necessary. While everyone is familiar with the symptoms and treatment options for common illnesses that affect their loved ones, like the flu, migraines, or and (most recently) COVID-19, many people are unsure how to look after their mental health.

Raising mental health awareness can help you to understand your symptoms, find professional treatment, and, perhaps most importantly, break the mental health stigma that leaves so many people suffering in secret.

Which Conditions Need Mental Health Awareness?



Mental health awareness is something that can help the millions of people who are impacted by mental health issues throughout the United States. According to the National Alliance on Mental Illness (NAMI), one in five adults have had or currently have symptoms of a mental illness. These statistics show just how prevalent living

with a mental illness actually is.

This is also why NAMI recognizes Mental Health Awareness Month in May. The goal with a whole month of mental health awareness is to help people with mental illnesses understand that they are not alone in their struggles—and that getting treatment can make all the difference. If we applied this approach to mental health every day of the year, more and more people could benefit from knowing about these common illnesses.

Some common disorders that need more awareness include:

- Generalized anxiety disorder
- Substance use disorders
- Depression
- Bipolar disorder
- Post-traumatic stress disorder
- Schizophrenia
- Suicidal ideation

Though all of these mental health conditions have different symptoms, they can impact every aspect of your life. In truth, your mental health influences the way that you think, feel, and behave. This means that your social, professional, and personal life can be greatly impaired.

Many people who have mental health conditions aren't sure how to cope with their symptoms and resort to unhealthy coping mechanisms to push away their emotional discomfort. As a result, you might also have an addiction to drugs or alcohol. Additionally, if you have one mental illness that goes untreated, you actually are at a greater risk for developing co-occurring disorders and you will need dual diagnosis treatment to fully heal.

Mental health awareness makes all of this information available to you so that you can assess your own risks and find help for any conditions you might have.

How Can Mental Health Awareness Help?

Mental health awareness doesn't just help you. Knowing more about mental health disorders can also help your family members, friends, and co-workers. Three of the main reasons why mental health awareness is so important are outlined below:

1. Understand Your Symptoms

A lot of people who have mental health symptoms don't actually realize that their struggles are a result of untreated disorders. Therefore, mental health awareness is helpful in getting you to understand your symptoms.

While all mental health conditions have different symptoms, some signs to look out for include:

- Changes in sleeping patterns
- Loss of appetite
- Impulsive decision making
- Turning to drugs or alcohol in moments of distress
- Suicidal thoughts

If you haven't been feeling like yourself lately, you might have a mental health issue that requires immediate treatment. After all, the symptoms of mental health disorders can be incredibly dangerous for both your emotional and physical health.

2. More Behavioural Health Resources

Another significant benefit to mental health awareness is that the more people know about the need for mental health treatment, the more mental health resources will become available. Without mental health resources, people would not be able to recover.

The most important mental health resources are:

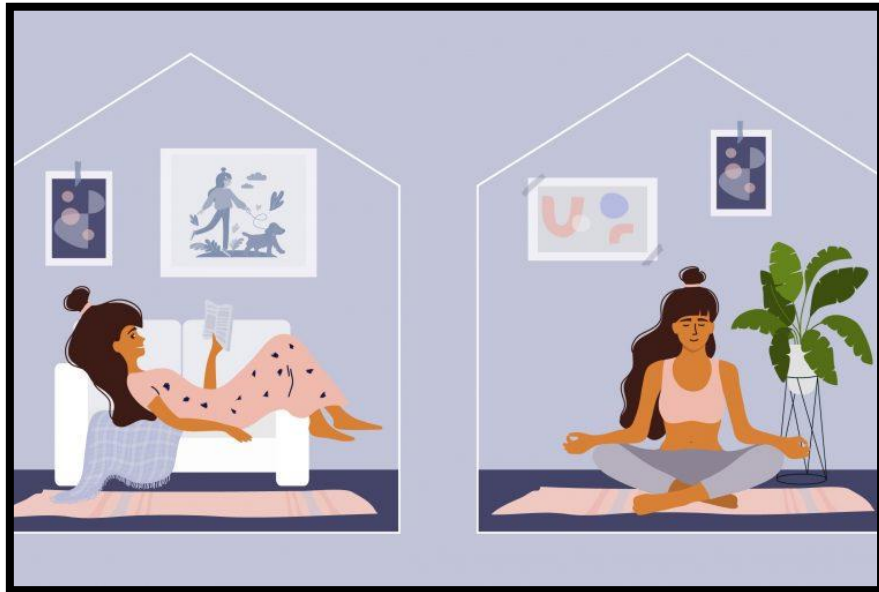
- Mental health hospitals
- Behavioral health programs
- 12-step programs
- Medical detox from drugs and alcohol
- Inpatient mental health treatment.

In mental health hospitals you will have all of the resources you need to recover from mental health conditions, heal from co-occurring disorders, and learn strategies to maintain your health after your time in treatment. And mental health resources like crisis service care can keep you safe so that you have the ability to go through treatment.

3. Break the Mental Health Stigma

Most importantly, mental health awareness can break the stigma of needing mental health care. Having mental health disorders doesn't mean that you are "crazy." In actuality, mental health impacts millions of people across the country. With more awareness and the right mental health care, you will realize that you are not alone. Having mental health support gets you one step closer to mental health recovery.

Unable To Hold Yoga Poses? These 4 Positions Will Help You Fix Your Stance



This article is contributed by Nikita Bhardwaj expert in Nutrition, Mental Health, Skin & Hair, Gynaecology, Fitness, Internal Medicine.



If holding a yoga pose for long is a problem, turn to these four yoga poses that have a solution. Read, perform, and get back in shape.

Hold on to that yoga pose missy!

Hold it! Holdddd it! 10 more seconds! Few more! Crap!

Does it ring a bell? Isn't this you every morning trying to hold that yoga pose for a little longer? Wouldn't it be great if you could push yourself a little longer, as those last few seconds make a whole lot of difference? And when it comes to yoga, holding a pose is what matters the most. The longer you hold, the more toned your body gets.

Well, we know that this is what you want! That's why we have an expert to help you hold that yoga pose for a little longer.

Well, there can be many reasons that hold you back to attempt those weight loss yoga poses. That's why, we first want you to understand what all it takes to hold on.



Ladies, you need to hold that pose for at least a minute!

Holding a yoga posture requires a few elements like strength, flexibility, balance, a strong core and the ability to breathe through the long duration of a hold. A good posture is integral, since it helps to keep your weight balanced and evenly distributed. This allows all

your body parts to remain in their correct positions with minimal stress.

Another thing that can help you hold on to a yoga pose is having a strong core. This is something that you can develop over a period of time. In fact, doing yoga regularly can help you achieve that.

According to yoga expert, Grand Master Akshar, the exercise works on the whole body, improving alignment, and increasing balance along with strength and flexibility. If you find yourself falling out of poses, and unable to hold them for a long time, here are a few asanas you can try.

The following yoga poses are foundation-level and will help you to open up the body and add flexibility. Include them every morning and you'll start to notice the changes in your practice. With time, you will also be able to enjoy better posture and a healthier life.

Why can't you hold a yoga pose for long?

Here are four yoga poses that can help you in improving your hold time

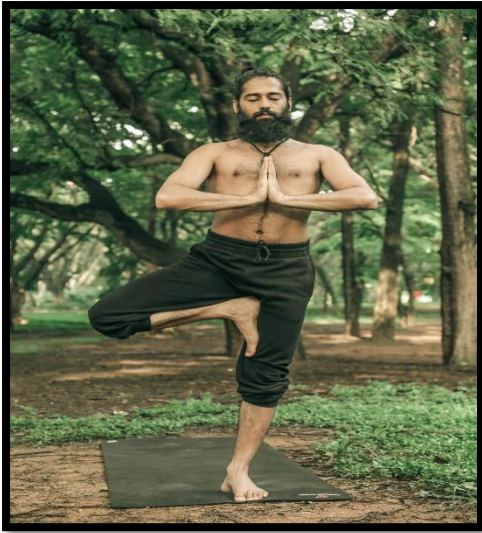
1. Samasthithi/Tadasana



- Stand tall with your big toes and heels touching together.
- Draw in your abdominals, and relax your shoulders down and back.
- Take 5-8 breaths while actively engaging your leg muscles.
- It's a great pose for seniors to keep their postures tall and strong.

Word of advice: Try to balance your body weight equally on both feet.

2. Vrikshasana



- Begin by standing in samasthiti. Lift your right leg off the floor and balance your body weight on your left leg.
- Place your right foot on your inner thigh.
- Place it as close to your groin as possible.
- You may support your foot with your palms to bring it in place.
- After you find your balance, join your palms in pranam mudra at your heart chakra.
- Raise your pranam towards the sky.

- Straighten your elbows and ensure that your head is between your arms.
- Repeat the same with the alternate leg.

3. Ekapadasana

- Begin in samasthiti.
- Keep your back straight, as you stretch your arms up and join your palms in pranam.
- Exhale and bend your upper body forward until it is parallel to the floor.
- Keep your arms beside your ears.
- Slowly lift your right leg upwards behind you, keeping it straight.
- Your right leg, pelvis, upper body and arms should form a straight line.
- Focus your gaze at a point for balance.



4. Samakonasana



- Begin by standing in samasthiti.
- Extend your arms straight up.
- Join your palms and point your fingers up.
- Slowly tilt your upper body forward at your pelvis.
- Lower your upper body until it is parallel to the ground.
- Try to keep your legs straight with a very slight bend at the knees.

- Ensure that your back is not hunched and your spine is straight.
- Focus your gaze forward.

Remain in this posture for 30 seconds.

"Ideally, start your mornings with pranayama and asana practice for an energizing day. Yoga brings awareness, and this can help you to hold yoga poses for longer without unnecessary injuries such as backaches and other problems. With just a few minutes of practice, you can experience a dramatic improvement," suggests Grand Master Akshar.



5 Small Dietary Changes That Can Give You Big Payoffs at All Times

This article is contributed by Nikita Bhardwaj expert in Nutrition, Mental Health, Skin & Hair, Gynaecology, Fitness, Internal Medicine.



Your diet regulates not just your weight, but everything about your health. And adjusting it a tad bit, especially in winter, can offer you some amazing health benefits.

Keep making healthy swaps to your diet to max out benefits.

You must have heard from many that your diet is the key

to a healthier body. But sticking to one particular diet might deprive you of some major nutrients. That's why top nutritionists always recommend you to keep swapping your diet according to the season or some special requirement if you may have one.

With the harsh winter season already here, many people are struggling with a cough, cold, and sniffles. That's not all, this season is not too great for your joints and bones. Plus, you are mostly low on energy.

At this point, not changing your diet can cost you your immunity. Plus, amid Omicron and Delmicron lurking around, you really can't afford to take that risk. That's why making small changes in your diet can take you miles ahead.

Another reason why a diet change is needed during the winter season is that many people suffer from weight gain issues, thanks to noshing on gajar halwas and paranthas.

According to celebrity nutritionist Manisha Chopra, lack of vitamin D, reduced body temperature, or many other factors can be responsible for gaining those extra kilos during winters.



Winter is the season to enjoy.

But you can deal with everything we have talked about by just making small changes to your diet. How should you go about it? Well, we are spelling it out.

Here are 5 key diet changes you should make in winters

1. Include nuts and seeds in your daily routine

Nuts and seeds tend to increase our body temperature and so, they help in keeping us warm during the chilly winter season. Nuts like almonds, walnuts, cashews, pistachios, and peanuts are beneficial in winters. You should include at least a handful of nuts and seeds twice in your daily diet.



2. Dairy and meat products are a must in winter



Dairy and meat products like milk, curd, fish, and eggs are a great source of vitamin D, and should be included in your daily winter diet. You can also include chicken broth or soup to keep your body warm. Avoid curd at night. Eating foods like oily fish (salmon, herring, sardines, etc.) three times a week can protect your lungs from catching colds and respiratory

infections in winters as they are good sources of Omega-3.

Fish is great for your head and heart.

3. Kesar

A superfood for chilly winters Kesar includes a number of minerals and compounds like iron, magnesium, potassium, calcium, zinc, etc., that work together and keep our body warm and protected from winter dryness. Kesar's warm consistency protects our body from catching coughs and colds. One can also consume it with warm milk.



4. Start your mornings with ginger



Ginger is the best food item to include in your family's winter meals, in order to keep your bodies warm and cozy. It is the perfect superfood for chilly winters. One should consume ginger tea in the morning, since it is the best way to include adrak in your winter diet.

teas to increase immunity.

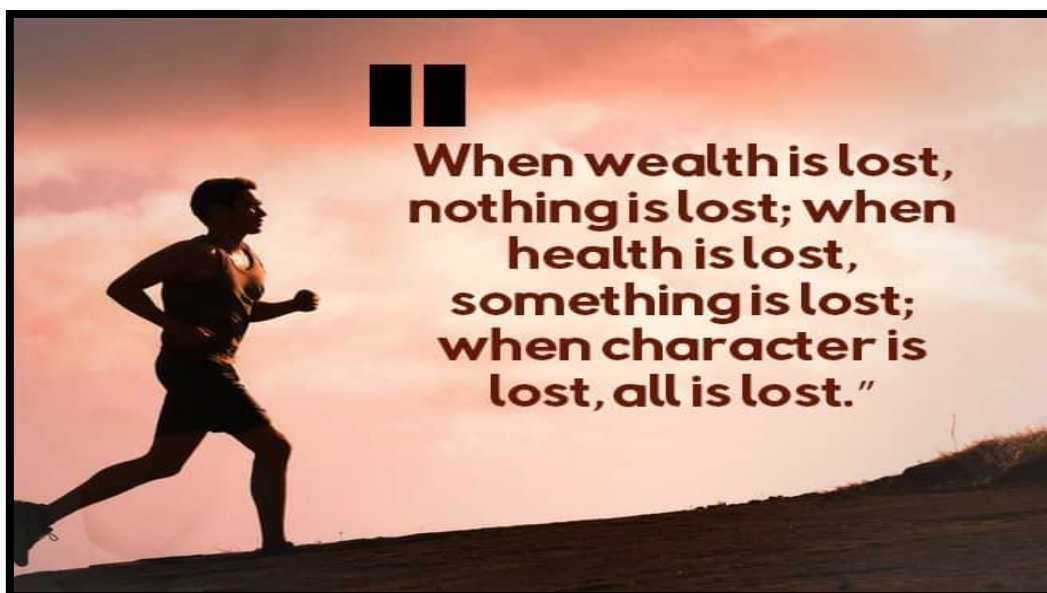
Ginger is great for your health, as are herbal

5. Make honey your best friend this winter

Rich in antioxidants, honey is considered a winter superfood for its warming properties. A spoonful of honey in the morning and before going to bed during the winter season can help in relieving cold and cough, and other respiratory illnesses. One can also consume honey with a glass of warm water in the morning and in the evening as well.



"Food is pretty powerful. It has the ultimate power to keep our body happy and healthy in what-so-ever condition. By introducing some crucial changes to our diet in winters, we can actually help to reduce many of the negative impacts of winter on our bodies," concludes Ms Chopra.



I Lost My Stamina to Covid-19 But Here's How I'm Gradually Getting It Back

This article is contributed by Nikita Bhardwaj expert in Nutrition, Mental Health, Skin & Hair, Gynaecology, Fitness, Internal Medicine.



Just like many of you, Covid infection has also cost me my fitness routine. But I have been doing everything it takes to get back on track.

If just like me, Covid-19 dampened your fitness routine, try these tricks.

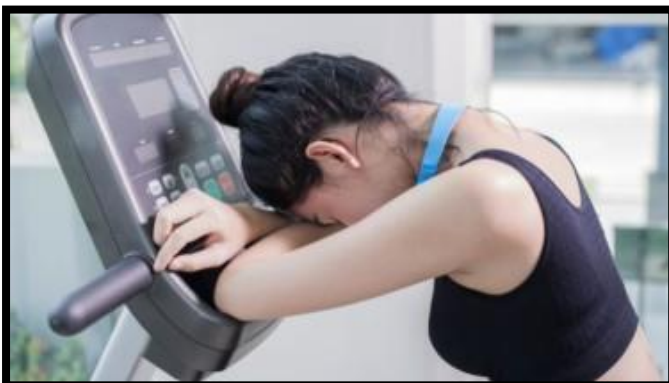
50, 40, 20, 10, 5, not even one..... Crap!

You must be thinking what's up with these numbers? Isn't it? But nothing is wrong with them, because this is how the count of my push-ups dropped when Covid-19 struck me last year. Yes, that was the number I had reached. Everyone had some or the other post-Covid-19 symptom; I had lost my stamina.

And I was not alone. From my friends to celebs, everyone has been talking about this. Recently, ace fashion designer Masaba Gupta and actor Malaika Arora also opened up about how their fitness routine has been affected after being infected with Covid-19.

Well, what can I say, I totally feel you sistah! Because I've also been dealing with the same.

My tale of losing stamina to Covid-19



Well, I don't know why and how , but one thing is for sure – post-Covid-19 has been really very hard. Even simple things like climbing the stairs became a major task for me. Oh, and brisk walking left me short of breath; this is when I have always been big time into fitness.

And the face mask added to my misery.

A fitness expert points out the signs that indicate you need to go easy on your cardio sessions.

TBH, I was petrified about what was happening to me, but after a consultation with my doctor, my concerns were finally put to rest. But there was one thing that the doctor made clear; it was that I needed to rework my lifestyle to get back on track.

And I would really like to spill some beans for those who are reading this today.

Here's how I'm getting my stride back

It looks like starting all over, but that's perfectly fine. Staying fit is not an option for me, I really love the "me time" that I spend in the early hours of the day. This is something I do just for myself.

So, first things first, I started real slow post-Covid-19 and have gone back to the basics.

Initially, yoga was my thing. During and after Covid-19, there was a long haul when I wasn't training at all. And what can be better than surya namaskar and pranayama? Why them? Well, that's because pranayama will help me control my breath, and strengthen my lungs.

And if I think in case someone really wants to test their stamina, check how many surya namaskars you can do in a go. Initially, I huffed and puffed at the 4th or 5th sequence, but it has almost been a year now, and I've reached 30 surya namaskars. I think it's not that bad.



With each movement, slowly you shall workout each part of your body.

Once I got my breath sorted, I graduated to basic cardio exercises and weight training. The mantra was less weight and more reps, so as to ensure there was no wear and tear, and at the same time, I wanted to gain endurance.

Pre and post-workout stretching has always been a must for me, but this time I added a few more minutes to get better results. This also helped me in increasing my flexibility, and muscle soreness has also disappeared.

When it came to cardio, I used to hop around – skipping, jumping jacks, lateral walk, and some high knees.

Next, I shifted to bodyweight training – squats, push-ups, walking planks, etc were the thing.

And when all of the above got sorted, I intensified things by adding weights to my routine.

And that's how I got my stride back. Although I'm not fully there, it's not a long way to go.

Food inclusions that are working for me

1. Apple, that too on an empty stomach



Well, it was something I have read, been advised, and prescribed by everyone. Basically, as per my doctor, eating an apple empty stomach helps in boosting iron levels in the body. And as I told you about the fatigue that kicked in during that time,

well, that's been solved by eating apples.

Take a bite!

2. Almonds and raisins

Earlier, a shot of coffee was my pre-workout food, but post-Covid-19 I have switched to 10 almonds and 10 raisins. Of course, post my apple sesh. These two are not just yum to eat, but they are a good source of energy as well. They keep me going, without making me go breathless when I want an intense workout.



3. Eggs

Four eggs are what I started eating; two in the morning and two in the evening. At times, boiled and mostly scrambled because, to be honest, eating boiled eggs is a tab hard for me. This kept my protein intake intact. And yes, no yolk skipping please because that's going to help when you feel lazy as a sloth.

4. Fish

Grilled fish was another addition that I made to my diet. Earlier it used to be an occasional delicacy, but I realized its importance, once I added it to my regime. I opted for basa (a kind of fish), and ate it twice or sometimes thrice a week as well.



Trust fatty fish and walnuts to take care of your heart!

5. Clear soup



I'm all about instant weight gain. Well if you really want to ace that weight loss game, that diet-wise clear soup is your thing. It comes in both vegetarian and non-vegetarian varieties. Clear soup is nothing but broth which has all the extracts from the vegetables and poultry. The best thing was it tasted yum, kept my gut sorted, and prevented any binge sesh.

Nothing happened instantly, to be honest, that's the beauty of going holistic. Everything will have an impact slowly and that's why it is long-lasting as well.

So Malaika or Masaba, if any of you are reading this article, you can totally try these tips. Maybe they can help you guys too!



Special Feature - COVID 19 Guidelines for Corporate HR Fraternity

This article has been republished seeing the strategic importance – guidelines and suggestive steps shall be a great support to the industry in unlock phase



This article has been republished seeing the strategic importance – guidelines and suggestive steps shall be a great support to the industry in unlock phase

This article is contributed by – Mr Ashish Gakrey - Capgemini HR Leader, Speaker, Globally Connected, Social Media Influencer Blogger, GenZ Expert, Mentor, Coach, Techie HR. Founder – HR Shapers.

If you are struggling to get some input on what HR should do & HOW in today' challenging situation specially from NOW till post lockdown, **HR Shapers** has prepared simple doc with key points related to Employee / Managers / CHRO / Leadership / CEO
<https://lnkd.in/fFKbWwp> on HR Role during / in post lockdown.

Kindly refer to all columns to understand the role of each team -10 verticals of HR & supports depts Admin, IT, Finance, Mar Comm, Legal, Travel, Procurement. Hope it will help our HR friends in this critical situation. It can be understood / changed / defined as per your HR team / Org structure. Refer to various sheets as well on virtual on-boarding, virtual off-boarding, LMS Tools, EE Ideas. DONT FORGET to visit Google Drive Folder link <https://lnkd.in/fb748s6> where you will find all Covid 19 related doc (reports, business resume operations, other HR doc etc). Feel free to forward & share both links with your HR friends if needed.



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Corporate News for HR

Source Economic times - starting with latest new on top

	<p>Firms offering hefty counteroffers to retain staff, but it's not turning out to be a win-win</p> <p>Counteroffers are not turning out to be the win-win that they were perceived to be. Companies are discovering that employees may leave the organisation even after taking the counteroffers. So, while the risk of losing the employee continues, the morale of existing performers takes a beating.</p> <p>02 Jan, 2022, 11.09 AM IST</p>
<p>Hiring fraud! The 'talented' Mr Ripleys plaguing India Inc</p> <p>India Inc is grappling with impersonation - candidates hired during the pandemic are not the ones turning up for work. They are even using video morphing and audio proxy tools, among others, to get jobs.</p> <p>25 Dec, 2021, 11.26 AM IST</p>	
	<p>Hiring across industries up 9% in November: Monster Employment Index</p> <p>The job analysis report by Monster.com, a Qess Company showed an 8% successive incline in hiring demand in the last six months. However, job posting activity remained neutral in November this year compared to October.</p> <p>20 Dec, 2021, 01.45 PM IST</p>
<p>Younger IITs reap benefits of blockbuster placements this year</p> <p>IITs including Hyderabad, Patna, Gandhinagar, Ropar and Mandi have seen a sharp uptick in top offers and average salaries, which in some cases have gone up by as much as 50% from last placement season.</p> <p>17 Dec, 2021, 09.50 AM IST</p>	





	<p>Woman, HR Head, Asian, Leena Nair, CEO</p> <p>Nair's appointment is a moment to celebrate, not just for Indians eager to bask in the glory of achievements by Indians, native ones or of hyphenated nationality, but also for all those who have worked tirelessly over the years to make the upper echelons of business more diverse and inclusive. It also recognizes the importance of talent management in the success of modern businesses.</p> <p>15 Dec, 2021, 11.53 PM IST</p>
<p>The future of work in India: Contracts, not jobs, but with benefits</p> <p>U-Work, launched as a pilot in the UK in January 2020 by Unilever, has been brought here, and so has Open2U, a programme for gig workers specific to India.</p> <p>11 Dec, 2021, 11.40 AM IST</p>	
	<p>Big companies in India don't see new variant impacting white collar jobs</p> <p>The growth that the white-collar employment space has been witnessing over the last 4-5 months is expected to continue unless there is an intense third wave of the pandemic that leads to stricter restrictions and disruption of the supply chain.</p> <p>10 Dec, 2021, 07.01 AM IST</p>
<p>Blue-collar worker shortage could go from bad to worse</p> <p>The demand-supply gap stems from the fact that a significant chunk of the migrant population is still hesitant to return because of the fear of a potential third wave of the pandemic.</p> <p>09 Dec, 2021, 08.00 AM IST</p>	

	<p>Sanjeev S, ex-MD & CEO, Bharti AXA General Insurance, joins ACKO</p> <p>ACKO plans to enter the health insurance business and has recently announced a Series D fundraise upwards of \$250 million. The fundraise was led by General Atlantic and Multiples Private Equity.</p> <p>08 Dec, 2021, 07.45 PM IST</p>
<p>IT-BPM industry to add 3.75 lakh jobs in FY22: Report</p> <p>With increased investments in the sector and rapid adoption of technology by enterprises in the country, the IT BPM industry is on a positive hiring trajectory and is expected to add 3.75 lakh new jobs to reach a head count of 48.5 lakh in 2021-22, according to a report.</p> <p>08 Dec, 2021, 05.25 PM IST</p>	
	<p>Ma Foi Group to leverage 'Skill India' programmes</p> <p>Launched under CIEL HR Services, these MCCs are specifically designed for providing the services to rural districts and will be opened in 242 centres to serve around 30-35 lakh adult population per location by the end of the calendar year 2023.</p> <p>08 Dec, 2021, 07.53 AM IST</p>
<p>SoftBank leads \$50 million funding in HR tech startup Sense</p> <p>An increasing demand for such jobs has led to Sense working with around 600 customers, the company said in a statement on Monday. Its customers include firms like Sears, Dell, Adecco, Kindred Healthcare.</p> <p>06 Dec, 2021, 07.35 PM IST</p>	

	<p>White-collar job market sees moderation, marginal drop in hiring volume</p> <p>The number of open job positions accepting applications for white-collar professionals in November stood at around 295,000, down from 320,000 in October, as the last 15 days of November saw a 12% fall in hiring numbers compared with the first half, according to data from LinkedIn and top company job boards put together by specialist staffing firm Xpheno.</p> <p>01 Dec, 2021, 08.52 AM IST</p>
<p>Wipro CEO says allocated a third of total workforce on cloud deals</p> <p>Wipro employs more than 80,000 cloud professionals, and more than 10,000 of our colleagues are now certified by leading cloud-service providers, CEO Thierry Delaporte says.</p> <p>29 Nov, 2021, 06.58 PM IST</p>	
	<p>Banking and finance firms on hiring spree across colleges</p> <p>Axis Bank plans to bring in 50% more campus hires than last year; Goldman Sachs' India campus hiring for 2022 will increase by 27% with over 1,900 hires, including interns; for JP Morgan, the campus intake will go up by 23% for full-time analysts and 38% for interns.</p> <p>25 Nov, 2021, 09.47 AM IST</p>

<p>Samsung hiring over 1,000 engineers from Indian engineering colleges</p> <p>The company is planning to hire 260 engineers from the IITs alone and rest from colleges including the National Institutes of Technology (NITs), Indian Institutes of Technology (IIITs) and other institutes like BITS Pilani, its HR head for India, Sameer Wadhawan told ET.</p> <p>24 Nov, 2021, 05.27 PM IST</p>	
	<p>Curiosity is a valuable trait among staff, leaders: Report</p> <p>The SAS Curiosity@Work report found that managers in India are on a par with global averages in believing that curiosity is an intrinsically valuable trait that will continue to become more important for employees to have.</p> <p>21 Nov, 2021, 08.23 AM IST</p>
<p>At Manav Rachna HR Roundtable, leadership solutions for an evolving world discussed</p> <p>The roundtable showed changing corporate trends & offered opportunities for knowledge sharing.</p> <p>18 Nov, 2021, 08.59 AM IST</p>	
	<p>Lead appoints ex-Paytm HR head Rohit Thakur as CHRO</p> <p>Thakur, the former CHRO at fintech firm Paytm, will play a pivotal role in taking forward Lead's vision of transforming the arc of education for 1.5 million schools and 260 million school-going children in India.</p> <p>16 Nov, 2021, 02.42 PM IST</p>

<p>EY, PwC, Deloitte and KPMG hiring more fresh graduates amid a surge in business</p> <p>A big focus this year will be on tech roles such as data science, digital analytics, design, compliance services, cyber security, etc. as consulting companies saw a huge spurt in revenue growth in technology advisory and other technology-related practices with most Indian companies accelerating their digital implementation since the outbreak of Covid-19.</p> <p>16 Nov, 2021, 01.26 PM IST</p>	
	<p>Voice AI company Skit looks to hire 1000 people across US, Southeast Asia, India</p> <p>The company is gearing up to meet the growing demand for executing projects as it develops its team to cater to global enterprise customers and solve contact centre queries for a wider demographic. Currently, it is hiring for positions including key senior appointments across product, engineering, revenue, marketing, board appointments, human resources and growth teams.</p> <p>16 Nov, 2021, 11.34 AM IST</p>
<p>Hybrid work model to stay in 2022 with fine tweaks, say experts</p> <p>The hybrid model means employees work partly on-site or in the office and partly remotely depending upon work requirement and productivity.</p> <p>14 Nov, 2021, 06.00 PM IST</p>	
	<p>Flexible jobs in demand as the cubicle fails to lure freshers</p> <p>Flipkart, Meesho, PWC and EY are offering various flexible work options to be able to rope in young talent from the top institutes.</p> <p>12 Nov, 2021, 06.34 AM IST</p>

<p>Edtech sector to consolidate in hiring, investments as schools, colleges open: Experts</p> <p>The pandemic has drastically changed the way of teaching and learning, and the funding for ed-tech has remained bullish leading to the adoption of advanced technology, growth in both revenue as well as hiring, CIEL HR Services Director and CEO Aditya Mishra told PTI.</p> <p>06 Nov, 2021, 04.09 PM IST</p>	
	<p>Campus recruiters facing new challenge at India's leading management institutes</p> <p>"One of the themes emerging out of the campuses this year is how the recruits are valuing flexibility. The campus recruits are looking for freedom and choice," said Rajkamal Vempati, president and head, human resources, Axis Bank.</p> <p>11 Nov, 2021, 10.14 AM IST</p>
<p>ToneTag appoints Vigil M Thomas as the new HR head</p> <p>The company said the appointment is aligned to strengthen the Human Resource Management, Recruitment, Performance Management, Competency Mapping, and overall development of the Human capital of ToneTag as a whole.</p> <p>01 Nov, 2021, 07.44 PM IST</p>	
	<p>Fireworks start in job market ahead of Diwali</p> <p>Job openings are at a new high and the competition for talent - especially those in technology - is at a level not seen in many years, more than half-a-dozen recruitment firms and job sites told ET.</p> <p>30 Oct, 2021, 06.49 AM IST</p>

<p><u>Indian professionals suffer higher stress level than most workers globally, shows study</u></p> <p>The study shows that professionals across the world are in a state of emotional turmoil, with a sense that their lives and careers are out of their control. The most impacted are employees in India, along with Brazil and the UAE.</p> <p>28 Oct, 2021, 11.38 AM IST</p>	
	<p><u>Vedanta building pipeline of women CXOs across group</u></p> <p>Vedanta has linked gender diversity goals to the top management's KPI (key performance indicator) with an aim to catapult women to the group's top 200 leaders within a fixed time frame of six to 18 months, said Madhu Srivastava, group chief HR officer of Vedanta Ltd.</p> <p>27 Oct, 2021, 09.40 AM IST</p>
<p><u>Hiring boom in financial services amid deals, IPO rush, digitisation</u></p> <p>Across hierarchy levels – including middle and junior management – there is an average 30-50% pick up in hiring activity, while some have even increased their team strength up to four times compared with pre-pandemic days, according to top company officials and HR heads.</p> <p>27 Oct, 2021, 10.45 AM IST</p>	
	<p><u>Home is where HR is: How companies are coming up with new onboarding processes in Covid times</u></p> <p>In the age of the pandemic, fresh hires are introduced to the company's ethos, made to feel as though they are a part of the business, eased into the office's culture from afar — and gifted hampers tailored to the brand on their first day at work.</p> <p>16 Oct, 2021, 11.05 PM IST</p>

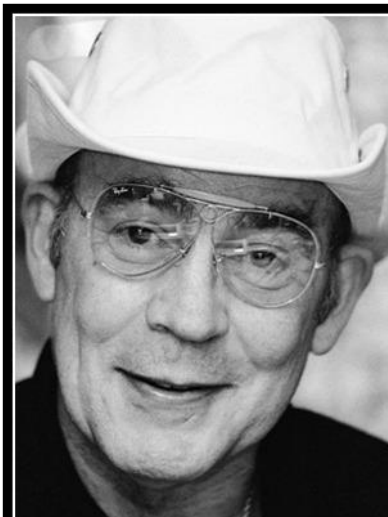
[Eight in 10 HR leaders report rise in their workload due to pandemic: Survey](#)

The report by emotional wellness organisation YourDOST was conducted in collaboration with National HRD Network and Great Place to Work India. Almost 270-odd senior and mid-level HR leaders participated in the survey conducted to capture their experiences over the last eighteen months.

13 Oct, 2021, 03.22 PM IST



Special Thanks - to friends from Economic times & Mint in shortlisting relevant news for HR Fraternity & Top Management for updating HR News & trends.



Good news is rare these days, and every glittering ounce of it should be cherished and hoarded and worshipped and fondled like a priceless diamond.

— Hunter S. Thompson —




AZ QUOTES

Health News

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<u>National</u>	
	<p>Coronavirus infection: Can you catch COVID-19 through the eyes?</p> <p>1 Jan 2022, 11:00 IST</p>
<p>Coronavirus: Two new Omicron symptoms that have come to light</p> <p>Jan 2022, 11:00 IST</p>	
	<p>New Year resolutions for diabetic patients: How to improve your health in 2022</p> <p>1 Jan 2022, 19:00 IST</p>
<p>Deltacron versus Omicron: What should you be more scared of? Signs to watch out for</p> <p>31 Dec 2021, 18:00 IST</p>	

	<p>Coronavirus norms: CDC cuts down isolation and quarantine times. Can India follow the same?</p> <p>31 Dec 2021, 20:05 IST</p>
<p>Coronavirus variant: Omicron antibody may provide immunity against Delta variant</p> <p>30 Dec 2021, 18:00 IST</p>	
	<p>Coronavirus prevention: A compilation of world's strictest COVID-19 lockdown measures</p> <p>31 Dec 2021, 11:00 IST</p>
<p>Coronavirus: Cambridge tracker predicts possible COVID-19 wave in India; What we know so far</p> <p>30 Dec 2021, 14:00 IST</p>	






	<p>Coronavirus: One Omicron symptom that appears on your skin</p> <p>30 Dec 2021, 11:00 IST</p>
<p>Coronavirus: Two antiviral pills that may help fight COVID-19 in 2022, as per WHO</p> <p>29 Dec 2021, 20:00 IST</p>	
	<p>India to roll out precaution 'booster' dose for 60 above: What is the required gap between the second and the third shot?</p> <p>28 Dec 2021, 18:01 IST</p>
<p>Bone Marrow Transplant: Sunrise of Hopes</p> <p>28 Dec 2021, 12:40 IST</p>	





 <p>A composite image showing a portrait of a man with a grey beard and a close-up of a hand in a blue glove holding a syringe.</p>	<p>A US based virologist warns parents against vaccinating kids for COVID; here's what he says</p> <p>28 Dec 2021, 11:00 IST</p>
<p>Coronavirus vaccine for 15+: Should you get your child vaccinated for COVID-19? What are the possible side effects?</p> <p>27 Dec 2021, 18:15 IST</p>	 <p>A healthcare worker in a blue uniform and gloves is administering a vaccine to a young boy's arm.</p>
 <p>A healthcare worker in a blue uniform and mask is administering a vaccine to an elderly man wearing a striped shirt and a face mask.</p>	<p>Coronavirus: Booster doses available for seniors above 60 with comorbidities; find out if you qualify for the booster dos...</p> <p>27 Dec 2021, 14:01 IST</p>
<p>COVID symptoms: Four symptoms of Omicron that are different from Delta</p> <p>27 Dec 2021, 20:30 IST</p>	 <p>A woman wearing a white face mask is sitting at a table and looking at her smartphone.</p>



	<p>From vaccine for kids to third shots for healthcare workers and older adults: 3 key announcements about India's COVID vac...</p> <p>26 Dec 2021, 12:18 IST</p>
<p>A study suggests COVID-19 infection can reduce sperm count and mortality</p> <p>26 Dec 2021, 12:50 IST</p>	
	<p>COVID-19 variant: What is Delmicron and how is it different from Omicron?</p> <p>27 Dec 2021, 20:33 IST</p>
<p>Some doctors feel there is no need to vaccinate kids against COVID: We find out why</p> <p>24 Dec 2021, 11:00 IST</p>	

	<p>Understanding Heart Failure - The first step to manage Heart Failure and live quality life.</p> <p>24 Dec 2021, 10:35 IST</p>
<p>Coronavirus treatment: This ancient gout medicine can prevent COVID death by 50 pc!</p> <p>23 Dec 2021, 20:00 IST</p>	
	<p>Coronavirus: COVID's Omicron variant is three times more transmissible than the Delta, warns Union Health Ministry</p> <p>23 Dec 2021, 18:00 IST</p>
<p>Coronavirus: Study suggests one in 100 hospitalised COVID patients may develop brain-related issues</p> <p>23 Dec 2021, 14:54 IST</p>	

	<p>6 uncommon things that can help to increase your longevity</p> <p>23 Dec 2021, 09:00 IST</p>
<p>Why you shouldn't underestimate the criticality of kidney stones; signs and prevention</p> <p>22 Dec 2021, 18:00 IST</p>	
	<p>Coronavirus: Amid Omicron threats, should you keep going to the gym?</p> <p>22 Dec 2021, 14:35 IST</p>
<p>Coronavirus: If you experience Omicron symptoms, how long should you wait before getting tested?</p> <p>22 Dec 2021, 11:26 IST</p>	
	<p>Coronavirus Omicron variant: Moderna booster shot may be effective against COVID variant</p> <p>22 Dec 2021, 12:17 IST</p>

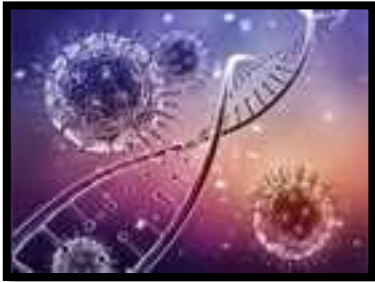



<p>Spike in cases of Omicron: What can we learn from countries where omicron is surging</p> <p>21 Dec 2021, 18:40 IST</p>	
	<p>Coronavirus Symptoms: AIIMS doctor explains why breathing difficulty may not be linked with COVID-19 Omicron variant</p> <p>23 Dec 2021, 09:50 IST</p>
<p>As COVID cases go up, don't let your mask down, caution experts</p> <p>21 Dec 2021, 12:13 IST</p>	
	<p>Coronavirus: One unusual sign of Omicron you should watch out for</p> <p>22 Dec 2021, 12:03 IST</p>
<p>Coronavirus: Amid rising Omicron cases, here's what you should do if you feel sick or test positive for COVID-19</p> <p>20 Dec 2021, 14:00 IST</p>	

	<p>Coronavirus: Amid new emerging variants, will we need a variant-specific booster shot?</p> <p>20 Dec 2021, 11:00 IST</p>
<p>Side effects of too much Vitamin D</p> <p>20 Dec 2021, 09:00 IST</p>	
	<p>SII's Covovax gets emergency use approval from WHO: Why it's being hailed as a milestone</p> <p>19 Dec 2021, 11:00 IST</p>
<p>Coronavirus: Do Omicron symptoms show up sooner than other COVID-19 strains?</p> <p>22 Dec 2021, 12:05 IST</p>	

	<p>UK reports the highest number of daily COVID cases: Is it time for us to go back to following strict COVID protocols?</p> <p>17 Dec 2021, 11:12 IST</p>
<p>Coronavirus symptoms: Signs you most likely have Omicron and not regular cold</p> <p>18 Dec 2021, 08:42 IST</p>	
	<p>Coronavirus: WHO suggests COVID's Omicron variant shouldn't be taken lightly; here's what you should know and how you can...</p> <p>16 Dec 2021, 11:22 IST</p>
<p>Coronavirus: Study claims 4 in 10 COVID patients are asymptomatic</p> <p>15 Dec 2021, 18:00 IST</p>	

	<p>Coronavirus explainer: Why the 15-minute observation period after COVID-19 vaccination is not necessary for all?</p> <p>15 Dec 2021, 14:00 IST</p>
<p>COVID-19: Study explains why obese people develop severe coronavirus infection</p> <p>15 Dec 2021, 11:00 IST</p>	
	<p>Irritable Bowel Syndrome or Anxiety: How to differentiate between the two</p> <p>14 Dec 2021, 16:30 IST</p>
<p>Habits that put your heart at risk</p> <p>13 Dec 2021, 14:26 IST</p>	





	<p>Breakthrough infections: People who are more likely to get COVID-19 even after vaccination</p> <p>13 Dec 2021, 11:05 IST</p>
<p>"5 COVID vaccines approved for clinical trials in children and adolescents in India"</p> <p>12 Dec 2021, 19:13 IST</p>	
	<p>Don't let your heart rate shoot dangerously high during workouts! How to calculate the safe heart rate range for you</p> <p>11 Dec 2021, 21:25 IST</p>
<p>Coronavirus: 5 symptoms of COVID's Omicron variant you must NOT MISS</p> <p>11 Dec 2021, 11:00 IST</p>	




	<p>Coronavirus: Why the new COVID variant is named Omicron</p> <p>2 Dec 2021, 14:00 IST</p>
<p>What's the ideal duration of the menstrual cycle and other basic things you MUST know about it</p> <p>23 Nov 2021, 09:47 IST</p>	
	<p>How and when to test your blood sugar with diabetes</p> <p>9 Dec 2021, 18:17 IST</p>
<p>Coronavirus: If you have had COVID in the past, should you be less scared of the new variant?</p> <p>5 Dec 2021, 11:00 IST</p>	

	<p>Coronavirus and blood group: A study finds out if your blood group makes you safe or more prone to COVID</p> <p>4 Dec 2021, 11:00 IST</p>
<p>Coronavirus: How to help your high risk family members during a COVID outbreak</p> <p>3 Dec 2021, 16:19 IST</p>	
	<p>When do we need a COVID booster dose? We try to answer</p> <p>23 Nov 2021, 11:37 IST</p>
<p>Dementia symptoms: These everyday habits may increase your risk of developing dementia and make you age faster</p> <p>22 Nov 2021, 15:24 IST</p>	

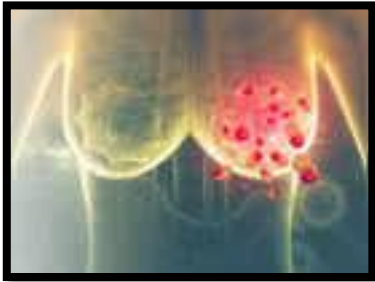


	<p>Coronavirus: Scientists discover plant-based antiviral in blocking Delta SARS-COV-2 variant</p> <p>21 Nov 2021, 19:00 IST</p>
<p>Common signs of heart attack that are related to stomach</p> <p>20 Nov 2021, 16:00 IST</p>	
	<p>Air pollution levels turn severe: Which is the best mask to use right now?</p> <p>20 Nov 2021, 11:00 IST</p>
<p>Vitamin D deficiency: Beware of these unusual signs this winter</p> <p>15 Nov 2021, 14:08 IST</p>	

	<p>Warning signs of lung infection and ways you can treat it</p> <p>8 Nov 2021, 14:13 IST</p>
<p>Why are heart attacks becoming common in 'seemingly' fit people?</p> <p>4 Nov 2021, 11:00 IST</p>	
	<p>Stroke can be prevented and treated successfully with lifestyle changes, timely diagnosis and intervention, and the right...</p> <p>3 Nov 2021, 13:15 IST</p>
<p>Deep Vein Thrombosis symptoms: Signs of blood clot which can show up in your legs</p> <p>2 Nov 2021, 18:00 IST</p>	

	<p>Coronavirus: Fully vaccinated people can still spread COVID-19 at home</p> <p>30 Oct 2021, 19:00 IST</p>
<p>6 simple signs to know if someone is having a Brain Stroke</p> <p>29 Oct 2021, 09:00 IST</p>	
	<p>Signs of iron deficiency: When should you take action</p> <p>27 Oct 2021, 16:24 IST</p>
<p>Medical conditions that can cause hair loss</p> <p>26 Oct 2021, 14:30 IST</p>	

	<p>When do you need to see a doctor in case of constipation?</p> <p>26 Oct 2021, 09:00 IST</p>
<p>6 early signs of rheumatoid arthritis</p> <p>25 Oct 2021, 09:00 IST</p>	
	<p>Good cardiovascular health can reduce the risk of diabetes</p> <p>22 Oct 2021, 00:00 IST</p>
<p>Signs, preventive tips and pain relieving therapies for osteoporosis</p> <p>20 Oct 2021, 18:00 IST</p>	

	<p>High blood pressure: These 3 signs indicate your blood pressure levels are alarming high</p> <p>14 Oct 2021, 14:26 IST</p>
<p>Lifestyle habits to keep your heart healthy</p> <p>12 Oct 2021, 06:52 IST</p>	
	<p>10 daily habits that can harm your kidneys</p> <p>12 Oct 2021, 11:40 IST</p>
<p>Signs of high cholesterol: Why leg pain should be paid attention to if you have high cholesterol</p> <p>8 Oct 2021, 19:55 IST</p>	

	<p>Lifestyle habits to reduce breast cancer risk</p> <p>7 Oct 2021, 18:00 IST</p>
<p>6 early warning signs of thyroid that women often miss</p> <p>6 Oct 2021, 14:48 IST</p>	
	<p>High cholesterol: Signs of dangerously high cholesterol levels present in your legs</p> <p>7 Oct 2021, 16:19 IST</p>
<p>Lifestyle habits that increase your risk of a brain stroke</p> <p>3 Oct 2021, 21:00 IST</p>	

	<p>High blood pressure at night can increase the risk of fatality in diabetics</p> <p>2 Oct 2021, 21:00 IST</p>
<p>Breast Cancer Awareness: What people with a family history of cancer should know about the risk of breast cancer?</p> <p>1 Oct 2021, 16:29 IST</p>	
	<p>How to differentiate between a dengue and COVID-19 fever? Watch out for these symptoms</p> <p>1 Oct 2021, 11:05 IST</p>
<p>Coronavirus vaccination: Side effects from COVID boosters similar to second dose, as per CDC</p> <p>30 Sep 2021, 18:00 IST</p>	

HR Awards 2021 - 22

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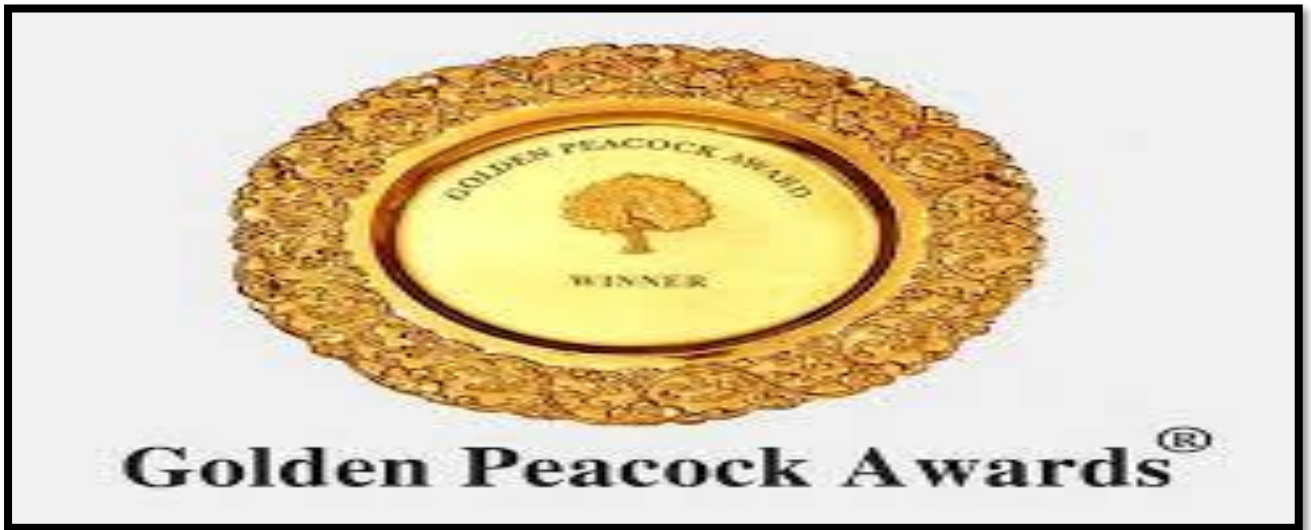
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By Dr. Richa Bhargava-India's leading Motivation, Spiritual Coach and Healer, Founder at by Dr Richa's Success Solutions

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Mental Health - YouTube Video

By Dr. NS Neelakandan-Freelance Trainer, Coach, Psychologist, Counsellor & Psychotherapist Dr. Neel's Healing Center

Mental Health - Bullet Proof- Part 1 By Dr. Neel

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Mental Health- Powerful Actions Part 2. By Dr. Neel

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Motivation Tips

Create your Own Preamble

(Revised with new pointers added)

This article is contributed by Dr. Ravindra Pratap Gupta-CMD, Aviyana Group. The thought process goes as such that as we are born, we live in this world along with spending good & bad times we go from here one day. Some achieve greatness and impact the society and nation along with they themselves setting standards that impact all connected with them

Think why the two individuals differ in achievements.

The probable answer is the clarity of goals and objectives with mission and vision statements along with set of guiding principles.



When country has a constitution and has a preamble why can't an individual have the same for him with guiding principles that can help him achieve his mission and vision in life.

Here is a small attempt exemplified below. Do create your own preamble taking clues and live the life on those principles to contribute for self, near and dear ones, society & nation.

My Preamble

- **POSITIVE** - Think positive in all circumstances
- **HOPEFULL** - That best is yet to come and will surely come
- **BECOME ENTHUSIASTIC** - By Think Enthusiasm, Act Out Enthusiasm, Talk Enthusiasm & Preach Enthusiasm
- **BELIEF & TRUST** - In self & God
- **HAPPY** - In all circumstances with accepting gods wishes
- **BE THANKFUL TO GOD** - For giving all that is presently and in future
- **FAITH** - In my own capabilities

- **CONFIDENCE** - In thoughts & action
- **LISTEN TO CONSCIENCE** - Doing right or wrong
- **THINK BEFORE** - Before taking a decision think the long-term consequences
- **LOVE, RESPECT & GRATITUDE** - For all people connected
- **TREAT PEOPLE CONNECTED NICELY** - Under all circumstances
- **PRACTICE GENTLENESS & FRIENDLINESS** - That are stronger than fury & force
- **IMBIBE EMPATHY** - With a constant listening and learning people
- **BE SENSITIVE** - With our words and actions, think how the other person may feel before we say or do something
- **APOLOGISE** - For the mistakes committed with heart to improve
- **FORGIVE & FORGET** - The ills or bad episodes and move on
- **NO ANGER**-Not to lose temperament or be angry preserving mental peace & mental control
- **NOT TO SHOUT** - Keep pitch in control
- **KEEP COOL** - Not react spontaneously
- **NO WORRY** - To avoid unnecessary worry
- **FEARLESS** - Not to fear any situation as God is with me
- **NOT TO BE ANXIOUS** - Avoid anxiety
- **UNDERSTANDING** - Be understanding with taking time
- **NO BACKBITTING** - To not bite back any one
- **TRUSTING PEOPLE** - Who are associated with you
- **NO ENVY** - For any one success or riches
- **NO HATRED** - For any one in life
- **EAT LESS, SPEAK LESS** - To be more balanced
- **WORK MORE SMARTLY** - To be more productive

- **CLEAR EXPECTATIONS** - From the start
- **SEEK TO UNDERSTAND & THEN BE UNDERSTOOD** - With consideration & courage
- **ALWAYS LOOK FOR WIN-WIN** - Formula for both sides
- **PERCEIVE PEOPLE** - See good & bad, choose to focus on good & neglect the bad.
- **INVESTIGATE THE TRUTH** - Knowing ugly side also not to harm anyone
- **MAINTAIN RELATIONS** - Not to spoil relations for payment
- **SPEND RATIONALLY** - Only what is needed or required
- **HELP POOR & NEEDY** - Ensure if can help any poor and needy
- **BE PUNCTUAL** - Respect other & self for being on time or keeping delay informed
- **COMMITMENT** - Staying true to the commitment made
- **BE TRUTHFUL** - In most situations unless it is for general or social good
- **TURN SETBACKS TO COMEBACKS** - With Plus Factor of Positivity & Creative Efforts

COMMITTED TO

- Conserve Electricity & Water & not waste Food
- Not to have ego
- Connect with near & dear ones regularly as possible
- Take care of family needs as much as possible
- Let the other person do more talking

My life should be Meaningful, Happy and Satisfying for Self, Family, Team, Clients, Friends, Supporters, Society & Nation.

Persistence will make me disciplined human being, I shall never lose hope, confidence, with the ability to do all I need to do to lead a fulfilled life.

I believe in having a positive frame of mind can help overcome extremely bad situations.

As a leader I must always remain calm and should not take decisions under stress.

I strongly believe in giving the best in whatever we do and having faith in oneself.

Adopting a leadership style which develops the people to the level they need not have leaders to guide them.

Employees are one of the most important drivers of growth.

My Mantra for employee is - delight focus on 5P's.

- **People**
- **Pride**
- **Passion**
- **Processes**
- **Performance**

Success for any organization is its people

What differentiates most successful people from less successful people is the experience with which they convert time in to experience.

TMRR - Target, Measure, Review & Reflect is the catalyst for converting time in to experience with the presence of learning model and the will to improve. Having a target for the activity, measuring the actual performance and then reviewing the performance why it was the way it was - that is the learning model that I need to employ in each and every activity to catalyse and convert my time and activity in to experience & Reflect How it could be done better? - the algorithm called TMRR - the most effective learning model at work. TMR should enhance learning with increased productivity

To focus Circle of influence on things that I can control and do better with my strengths and thus increase my circle of influence and reduce my circle of concern. The Circle of concern I will less focus unless unavoidable then partnering or coaching or mentoring and if required to do self.

Will use rock and sand principle. Rocks as priorities first and sand the less ones later.

For motivating and inspiring everyone, it's my duty to lead by example. True leader never gives commands to his team but lead by doing things what he wants others to do.

To the important Plus Factor add enthusiasm, intellectual competency, as well as sound spiritual thinking and you have got an unbeatable combination. You have the makings of somebody special.

Will focus on Pristine Honesty what feel should be right then going by Majority honesty.

Neither would be optimist nor pessimist but possibilist.

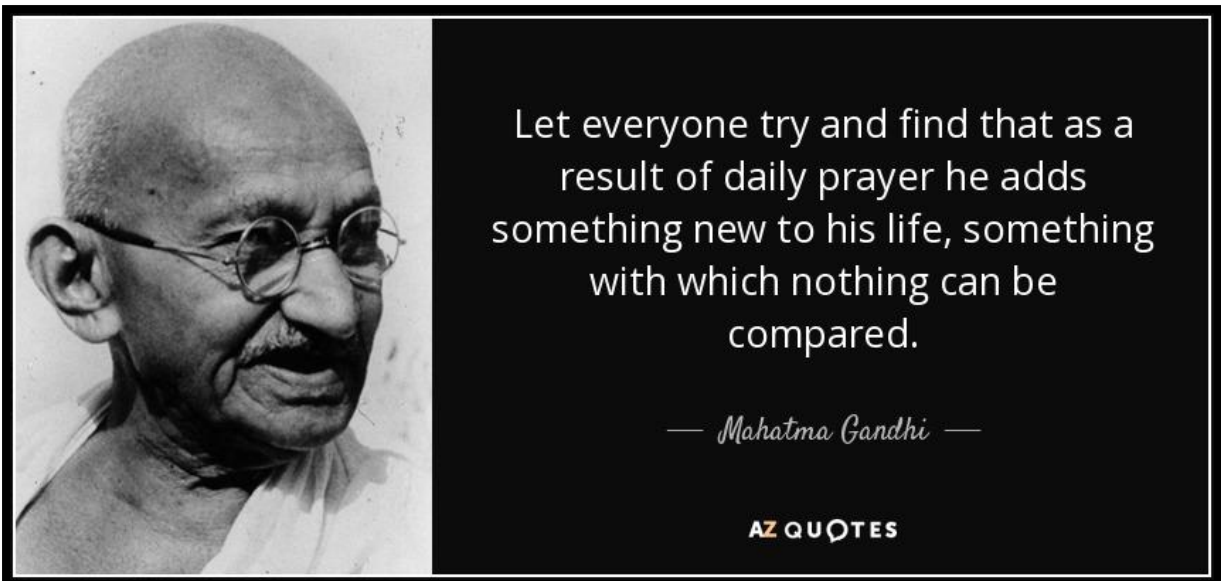


Daily Prayer

Our life is full of challenges & struggles. If we start a day with a prayer – a positive affirmation, this will impact our subconscious mind and make us reflect with more positivity. There is a sample prayer below. You can either follow this or make your own depending on your way of looking things.

Read this prayer in morning I am sure many bright days are ahead with each day you arise and read the prayer you created or followed.

God, I thank you for giving me this day, I should make this day worthwhile and fulfilling. I will ensure I remain positive in any circumstances and learn from setbacks. Wherever I see injustice, I will fight for injustice with a never give up attitude. Do give me the strength to do good in this world for humanity with passion and care for all. I trust people connected and should treat them nicely under all circumstances with respect. I should never be angry and never worry. I have chosen to be happy and make others happy with taking care of me and my fellow beings health. I have to do big and make positive impact in the lives of many, the purpose for which God has send me on this earth.



Daily Resolution

We all are human beings; we make resolutions we break them too. Below given is a daily resolution. You can follow this or make your own with action plan. I believe none of us will say that they won't like to repeat such a resolution daily.

Hence make a commitment to repeat the resolution and see how your mind gets tuned with every day passing so that that your success is limitless. It has worked for many and assured will work for you as well.

I will become very popular.

I will attain more success in my life.

I will do the present task more effectively.

I will remove my shortcomings.

I will never worry in challenging situations. I will work with more patience, courage and double strength. I will put my full force to overcome such situations.

I will achieve my goals.

I will raise my standards of living for this I will continuously work hard.

I will always work and never retire.

I will complete all my planned works on time allocated and will honour my commitments given.

I will keep my nature humble.

I will never do wrong things.

Don't make resolutions without an action plan.
The secret to success is right in your hands.

J. Allen Shaw

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Employers' Opinion & Employees' Opinion

These are purely the opinion of Industry Leaders. Certain names have been kept blank of request of opinion givers

Even after getting two COVID Vaccine shoots people are getting infected. This is worrisome and raises a question on vaccine efficacy. The severity reduced of risk is yet not fully studies.

Mr. _____

President

Leading Industries Association

The severity of COVID hospitalisations has reduced in India but Delta & now Omicron variant around the globe still worries as India can't be isolated for long.

Ms. _____

HR Head

Leading Appliances Company

With less testing & overcrowding allowed in public places can be worrisome as with newly discovered mutant strains of COVID predicted to be affecting the vaccinated thus breaching vaccine immunity.

Dr. _____

CMD

Leading Health Institute



Employee's Opinion

These are purely the opinion of Employees representing companies in India. Certain names have been kept blank of request of opinion givers

The business has business back and a ray of hope emerges hope the COVID lockdown doesn't return again with OMICRON Fears.

Mr. _____

Middle Management Employee

Leading HR Company, Navi Mumbai

My company has given a hybrid model working option. I chose work from office as was refreshing and destressing with moving out daily than confined in home on laptop affecting family privacy. But again, the OMICRON Restrictions started has worried me.

Mr. _____

Technical Lead

IT Industry, Bangalore

Thanks to booster vaccine on priority for health and frontline workers and aged population. Now with government vaccinating the younger people against COVID who have been among the maximum victims of second wave of COVID, likely third wave impact would be reduced.

Mr. _____

Operations Manager

Leading Tertiary Care Hospital



E-Mail Box/ Suggestions



We would request readers to mail their suggestions on aviyanatimes@gmail.com, connect@aviyanaventures.com.

Our endeavour would be to carefully examine each suggestion and implement as possible to make the viewer experience interesting in times ahead through our other issue of Aviyana Times.

Soon all editions will be downloadable from our weblink www.aviyanatimes.com



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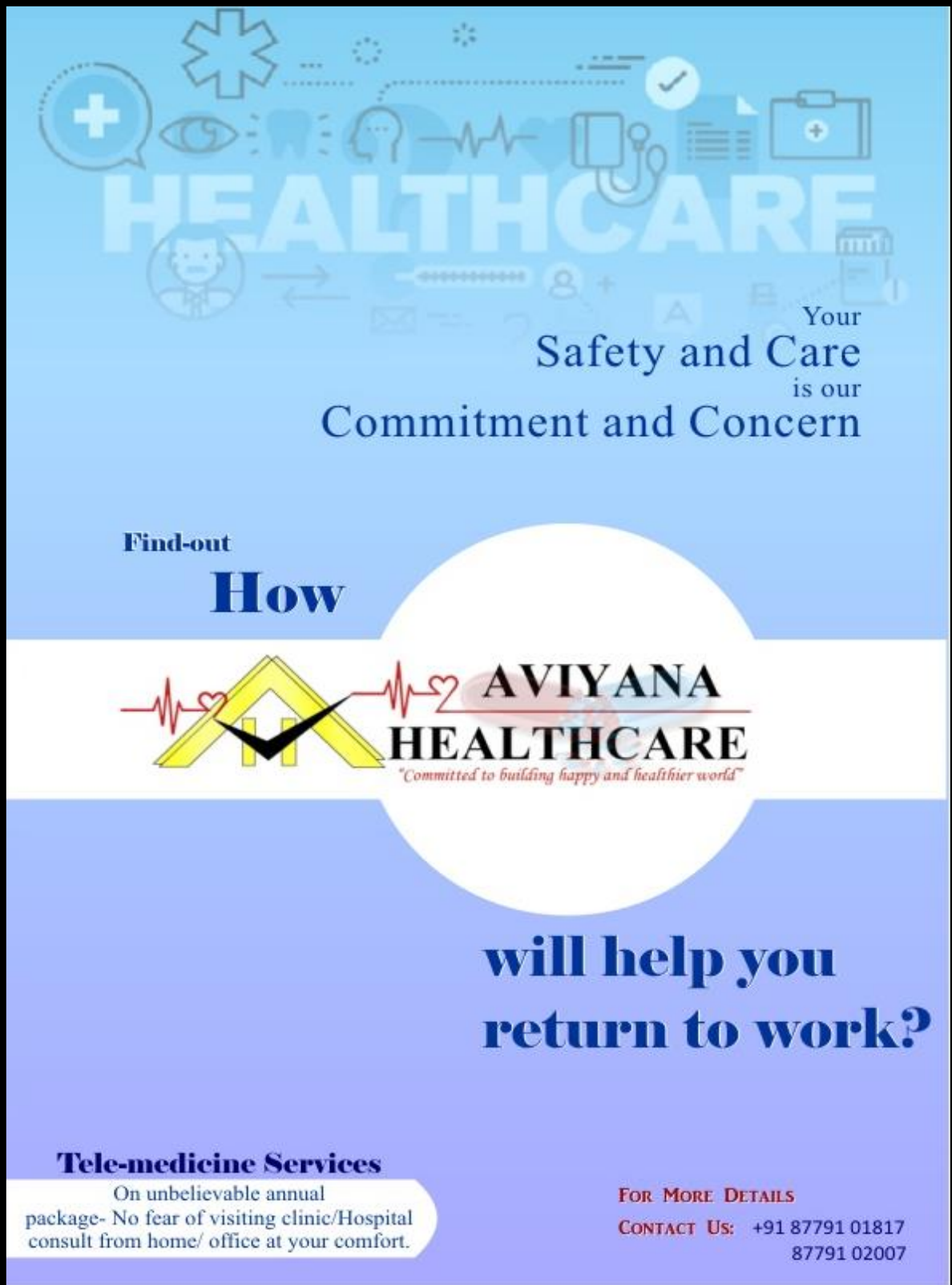
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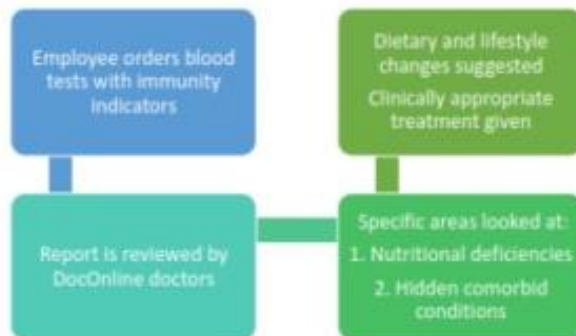
A Comprehensive Solution & Services for Corporate to Protection & Prevention in COVID-19

Employee Risk Assessment

One time assessment by DocOnline doctor

- if an employee has COVID 19 related symptoms
- If an employee has any other factors which might prohibit from coming to office

* Also RT-PCR tests available for COVID 19 virus is advised only as mandated by ICMR rules.



Employee Immunity Assessment

- It has been proven in studies that people with low immunity have a worse outcome if they get infected by COVID-19.
- We need to give the employee a fighting chance against the virus.

Blood test includes

- Complete blood count , • Liver Function Test, • Kidney Function Test, • Diabetes Screening, • Cholesterol Test, • Vitamin D, • Vitamin B12, • Thyroid Function Test, • Iron Studies

Medical Room at workplace

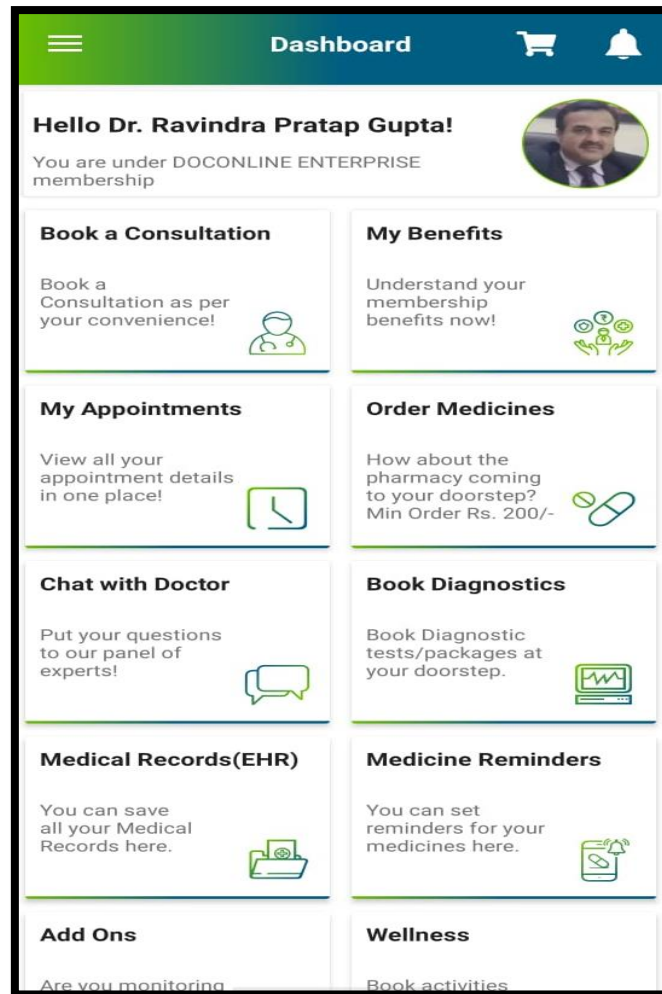
- To address health issue of employees at the workplace.
- Manned by a Paramedic staff POC devices to capture vital signs of the employee.
- Daily health risk assessment by the paramedic.
- Can be used as an isolation room in case someone at the organization develops COVID related symptoms at work.
- Health kiosk will connect the employee with a DocOnline doctor for consultation.



Corporate Medical Insurance:

We can help you with best quote so please contact us with employee name & DOB.
(As per MHA revised guidelines on 15 April 2020 Medical insurance has been mandatory for all employees.)

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Being an employer is a tough choice and taking care of employees whether it is their health while giving them COVID Precautions/Care/Insurance or timely or delayed salaries when business was in bad shape is a gesture many employees would never forget and felt as **Corporate Being Caring.**

What more can be added to this care? We at Aviyana brainstormed.

Aviyana Healthcare Pvt. Ltd. being a global conglomerate headquartered in Navi Mumbai has embarked upon to add value to your already existing employee care & benefits that you are providing by giving a value-add health gift

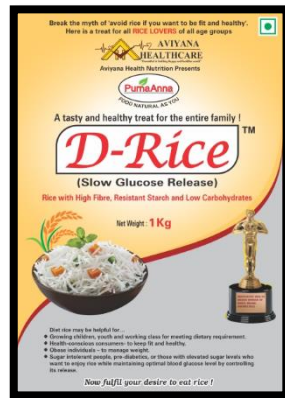
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Aviyana Multi-Speciality Health Centre - India is having shortage of Dr's and healthcare facilities, hence quality healthcare is a dream for many who even can still afford. The healthcare services that common consumers need as OPD or day care based small procedure, find visiting the hospital as cumbersome and then fear of cost above pandemic infection spread of COVID. With understanding the concerns of common consumers, the company in 2020 launched its ambitious Aviyana Multi-speciality Health Centres in Chennai, Hyderabad, Bangalore, Manesar in joint collaboration with Singhania Group. The project has caught the attention for quality care & affordability at nearby

neighbourhood. The company is focussed on building this chain of neighbourhood health centres PAN India and Globally in collaboration with local players to strengthen the last mile health infrastructure.

Idea behind the concept: The biggest hitch of patients is today to reach the tertiary care set-ups for treatment for fear of cost and travelling, though such set-ups with stringent quality norms mostly provide best in quality services compared to glorified nursing homes.

Let accept the fact that it is the family physician/GP who holds the key, but because of greed to earn more and compromising on quality i.e., their selfish approach to earn more in referrals largely they divert patients to such substandard nursing home many a times and patients end up spending more and when not cured or cases spoiled, they land to a tertiary care set-up.

We wish to break this unholy nexus of the GP and would ensure quality healthcare for the needy population from best tertiary setups via OPD face to face or via digital medium through our set-ups and act as link to provide the value chain.

Each Aviyana Multi-Specialty Centre with 9 am -1 pm & 5 pm – 9 pm timelines shall have full time Pediatrician, Gynecologist, and physician along with a team of Visiting/fulltime consultants from leading hospitals on fixed schedule, on-call and via tele-consult at schedule timelines. The centers are having inhouse dispensary, Pathology collection center and day care facilities. All IPD's shall be channeled with brands affiliated that shall ensure to provide quality healthcare services. Aviyana Multi-Specialty Centre Kharghar Sector-10 near Highway break restaurant is starting on 20 October and rest 3 Centers two at Panvel (Old Panvel near Shivaji Chowk) and one at Taloja by 15th Nov. Then we shall speed up as 78 Centers are planned in Raigad and. Navi Mumbai before we move to Mumbai & Central suburbs along with select districts in rest of Maharashtra. We are successfully running centers in south Singhania Group from past 1 year.

We are in process of building the biggest chain of Aviyana Multi-Specialty Centres PAN India as a value chain for quality tertiary care set-ups with focus on serving neighbourhood patients with best-in-class OPD and day care along with Diagnostic pathology & channelizing for IPD in alliances with leading healthcare / hospital brands.

Model of Aviyana Multi-Speciality Health centre

- **OPD Full time Doctors** - MD Physician, Gynaecologist, Paediatrician on company payroll with designated 4 hours morning and 4 hours evening OPD. The payroll can be combination of fixed and variable. Fixed OPD Charges Rs 300 for rural & semi-urban Area and Rs 500 for urban areas and metro towns.
- **OPD Visiting Consultants** - Doctors for speciality Cardiology, Endocrinology, Neurology, Oncology, Nephrology, Urology who are attached to bigger hospitals who wish to give their services on sharing 60:40 or 70:30(Doctor: Aviyana). Ophthalmic, Dental & Derma Specialities can be for select centres where area is

more than 500 square feet carpet with chambers above 4. Fixed OPD Charges Rs 500 for rural & semi-urban Area and Rs 700 for urban areas and metro towns.

- **Day Care** - For minor procedures as same day discharge or to aid the treatment facilitation to stabilise a patient and refer to higher centres/hospital having MOU for admitting and treating the patient with Aviyana Healthcare. The sole focus of Centre would thus be OPD and select day care procedures.
- **IPD Services** - would be worked in association with quality tertiary care hospitals with a revenue sharing and operations agreement.
- **Pathology Services** - from reputed brand as metropolis/SRL/Lal Path labs/ Thyrocare as a part of quality healthcare for collection centre or a set-up as required in rental and revenue sharing model. Local labs with quality too shall be looked for association on revenue sharing model. National Brand display from outside shall be allowed on certain terms though it will be under Aviyana Healthcare Multi-Speciality Health Centre umbrella.
- **Chemist & Druggist Services** - from a national or local brand tie-up with rent and revenue sharing or where space is less the nearby chemist tie-up on revenue sharing. The onsite sale and home delivery both shall be in practice. The MOU shall be in place for such arrangement with protocols.
- **Diagnostic Services** - from local players shall be worked in association with revenue sharing MOU and operations model in place.
- **Health App & Software** – to manage patient booking and billing provided by Aviyana Healthcare Pvt. Ltd.

Aviyana Healthcare Multi-Speciality Requirements

- **Space & usage** - 300-2000 square feet space to carve 4-10 chambers, small day care space with bed, equipment's of healthcare, reception, patient waiting area, centre owners or operations manager cabin, washroom etc.
- **Marketing & Operations Manager** - 1 Centre or operations manager shall be responsible for implementing face to face contact with medical fraternity for referral, online and print marketing strategies, facilitating with MOU local healthcare tie-ups. He will be looking in day to day operations as responsible for quality and customer support along with ensuring operational roasters of Dr's etc.
- **Healthcare Tie-ups** - Centre Manager has to ensure tie-ups with healthcare brands as Pharmacy, Pathology, Diagnostics and tertiary care hospitals so that centre earns revenue through all such sources with ensuring quality health services are given by such healthcare providers to the Aviyana Multi-Speciality Health Centre Patients to be served by them.

Aviyana Healthcare Multi-Speciality Health Care Centre - Source of Revenue

- OPD Services
- IPD Referral Charges
- Chemists/Medicines Sales
- Pathology Services
- Diagnostic Services

Our Associated Brand Partners



Aviyana Multi Specialty Centre Navi Mumbai



For opening Aviyana Multi-Speciality Health Centre Contact

Ms Sharvari Shende

National Coordinator

8433680863

Email: connect@aviyanahealthcare.com

MedBrand-India's First Mktg & Branding Co. in Healthcare



Healthcare marketing & branding is a big concern as not many media agencies specialize in healthcare and each healthcare set-up is unique in a way servicing a particular specialization or catchment area.

Dr with years of experience we have successfully set-up MedBrand the vertical of RPG Ventures in 2014 (now renamed as Aviyana Healthcare Pvt. Ltd.) to get you the best healthcare marketing & branding planning and implementation at your doorsteps with cost efficiency matching results.

medBRAND
BRANDING HEALTHCARE

OUR TEAM

DR RAVINDRA PRATAP GUPTA
A versatile healthcare professional with over 20 years of proven track record in Healthcare Sector.

JAYPRAKASH M NAIR
Branding professional with over 12 years of experience in Healthcare Sector.

KUS BAKSHI
An HR Professional with over 25 years of experience. Have been associated with recruitment, training and development.

SAUL SABNIS
A Healthcare Professional with verifiable success year after year with more than 17 years of experience in Pharmaceuticals, Bio-technology & Life Sciences Company's of repute.

OUR SERVICES

SALES & MARKETING SUPPORT
Healthcare Sales and Marketing requires a different tact and people whether promoting a Dr, Hospital or even as CME's, a proper strategy with implementation needs to be put in place.

BRANDING SUPPORT
Brand Positioning plays important part for making the brand a big success. Small but planned steps can ensure success.

For ensuring the same we provide the following services:

- Logo designing (Corporate identity)
- Stationeries (visiting cards, letter heads, receipts, etc.)
- Planning, creative development, designing and printing

PR SUPPORT
A proper PR can affect the brand image in long run by creating favorable image for the brand.

For ensuring the same we provide the following services:

- Assist in organizing Promotional Activities as Camps, Dr Meets, CME's, etc.
- Ensuring participation in Regional, National & International Healthcare Conferences
- Website Development and up-gradation
- Medical Blogs
- Android application development support for business
- Ensuring Articles in Newspapers
- Membership advisory for Healthcare Bodies with ensuring the representation or renewal as per clients request
- Portfolio Development & Nomination for prestigious Local, Regional and National Awards

CORPORATE, INSURANCE & TPA AFFILIATIONS
Healthcare Practice much depends on corporate, Insurance & TPA affiliations and support.

For ensuring the same we provide the following services:

- Corporate & TPA Tie-ups
- Insurance Company Tie-ups

QUALITY ACCREDITATIONS & LICENSING
Quality in Healthcare Delivery is gaining importance and certain individual patients and in particular Corporates ensure that healthcare service is quality certified

For ensuring the same we provide the following services:

- Licensing Process for Healthcare Delivery
- ISO Certification process & renewal (EUROCERT & ANSI)
- NABH & NABL Certification process support

MEDICAL TOURISM
International Patients in Healthcare offer opportunities to explore the brands potential as such patients look both for quality and trusts. Hospitals are trying to get the international patients by having the robust website, timely enquiry respond system with quotations and personal connect from hospital PRCO with patients.

For ensuring the same we provide the following services:

- Website upgradation as per international standards
- Training of manpower for connect with international patients
- Quotation process set-up
- International Patient Hospitality options assistance
- Participation support in Medical Tourism conferences nationally & internationally
- Tie-up with international patient assistance agents and medical tourism companies

We provide Support for
Sales & Marketing, Branding, PR, Corporate, Insurance & TPA Affiliations, Quality Accreditations & Licensing, Manpower Solutions Medical Tourism for Specialist & Super-specialist Doctors, Clinics, Nursing Homes, Hospitals, Pathology Labs & Diagnostic Centres, etc.

A DIVISION OF
RPG VENTURES

MedBrand, 408, Plot No. 2, Sector 16, Near D Block, Haryana New India Estate Gurgaon
T: 982 040 834 / 7825 | E: rpgventures@gmail.com | W: www.rpgventures.com

Our marketing & branding services are for healthcare setups as

- Specialty Clinics
- Super-specialist Visiting Consultants
- Pathology Services
- Diagnostic Services
- Wellness Centre's
- Nursing Homes
- Tertiary Care Hospitals
- Alternative Medicine Specialized Centre's

Contact for customised quote Ms Mahima Handa: 9825294584 or Dr Ravindra Pratap Gupta: +919324190698, mail on aviyanahealthcare@gmail.com



Aviyana Finance - JV Partner renewbuy.com
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FOR ALL EMPLOYEES IS MANDATORY
TO RESTART BUSINESS**
M.H.A Revised Guideline, 15/04/2020

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Download Form
- 2** Get best quotes based on number of employees
- 3** Make online payment.
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OUR SERVICES

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FOR PROPOSAL / MOU CONTACT:

Email: connect@aviyanaventures.com,
aviyanaventures@gmail.com

Contact No/WhatsApp No: 9004857376

Weblink:

For Health Insurance Policies click
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For Motor Insurance Policies click
<https://www.renewbuy.com/cse/EI00132440>

HEAD OFFICE-WEST: Aviyana House, 609-Parth Solitaire Commercial Complex, Plot No-2, Sector-9E, Kalamboli, Roadpali, Near D-Mart, Opposite Dominos & Above ICICI Bank, Navi Mumbai-410218, Maharashtra

REGIONAL OFFICE-NORTH: Aviyana House, 301-A, Mansingh Palace, Turab Nagar Crossing, Ambedkar Road, Ghaziabad-NCR-201001, Uttar Pradesh.

REGIONAL OFFICE-SOUTH: Aviyana House, ARS Arcade - 707 Akashvani Road, 4th phase, Yelahanka New Town, Bengaluru - 64, Karnataka

Our Presence India: Mumbai, Pune, Delhi, Calcutta, Bangalore.
Overseas: Dubai, Thailand, Nepal



Aviyana Finance - JV partner renewbuy.com - India's leader insurance aggregator platform with all insurance policies under one roof at most competitive price.

For taking New Health Insurance Policies or renewing old policies visit the link <https://www.renewbuy.com/health/cse/EI00132440>

For New Car & Bike policies or renewing old motor insurance policies visit the link <https://www.renewbuy.com/cse/EI00132440>

MHA Guideline for mandating Employee Insurance for all

Dear All company owners and HR's the industry is opening with easing lockdown but you would be missing the most important MHA guideline that mandates medical insurance for all employees irrespective of size of the corporate.

Look Annexure II, Point 5

Avoid troubles as doing business in India is not so easy, small negligence can prove heavy.

Do Provide the details for best insurance quote

Company Name:

Type of Business:

No of Employees:

Employee Name:

Employee Date of Birth:

Contact

Ms. Ashwini Thorat
National Key Accounts Coordinator
For-RenewBuy Insurance Brokers
Cell No: +91, 8779102007, 8779101817
Email: office.aviyana@gmail.com

Aviyana Certifications



Company earlier known by name of RPG Ventures

WHAT WE DO?

- Certification of Incorporation
- ANSI Membership
- Accreditation Certificates
- Accreditation and Registrations
- Authorization from NABL Laboratory
- Inspection
- Compliance Auditing
- Training

DOCUMENTS REQUIRED FOR CERTIFICATION

- Legal Proof of company like - Firm Registration / Memorandum / Partnership
- TIN No./Service Tax No./
- Any registration/affiliation
- Copy of purchase bills
- Copy of sales bill
- Copies of staff biodata
- Copy electricity bill
- List of employees
- Bank statement of (any)
- Quality policy
- List of supplier
- Organization chart
- Sign on Proposal for ISO Certification
- Stamp and Sign on all the pages as detailed above

Accredited from: GLOBAL AKKREDITIERUNGS CERTIFICATION BODIES EUROPE LTD, London
Authorised from: EUROCERT CERTIFICATIONS UK LTD, United Kingdom

For more details & queries, contact:
RPG VENTURES
Parth Solitaire, Office No. 409, 6th Floor, Plot No. 2,
Sector 9E, Near D Mart, Kalambo, Navi Mumbai, Maharashtra 410218.
T: 9820457834 / 9820457835 | E: rpgventures@gmail.com | W: www.rpgventures.com

HAVE YOU DONE THE ISO CERTIFICATION?

ABOUT ISO

International Organization for Standardization

ISO (International Organization for Standardization) is the world's largest developer and publisher of International Standards. ISO is a network of the national standards institute of 162 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that co-ordinates the system. ISO is a non-governmental organization that forms a bridge between the public and private sectors. A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. There are over 19 500 International Standards issued by ISO or their members.

ABOUT US

RPG Ventures is a sister concern for Accredited Conformity Assessment Services Pvt. Ltd. (ACAS-CERT), New Delhi. RPG Ventures is one of the leading and fast growing certification bodies across the globe with focus on customer satisfaction through value added services. Our aim is to promote, encourage awareness and help Micro, Small and Medium Enterprises to continuously improve quality within industry, commerce and the public domain.

Accredited Certification is licensed by GACB(Europe) and membership of ANSI to ensure the continuance of its integrity and maintain its credibility with its clients.

We have clients in all states of India & abroad and its registered office in Navi Mumbai, Maharashtra.

WHY ISO?

ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. On the one hand, many of its member institute are part of the government structure of their countries, or are mandated by their government. On the other hand, other have their roots, uniquely in the private sector having been set up by the national partnership of the industry associates.

ASSESSMENTS & CERTIFICATIONS

GENERAL STANDARDS:

- ISO 9001 - QMS (Quality Management System)
- ISO 14001 - Environmental Management System
- OHSAS 18001 - Occupational Health & Safety
- ISO 26000 - Social responsibility
- ISO 27001 - Information Security Management System
- ISO 28000 - Supply Chain Security Management
- ISO 20000-1:2011 - Information Service Management System
- ISO 22000:2005 - Food Safety Management System
- ISO 10002 - Complaint Management System
- ISO 50001:2011 - Energy management systems
- ISO 30000:2009 - Ships & marine technology/Ship recycling management systems
- ISO/TS 29001:2010 - QMS for oil, gas & petrochemical industries
- ISO 27001:2005 - Information security management systems
- ISO 20000-1:2011 - Information technology - Service management
- ISO 22301:2012 - Societal security - Business Continuity Management Systems
- ISO 13485:2003 - Medical devices - Quality management systems

INDUSTRY STANDARDS:

- ISO/TS 16949 - Automotive
- ISO 22000, HACCP, GMP Who GMP Compliance - Food Safety
- ISO 13485 - Medical Devices / Pharma
- C-TRAT IT - ISO 20000 - Logistics & Transportation
- Regulatory - FCC, GOST-R, GS, CCC, ROHS, REACH, GOTS, HAR Mark, OEKO-TEX
- Other - KOSHER, BRC, HALAL, SEDEX

BENEFITS OF IMPLEMENTING THIRD PARTY CERTIFICATIONS

ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. It also helps to:

- Increases efficiency
- Increases revenue & profitability
- Provides an international recognition
- Brings in factual approach to decision making
- Improves supplier relationships
- Ensures adequate documentary evidences for system compliance
- Ensures process and performance consistency
- Increases customer satisfaction
- Improves process & productivity



ISO & Other Quality Certifications a must for Business

We deal in ISO and all other Quality Certifications for the industry, besides ISO audit and training do contact us.

Aviyana Certifications help and facilitate the organisations all over the India & abroad in obtaining and complying with audits and trainings for certification as ISO 9001 2000, ISO 14001, ISO 16949, GMP, OHSAS 18001, ISO 27001 Information Security Management System, CMM, HACCP, SA 8000 etc.

For CMMI3 & CMMI5 levels also connect us besides audit & training for ISO Implementation.

We have 4000+ satisfied clients across the sectors.

Our spectrum of services includes

- **ISO CERTIFICATIONS**

Aviyana Certifications is one of leading ISO certification body in Management System's Quality Certification, Product Quality Certification & Inspection Services. We are a Reputed ISO Certification Body in India for the Certification of ISO 9001

- **PRODUCT COMPLIANCE**

Aviyana Certifications is one of the leading companies in Conformity Assessment and offer full range of product compliance Certifications like CE Marking, GOST_R, ROHS, WRAP, SEDEX, C-TPAT, GMP, GLOBAL GAP, and HACCP, CE marking.

- **INSPECTIONS & TRAININGS**

Aviyana Certifications help ensure that products or services reach an organization's standard. For this reason, the ability to administer and report on quality inspections can be a very useful skill. By teaching you about various standards and proper inspection processes, Aviyana Certifications.

Contact us for best quotes of Certifications, Audit & Trainings

Aviyana Certifications

(A Division of Aviyana Ventures Pvt. Ltd.)

Head Office: Parth Solitaire, Office No 609, 6th Floor, Plot No. 2, Sector 9E. Near D Mart, Kalamboli, Navi Mumbai, Maharashtra-410218.

Cell No: 9004857376/ 8779102007

Office No's: 982045834/35, 8433680856/57/58/59/60/61/62/63/64/65

Email: connect@aviyanaventures.com

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Fact that all organisations need Learning & development as an ongoing process. Find the value-add trainings brochure by Aviyana HR Solutions & Edumaan Training services LLP. Mail us your interest on connect@aviyanaventures.com or call us on 9004857376.



https://www.linkedin.com/posts/ravindrpratapgupta_learning-development-activity-6751380881048387584-rrZw

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https://www.linkedin.com/posts/ravindrpratapgupta_organisational-building-transformation-activity-6751380761674321920-jSh6

www.aviyanaglobaljobs.com



Aviyana Global Jobs is a recruitment portal of Aviyana Ventures Pvt. Ltd. The company was incorporated in India 2015 and is diversified in various verticals.

Aviyana Global Jobs aims to provide a platform for Employers, Job Seekers, Recruitment Agencies and Prospective Interns to share their requirements on a global platform and get them fulfilled in the best possible way. The company wishes to keep the job portal as easy as possible to navigate and all joining the portal find it a value add in their addition and search of the requirements.

A screenshot of the Aviyana Global Jobs website homepage. The browser address bar shows 'Not Secure | aviyanaglobaljobs.com'. The navigation bar includes links for Register, Sign in, Contact us, Blog, About Us, Companies, Jobs, and Home. The main banner features the text '.One million success stories .Start yours today' over a background image of two men in an office. Below the banner is a search section with a green 'SEARCH JOB' button, a text input field for 'Keywords / Job Title' with the placeholder 'Enter Skills or job title', and four dropdown menus for 'Select City', 'Select State', 'Select Country' (pre-filled with 'India'), and 'Select Functional Area'. At the bottom of the banner area, the text 'Featured Companies' is displayed.

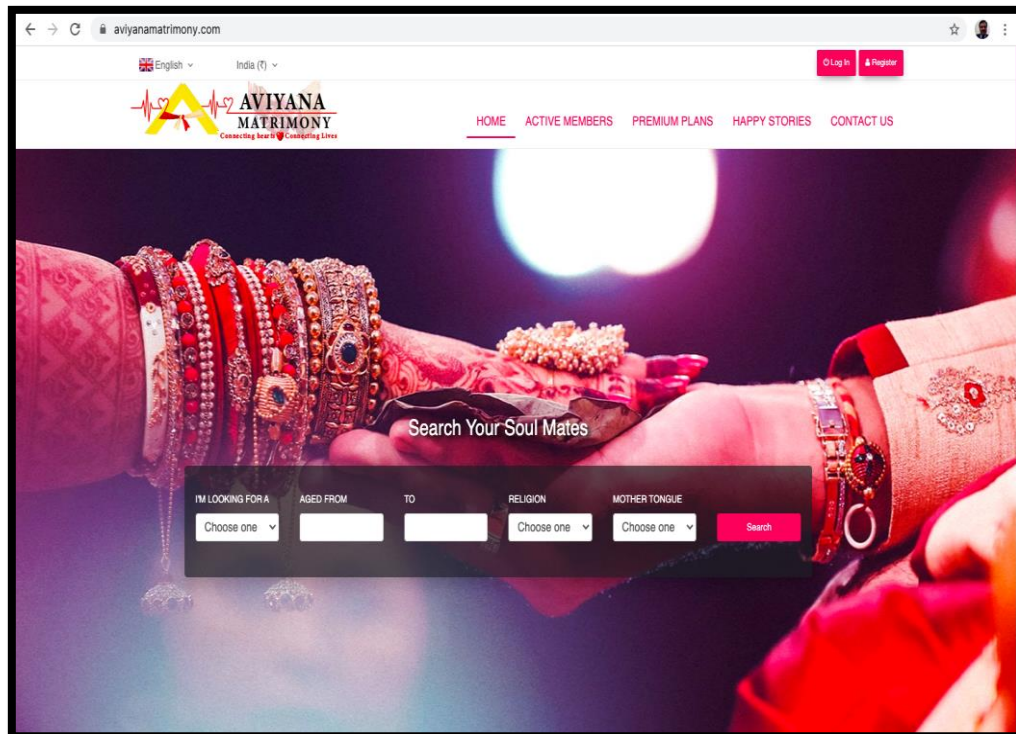
While researching various job portals the team felt to keep the portal as simple as possible yet meeting the global standards.

Since this portal aiming at International Market as world being globalized will find a great opportunity to tap the potential of the World Market.

Aviyana Matrimony



Marriages may be made in heaven, but weddings have to happen first. Click the link to register www.aviyanamatrimony.com



Aviyana Media



India's Leading Content Creation, Marketing, Branding, PR & Image Management Agency.

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- Website Design
 - Static & Dynamic Website
 - Personal, E-commerce, Company Websites
- Marketing
- Offline Marketing
 - Business cards
 - T-shirts
 - Banners,
 - Billboards
 - Newspapers
 - Magazines
 - Flyers
 - Advertising in Moving Vehicles
 - Events & Conferences
- Online Marketing

For business discussion & Quote contact: Ms Silvia Dsouza

Contact No: 8433680862, Email Id: paridhi.gupta@aviyanamedia.com

Website: www.aviyanamedia.com

Aviyana Real Estate



Aviyana Real Estate is a division of leading multi-business conglomerate Aviyana Ventures Pvt. Ltd. Having diversified interest in Human Resource Management, Healthcare, Retail, Education, Real Estate, FMCG, Advertising & Infrastructure Projects Space. Through Aviyana Real Estate we undertake Land, Residential, Commercial & Industrial Real Estate PAN India and with dedicated team of consultants either we purchase or do JV and ensure the liasonning, documentation, development, marketing and sales.

Our Projects

Real Estate Projects – India

Maharashtra

- Aviyana Luxe City -Khandala
- Aviyana Palace City - Khalapur
- Aviyana Farms – Rasayani
- Aviyana Farms - Taloja
- Aviyana Business Park - Pune

Real Estate Projects – Global

- Aviyana Luxe City – Bangkok
- Aviyana Farms – Bangkok
- Code Name Sky Villas – Navi Mumbai



Aviyana HR Awards



National HR Awards

30th November 2021

At India Habitat Centre, Near
Air Force Bal Bharati School,
Lodhi Road
Lodhi Estate, New Delhi

International HR Awards

31st March 2022

At Holiday Inn, Silom Road,
Bangkok, Thailand

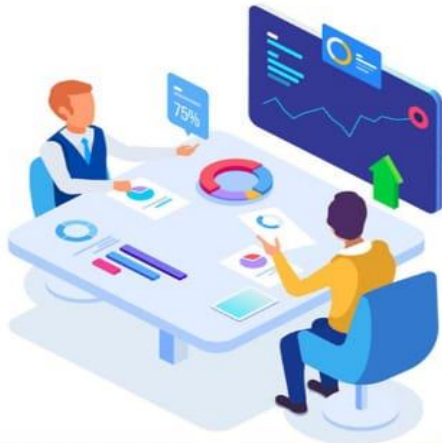
2021-2022



https://drive.google.com/file/d/1d4eLyIPMmXXigkJB8h1WaCF_3dl13cn4/view?usp=sharing



<https://drive.google.com/file/d/15taCErOn7cwlfIqjRuyidXlqDqxBN5oL/view?usp=sharing>



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Association of Business Leaders & Entrepreneurs

Entrepreneurial development wing of **RCCI**

Be Part!

**A Vibrant Platform for
Entrepreneurs | Business Leaders | MSMEs | StartUps**
Connects, Ideas, Solutions, Emerging trends,
Growth & Breakthroughs



Association of Business Leaders & Entrepreneurs

An autonomous body set up with the purpose of providing a vibrant platform for promoting and championing the interests of medium and small-scale entrepreneurs and business leaders mainly in the area of business development and growth, human resource - processes and management, capability building and cognate matters. ABLE endeavours to relentlessly champion the cause of the entrepreneurs keeping pace with the changing business scenario and provide need-based services to the entrepreneur fraternity.



- Platform for Networking
- Resource Support
- Business Assistance
- Opportunity to attend seminars & Networking Events
- Enhancing Entrepreneurial Skills
- One-to-One Business Coaching

How We Operate

Entrepreneurial Connect Meets

- Monthly event for Entrepreneurs, Start-Ups, Prospective Entrepreneurs from various segments of Businesses with special thrust on MSMEs.
- The Participants get to Share about their Business & Connect with their Business prospects.
- Knowledge Based Sessions on Business Insights, Entrepreneurial Essentials, Sharing Business Success Journey are other key features of the Meet
- ABLE support platform to Entrepreneurs seeking Professional Help. (Financial, setup support, Business process, sales & Marketing, Business scaling, etc.)

One-On-One & Small Group interventions

- Regular One-to-One/small Group Sessions for the Enrolled Members with focus on their specific needs and challenges.
- ABLE Professional Experts facilitate need based interventions enabling & Empowering the Entrepreneurs to get back on track and progress in their business Journey.

Need Based professional Business Coaching is Offered

Associate with ABLE as a Member & become part

"WHAT OUR MEMBERS HAVE TO SAY"

"This Platform helped get Connected to People from different Sector/Business, their aspirations & ideas to develop. As a Banker, each Connection is worth and i can step into by financing their Business."

S.Chitra - Branch Manager
(City Union Bank LTD.)

Purvi Dedhia - Director
(Synergetic Ventures Pvt Ltd.)

"A well thought, Concise 3 hour session, covering in-depth topic about Startup financing & Entrepreneur journey of now well established Architect. The choice of place, overall management was good."

"Its good that ABLE is providing this platform for all the aspiring Entrepreneurs to come together, learn together, & achieve together."

Paridhi Sharma - Sr. Manager (Oriental Bank of Commerce)

Few of our Associate Members



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CONTACT



7304196867



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