

Human = Possibility

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DOYENSYS
Technology Drives, We Lead



INDIA • SINGAPORE • MALAYSIA



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CONTENTS

Section 1 For and From People Managers

Building Culture	11
Ordinary People Make Extraordinary Results	19
CEO - Chief Energy Officer.....	29
Reward the Behavior – A Powerful Retaining Tool.....	38
Act Fast on a Wrong Hire.....	46
Celebrate Everything.....	54
Purpose is Mantra	60
Understand the Business	66
Story Telling	71

Section 2 For Aspiring HR's

Learning Business is a Key	83
The Art of Relationship Building	93
Assertiveness	100
Upskilling	107
Team Player is the Smartest Idea.....	113

Section 3 Employees

Create visibility	125
Be a Helping Hand	131
Constant Learning	139
Market Realities	146
Speak up when you Have Problems	154

Section 4
Freshers

First Year – Not for Money.....	165
Clarity and Communication	171
Equip Yourself.....	177
Discipline in the Workplace.....	182
Manage Anxiety.....	188
 ABOUT DOYENSYS	 195
ABOUT THE AUTHORS.....	199

SECTION 1

FOR AND FROM PEOPLE MANAGERS

– SRIVIDYA SRINIVASAN

Chapter 1: Building Culture

- What is culture in an organisation?
- Why do we care about culture?
- How to build a culture in an organisation
- Elements that make great company culture
- Modern and most practised cultural practices in the IT industry
- Insight from Doyensys

Chapter 2: Ordinary People Make Extraordinary Results

- There are no ordinary people
- Identifying the right people and coaching
- How leaders inspire and influence the team

Chapter 3: CEO – Chief Energy Officers

- Who is a chief energy officer?
- Why do people managers need to be energy officers and how?
- Examples of managers who are chief energy officers

Chapter 4: Reward the Behaviour – A Powerful Retaining Tool

- Rewarding and its power in an organisation
- Why behaviour has to be rewarded
- Rewards helping in retention of the employees

HUMAN = POSSIBILITY

- Non-monetary rewards and their positive impact
- Reward the Behavior – A Powerful Retaining Tool

Chapter 5: Act Fast on a Wrong Hire

- What is a bad hire – will that impact business?
- Common mistakes that lead to bad hires
- Some recommendations to Overcome the wrong hires
- How to spot a wrong hire?
- Solutions to deal with a bad hire
- Lessons to learn from mistakes

Chapter 6: Celebrate Everything

- Celebration is an employee engagement
- Reason for celebrating everything
- How celebrations create positive vibes at workplaces
- Manager's role in engaging
- Celebrations bring the team together
- Some practices we follow

Chapter 7: Purpose is Mantra

- Does every company have a purpose and what does it mean?
- Communicating purpose is key
- How managers can be evangelists

Chapter 8: Understand the Business

- No more HR's only business HR
- Various ways of HR acquiring business knowledge
- Why learning business and being ahead of managers is important

Chapter 9: Story Telling

- What the experts say about storytelling
- How storytelling is different from other forms of communication
- Why are stories an effective method of communication?
- Why leaders need to be great storytellers
- In what ways can storytelling help leaders be more effective?
- Key ingredients of successful storytelling

BUILDING CULTURE

What is Culture in an organisation?

“Culture” – It is one of the words we hear very often if we are part of any organisation. If you talk to HRs, or an entrepreneur of an IT organisation, or if you attend any fora or seminars, the talk about culture is inevitable in the field of business and management. But what is it exactly?

We have heard a lot of praise for the company cultures of tech giants like Google and Netflix or other big retail brands like Amazon. But in reality, small businesses can't do anything with these examples. As a mid-size organisation, you don't have huge HR teams with expensive budgets, brand recognition, or all the perks like day care centres or any other over-the-top benefits those companies are offering lately.

Without all these, how will mid-size companies build winning company cultures? In my opinion, companies like Doyensys are the real examples most of the business world can learn from. It is not that the large companies aren't doing amazing things, but some of these are examples of small businesses that are doing things right.

So, I recently reviewed and went back to the last 5 to 6 years, what has changed Doyensys from a small company to one of India's top 20 great mid-size workplaces, the path and the time taken for us to set a culture, and to make the company culture.

In the IT industry, we are in the space which is even narrowed down to “IT Company in Oracle Consulting and Services in Chennai.” So when we thought about what the Culture is all about, we did not have a good reference frame, being too much of an amateur at that time. Being a very small company in Oracle consulting and Services business, we had a different strategy, and started learning how to go about building culture, defining and measuring a successful company culture, based on the advice from Dr. Soma Valliappan, our HR Adviser, who always insisted on the importance of building the culture and how it transforms a company to a great place to work in.

Why do we care about culture?

A workplace should be energetic, positive, and employee should enjoy the challenges, their co-workers, and the atmosphere. Employees should look forward to coming to the office. It should not be the place for provoking stress. Work may be difficult, but the culture shouldn't add to the stress of working. On the other hand, the culture should be designed to lessen the work-related stress.

This is why culture matters. Culture sustains employee enthusiasm. Because we want happy employees, because happy employees bring more productivity, it's worth the investment for companies to build and nourish their culture.

How to build a culture in an organisation

Steps that every small and mid-size business can take to build a great company culture:

Step 1

For arriving at the Culture for an organisation, the first question is: Define what you want as your company culture and values.

As a growing company in Oracle space what we believe is that to build a successful company culture, we have 3 core questions in our mind.

1. Why do we exist?
2. What do we believe are our values?
3. Where do we want to place ourselves at the next level—in other words, what is our vision for the company?

In the early years of Doyensys, without knowing the answers to these questions, it was very difficult for us to build a clearly defined company culture. In the absence of answers to these

basic questions, we didn't know whether we were really aligned. That was fine in the early years when we were in survival mode, but as time went on, and our employee strength increased, we wanted to know where we were going as a company.

It is definitely important to focus on your organisational culture as early as you can. The perks like cab facility, and free night shift snacks, carried us forward for a while, but ultimately, people gradually wanted to know where they were going, and what is the future for them in Doyensys, will this take them to the next level? And the question kept going, and we also found it difficult to retain some of the good talents. Without a defined culture, employees get dissatisfied; they move on.

We also have to make sure that these values are an integral part of our organisation's everyday fabric of our employee experience. I realised that making sure that we are not just hanging values on a wall, but come up with something genuine to self and our company, which our Co-founders Somu Chockalingam and Sankar Azhakesan inculcated in themselves during their tenure in GE, was important. Doyensys culture revolves around PCITI. I have given some examples of how at Doyensys we instil culture in everything that we do, and how we reward people based on the Doyensys Values.

Here are some steps that we have taken, which led us to the Great Place to Work in the culture audits conducted by Great Place to Work institute. This can be adapted by every small business to build a great company culture.

Elements that make great company culture

Open and transparent

For any company, the culture acts as a guiding principle. The company's culture will become a self-selecting mechanism for employees; automatically, the employees who would not fit in the organisation's culture become less attracted to the organisation and vice versa. Consequently, hiring decisions will become easy; in fact the firing decisions also become easy. It keeps their employees intact and the binding will be more. Companies like Amazon look for inventors. At Doyensys, we look for People who have the right attitude for learning constantly and upscaling themselves, even if they manage to be hands-on at the job. At our organisation, we encourage at all levels, hands-on work and also managing teams. We also insist on transparency in our organisation, though we have the hierarchy with all its guidelines. The processes are for the employees, and not for driving the employees; so we insist that we have a transparent work culture, and we practise that also. At Doyensys, we strongly believe that for any problem employees are encouraged to come and talk to us. Our CEO says that his cabin is always open

for anyone to discuss and sort out their problems. This is our culture. Unlike in many other companies, the HR team is always available and approachable for the team on the floor. We don't restrict ourselves inside the chambers.

Culture as a recruiting tool

Every Company wants to hire talented people, so it doesn't make sense to fill the office with cubicles and limit employee freedom. If we attract mediocre employees, then it becomes a mediocre company. On the other hand, if we have a transparent, open working environment, employee freedom will prevail, which will attract the right talent. At Doyensys, when someone walks into our office, we make sure that they know that this is a place that respects everyone and has a great culture.

For any company, when we focus on culture, we will have guiding principles. So that we can expect the employees to live by it. It'll help get you through difficult times.

At Doyensys our base hiring and firing decisions are based on value guided principles. It helps to get all employees working on the same Vision of the organisation. It is the glue that keeps the company and employees together.

When the organisation ramps up more employees in the industry, then the culture will become a self-mechanism for employees and candidates. The people who align with the culture will fit your organisation and become attracted to it, and may end up joining you. For example, at Amazon, they look for people who are innovators. People who want to work at Amazon know this, and those who are working there are attracted by it.

Culture-fit interviews – hiring people who fit your culture

One wrong hire can affect an entire department and many customers. The impact of it can happen very immediately as it acts like a virus that spreads. The existing employees will talk about a wrong hire and if you do not take action, it will become worse.

But a good thing is that any damage can be reversed if it is addressed immediately or at the right time. And by addressing this problem, the organisation's values can be reinforced. If you release that toxic employee from the system, it'll show other employees that you appreciate them and are serious about your culture.

Understanding the values and the mission of the company

During the interviews, one question that is asked very often is why a candidate wants to join that company. The purpose behind asking this question is to give a sense of seriousness or to know the sense of seriousness of the candidate who is about to join the company. We also ask

have you visited our website, what do you know about our organisation, etc. These questions are asked to understand the seriousness of the candidate who wants to join us. At the same time, we also provide them with the vision and mission of the company and make them aware of how the employees work and enjoy their personal lives here. We explain how employees are passionate about their job and about the values and mission of the organisation. This is done by the interviewer to instil the thought in the job seeker's mind about the purpose of the organisation, and what kind of culture the company practises.

When the employees are happy and passionate about what they do, the company's goal is accomplished. When the purpose is not understood by the employees, and if employees are not committed to the mission, then it becomes just another job. If employees feel it is just another job, they are not happy and they cannot delight the customer; so it is very important to communicate the purpose of the organisation to each and everyone in the organisation.

On the other hand, when employees come on board understanding the mission and the culture of the organisation, they are so engaged in their work, whereby it helps the organisation succeed, and these employees create great careers for themselves and great organisations.

Involve in decision

Some companies hardly involve employees in making decisions, the result of which is they have to let go all the way and be just silent players of the organisation. When employees are less involved in key decision making, the impact on business is very high. It becomes a bad culture of the organisation when employees won't go to work for achieving their dreams, and it becomes just another company just for salary. When employees go to work just to take orders and wait for 6 o'clock to leave, this is not the culture that any successful company wants. It is very important to involve people in decision making. If the management is the only decision-maker, there is less involvement of people, which is not the expected culture for any successful organisation. Doyensys being a mid-size company, it is in our culture to involve people in decision making. I would say this happened on the go, because when we started we had only a strength of 67 people, and then we grew to the larger number that we are today. So whenever we take decisions, we involve people; we had no other go. Over the period that has become our culture.

Some companies tend to limit employees' freedom. But this is not the encouragement expected by the employees. Very busy employees are encouraged to share their views and

ideas, and then the organisation becomes positive in its culture. Micromanagement and being bureaucratic impacts the organisation's culture.

When management wants to take key decisions, it is always better to take news from various sources. I'm saying this with my rich experience in media. When we report any news, we gather information from multiple sources on the given topic. This becomes very powerful and the buying from the people is also very high; the same goes here in the corporate world as well.

Involving people in decision making, giving freedom to employees to voice out their ideas, encouraging employees to innovate things—all these will attract talented individuals who will fit into our culture, and when this is achieved, the organisation becomes strong. Building a successful organisation also helps to retain good people.

Modern and most practised cultural practices in the IT industry

Encouraging flexibility

Studies have shown that employee flexibility and collaboration among them impacts the organisation's culture. It improves loyalty and integrity and also boosts the productivity. So in recent times, modern employees are not interested in just being at their desk; instead, they want to be well connected and location agnostic. So the companies have also started encouraging employees to work remotely, and technologies like cloud-based SaaS solutions help the organisations to offer flexibility to their employees. In modern times, this has become one of the strong company cultures among the industries.

Providing continuous learning and training

In an organisation when we talk about employee engagement and retention, learning and development becomes critical. Millennial employees in the workforce are looking for a variety of IT technologies. I'm learning programmes through which they have already created rich, vibrant and interactive workforces. These millennials are also social media-inspired; so their learning expectations also are very interactive and technology-driven. So when we plan a learning and development programme for the employees, we should also keep the millennials in mind and arrive at suitable programmes. On the whole, the take is upskilling must be part of our organisation's values and goals, and that has to become a culture of the organisation. So most of the organisations today spend a lot of their budget towards training and development with the aid of technology and upskilling its employees in the new technologies.

Enabling two-way communications

Companies having open communication channels to share their vision engage employees better, or even sharing feedback makes the workplace real-life and open, and it fosters an environment of sharing and collaboration. Employees should get to share their ideas, give feedback, and communicate views with the senior leaders. Many organisations today encourage Town Hall meetings, where the senior leaders of the organisation get to meet their teams' employees beyond the email communications the organisation has framed for sharing many new ideas. For having a pathway for regular communication with their teams with the senior team members, in the recent past, this is widely practised in many organisations as part of their culture. This encourages two-way communication, where employees feel included and secure.

Insight from Doyensys

1. Employees of Doyensys know that they will be rewarded for demonstrating the Doyensys Values called Passion, Commitment, Innovation, Teamwork, and Integrity. (PCITI)
2. HR plays a vital role in building a strong culture in an organisation. At Doyensys we start this with recruiting and selection of the candidate. Right from the induction programme to performance appraisal or any reward systems, we reinforce going to school values called PCITI, which is passion, commitment, innovation, teamwork, and integrity, so employees are very well aware that they will be recognised for sure if they demonstrate the PCITI values at their work

We have award categories like passion and commitment; we have award categories for people demonstrating passion, commitment, innovation, teamwork and integrity.

Empowering teams

Our teams are empowered by giving the knowledge transfer of each and everyone in the team. We have given the approval authority for each and every one for the core areas that they are doing. Also, the team feels happy that it helps them, 1. For learning, 2. It reduces the dependency of every employee.

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ORDINARY PEOPLE MAKE EXTRAORDINARY RESULTS

In my experience, leaders and teams who cultivate a spirit of possibility towards all aspects of their work—relationship building, project management, product creation, sales and marketing, engineering, etc. – thrive.

“In the beginner’s mind there are many possibilities, but in the expert’s there are few.” I love this passage from Shunryu Suzuki’s classic book *Zen Mind, Beginner’s Mind*.

A spirit of possibility encourages all team members to share their ideas and perspectives and increases the potential for innovation. Leaders with a beginner’s mind are open to many unknown possibilities, they trust and inspire their team, and they get better results. Conversely, leaders who rely solely on their expertise or their positional authority, often close doors before they even open, demotivate their team and achieve sub-par results.

Bad approach

Tech teams exist to serve the businesses.

Good approach

We set up teams to serve customers, meeting their needs in a way that they want, also in a way that meets the need of the business.

Why don’t most organisations do this?

Many a time, management thinks the people aren’t capable enough for this.

A famous coach, Bill Campbell, who coached Amazon, Apple and Google founders and many more says,

“Leadership is about recognising that there’s greatness in everyone, and your job is to create an environment where that greatness can emerge.”

This is the secret of those people who get incredible results despite the fact that they are also working with almost the same kind of people as we are.

Corporate is a results-based world. We are judged by what we develop and contribute to our families and communities. In the last 20 years, there has been a lot of focus on developing management skills for leaders. A strong set of management skills will ensure you get results. More than just a set of management skills, there are some other skills required for getting extraordinary results from ordinary people.

Good management skills are vital to achieving success, but that is not enough.

The secret of people who tend to get extraordinary results is that they are people who work with and for their people, and always want to help them get results. The fact is that they are not just managers, but are called as leaders. Some of the research done on attitudes and habits shows what makes the difference between ordinary managers and extraordinary leaders. If we understand and assimilate them, we will see results improve dramatically for us.

Embracing a spirit of **possibility** has far-reaching benefits. We know that to achieve important business goals and reach the peak of innovation, everyone on the team needs to contribute optimally. Each team member needs to feel psychologically safe to share their ideas, and they need to feel like what they share is *possible*. It is the leader’s responsibility to create that environment. Otherwise, team members will feel like their voice is unimportant. They will feel like they don’t belong.

And when team members feel like they don’t belong—when they perceive that their contributions are not valued, their perspectives are not honoured, or their lived experiences are not validated—there is no way they will be inspired to do their best work. And when everyone on the team isn’t motivated to perform at their peak, the team suffers. People quit, valuable brainpower is lost, money and time are spent on needless hiring, and once awesome projects become mediocre or fade away into the abyss. All that possibility... gone.

Why does this happen? There are a tonne of causes—and way more to unpack than can be done effectively in a blog post. The overarching reason for lack of team unity, however, almost always comes down to one factor: a limited scope of what it means to be an inclusive and inspiring leader.

Too often, team leaders or project managers, in an effort to maximise efficiency and increase productivity, don’t prioritise and/or don’t know how to create cohesive team culture. Of course, the ironic thing is that team cohesion is what allows intrinsic motivations to surface, and secures a greater dedication to team goals, which leads to greater creative thinking, more

innovative products, and, more revenue for the organisation. In short, cohesive team culture maximises efficiency and increases productivity.

But when each member of the team doesn't feel like they belong, this doesn't happen. It is the responsibility of the leader to take the initiative for creating, building, and sustaining an inclusive team culture.

Try it out and see what happens.

1. **Possibility:** Approach every collaboration, project, conversation, and relationship being open to unknown possibilities. Don't close doors before they open.
2. **Curiosity:** Show genuine interest in the personal lives of your colleagues. Take time to get to know them. Listen to their ideas. Encourage them to elaborate. Inspire them to contribute insights. Don't presume to know their intentions, backgrounds, preferences. Don't box them in.
3. **Empathy:** Use emotional intelligence to understand where your colleagues may be coming from; how events outside of work (political, familial, personal, and financial) may affect their performance. Instead of judging, ignoring, shaming, or showing impatience, STFU (seek to fully understand) the situation.
4. **Compassion:** Put your empathy into action. Appreciate the subtleties of various contexts and work collaboratively to come up with tenable solutions that work for the individual and meet the goals of the team and project.
5. **Connection:** Understand that people are more than their work role; value and validate that. Be willing to be vulnerable. Establish trust. Trust creates a connection.
6. **Belonging:** It is only when we feel connected to one another that we feel a sense of belonging. Which is what we want in the first place.

There are no ordinary people

Look for strengths in your people. Extraordinary leaders who want to bring in results will recognise every one of their people. They give the right circumstances and challenges and see the potential of the team to produce extraordinary results. These leaders know that there are no 'ordinary people.' On the other hand, ordinary leaders are those who get only ordinary results from people, though they have the potential to do more. It describes the way the leaders treat their people, and, in turn, the way the team gives their all to help them achieve the results they want. Look for strengths in your people.

Setting the right tone

Great leaders lead by example. Doyen means leader by example. *There is no boss in the organisation, but the organisation becomes the boss.* If you are positive, enthusiastic, determined, and goal-oriented, then you'll develop this sort of atmosphere in your department or organisation. These things are contagious. In the same way, if you are negative about people and about the future, and not inclined, not willing to take the extra mile, no surprise, the employees will begin to mirror your attitude. Be a role model in your attitude towards work and behaviours that you want from your people.

Give your people a great reputation

“Ten timeless principles for perfect human relationships” by Dale Carnegie, talks about this, and one of which is “*Give people a high reputation to live up to it.*” Communicate to your people what you are trying to achieve through them, explain the significance of their contributions to achieve them. Not just training them to be effective, but also invest time to build confidence and belief in them. People will go the extra mile to preserve a good reputation. So as managers let us try!

Use your coaching time well

A book by Jeffrey Fox, *How to Become a Better Boss*, suggests that we should spend 90 percent of our one-on-one coaching and management time with our top performers. So, if you spend 9 hours of your week working with your people, it is required to spend 6 of those hours with people who are delivering 70% of your results. This 80-20 rule applies everywhere.

- Spend 3 of those hours with your emerging ‘stars’. Emerging stars are those who have the potential to be the top performer.
- Spend just 10 percent of your time with those who are not contributing and never will.
- Coaching time will pay big dividends. So make an effective investment of your time.
- Performers are your gold; treasure them. Don't assume that they don't need your time just because they are getting results.

Give lots and lots of recognition

Why people leave jobs, or continue in jobs, or excel in jobs, highlights or majorly depends on the one thing called “recognition”. Every study says this. Even money has not got the motivating power of public recognition for a job well done. The great motivational speaker Zig Ziegler

said, *‘the easiest way to knock a chip off someone’s shoulder is to let them take a bow.’* Catch even your worst people doing something right, and praise them publicly. This will help in changing their attitudes.

Evolving from a good manager to an extraordinary leader requires nothing more than additional focus—doing these things that make the people who work for you feel good about what they are doing today. This will result in the best possible results.

The role of leadership in bringing extraordinary outcomes

“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.” – Steve Jobs

Hiring people with normal education background, hiring player “A” and the creamy layer, and with them doing the project, is the skill of the leader.

- Staffing. Put the right people in place and don’t set them up to fail.
- Coaching.
- Objectives (Not roadmaps. Give people business problems to solve. Let the team figure out how to solve the problem. Make sure that different teams’ objectives are reconciled with each other.)

Leadership is all about inspiring people to a goal. Leaders need to provide their people with:

1. **Product vision** – Needs to be inspirational. It’s the main recruiting tool.
2. **Product strategy** – The plan for getting from the current state to the desired state. Not a product roadmap, but more on a sequence of big milestones.
3. **Product principles** – Principles to help you make difficult product decisions. e.g., at eBay, resolving the fact that the seller team had a lot of power, and that could lead to buyers being treated worse. So eBay established a principle of always favouring the buyers, because if you take care of the buyers, then the sellers will come.
4. **Product priorities**
5. **Product evangelism.** “If you ease up on evangelism there’s always someone that is going to take your resources.”

Identifying the right people and coaching

A person committed to his or her employment is the candidate you want to hire. You do not need to hire an employee who switches careers or jobs often, simply to get a better salary. If a

candidate isn't always dependable to any organisation, hiring this person ought to absolutely be a problem for your organisation. Always check the candidate's previous activity duration and if she or he is switching jobs constantly, that is genuinely now not the right resource for the job.

Test for Excellent Learning and Analytical Skills

Try to use different strategies to evaluate the learning and analytical talents of your resources. Testing candidates might be tricky; however, don't compare applicants simply on the premise of their profile and their confidence, because a resume can incorporate lies.

A candidate with confidence is great, but what you really want is a candidate who has the right skills and educational requirements.

Check Compatibility

You like to discover an employee with a purpose to fit in together with your company's practices. Check whether the resource has social skills to get along with others, especially with current employees and managers. Ask how she or he is managing current business clients to judge compatibility abilities.

Recognise, willingness is one of the primary things a resource must possess to work with you. And if a person can't get along with their current clients or previous bosses, it's not such a great concept to hire that resource.

Don't forget to hire interns

People might additionally disagree. However, that is one of the exceptional ways to hire the proper employee for your organisation. You know all of their strengths, weaknesses, abilities, know-how, attitudes, conduct, confidence ranges, and even practical evidence of work. What else do you want to recognise?

You've already achieved the tough work in picking an intern.

How leaders inspire and influence the team

As a leader, certain attention should be given to the individual needs of your employees. Many leaders take their positions without any consideration and call for appreciation from their personnel. Respect is the thing that has to be earned and is not something that comes automatically for the title. By becoming more involved in daily activities, leaders earn respect and have a more positive influence over their staff. When a leader does the work alongside employees, they could learn more about how they must lead others and acquire a better perception of how their employees view them.

A leader should earn respect. Without it, there won't be a successful team. Being a good leader is all about attaining more than the requirement, being obsessed about what you do, and being an example for everyone around you. Stay aware of ways to improve working conditions to make for a better workforce and to stay competitively relevant.

Key skills needed to influence others

The ability to influence is an important leadership skill. To influence is to have an effect on the behaviours, attitudes, opinions, and choices of others. It isn't to be pressured with the power or control. It's not approximately manipulating others to get your style. It's about attaining what motivates employee commitment and using that knowledge to leverage performance and positive results.

The important key skills that the best leaders have to influence your team are as follows:

1. Treat all you meet with dignity
Being nice costs you nothing. Valuing people is also a free investment. When you approach employees with a positive mindset and a commitment to treat them politely, you win. Play the role of a battering ram and you lose.
2. Find their passion and tap the energy passion produces
We all have passions, and employees are no different. As a leader, do you have a clear sense of the passions your employees bring to the workplace? Observe behaviour in various work situations to pick up what an employee enjoys doing. Listen when you are in conversations, or simply ask questions. Look for ways to maximise passion and you raise the level of productivity, satisfaction, and energy.
3. Take advantage of the imagination of others, as well as your own
You might be surprised at the creativity employees can bring to your area of responsibility. Frequently seek to tap into this gold mine of knowledge and experiences. Employees enjoy contributing, and this is a very productive way to accomplish that.
4. Bring purpose to the job, because purpose drives
Earlier I mentioned passion. There is a connection here. Many passions drive purpose. Combine the two if you can, and you've created a giant pool of self-motivation that can only enhance employee contributions and organisational effectiveness.
5. Be fair and consistent in all your decisions
This may be one of your most important leadership practices. Being predictable removes stress. Even though some leaders can be difficult, at least employees know

what to expect. With more of a servant mentality, you open the door to work fairly and consistently from a position of strength!

A leader's ability is to have influence with others which is based on trust. In fact, our influence expands by the trust that exists in a relationship. The ways how leaders effectively build trust and increase their influence with others are as follows

- Establish credibility
- Engage others and build a connection
- Clarify expectations and practise accountability
- Share your passion
- Be open to influence

How Coaching makes the leader more powerful

Coaching employees is the key to constructing and retaining a self-encouraged employee. In the beginning, it will take extra time—the entire teach-a-guy-to-fish technique versus simply catch-a-man-a-fish. But the consequences are really worth the investment.

The better you educate, the more prepared your team may be to gain their dreams. Successful education guides personnel in the proper course, and also promotes unbiased thinking and team collaboration to conquer boundaries.

Follow these procedures to make your coaching and evaluation process more efficient.

1. Decide what you want to accomplish

Before you go to your resources with a new challenge, you need to be clear as to your own thoughts about what you want them to perform.

Coaching personnel has a tendency to be two-fold. Either you're coaching them for improvement (or due to the fact they're doing something incorrect), or you're training them on a new procedure or topic that requires training.

2. Choose the right path

Now that the employee realises why this attempt, it's time to talk about a way to get there. Set particular standards for what the output needs to encompass and a timeline.

Communication has to come before, throughout and after the technique. It's crucial not to just provide them instructions and ship them on in their own manner.

A key in figuring out the great technique is to recognise your employee's talent units and areas of expertise. Some will need extra instruction than others, relying on the subject.

3. Give feedback

Feedback is a two-way process. Employees should talk about any problems. You, as an educator, should respond with optimistic remarks on their development and how they could enhance employee performance, and try to hold the message of high quality; however don't sugar coat it. Feedback can be tough while the outcome isn't going great; however, you want to be trustworthy and honest. You're no longer doing the employee any favours if you're now not to offer sincere comments:

- Don't be vague
- Provide examples
- Tell them what wasn't executed right
- Show how it need to be accomplished differently
- Explain why it needs to be done in a sure manner

Conclusion

Anyone can do a great job by hiring the creamy layer of people and produce results. It does not make sense to hire smart people and then tell them what to do; we have to create smart people who have the dedication to learn and grow along with us. The responsibility lies with the leaders.

Hiring people with normal education background but who are high on dedication and ability to learn fast, and can be the asset of the organisation and your teams, is a wise policy.

Invest time in Staffing and Coaching. Creating awareness about knowing the Objectives of the organisation is the key.

Leadership is all about inspiring people to a goal. Leaders need to provide their people with the confidence to achieve. We have to make sure that we put the right people in place and don't set them up to fail.

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CEO - CHIEF ENERGY OFFICER

Who is a chief energy officer?

We all have heard of a Chief Executive Officer, but the title of “Chief Energy Officer” might be new to some of us. It may sound like an executive who is working in the field of energy, but the word actually reflects the kind of push in leadership studies for executives and supervisors to motivate their employees in a more positive fashion.

For example: In a hospital, the people who work on servicing patients, might focus not just on what the medical staff needs to do in their jobs in terms of equipment. What kind of support and encouragement given to the patients is what measures their best performance. So these staffs are called Chief Energy Officers. Becoming a chief energy officer is not just for those in the top management ranks. These types of positive, forward-thinking leaders are needed at every level of an organisation. These energy officers see only the possibility in everything. Let see how...



Why do Managers have to be positive and motivators? What change can they bring in by seeing the human potential? If we treat employees as a resource, then their relationship will be transactional, whereas Doyensys has become a great place to work by looking at the positivity of the people by its leaders, and in fact by every people manager.

Why do people managers need to be energy officers and how?

It is a fundamental role of a people manager to be responsible for mobilising, focusing, inspiring, and regularly recharging the energy of his/her team. Energy is contagious—Irrrespective of any position and power in an organisation.

We are in a world where the new kind of leader is expected to serve as a Chief Energy Officer.

The way the people managers/leaders feel at any given situation in an organisation, in turn influences how their team members feel, and in turn how teams perform. A people manager or a leader's responsibility is to intentionally and systematically energise his team members so that they can bring the best out of themselves to their jobs.

Just think about the best boss you have ever had in your career. What comes to your mind to describe that person? I have asked this question to myself and discussed with my friends, and here are the most common answers:

- Encouraging attitude
- Inspiring

- He/She must be kind enough
- Positive
- Calm in nature
- Supportive
- Fair treatment
- High decision-making skills
- Smart and a Visionary person

I'm sure only 3 of those qualities have anything to do with intellect. Other things in this list are emotional qualities – and they're all positive ones. No one has ever said to us, "What I loved about my boss is how angry he became, which showed me he cared." This means negative emotions may bring instant action, but they will never inspire people in the long term. Even in small doses, negative energy can have a considerable effect on people.

The old saying going like this, "what you put out, you receive," could not be more relevant in today's climate and workforce. If you ask any HR's or the people manager, which is the most challenging task in your workforce, their answer would be "Retention of the Talent."

One of the ways to achieve this is to make sure that as a manager, we have to be a Chief Energy Officer who boosts the morale and energy within the company. But Not just a Manager. At Doyensys, WE follow and Consciously Practise certain things when it comes to People management. One of our managers who naturally has this quality is my boss Somu Chockalingam, who is a Co-founder and President. He is generous with appreciation. Even I have got that appreciation many times from him.

Here are some of those practices:

Tip #1: Be approachable and hear them out

People managers should not give a feeling that they are "too unapproachable" to talk to. If your team members don't accept you as one among them, they will never come to you to talk about any concerns they have. They will come only when they feel that their thoughts are being heard by us. This is one of the easiest ways to bring energy to the workplace; this can re-energise the entire workplace. At Doyensys, all of us project managers or team leaders across LOBs practise this.

Tip #2: Freedom and space – No micromanagement

Trust your team that they will do the job well. I will most of the time step back and see what is going on. By letting go, we are showing the team that I'm confident in them. I also encourage this among other managers. This is actually helping my team and boosts their confidence.

Tip #3: Make teams involved

Without the team, there is no success! Give liberty to the team to share their ideas and views. Many a time, our leaders underplay and get the best out the team. In this way the team feels energised that they are also contributing to the team's success. During any meetings and brainstorming sessions, WE allow every team member to be involved and share their ideas. In this way, each person on the team will feel they are contributing to the success.

Most of the time, as Managers, if we listen to the ideas during the meetings with the team, the meetings will become lighter, more fun and productive—and you'll also learn what everyone is thinking and their capability. The energy is enormous within the group if we practise this.

Tip #4: Treat failure as learning opportunities

It is very essential to work together when the team is in trouble, or they go through problems (even if they're not yours). Remember, there are no failures—it is all only learning opportunities. When we instil this belief in our system, it produces positive energy to move forward through the ups and downs.

We have let the team witness our belief that we treat their failures as an opportunity, and will be with them at difficult times. Take the blame when they lose. Tell them that when we win as a team, we also lose as a team. The positive energy this produces creates the trust and positivity to proceed further.

Tip #5: Celebrate even the small things

Doyensys has a peculiar habit that we celebrate everything. This has over a period helped us to remember only the positive things. WE never think of any hiccups as we create reasons to celebrate every small success of the team. So the environment is so positive, that you hardly remember any negative things. The truth is we are not giving that chance to them. My recommendation is that you take time to publicly acknowledge team and individual successes, and to express appreciation for a job well done.

Recognising achievements and constantly doing this will energise and inspire people. This will take them to higher productivity, creativity, collaboration, and engagement within the organisation.



Walk the talk.

Doyen is “Lead by Example.”

It is important to reflect on the qualities that we can stand for. That is called walking the talk. At Doyensys one of the leadership training’s agenda is to create the culture of walking the talk.

This is the reflection of the company’s image also.

WE strongly believe in that.

Tip #6: Practice realistic optimism

Always set realistic expectations with the team. When you motivate the team, you have to be very realistic in your optimism, stating facts as facts. You have to train the team when failure comes, and how to face it. While motivating, all of us make the mistake of overdoing it. We have to make a team understand that failure is also an opportunity to groom ourselves. So when you do motivation, it has to be optimal and make your team realise that failures are shortfalls that we come across. When we set this standard, it will bring a more hopeful and empowering condition among employees without denying the actual facts.

Tip #7: Gratitude and appreciation

Make sure to give accolades in public and in meetings when they have achieved something. The Team members may want to be recognised for their hard work and nothing boosts their energy like the fact that they are appreciated by their managers.

Personally, I have felt that one of the highest honours I can receive, is when I receive awards from my Boss in public fora. I was given a Passion and Commitment award in an annual award function which was a surprising thing. So the same way when you give the credits to the teams and recognise them, it energises them way beyond what you think of.

If you keep the energy levels high, your team members will feel more empowered and happy in their roles.

A People manager's influence or an impact doesn't come primarily from the actions we take, but by the way we make our team members feel along the way. People need simple recognition and appreciation for real effort and for their contributions as and when it happens. They don't need false or half-hearted praise, but even a small recognition keeps them energised. When I say appreciation, it is also required for the managers (which includes HR managers as well). At the end of the day, they are the ones who are the ones going to fuel the team, which is the major population of an organisation. Many have a misconception that the people managers don't require any awards or recognition, and it is interpreted against their maturity.

At Doyensys, we have some best practices on how energy officers work.

Approachable: I make sure I spend my time outside my chamber and spend time with people. When I joined as HR at Doyensys, the first thing I wanted to practise was that "I should be reachable and available for people." In bigger organisations where I worked, I never got the opportunity to meet and have a chat with my HR super bosses and Practice heads. I often have quick chats with the team and discuss personal things also. Over a period I could observe that people are comfortable saying anything to me, and feel positive at the environment that they have someone with whom they can share anything that they want. In the same way, our CEO's cabin is open for anyone.

Tip #8: Trust

I was interviewed at outside location, but the trust and the confidence reposed by Somu energised me to take the risk and do it. Freedom and space to operate was provided to do my work. That is the kind of trust he provides for people who work under him

Examples of managers who are chief energy officers

Some energy officers I have met:

1. **Dr. Sri. S. Somanath** is a “Distinguished Scientist” grade officer and currently the Director of Vikram Sarabhai Space Centre (VSSC), Thiruvananthapuram, the lead Centre responsible for all launch vehicle programs of ISRO. I was lucky enough to meet Dr. Somanath in July 2019 at ISHA academy. In fact, I should say that I was lucky enough to attend that Leadership programme at ISHA where I met many leaders. But the person who inspired me most was Dr. Somanath. ISRO has always been one of the best ranked public sector organisations. This is because of their culture and the kind of employees they have. Let us see how ISRO’s leadership has impacted me and I started imbibing the good practices.



2. **Dr. Mayilvahanan Natarajan** – Padma Laureate in the field of orthopaedic oncology. I have seen his utmost compassion and empathy for others when he served at the Government hospitals in Chennai. When you enter his office you experience such enthusiasm, confidence and high spirits, that it is impossible not to be drawn in. A truly inspiring and energy officer.

He is a noted Indian surgeon who has made substantial contributions to the specialties of Orthopedic oncology, and invention of Custom Mega Prostheses to avoid amputation for Bone tumor patients. For his efforts, he was awarded the Padma Shri by the government of India in 2007.



3. **Mr. Thillai** – Managing Editor of Jaya Television. I remember feeling it as a young News presenter at the Channel, when Mr. Thillai who is the Chief Editor of the news channel, came to me with a news assignment. I wasn't sure if I could do it or not at that early stage of my career as a newsreader in a Tamil television channel. I would say that he is the first energy officer of mine, and invariably left me with a feeling of confidence that I'm the only person on earth who can do it.

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REWARD THE BEHAVIOR – A POWERFUL RETAINING TOOL

Rewarding and its power in an organisation

In a Soviet nail manufacturing company, leaders wanted to try a new initiative to improve the performance of their factory workers. First, they announced that they are going to pay the workers equivalent to the weight of nails produced. They observed that all nails became bigger. Then when they started paying workers for the number of nails they produced, do you know what the outcome was? Yes! All the nails became smaller.

Do rewards motivate people? Of course yes, but the reward system should be a mixture of the performance plus their behaviour. In this chapter we are going to discuss about the rewards, various ways of rewarding, and why the behaviour has to be recognised for a healthy organisation, and in which ways it helps.

Have you ever noticed that some employees are more motivated than others to work at a higher level of productivity? Let us see how managers use the techniques of intrinsic and extrinsic rewards for reinforcing employee behaviour in a positive manner.

Definition of reward

Rewarding an employee means giving him something more than what is usually given to him or other employees at the same level. If he is rewarded with something as a mark of recognition for something he has done, then it is motivating to the employee.

Reward vs. Recognition

Although these terms are often understood and used wrongly, considering both the same, they should be considered separately. Rewards are based on the Performance, and to motivate employees individually or as a team. They are not the Salary that an employee gets, but whether monetary in nature or otherwise, have a cost to the company.

Employee recognition programmes are in general combined with reward programmes. But they serve different purposes completely. They are intended to provide psychological rewards and financial benefit.

Extrinsic and intrinsic rewards

There are many types of rewards an organisation gives to its employees in exchange for their contributions of time and effort. These are classified as *extrinsic* or *intrinsic* rewards.

Extrinsic rewards are external to the work itself, administered externally, mostly by the management. Some of the examples of extrinsic rewards are salary, fringe benefits, promotions, and recognition and appreciation from others. On the other hand, intrinsic rewards are those that are related to performing the job. This is otherwise called “self-administered” rewards. Examples of intrinsic rewards are feelings of task accomplishment, power, personal growth and development that come through the job.

Example: The small boy next door asks you to let him help you wash your car. He asks because the car cleaning task would give him a considerable excitement motivation. Now, consider an instance when on a certain holiday, when you need your car washed, the child has other options, and so it refuses. This time you can pay him to help wash your car. Imagine the next time when you ask the neighbour to help you wash the car for free? So, when extrinsic rewards such as pay are tied closely to Performance, intrinsic feeling called motivation or the desire to do a task because you enjoy it, can decrease.

Extrinsic rewards are by sources external to an individual, so their effectiveness rests on accurate and fair monitoring, evaluating, and administration. Whereas intrinsic rewards are a function of self-monitoring and administration; these rewards are often not expensive, but effective. This rewards you for your performance on a task; you can still reward yourself. It is like a pat on the back for a job well done, or a sense of satisfaction for overcoming a challenge.

Rewards functions and how it helps an organisation

It helps in serving several ways in the organisation and in retaining the right talent broadly.

1. Stimulating effort and Performance – The performance of an employee would increase when they feel that rewards are for recognition. It is contingent upon good performance

in the organisation. So reward systems are very essential for stimulating the basic motivational function.

2. Reduction of absenteeism and high turnover – It influences the employee's decision to come to work or to remain with the organisation for a longer tenure, thus helping in the retention of the right talent.
3. Enhancing commitment of employee, influencing employee commitment to the organisation, primarily through the exchange process.
4. Job satisfaction

Organisations use rewarding the behaviour of employees for a variety of reasons. It generally influences the following:

Employees develop a binding with organisations when they start perceiving that the organisation is interested in them and willing to protect their employees' interests. Employees expect that their goals are met by the company and their commitment towards the company also increases.

Money and Motivation

Money is said to be the primary motivator for everyone. This has been said by all the managers recurrently. Some argue that most behaviour in an organisational set-up are motivated by money; on the other hand, some argue that money is not the only motivation, but just one of many factors that motivate Performance. We don't understand which view is right, but we must recognise that money can have important motivational consequences for many. In fact, money serves several important functions in work settings. (R. L. Opsahl and M. D. Dunnette, "The Role of Financial Compensation in Industrial Motivation," *Psychological Bulletin* Vol. 66, 1966, pp. 94–96").

These include (1) for achieving a goal or incentive, (2) acting as a source of satisfaction, (3) an instrument for gaining any desired outcome, (4) a standard of comparison (4) a reinforcer where its receipt is contingent on the level of Performance.

Our experience tells us that the effectiveness of pay as a motivator varies considerably. Sometimes we see a direct relationship between pay and effort, whereas at other times no connection is found. Why?

There is something more than money that can explain the recognition well to the employees. We at Doyensys realised this and started something called "Rewarding Behaviour".

E. E. Lawler, *Rewarding Excellence*, (San Francisco: Jossey Bass, 2001).

Why behaviour has to be rewarded

All the HRD programmes are created and the outcome that the HR expects is to change employee behaviour. Rewarding the employee's performance and behaviour is an important part of HRD, especially in these difficult times. The start-up of an organisation is an exacting and crucial period characterised by a flurry of activity and intense pressure to be productive. The future time period and nurture of the organisation are also shaped by the events of this period. Some of the first decisions in any organisation must be concerning its reward system. Employees expect to be paid from the very first day of work, and from the first day, they are concerned about promotion, advancement, fringe benefits, and perquisites.

Appropriate rewards not only recognise and motivate employees, they also communicate the organisation's values to the employees. In HRD systems, innovations and use of capabilities are rewarded in order to encourage the acquisition and application of positive attitudes and skills. (Rao,1991).

The main objective of any HRD system and any organisation is:

- Improving the organisational performance
- Increasing shareholder value
- Achieving competitive advantage
- Adding value
- Improving the rate of return on investment or whatever

All this means doing better than your competitors, or delivering a good service or goods by making more effective use of your resources. As some executives say, "Money is easy to get, good people are not." Improving organisational Performance is about improving the quality and performance of its people.

Organisations must reward employees, because in turn, they look for a certain kind of behaviour. Organisations need competent individuals who agree to work with a high level of performance and loyalty. Individual employees, in exchange for employee's commitment, expect certain extrinsic rewards in the form of promotions, salary, fringe benefits, perquisites, bonuses or stock options.

Individuals also seek intrinsic rewards, such as feelings of competence, achievement, responsibilities, significance, influence, personal growth and meaningful contribution.

The objectives of a reward system as discussed by Fisher (1996), Armstrong (1993), and Duncan (1992) can be summarised as follows:

1. To motivate employees of the organisation to achieve high levels of quality performance, and to maintain regular attendance.
2. To show the employee his importance and that his performance is recognised and rewarded.
3. To attract competent persons from outside and retain skilled and high-quality personnel.
4. Approve organisational effectiveness by supporting the attainment of the organisation's mission and strategies, and helping to achieve sustainable competitive advantage.
5. Creating healthy competition climate among employees for the development of both parties.
6. Increase commitment—ensure that members of the organisation develop strong beliefs in the organisation and identify with its mission, strategies and values.
7. Support and change culture—underpin and, as necessary, help to provide levers for changing the organisation's culture as expressed through its norms and value for Performance, Innovations, risk-taking, quality, flexibility, and team working.
8. Support manager—support individual managers and provide them with the authority and skill needed to use rewards to achieve their goals.
9. Empower Individuals and teams—use the reward system to raise Performance and quality through empowered people who have the scope and skills needed to succeed, and are rewarded accordingly. Reward process helps to upgrade competence and encourage personal development, and also helps to achieve continuous improvement in levels of quality and customer service by supporting such processes as TQM.
10. Achieve integration. Integration is part of the management process. Rewards can be considered as a key component or as playing a key role in a mutually reinforcing range of Human Resources, Management and development processes.
11. Develop team working—improve co-operation and effective team working at all levels.
12. Prompt fairness and equity—Rewarding people fairly and consistently according to their contribution and value to the organisation.
13. Support new developments—help in the introduction and effective use of new management techniques such as computers, quality circles, TQM, etc.
14. To reinforce good desirable behaviour, retain values and productive employees.
15. Give value for money for the organisation.

16. Encourage flexibility—help to achieve the most efficient use of human resources through skill-based and organisation based flexibility arrangements. It is usual that the reward strategy is dependent on the organisation or business strategy and the management style of the organisation concerned.

Rewards helping in retention of the employees

Things to remember while setting a reward programme (results):

- Should increase the Trust levels between managers and subordinates.
- We should measure the Individual Performance.
- Must be able to accurately pay rewards for high performing people, which must be substantially higher than those to poor performers.
- Good performance must be perceived even in negative situations.

Under these conditions, a strong culture is created in the organisation, in which employees have reason to believe that significant performance-reward exists, and its contingencies. Given this perception, we would expect Performance to be increased.

Here are the points to remember while rewarding the behaviour:

1. Reward behaviours, later outcomes.
Outcomes can often be achieved through the subject skills or technical skills while behaviour is about hard work and effort.
2. Consistent Demonstration
Make sure you have an unbiased mechanism for finding the behaviour of an individual and how it impacts positively the team's peers, and the organisation.
3. Surprise rewards
Give rewards as surprises and in unexpected times, so that people don't change their intentions and focus on the reward.
4. Anticipated rewards
No need to prevent people from anticipating rewards. But this may be kept in a small part.

5. Continuous Rewarding
Make every day as a day to celebrate something. Treat every day as an opportunity for rewarding your people. This is called looking at the Human possibility.
6. Reward publicly
Everyone in the office should know what work is being appreciated and the reason. Call up one and everyone, and announce, or send out a mailer to all the teams that this award has been given for the person for so and so reason.
7. Reward your colleagues
Our peers often know better than managers which of their colleagues deserve a compliment. So it is not mandatory that we should reward and appreciate subordinates only.

Some good practices

One good practice that seems to satisfy all the discussion we have had about rules which are commonly used in all the IT organisations, is the “Kudo box” or Wall of Fame. In this practice, you get people to offer each other tokens of appreciation, either by posting them in a box or putting their appreciation posters on a wall. Google calls it “Thanks”; some other companies call it “WOWs.”

I know some companies that use names such as the Shout-out Shoebox, Thank-your Box, and Rippas. Some employees give each other a “Thank You” Card for a good job. Optionally, management can make small gifts available to those who received appreciations from HR.

These practices satisfy the ways of rewarding. It is a surprise, the rewards are small, they are offered continuously, and publicly, for healthy behaviours *and* great outcomes. In this process of recognising the behaviour, the employees even reward managers.

Any monetary reward may go wrong. But it is best that you focus on people’s *intrinsic* motivation and the 6 rules for rewards. Companies cannot get adverse output from recognising the employee’s best behaviour. A thank-you note is a great reward for every worker.

Designing a reward programme

The key things to remember while developing a reward programme:

- Identifying and communicating the goals of the individuals and the group and the organisation, which will attract the reward... Employees should be aware of this.

- Share the desired employee performance or behaviours that will reinforce the company's goals.
- Determination of key measurements of the performance or behaviour, based on the individual's or group's previous achievements.
- Determination of appropriate rewards.
- Communication of programme to employees.

Non-monetary Rewards and their positive impact

We come to the conclusion that rewards need not be monetary alone. Our rewarding programme has to be an inducer of the intrinsic rewarding which should trigger the motivation of the employees to produce a high performance.

We do not need to count the outcomes or results alone. We should start recognising the demonstration of such behaviours of an employee also.

My experience

Once in 2015, I was surprised by a big Greeting card from my team, in fact from the entire organisation. When I entered the office the day after a team outing at Chariot Beach resort, I saw a big Thank you card in my chamber. That was a surprise to me. Everyone had signed on the card, and appreciated my hard work in finding the right place, and in making the event excellent and enjoyable for everyone.

So it is not necessary that only the boss has to appreciate the subordinates. The peers and subordinates can also appreciate an employee or manager. Even HR can receive an award or an appreciation from the Teams.

ACT FAST ON A WRONG HIRE

What is a bad hire – will that impact business?

Bad hire costs your agency more than you might think. If you work at a small or a mid-sized organisation, losing that money over a single wrong hire can cause unthinkable damage to your bottom line. Society for Human Resources Management (SHRM) survey says that one mistake of wrong hire cost up to 5 times the bad hire's compensation. According to research from The Harvard Business Review, 80% of employee attrition is due to bad hiring decisions. There's simply no room for hiring mistakes.

On the other hand, sometimes it happens that a candidate with the right credentials, who seemed to fly through the interview process, later turns out to be an unexpected problem after hiring.

We should be aware of this, being HR's or people managers of IT organisations, where the business depends on Human Talents. It is an unshakeable truth that it takes TIME and ATTENTION for finding the right match. It is something even busy managers need to make time for.

So we all would have gone through a situation, facing the confusion or dilemma of whether it's ok to stick with an employee who can't handle the work and is damaging to the team, or admitting to the stakeholders that we have made a significant mistake.

“Companies cannot afford hiring mistakes, which are costly and can erode staff morale,” says Max Messmer who is the chairman and CEO of Robert Half International and author of the Human Resources Kit for Dummies.

Usually, in these situations, it's less expensive or damaging to do a change. The sooner we make it, the better. Coping with the impact of a bad hire will not be easy. Following these steps will help you recover and move on with the least possible damage to all parties.

What will be the implication of a wrong hire and how to avoid it.

During interviews checking not only the technical areas but also the culture fitment will help us in bringing the good hires.

Common mistakes that lead to bad hires

The halo effect

This is one of the very common mistakes that HR and all interviewers make. Many a time, I have refrained from scheduling interviews with my boss if he is in a bad mood on that day. The perfect scenario is as follows. Imagine you're a hiring manager and conducting interviews for a Project Manager position. After a long unproductive day and meeting disappointing candidates, suddenly, you see a next candidate who seems to be eloquent, positive and friendly. This combination of traits impresses you instantly. On top of it, you have got a solid resume. We tend to hire him right away.

A shock comes later. A few months after his on boarding, you get to know from the manager that his performance has not been on par with what is expected so far, and he shows no signs of improvement. Now we wonder what went wrong on our hire. How could a candidate who impressed you so much in the interview turn out to be a wrong hire?

This is a classic example of the halo effect, which represents a typical cognitive bias that occurs within us. We as humans tend to overlook obvious faults when someone impresses us in one particular area. In this case, it is easy to get impressed by the candidate's assertiveness and communication, so we would have assumed that he would be equally impressive in technical areas also. On top of it, his resume might have been solid, so we tend to overlook other potential issues.

Every open position is not an emergency need

In periods of heavy competition and for the organisation's growth, especially Mid-size companies like us “Doyensys”, often tend to fill the positions quickly and acquire the talent, without much

thought to the hiring framework or timeline. With this attitude, it's easy for us to misfit hires. For any organisation it's necessary to get someone hired and on-boarded as quickly as possible for the overall stability of the organisation—but it is also equally important that we take time with the hiring process to find someone who will bring the right energy to the role.

Linda Brenner is a co-author of *Talent Valuation* and the CEO of Talent Growth Advisers. She insists on the importance of prioritising hiring for open roles according to our business needs.

She says that we should start by identifying which roles are most essential to delivering on future growth commitments and not just to continuing your operations. Brenner also writes that finding and hiring top talent in those areas is most essential.

Once we identify the priorities, we have to develop a plan with a timeline that allows our team enough time to select the right candidates. If you start hiring for roles that will be essential for the near future or coming months or years, then we will be able to conduct a more thorough process that yields better candidates.

Poor Job Description

The hard fact is that we don't know what the position really requires in some job requirements. Most job requirements will be given by the Competency heads in a few bullet points as a list, or a descriptive one of the ideal candidates who should have all the good attributes and characteristics. Somehow it will describe the ideal person for the job who can only be created by God with those specifics. Let us be realistic.

Interviewers or the stakeholders who are seeking candidates for a new position should allocate a dedicated time before the interviews to understand a little deeper about the Role and "Pivot". Identify the set of qualities that tips to identify the candidates over one another.

"The pivot" is a term derived by Ram Charan, who is a business adviser and author of *Boards That Lead*. Charan explains, the pivot is "a strand of two or three skills that are tightly interconnected and required for the new hire to succeed."

Pivot is that which differentiates candidates who are average performers from someone who will truly fit and exceed your biggest expectations.

For example, when hiring a new Database administrator, the pivot might be a background in Any Graduates, Flexible for timing and shift rotations, and a unique ability to handle Customer queries, and handle any stressful situations.

"Directors do a lot of work before arriving at the pivot before they hire a CEO for their organization," says Charan. They take enough time to understand the company's current needs and challenges. They study how the external environment is changing. The pivot method is a way to help hiring managers and companies and CEOs to find the right talent for their business

needs. Useful for all hiring managers to come up with the specific abilities really put a candidate over the edge.

Here is another example:

While hiring new business development manager, the pivot will have an education background in economics, an adaptive nature and the ability to handle anything in a calm and collected way even under stressful situations.

Heavily focus on technical skills and skipping the intangibles

Technical skills are important, but at the same time the employee's disposition, attitude, and work ethics will cause larger problems. Hiring a talent on the merit of their technical skills only, will cause an issue and might lead to a wasted investment and will become a fitment issue in the organisation.

A leadership training and development company's IQ study says that) new employees rarely fail due technical skills; but the fact is that they failed due to the issues in taking feedback, inadequate emotional intelligence, and a lack of motivation, which caused more employees to fail than gaps in technical job competency.

Employees are asked to leave the organisation within 18 months of their hiring; only 11% fail due to technical shortfalls.

What were the top reasons new hires didn't succeed in their new roles? Please find the survey below as an example:

Mark Murphy, CEO of Leadership IQ, says that a typical job interview process helps on ensuring that the new hires are technically competent. But on the other hand, coaching emotional intelligence, motivation and attitude are much more expected out of a new hire's success and failure. Technical skills are really important, but he can improve it; but if he lacks emotional intelligence and has the wrong personality, then it ruins the system.

It's easy as an interviewer to get biased by the candidate's technical skills. But hiring managers need to look beyond and make sure candidates have the right attitude and the mindset for the role as well.

Some recommendations to overcome wrong hires

1. Group Evaluation: Having a group evaluation process in place where the candidates are evaluated at different levels and areas of the company.
2. Group Evaluation process enables the group to think on and probe a wide range of questions, and check the metrics and get the information.

3. In an article in Harvard Business Review, it is said that the candidate is reviewed by a range of people. It exposes them to various opinions and biases. This results in minimising the potential impact the halo effect can have on the hiring decision.
4. Once we identify the priorities, we have to develop a plan with a timeline that allows our team enough time to select the right candidates.
5. Starting the process much ahead of when the need arises, will help the interviewer and the stakeholder to be at a thorough process that yields better candidates.
6. It's easy to get blindfolded by a candidate's technical skills. But hiring managers need to look beyond and make sure of the candidate's right attitude, disposition and mind-set for the role as well.

How to spot a wrong hire?

- Lower Morale: You can find a decrease in morale in their department.
- Quality of work: Poor quality of work turned out by the individual.
- Blame Game: Development of a tendency to blame others for problems on projects they work on. At times we can even hear about the regular complaints about the job, company, and co-workers.
- Missed Deadlines – You can always find the increase in missed deadlines on projects in their department.
- Negative attitude: Customer complaints will increase pertaining to their department.
- Poor relations: Interactions will become low and ineffective.
- Change in the person's character from that shown in the interviews.

Solutions to deal with a bad hire

- Sooner the better: Deal with the situation immediately; don't let it fester.
- Feedback: we have to get a specific and comprehensive input from peers and managers.
- Determine: Once identified is it best to let them go, or can their deficiencies be remedied?

- Be clear about the agreements between the Company and the Employee or the appointment terms if you fire him/her.
- Analyse if their deficiencies contradict what they said or claimed in the interviews, or what they showed on their resume.

Lessons to learn from mistakes

1. It is difficult for all the stakeholders when we make a wrong hire. So learn what went wrong to avoid repeating the same in later situations, because it will be crucial to find replacement to make it work well.
2. Documentation is key to document the learnings on what went wrong. We have to make sure that we include the process for future hires and have reviewed these points.
3. It is important to be very clear about the company's values and culture.
4. Evaluating a prospect is hard if we're not clear about what makes our company successful and what kind of people thrive there.
5. Involve some of the people so that the applicant will be working within the hiring process. Get the applicant's resume to the interviewer in advance, so that they can be prepared with some questions in advance.
6. For technical positions, get your SME involved in the hiring process for asking the technical questions to determine their level of expertise.
7. It is mandatory to ask the applicant what they know about your company and why they want to work there. Listen carefully to what they say.
8. Once the wrong hire is identified, try to repair the situation with focussed feedback or reassignment.
9. Be diligent in checking out their references. Doing reference checking beyond the references they gave you will help.
10. Check them on social media sites like Google, LinkedIn, Facebook, and Twitter.
11. Culture Fit interviews: It's critical and a company-wide exercise defining the company's values and culture with give input and take buy-in from all parties, otherwise, it is meaningless.

A lot of these are just plain common sense, but sometimes that gets lost in the hiring process, especially in today's fast-paced workplace.

Some of the best practices

Doyensys always tried to repair the situation very fast once we realised that we have a problem in hire. We have a structured way of assessing the new joiners in a periodic manner, like after 2 weeks, 30 days, 60 days and 90 days. This is the crucial time where the new hires are evaluated with focussed feedback or reassignment.

Example 1: One of my clients hired a relatively junior person to do a shadow for a senior job in a non-billable position, which needs a lot of routine jobs. Within just a few weeks, the new employee started telling his concerns that his work was not as interesting or rewarding as he had expected. The client observed him making careless mistakes and goofing around with other employees.

Action Taken: Our Project Manager gave him careful feedback on his behaviour and asked lots of questions about why he felt the job was unsatisfying. Luckily, with an open and flexible organisational structure, the manager was able to transfer the newly joined employee to another department and a more challenging job that suited his ambitions better. We developed an intensive training programme to equip him for the new role and ensured a smooth transition.

But this doesn't always work. We should be prepared enough for letting a candidate go for his and our good.

Example 2: At one Client Company, a new Practice head who came from a different industry, made numerous commitments to apply the feedback he was receiving, but he didn't understand the business model. Either he was unable or unwilling to adapt his technical skills, so he was incapable of implementing the feedback accurately. Many of us resist or give up on a tough situation. But if you're giving the person lots of feedback, and we do not see any improvement in the next 3 to 6 months, at some point we need to prepare to cut our losses.

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CELEBRATE EVERYTHING

Celebration is an employee engagement

Celebrations in organisations are much more than what we think of. It can be an award, Dinner with Team, picnic or an outing with the team, or whatever; it is not just an employees' get together. It helps in increasing creativity, boosts morale, creates more focussed teams and in fact results in validating employees.

Company level celebrations, or company having the culture of celebrating every simple thing, can benefit in a larger way when compared to the companies which are conservative in celebrating events and occasions.

It doesn't matter if you're a large or a small organisation, and whatever the industry you are in, but when you start the culture of celebrating any small success of the team, individuals and the organisation, we can start seeing the full benefits.

There was a Survey by APCO Insight and MMB. They surveyed 400 small business owners and found that that 96% said meetings yield a positive ROI. Just like how we invest in marketing and recruiting, we should also invest time and money in celebrations for recognising employees, because it has numerous positive results.

Reason for celebrating everything

When we think of an achievement, we assume something extraordinary, but it could be something simple. Here are some of the examples of clearly identifiable achievements:

- Hitting or exceeding a target
- Saving cost by using effective methods
- Next milestone of the project
- Getting sign off from the project

It is not easy to measure the behaviours, which also deserve recognition, but if we could achieve it, the benefits are enormous as discussed below.

Improve company culture

It is a great way of exhibiting the core values of the company and culture. Every employee wants to work for companies where they feel engaged and are given empowerment. Companies with engaged employees produce 2.5 times more than their less-engaged counterparts. Engaged employees are a whopping 87% less likely to leave their companies. It's very essential to create situations to celebrate successes at the workplaces.

Establish your culture

We at Doyensys, define our company culture as transparent and our company as a flat organisation. We also believe in constant learning. So this is revealed in our day-to-day activities, and even our mind-set has become like that. In every award or celebration, we focus on our values and actions within any of our company events. We make sure that we show our company culture in every celebration of ours. Employees want to work in a place that lives up to its mission statement and makes an effort to reward and celebrate an employee's success.

How celebrations create positive vibes at workplaces

Engaged employees and productivity

A study found that just 13% of employees are engaged at work. There is a huge difference between engaged and unengaged employees. Unengaged employees work just to get their

salary. They don't put real effort into their jobs. But the engaged employees are an active part of the company culture. Every day there is excitement for them to come to work. They put in their best efforts because they feel valued and know the role they play in the company's success.

Celebrating small successes helps employees feel engaged because they are valued and can see the bigger picture. It will help them to just come out of their cubicles and connect with the rest of the company. They realise their importance in their organisation. Even some small celebrations like team lunch or picnic can lead to a major boost in engagement.

Bridge connecting leadership and employees

There's always a gap in the workplace between managers and the teams. This gap can be diminished by taking them outside the workplace sometime. This can be small celebrations or a get together also. It helps to get to know each other. During such times, the Team building activities help employees see their bosses as peers, and this helps them in being approachable authorities. These relationships can do great wonders in the office.

Small celebration and Team outings allow employees to connect with their bosses on a human level. At Doyensys, our employees look forward to company events, because at that time they interact with their bosses in a more casual environment.

Build relationships

Celebrations at the office create bonds among employees.

Employees sit next to each other for 40-plus hours a week, but they may not really know their co-workers. Celebrations and events give scope to employees to talk to each other. Company-wide celebrations bring together employees of all levels. They unite different departments at the company.

At Doyensys, we have a custom of new joiners having lunch with the CEO, which helps to understand each other and the culture of the organisation. This also creates good relationships. These connections create a more collaborative and friendly environment at work.

Get fresh ideas

Just like batteries, humans need to be recharged. Working in the same environment every day can become monotonous. So, in order to increase productivity, celebrations can be a good break. It is essential to take a break from work, for a company event allows the team to recharge and get fresh ideas.

Reduces stress

Every job is stressful. Deadlines, feedback, customer demands, and tough bosses. In spite of all these, the managers should be conscious of tracking all small events and successes and celebrate them. Small celebrations or any engagements will allow employees to take a break from routines and relax! After the completion of a project, a small celebration can reduce stress and motivate employees through tough times.

Manager's role in engaging

It is very important that a manager understands the significance of acknowledging every success of his team and applauding it. There is also the psychology behind each celebration or reward and recognition programmes. Here are a few important points that a manager has to take care of when he recognises and celebrates his team's achievement.

Credit where credit is due

We all want to feel competent in our work. For that, we will put in lots of effort in learning and development. In the same way, a manager also plays a powerful part in building team members' confidence. If we give "credit where credit is due," fairly and appropriately, then the manager will be respected, and the team will have the confidence. However, some managers rarely acknowledge "a job well done," or constantly criticise teams. This implies that there's a risk, and the motivation of the employee gets considerably lowered.

Celebrations bring the team together

Celebrating any achievement is a significant part of building an effective and assured team.

Though there are many ways to celebrate individual or team achievement, the key is, whatever the reward, it has to be appropriate and fair. Therefore Managers need to understand their team members and what motivates them.

Some practices we follow

Saying thank you

A straightforward face to face "thank you", a personal email or "well done", is probably the simplest way to celebrate achievement. We send handwritten cards, which add a personal

touch. Just gathering the team and saying ‘thank you’ can be a powerful statement and a round of applause can be uplifting and team building.

Gifts

During some celebration at the office, the gifts given were very inexpensive, but yet created a lot of positive impact.

Team day outing

Getting the team together and making them to do some fun activities outside their work, can be a powerful way of celebrating,

Extra holiday

Sometimes celebrations can also be an extra holiday. A very suitable reward for working extra hours to complete a project could be time off.

A hall of fame

An “employee of the month” notice board and our intranet page are popular.

Awards ceremony, with the music, trophies and speeches, team building and networking with formal recognition is the best and well known kind of celebration.

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PURPOSE IS MANTRA

Does every company have a purpose and what does it mean?

“Purpose” may seem unclear and hard to grasp, but it constantly plays a role in a company’s success, spoken or not. By defining its purpose, a brand can ensure its leaders, employees, and customers are on the same page—and more likely to stay there.

Companies everywhere are adopting humanitarian efforts in order to do well. Some raise money and awareness in addition to their normal work, but the companies that truly succeed in doing good are integrating their values into their business model to create a company whose work is centralised on a larger purpose.

What is an organisation’s purpose?

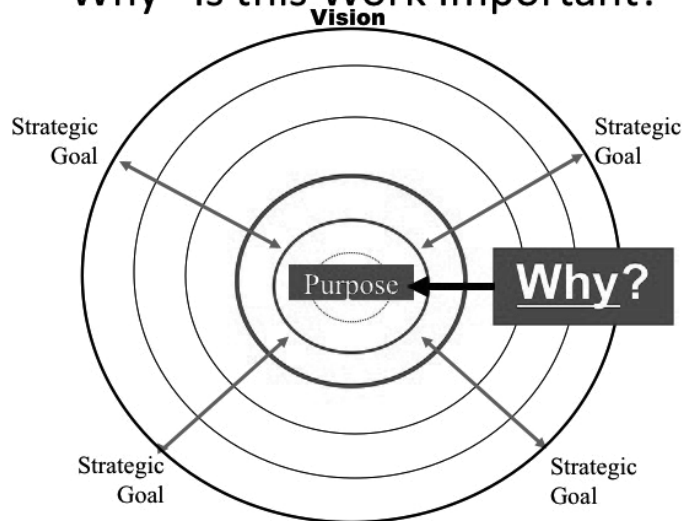
The fundamental reason why the organisation exists is called “The Purpose of an organisation.”

The Purpose is not exactly what we say when we answer the question, “What do you do?” When we say what we do, it talks about our services and customers; but when we answer “Why is the work you do important?” it talks about the purpose that we exist for. Employees should find the purpose inspirational. Business is to make a profit, but it also exists to make a difference. To make a difference, individuals can make a difference and be part of a meaningful system.

In the words of Doyensys’ CEO, “When our customers started telling us, ‘I am Delighted,’ it means that our team has understood their Needs.” He also says, “We are here to delight the

customer.” We have to achieve this with Passion, Commitment, and Innovation, which are the basic values of Doyensys.

Define the Purpose: “Why” Is this Work Important?



1

How should a purpose statement be?

The purpose statement of an organisation should be brief in length. Yet it has to be broad enough to convey the meaning. It is important to make it brief so that employees can remember it and use it to guide their daily actions. The Purpose should also allow the organisation to adapt it over time to the changing world, but at the same time, its central focus should be unaltered. The services that we do and the Products that we create may change, but the organisation must endure by its purpose. It should reflect the Core culture at the end.

Purpose should be common

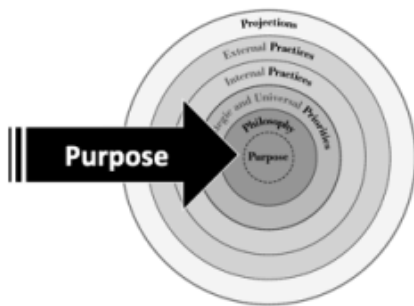
A common purpose directs the employees towards the goal and unifies employees. For example: in the 1960s, any employee working at the NASA Space Centre knew that their organisation's common purpose was to take man on the moon. Included with the common purpose would be the business and company strategy, mission statement, company values, and the organisation's short and long term objectives. The role of communicating all of these components most likely falls to managers in the company.

Criteria for a purpose statement

- Is it a contribution to society, your business, and customer?
- Why is this work important? Does your organisation's purpose answer the question?
- Is your purpose inspirational and motivational?
- Check that we are using powerful words.
- Is it brief in length so that employees can remember it?
- Check if it is broad enough to address future opportunities and change.

Examples of purpose statements

Industry	Purpose statements
Bank	We help people achieve their dreams
Beverage Company	We benefit and refresh
Entertainment Company	We make people happy
Food Company	We nurture health and well-being
Internet Company	We connect people to power and possibilities
Medical Group	We preserve and improve human life



Company	Purpose
Facebook	Bring the world closer together
TED	Spread ideas
IKEA	Make everyday life better
CVS Health	Help people on their path to better health

Communicating purpose is key

Clear purposes

After just simply increasing the profit and margin of an organisation, companies today have started realising that they must also serve some greater purpose. It is also not just making

profit, but also returning the Top talent. Today millennials are not driven by just their salary component but are driven by the purpose.

The biggest challenge is not creating the purpose, but communicating the purpose among the employees is a more complicated task. Just a few inspiring words or motivational lines do not form the purpose; it has to be more than just the words.

Challenge vs. overwhelm

It should trigger the excitement among the employees and it must be a challenging one also. It should bring the members outside of their comfort zone and face the overwhelming challenges; only then will the working environment become exciting for its members.

How managers can be evangelists

A manager's role in communicating the purpose is key. We as Managers should see the possibility in every possible situation and find the possibility. Right from the work that we do, interviews that we take, and the project delivery that we commit, in everything, the purpose of the organisation is implied. Doyensys' purpose is to "Delight Customer". So we make sure that this reflects in everything that we do. We have to make sure that this should not limit the freedom of the employees and help employees for the bigger aspirations. As the managers are walking a thin line between the governance and guidelines, it is very difficult for them to balance.

Example of clear purpose

The purpose of Southwest Airlines is a good example.

"To connect People to what's important in their lives through friendly, reliable, and low-cost air travel."

It communicates to every employee as to what their decision should be when faced with a dilemma; it says to choose the lower cost outcome. At the same time, the company's purpose is to "create value" or "be the best in the world."

Example of unclear purpose

XYZ is too vague and an incredibly boring purpose. It does not inform decision making at any level of employee. If we have to be clear in communicating the purpose, pay special attention to the language used in communicating the purpose. Too often, managers give directions to their employees which is an indication of lack of clarity; e.g., "We need to cut costs. Go ahead and start looking for ways to do that," or "get some people together and review the outcome."

Looking at these statements they offer only instruction, they aren't specific enough to guide.

Repercussions and rewards

Communication about repercussions and rewards should go appropriately to the employees, as to the consequences of not meeting the purpose. People will realise the expectations, and try to meet them. Many research studies have found that majority of the people want to be part of a larger purpose, which is very important for themselves; so this shows that the alignment of the purpose with the individual's unique skill, experience and with their priorities, leads to greater gains for the organisation.

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UNDERSTAND THE BUSINESS

No more HR's only business HRs

Human resources practitioners are the glue that holds the organization together. The reason is simple—they are saddled with the responsibility of strategically handling the most important and sensitive aspect of the business—people.

Between juggling the people-related functions of recruitment, administration, training, performance tracking and others, HR professionals often find themselves lost in their own world.

However, the HR professional who will give the best to his organization, must do better than just concentrating on his core functions. A thorough understanding of the various business units is key to determining whether HR practitioners can help the organisation address its day-to-day challenges or not.

The typical HR practitioner confines himself to the office where he focuses on the most basic functions expected of him. The human resources professional or manager who plans to offer more than the usual, must develop the business sense to make strategic decisions that will benefit the organisation. HR professions must use their business acumen to drive HR strategy.

Take a situation where one of the best hands within a business unit has been offered a higher pay in a rival company, and is on the verge of resigning, but has opted to stay if his

current employer can match what he has been offered. The HR professional must be able to advise management on the right decision to take, i.e., whether to match the pay offered by the competition or allow the employee to leave.

In this case, if there is an able replacement for the employee in question, or the HR practitioner is certain they can find a replacement who will perform at the same level as the individual, and would be willing to offer his services on the present pay package almost immediately, then he should advise management to accept the employee's resignation.

On the other hand, if there are no suitable candidates to fit into the role within the organization just yet, and the probability of getting someone from outside within a short period is low, then it may be wiser for the HR manager to advise the organisation to retain the employee and increase his salary. This is, of course, subject to how critical the role is, and if the organisation can afford the pay increase at the time.

This sort of strategic business decision can only be made if the HR professional has built proficiency in business acumen.

Various ways of HR acquiring business knowledge

HR practitioners can build their business acumen by doing the following:

- Enrolling for business courses, training, and seminars
- Staying current on business news and happenings relating to the organisation's industry
- Reading business and management books, articles, papers, and journals
- Effectively linking people functions with business functions
- Improving communication with the CEO and other top management staff who understand business better, in order to glean knowledge and insights from them
- Learning from other non-HR business professionals Reading general business management books and articles will help in acquiring knowledge of business.
- Keep abreast of business news pertinent to the organisation and its customers.
- Taking courses in areas like business statistics or accounting.
- Participating in chat rooms with non-HR business professionals.
- Taking temporary work assignment in a different functional area, such as finance or marketing will help.

- Periodic feedback request from other key business stakeholders regarding the quality of your business decision-making will keep updating where you stand today and to know the improvement made and needing to be made.

Why learning business and being ahead of managers is important

Business alignment

In today's fast-growing business world, Understanding the Business is Critical for every HR professional, as it helps in developing a right business strategy. The people strategy and policy that we create are Employee oriented but at the same time it has to be aligned with the business goals, which means HR needs to be concerned about their employees, and at the same time be business-driven, because this alignment will impact the business outcome.

In the current business context, active participation of HR has emerged as important while formulating business strategies of an organisation. Hence, sufficient understanding of the business strategy, business context, and functional activities of the organisation are very important for an HR professional, and it will be useful to formulate HR Strategies, in line with the business strategy. Without this understanding of the business, HR professionals will not be able to provide the support service to other departments or functions to meet their expectations. In other words, the mere application of HR theories and practices will not be fruitful.

The people in the organisation can trust you when you have good business acumen.

Becoming proficient

It is not as easy to build proficiency in business acumen as it may seem.

If you're an HR generalist in a mid-size or small company, then you need to learn more about the organisation's structure and how the business, Project teams and financial systems work, etc. Reading appropriate books and background materials would help you in the long run. At the same time, you also need to understand that information from the perspectives of your project teams, Delivery managers, and CEO, and understand their perspective. The knowledge that we gain should align with the actual culture and practices of our organisation that we work for.

As we move up our career ladder, as leaders it's critical to learn more about what to say and the right way to say it, at the right time, to the right people. This may require coaching or mentoring. Seek out someone in your organisation with significant experience who can work with you.

At the highest levels of HR, a key part of your role is to use your business acumen to help drive HR strategy. Hone your skills by attending leadership conferences—the smaller, the better—that focus on business strategy from a multidisciplinary perspective.

Conclusion

In an Organisation, HR is making exceptional contributions in strategic areas like talent management, succession planning, employee engagement, hiring talent, and retaining it. So it is important to have the big picture idea of business while participating in strategy formulating; HR hence is called as business partner, and should be strong enough in business knowledge to provide the necessary support to all the other services in the organisation. Functional Managers like Project Managers and Delivery teams would face many HR issues on a day-to-day basis. HR professionals with a sound knowledge of business and business acumen will be able to provide solutions while earning the recognition. There are no boundaries for HR professionals with this background, and they can look forward to careers beyond HR, which is a proven fact in both the international and the local business arena in the recent past. In this context, I am very happy to share with you that our HR adviser Mr. Soma Valliappan, who been a great mentor to me always, says to my CEO that your HR has good Business knowledge and that helps the organisation very much. So we also train the HR team members formally and informally with the business knowledge wherever we find the possibility.

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STORY TELLING

In the context of increasing technology usage, the human brain is becoming inadequate for giving minute attention to things. There is a lot of information available around us, but very few things grab our attention which are related to things that we care about. At the same time, if they are too complicated to understand, we will simply ignore and move on. Storytelling simplifies this tedious concept and builds a captivity for attention for the audience. This is the main reason why, in today's corporate world, the storytelling techniques are being adopted.



What the experts say about storytelling

Storytelling is becoming the most powerful tool for leaders to address the key leadership challenges in today's workforce. It helps to articulate the vision and strategy of the organisation, engaging employees in the most effective way. It also helps in building trust in people and in leaders.

In this chapter, we deal with how narrative, or storytelling techniques, help the leaders in being more effective.



Source: www.educatorstechnology.com

How storytelling is different from other forms of communication

When we incorporate a specific context while telling the story, imagination and feeling are built up instead of being just rational. In this way, storytelling differs from other forms of communication and engages employees in depth with the organisation's vision.

For example, when we show a PowerPoint presentation to our employees, it will have a lot of information. The same when communicated through rich storytelling, reaches and registers in the listeners' minds very quickly.

Why are stories an effective method of communication?

Stories are an effective method of communication. These are some of the reasons:

1. It engages the emotions of the people. It can be your team, family or any other human being.
2. Stories come from the heart – In today's competitive world, the leaders who are successful are the ones who connect with the people very closely and understand their emotions.
3. By mastering the skill, every leader can be an effective communicator.

Why do businesses need powerful narratives?

In today's modern workforce, storytelling is becoming one of the most used communication methods for building loyalty and trust internally as well as externally. Storytelling also helps in motivating employees and building strong connections among themselves. The reason behind storytelling becoming one of the tools of very strong communication in the organisation is because it serves as an emotional connect in terms of communicating any complex information that we want to explain to the employees and the stakeholders. A storytelling expert, Frank Rose, says, "You can memorize data, but to have it change opinion and behaviour you need story." Frank Rose teaches an executive education course at Columbia Business School on storytelling strategy.

So storytelling has become inevitable in the modern workforces, and especially those who are in the leadership roles managing the people, need to be effective communicators and influencers.

Why leaders need to be great storytellers

Storytelling is one of the key leadership techniques because it is such a powerful method. It encourages the collaborative approach and is entertaining. Stories help us make sense of organisations.

Leaders when handling the human-related issues, instead of merely advocating, which leads to more arguments, can establish credibility and authenticity through storytelling.

Storytelling is one of the best ways for leaders to communicate with people they are leading, because it is the best method for handling the leadership challenges of today. Storytelling can be used to create high-performance teams and sharing of knowledge.

Storytelling helps to translate dry numbers into compelling pictures of a leader's goals. Good business cases are developed using numbers, but are approved only through the way of storytelling.

Leaders can inspire people through Storytelling. PowerPoint slides won't achieve many of the goals of the leaders with the senior management when they go for a new proposal, but Storytelling does.

In what ways does storytelling help leaders?

Storytelling is useful for many situations for the leaders. When a leader wants to inspire his team or the organisation, or is communicating the vision, sometimes conveying some important lesson that he learned regarding the organisation's values and culture, and is communicating

the same to the employees, as to why they have to follow certain steps, all these can be easily communicated or instilled in the minds of employees through effective storytelling. So storytelling is becoming an important and vital role of a leader in an organisation. No doubt a leader can be more effective in communication if he develops the art of storytelling when making any recommendations to the senior management. For example, storytelling is very useful when you would like to do a change in an organisation and even manage delicate issues.

Why is storytelling so important to business leaders?

A leader cannot just order people to be more creative and passionate about their job.

The human brain doesn't work that way, but we can influence them with a good story. People don't read the rulebook, but they will read a good story about a successful person. Employees find it interesting to follow an inspiring person, rather than reading a rule book in an organisation.

Let's see how a leader in an organisation can develop and tell a good story. Here are some of the recommendations.

The fact is that there are not many good stories to tell, and that is the reason the leaders are getting stuck to share great inspiring stories with their team. There are many executive coaches in the world who have written books on storytelling. Based on those books, here are some of the recommendations to develop a good story.

First thing is to start collecting our own stories. Whenever something happens which is memorable, just write it down, which is the first step to a great story.

Second, the following are the elements that should be presented in a great story.

In what ways can storytelling help leaders be more effective?

There is a humongous potential range of applications for storytelling within organisations. Stories are helpful in addressing key leadership challenges including building credibility, trust in leaders, developing a shared understanding of an organisation's purpose and vision, and developing strategy. Through Story Telling, Employee engagement and genuine commitment from them are also attained. It helps to manage change, influence the behaviour of an individual, and instil the values and culture in an employee's mind.

Key ingredients of successful storytelling

We can find stories in anything that we look at in an organisation—a presentation chart, an employee testimonial, a client testimonial, etc., but the challenge is in creating a truly interesting

and engaging story for our employees. Some of the key factors that every story needs to have are originality, authenticity, consistency, and empathy. Let's see those in detail.

Originality

What originality means here is doing an honest story about the company or brand. For example, how it was founded, the evolution, and the vision for the organisation, how it was arrived at, etc. All this can be told in an interesting way through storytelling. When we emphasise on originality, it can be interesting, but at the same time make sure it is an honest story about building your brand image.

Authenticity

When we talk about authenticity, the stories can be framed on how the organisation leaders and employees feel about being in the organisation, and what the organisation's value stands for. Overall we can try to focus on the real emotions of the people.

Empathy

When we talk about empathy it should translate into customer benefits. Make sure customer is always the focal point.

Consistency

The crucial part of storytelling is consistency. It should be consistent across various media and platforms.

Exercise for storytellers

By answering these questions you can get an answer to how storytelling can be adopted in your workplace challenges.

1. Do you share your experiences and events with your team members to enhance your credibility? Had that helped you for your current role?
2. What are the set of behaviours you think are important for you in the leadership role?
3. What are the values and events that shaped you to be a better leader?
4. Do you believe that your work has value? Have you ever felt about the value of your work? Do you share those stories with your team which demonstrates your commitment and belief in your organisation?

5. Do you admit to having made mistakes at your work? How much of your humanity do you show at work?
6. Have you struggled at your work in making decisions? Have you ever shared those?
7. What helps your organisation's Vision and Mission be achievable? Do you have a story to demonstrate the strengths of your organisation?
8. How could you use stories to clarify ideas and strategies when you discuss with your peers, in day-to-day operations?
9. How often do you share tangible stories about customers?
10. Does your vision provide a context or scenario in which employees can see their own role in bringing it to life?
11. Do you share stories of how the change is progressing? Do employees share their experiences and views of the change in a way that allows concerns to be aired, successes shared and the process to be refined?

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SECTION 2

FOR ASPIRING HR'S

– BHAGAVATHY RAMACHANDRAN

Chapter 10: Learning Business is a Key

- Business Knowledge for HR
- How to learn business knowledge
- HR Project management roles and responsibilities
- What are the qualities of successful HR in business partners?
- Conclusion

Chapter 11: The Art of Relationship Building

- What is relationship at the workplace?
- What is the importance of relationship building?
- Role of a manager in relationship building
- How to make a good relationship
- Relationship building strategies and benefits
- Conclusion

Chapter 12: Assertiveness

- What is assertiveness?
- How to become more assertive
- Benefits of being assertiveness
- Conclusion

Chapter 13: Upskilling

- What is upskilling?
- Why is upskilling important?

HUMAN = POSSIBILITY

- Upskilling strategies
- Benefits of upskilling
- How to implement upskill training
- Conclusion

Chapter 14: Team Player is the Smartest Idea

- What is a team player?
- Why is a team player necessary?
- Qualities of a good team player
- Benefits of being a team player
- Conclusion
- Insights from Doyensys

LEARNING BUSINESS IS A KEY

Business Knowledge for HR

Human resources professionals have various roles within an organisation. They are responsible for the strategies that focus on recruiting and retaining top employees, and also overseeing projects which increase the company-wide productivity. Human resource department controls the overall operations of a business and acts as a key component of a company's success in achieving the objectives.

While looking at the list of key HR competencies, the project management skill is often lacking. Every time when a new project or programme is started, there will be a change in HR configuration of the organisation. But the needs of HRM in the project-oriented organisations have not received great attention in either HRM or project management literature. In the project-oriented organisation, there is a need to be more invasive with greater involvement of the manager at the work than in the classically managed organisations. HR and project management professionals should work together in the work interface.

Business partner vs. HR

There is a slight difference between an HR Business Partner and an HR. The attitude and interest in the business is the difference between them. HR business partner is the one who

works directly with an organisation's senior leadership to develop and support organisational goals, rather than working primarily as part of the internal human resources department. The business partner is becoming more and more popular among business organisations.

HR focuses mainly on developing policy and enforcing procedures. This is accountable for systems such as processing payroll, recruiting, hiring, system administration, and more.

The HR business partner doesn't have administrative responsibilities over a department. The primary function is to work with the senior leadership team and with department managers to help guide and communicate overall company strategy.

How to learn business knowledge

The main objectives in learning business knowledge are as follows:

Training and Development

Human resources specialists are often charged with creating training programmes to strengthen the quality of work within an organisation. Enhancing employee skills will increase individual and organisational performance which helps to achieve business results. The role of HR in training and development includes assessing training needs, creating training manuals, facilitating instruction and also ensuring that the training objectives do not change.

Employee Acquisition

An organisation's human resources department is responsible for many aspects like hiring and developing the employees. But employee acquisition and retention strategies are vital for a company's success. Human resources managers implement various strategies to reduce turnover and improve employee skills, which will increase overall company productivity.

Project Management

Deliberate planning methods are often overlooked when conducting a company project. Project management will be a critical tool for the HR organisation in meeting the strategic goals. The involvement in project management helps companies remain organised by outlining project goals, identifying costs and benefits, and assessing the risks in it.

Compliance Management

Human resources managers mainly handle the labour relations and dispute resolution operations in the company. Their role is making sure that the organisation is maintaining the government

regulations in regard to wage, labour and equal opportunity in requirements . Strict compliance management will help a company avoid lawsuits and liabilities when disputes arise between employers and their employees.

Cost and Quality Control

Human resources specialists help the business to conserve the costs while developing the compensation packages, benefit materials, and employee assistance programmes. Further, technological advances increase the need for distinctly evolved training programmes that HR representatives are maximum qualified to put into effect. Human resources managers also are accountable for quality control, which is directly related to the successful accomplishment of organisational goals.

Some areas that HR BPs should influence

1. Organisational effectiveness reviews are the most powerful when they examine people and organisational issues rather than focusing purely on talent.
2. Employee surveys should be relevant and inspire follow up action.
3. Measurement of employee engagement, in particular, is a critical measure of organisational performance.
4. Use and alignment of metrics should be selective and targeted, encompass opportunity costing or sensitivity analysis, and be consistent between functions.

The modernisation goals

1. The process should be in an expert and professional way
2. Fewer HR staff
3. Shared services with an integrated information system and 'self-service' from the front end
4. A simplified HR policy framework
5. Stronger alignment between HR and business units
6. An expectation of line managers to deliver results through their people – as the 'front line' of HR

HR Project management roles and responsibilities

The functions of the HR business partner are to ensure human resource policy and procedure throughout the organisation fitting the desires, goals, and pursuits of the organisation and its

top leadership. But there is less focus on administration, compliance, and management. The person in this role determines and steers the goals of the human resources department of the organisation, focusing more on developing strategy rather than enforcing policy. The HR business partner makes the HR strategy fits into the organisation's overall business strategy. HR business partner is more than a consultant who works in human resources, building relationships and giving resources throughout the organisation.

The few roles that are defined based on the key areas are as follows,

Benefits change and its cost

1. Work with management to establish particular objectives. (How much the cost can be reduced? How much quality deterioration can be acceptable? What will be the timeline?)
2. Develop a set of needs from the objectives. That set of needs will be the foundation for your RFP (request for proposal) that we can use while talking with vendors.
3. Contact vendors with the RFP, gather bids, and make a selection based on key factors (price is key in this example).
4. Complete transition to a new supplier, terminate the relationship with the previous vendor and continue post-implementation activities.

HRIS Implementation

1. Work with the vendor as soon as you have got a working version to research the fine details of the gadget. If you are doing the training for different staff instead of the provider, make certain you undergo the manner of the usage of the device like any other in the workforce. For instance, log in as a supervisor and use the self-carrier portion so you absolutely recognise the capabilities.
2. Develop a plan for instructing all pertinent staff on the operation of the system, which includes the need for protection and compliance with information.
3. Work with vendor on a release plan. This could include dedicated support from the vendor, mainly in the early days when many new users want assistance.
4. Develop a suggestion system so that users can funnel questions, requests, etc. back to you.

Transitioning to shared HR services

1. Begin learning the level of workforce needed to meet current necessities through a shared model, and examine that with existing HR headcount to determine how many

will be reassigned/terminated. Create a draft price range in order to cover running the new HR outputs.

2. Lay out a plan for what form of carrier can be added by means of a shared version and which is probably harder in administration (employee relations, for example).
3. Determine what different below-the-surface areas could be affected by this. While it's going to assist make certain specific preferred service, it may also make managers sad due to the fact they no longer have dedicated resources. These kinds of objects will need to be integrated into the change management conversion plan to make sure they are addressed at some point in the implementation phase.
4. Prepare the presentation together with your findings and recommendations for the leadership team.

Main responsibilities

Project-Based Customer Relationship Management

Establish and keep relationships with the business units and key partner businesses to understand their business needs, ensure alignment on goals, and make sure ongoing buy-in across all undertaking activities.

Strategic Planning and Project Initiation

1. Translate business objectives into projects with virtually described scope, timing, deliverables, resources, and key measures of fulfilment.
2. Formulate and continually re-assess the particular project management approach and project management requirements/resourcing mix across internal and external clients to ensure all project tasks are successfully completed.
3. Create project plans, inclusive of timelines and milestones.
4. Negotiate sufficient sources from HR sub-teams, IT, Corporate Communications, business devices, and other groups as suitable.
5. Effectively set and communicate task expectations to team participants and stakeholders.
6. Define project achievement criteria and have discussions with the team throughout the project.
7. Manage and coordinate HR-related project activity due to business unit acquisitions.

Project Execution

1. Manage ongoing project plans, budgets, , resources, and providers.
2. Facilitate meetings and drive the task issues by resolution.
3. Develop and deliver progress reviews, proposals, requirements documentation and demonstration.
4. Proactively manage and discuss the ongoing changes in project scope, become aware of ability crises and devise contingency plans.
5. Coach, mentor, inspire and lead project team members. Influence project group to take appropriate actions and responsibility for their assigned work.
6. Manage Requests for Proposals (RFP's) with vendors regarding HR projects.

Change Management

1. Identify all partners, both direct and indirect, and decide the degree of involvement required for project fulfilment.
2. Work carefully with Change Management Manager and Corporate Communications to make sure appropriate alternate management programmes are defined and included in all plans.

Post-Implementation Transition and Evaluation

1. Support the ongoing development of great practices and tools for HR project management and execution.
2. Conduct project post-mortems and create recommendations which will identify successful and unsuccessful project elements.
3. Ensure comprehensive and seamless project post-implementation transition.

Business partnering – the essentials

1. It is designed to encourage line managers at various levels to take more responsibility for managing their people.
2. Shifting much of the traditional administration burden from HR into shared service centres will free the HR to contribute higher-level thinking and advice, mainly in the critical areas of talent, performance, and change.
3. The benefits can be reduced costs, better HR ratios, improved HR effectiveness – and more satisfaction with HR among leaders, managers and employees.

What are the qualities of successful HR in business partners?

HR Business Partners should maintain their relationship with line management in the right calibre, with the right personal characteristics. Without these, they can put an HRD under pressure. 'The right calibre' deals with personality and orientation. Successful HR BPs have the following qualities.

Influencing skills

1. Commanding communication skills
2. Coaching ability
3. Analytical skills, insight and the ability to use results to build convincing business cases

Resilience

1. Self-sufficiency in personality and depth of expertise
2. The ability to bounce back from adversity
3. Quick to notice, while slow to take offence
4. Being able to balance patience and forcefulness, and deploy each appropriately

Commercial acumen

1. A blend of orientation and judgement.

Personal values that intrinsically win respect

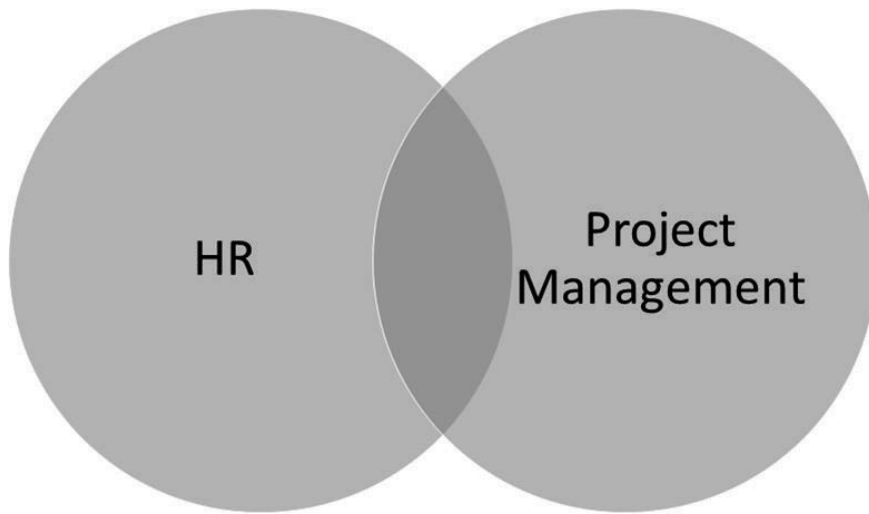
1. Role-modelling good people management behaviours and disciplines
2. Winning the trust of leaders, line managers and employees

Skills

The key skills that an HR Business Partner and a Project Manager should have are as follows:

- Managing a budget
- Managing a timeline
- Managing people/resources
- Ensuring stakeholders are in the communication loop

- Developing change management plans



Underlying causes of problems

Insufficient investment in HR talent

1. Many HR functions fail to invest in their own people.
2. A slimmer, more effective HR function needs to focus more on its capabilities, which should evolve over time.

Culture change – rather than just communication

1. While they may communicate to build understanding, organisations often don't approach HR transformation as a culture change.
2. Managers have to be more self-sufficient by accepting responsibility for people management and using self-service tools. This requires careful selection, assessment, and development.
3. Organisations with a culture of good 'people managers' will find it less difficult to move in a successful direction. Other organisations will need to work hard on this.

Factors affecting BP roles and work

1. Seniority of the team to be supported
2. The extent of its strategic responsibility
3. Business area
4. Type of business
5. Size of in-country roles
6. Changing business needs and circumstances
7. Personality and experience of particular business leaders or teams

Conclusion

“Failing to plan is like planning to fail.”

If HR services don't satisfy the users, then HR BP's credibility will surely suffer. The real measures of HR effectiveness are the service deliveries and the extent to which it helps to meet the business objectives. Cost reduction is just an element. It's less about structure and more about the quality of people and collaboration. Business partnering cannot succeed unless both HR and line managers are willing and prepared.

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THE ART OF RELATIONSHIP BUILDING

What is relationship at the workplace?

Good relationships at the workplace not only lead to a positive ambience, but also the best will be identified from the individuals.

Each person has some positives and negatives. An intelligent person is one who always takes the positivity and ignores the negative qualities of the colleague. One desires to be mature enough to understand that having a friend at the workplace does not mean you have to disclose your team's important strategies. We never know when we will need the other person.

If you have a problem with someone, just talk and sort it out. There is a solution to every problem. Good relationships have people from various backgrounds coming together on a common platform, exchanging their ideas and reaching perfect solutions and strategies.

Good relationships at work also increase your interest in the work and the organisation. It is a must to have a good relationship at the workplace if you really want to enjoy your work and do well in life.

What is the importance of relationship building?

The primary importance of a healthy relationship is that it leads to mental peace and also a positive ambience at the workplace. One tends to enjoy the work if they have people around

whom they trust. We are humans and not machines who can work constantly for 8 to 9 hours. We need people around to talk to. Our colleagues are otherwise said to be our extended family.

The team members can also give us the right feedback and suggestions when required. Knowledge sharing is important if we really want to do well in our career. Never fight with our superiors, team members or subordinates even if we have decided to leave the organisation. We never know when we may need the help of the other person. So be friendly with all.

Unnecessary conflicts and misunderstandings lead to stress. An individual would never be able to deliver his level best in work under stress. Stress not only reduces our concentration but also affects our mental peace and health. There is no need to be too emotional or sentimental at the workplace. As a mature professional, one needs to keep a check on his/her emotions.

Good relations among the employees make them stand by each other even in the worst situations, which enables the individual to handle the situation in a good manner. It is necessary that people help each other for achieving increased productivity and better output.

Role of the manager in relationship building

The Manager is the main key player in sustaining good relationships among the team members. The role of a manager is not to sit in the closed cabins and pass on instructions or something more to subordinates.

Managers have been appointed as team leaders because the organization feels they can handle the team members in a better way and motivate them to perform their best. As a manager, you must know how to handle your team better and resolve conflicts at the earliest. The manager should not allow the team members to back-stab and find faults with others. Misunderstandings among employees will arise at any point in time, but as a manager, it is your duty to make employees sort out issues in a polite manner with your brainstorming and ideas. Even the minutest problem must be resolved at the earliest, since it may lead to major issues.

The main thing to be careful about is not to scold the employee at fault in front of the other employees. It will surely demotivate him, and induce fear and suspicion in other employees, and make you their biggest enemy. Handle these situations in a private place and make him/her realise the mistakes.

It is the manager's responsibility to motivate individuals to work in teams. Employees should interact with each other, and managers should give them space and time. Some managers have the habit of discussing business at the lunch table, which should never be done. Let employees discuss things other than work as they wish, because these are the things which make them closer to each other. And sometimes purposely skip the lunch with your team members since some employees feel hesitant to talk and discuss in front of you. Let them enjoy among themselves.

Ask them to work in a team and give those targets and deadlines and ensure that the work gets completed on time. Ask them to take initiative and organise the functions at the office in which you would be surprised to see individuals working together, taking each other's help, discussing ideas, and coming up with the best possible and innovative solutions.

Be transparent with your team members. Always appreciate the employees in front of others and also give the mentoring and guidance to the employees who had not performed well.

How to make a good relationship

All should maintain and check their emotions. Conflict leads to no solution. A smile on the face will make good sense prevail.

We should be polite to our fellow workers and must learn to respect them. Criticism must be avoided. An individual must know how to work in a team to excel in today's business scenario. As an efficient team player, you must pay attention to your colleagues' ideas as well. Finding faults in people is very easy, but accepting them as they are and changing yourself, is the challenge one needs to accept. Have lunch together with your fellow workers. Organise birthday parties and other celebrations at the workplace, which initiatives will go a long way in breaking the ice among employees and also strengthen their relationship. Wish others on important festivals, anniversaries, birthdays. But always be in the limit zone. To wish them is not about calling on every occasion; it is enough to drop them an SMS.

Trust

The foundation of every good relationship starts in trust. So learn to trust others. The powerful bond that helps to work and communicate more effectively is when we trust our team and colleagues. Honesty and being open in our thoughts and actions happen only when we trust the co-workers. An individual can't work in isolation. He/she wishes to have people around to talk to and discuss various issues or problems. It is good to discuss your problems with your team members, but we should know our limit. Be trustworthy. If anyone has confided in you, do not discuss with others. It is absolutely unethical to break anyone's trust.

Mutual Respect

Only when we respect the people who work with us, will we value their input and ideas, and also they will value ours. When we work together there is a collective of knowledge that all can gain and the creative level increases. We should respect our fellow workers. Don't underestimate others. At the workplace, all individuals are equal and working for a common objective. Don't

misbehave with anyone at the workplace. Fighting and arguing spoils your relationship with others and also speaks a lot about your upbringing and family background.

Mindfulness

Mindfulness is taking responsibility for our words and actions. Those who are mindful will be careful in what they say, and they do not let their own negative emotions impact the people around them.

Communication

It is one of the major factors contributing to a good relationship among people. We communicate all day through emails, IMs or face to face. The relationship will be in a good bond only when there is good communication. All good relationships depend on open and honest communication.

Good relationships start with good people skills. People skills are called soft skills. The self-evaluation is very necessary which helps to identify the individual's weakness and can find the appropriate way to develop it. Ensure transparency and fairness at each level. Critical decisions must be taken in the presence of all. No one would like a Boss who sits in the cabin and tells the instructions through phone. As a team manager, you must sit with your team, address their grievances, discuss and suggest those best possible solutions.

Identify your relationship needs

The important thing in a good relationship is to know what you need from others and vice versa. Understanding these needs will be instrumental in building better relationships. This happens when we spend time with others. For example, hanging out for a coffee, during lunch, replying to people's postings on social media, etc. These little interactions help to build the foundation of a good relationship, especially in face to face interactions.

Appreciate Others

Show our appreciation whenever someone helps us. Everyone wants to feel that their work gets appreciated. So, genuinely compliment the people around us when they do something well and it will more effective when we do it in public. This will make a great work relationship and also improve the individual to achieve a higher performance than the previous one. Jealousy is one of the negative qualities which would not only spoil our relationship with people around, but also makes complications in our survival in the organisation. It is always better to expect less from the other person.

Be Positive

Positivity is the key point that will be attractive to others, and it will help in strengthening our relationships with colleagues. No one wants to be with someone who's negative all the time. Positivity is a catalyst in all types of situations. Never look at the negative side of any person. As a professional, learn to ignore things and do not take things too seriously. Every individual will have various personal problems, so avoid it when we start to work. Learn to keep these problems apart. We just can't afford to argue with our team members just because of our personal problems, and the colleagues have nothing to do with your personal life.

Manage Boundaries

Make sure that you set and manage the boundaries properly. All of us wish to have friends at the workplace, but occasionally, a friendship may start to impact our work, especially when a friend or colleague begins to utilise our time. Then, it's important that you're assertive about your boundaries, by which you know how much time you can spend during the workday for social interactions.

Avoid Gossiping

The main drawback in a good relationship starts when we gossip. If you have any conflict with someone in your group, just talk to them directly about the problem, which makes the relations smooth. Having a conversation about the situation with other colleagues will cause mistrust between you both. It may create a bad impression on you if you keep on gossiping. So avoid it and solve the conflict directly with the concerned person.

Relationship Building Strategies and Benefits

Don't enter office with the perception that office colleagues can never be good friends. In fact, there are people who have their best friends at the workplace only. As soon as you enter the office, don't start to work. Work becomes monotonous this way. Greet everyone with a smile and do morning meetings within your respective teams. Also listen to other person's opinions. Never ignore anyone's suggestions. Allow team members to sit with each other and brainstorm the ideas before finalising crucial strategies.

There are no sentiments at the workplace. Don't be too possessive and emotional about your colleague just because he/she is your friend. Don't expect too much from your counterparts. If you keep your emotions, you would fail in relationships. Favouritism should be avoided in the

workplace for better relationships among employees. Help others after completing your own work. Motivate each other and avoid being jealous.

Respect your colleagues, especially female counterparts. Avoid making loose talks with anyone at the workplace. Do not open any of your team member's personal files, couriers or letters just because he/she is your friend. Such an approach is unprofessional and unacceptable.

Human beings are naturally social creatures who need friendship and positive interactions just like food and water.

A good working relationship gives several benefits. Our work is enjoyable only when we have good relationships with the people around us. Also, people are likely to go along with changes that we want to implement, and we're more innovative and creative. Good relationships give us the freedom of spending time and energy, which overcomes the problem associated with negative relationships and helps us to focus on new opportunities.

Conclusion

People who have best friends at work are several times more likely to be engaged in their jobs. And it is not required to have a best friend; the people who simply have a good friend at the workplace are much more satisfied.

Criticism and jealousy are certain negative traits which not only lead to bad ambience at the workplace but also decrease the output of individuals. Help each other during crises. A famous proverb says, "There is light even at the end of the darkest tunnel." No individual on this earth is perfect.

Motivate people to develop a positive attitude at the workplace. Encourage to respect and trust each other. Good relationships among the employees will not only increase your team's output but also bring you in their good books.

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ASSERTIVENESS

What is assertiveness?

Assertiveness is a skill regularly referred to as a social and communication skill.

Being assertive is the ability to stand up for our own or other people's rights. It must be in a calm and positive way without aggression. The individuals who are assertive are the ones who have the ability to get their own point across without upsetting themselves, and also the main thing is that it is done without upsetting others.

It is always not easy to identify assertive behaviour. This is because of the similarity between assertiveness and aggression, which is like a thin line. People used to confuse which is assertiveness and which is aggression.

Assertiveness

Assertiveness is being forthright about our wants and needs. It will always be considering the rights, needs and wants of self and others. When we are assertive, we are self-assured and get our point across firmly, fairly and also with empathy.

A few assertive behaviours are as follows:

- Being open in expressing the wishes, thoughts, and feelings. It also encourages others to do likewise.

- Have to listen to the views of others and must also respond appropriately.
- Accepting the responsibility and also being able to delegate to others.
- The appreciation to others for what they have done or are doing should be expressed regularly.
- Able to admit to the mistakes and also apologise for it.
- Behaving as an equal to others.

Assertive behaviour may not be suitable in all workplaces. Some organisational and countrywide cultures might also decide upon humans to be passive and can view assertive behaviour as offensive.

Aggressive

What is considered to be aggressive is when we do what is in our own best interest without any regard for the rights, needs or feelings of other people. When we are aggressive, the power we use is selfish. We will take what we want, even without asking the concerned other person.

Those who are behaving aggressively tend to put others down. They rarely praise or show appreciation of others.

There is a wide range of aggressive behaviours, which includes:

- Rushing someone unnecessarily
- Telling rather than asking
- Ignoring someone
- Not considering another's feelings.

Example

A common example to differentiate between assertive and aggressive behaviours is given here. When your boss gives a pile of work by the afternoon before you are going on vacation from that day evening, and intimates you to do it straight away, it is aggressive behaviour. Work has to be done, but dumping it on you at the inappropriate time is aggressive behaviour, since your boss disregards your needs and feelings.

Your response informing your boss in a sweet tone that the work will be done, but only after the return from vacation, is to be termed as assertive. Here you assert your own rights and also recognise your boss's need, which is to get the job done.

Passive

Being passive tends to mean complying with the wishes of others, and also undermines an individual's rights and self-confidence.

Many people have the mind-set that they need to be liked by others. So they prefer passive responses. Such people give much importance to the rights, wishes, and feelings of others. They do not regard themselves as equals. So being passive results in failure to communicate our own thoughts or feelings and simply trying to please others. This means that they allow others to take responsibility and make decisions for them.

How to become more assertive

It is always possible to be more assertive. But it is not an easy thing. The following are a few tips to become more assertive.

Value yourself and your rights

To be more assertive, you have to gain a good understanding of yourself. There should be a very strong belief in your inner value and also the value of your organisation and team.

This self-belief is the support of self-confidence and assertive behaviour. If you want to deserve to be treated with dignity and respect, then this self-belief is much needed. This also helps to give you the confidence to stick up for your rights and protect them, and remain true to yourself.

While being self-confident, it shouldn't develop into a sense of self-importance. Your rights, thoughts, feelings, and needs are just as important as everyone else's. But it should not be more important than anyone else's.

Voice your needs and wants confidently

If you are going to perform to your full potential, then you need to make sure that your priorities, your needs and wants are met in the right way.

You should not wait for someone to recognise what you need. The wait may be forever. We need to take the initiative and start to identify the things that we want now. We have to set the goals in order to achieve them.

If you do this, you can tell your boss or your colleague exactly what you need from them to achieve the goals, in a clear and confident way. You should find ways to make the requests that avoid sacrificing others' needs. Remember that your relationship should not be damaged.

Acknowledge that you cannot control other people's behaviour

Avoid the mistake of accepting responsibility for how people react to your assertiveness. If they act angry or resentful towards you, try to avoid reacting to them in the same way. You should keep in mind that you can only control yourself and your own behaviour. So it is advisable to stay calm. You have the right to say or even do what you want as long as you are being respectful and not violating other's needs.

Express yourself in a positive way

It is always important to say what is on your mind even when you have a difficult or negative issue to deal with. Don't be afraid to rise up for yourself. You should always control your emotions and should be respectful towards others.

Be open to criticism and compliments

Accept both the positive and negative feedback with humility and in a positive way. You should accept the criticism that you receive. One can learn more from this. Feedback helps you to see your past emotional reactions towards it in a positive manner.

Learn to say "no"

Saying "No" is always a hard thing to do, but it's vital if you want to become more assertive. One should know their own limits and also know how much work you are able to take on without the help of anyone, but effectively. It is necessary to say "no" in order to protect your time and the workload, since you can't do everything. It is always a win-win solution that works for everyone when you say "no" at the right time.

Use assertive communication techniques

The effective communication technique that you can use to become more assertive is by using 'I Statement' [I want, I need, or I feel]. These convey basic assertions and get your point across firmly.

It is necessary to understand the other person's views on the situation. After taking their point of view into consideration, express what you need from them. This is referred to as **empathy**.

When your first attempts have been unsuccessful at asserting yourself, then you may need to escalate the matter and ask for the help of others in a polite and respectful manner. If this still does not work, then you can escalate it to your HR or your boss. But you have to remember that,

regardless of the consequences that you communicate to the person in question, in the end, you may still not get what you want.

You might not know what you actually need and you might be too emotional, so at that time it is best not to say anything. In this case, be honest and ask for more time from the concerned person.

While you communicate with others it is better to use definite and emphatic verbs. This will assist you to send a clear message and people won't be confused by what it is that you want from them. Changing your verbs is always a positive idea.

Always try to convey the message well ahead of time. But you should be careful with the broken record technique. It shouldn't take any action against anyone's interest, which will be dishonest. It should protect you from exploitation, which is good.

While asserting yourself, put your feelings across clearly and confidently to the other person. But it is hard to do it. The scripting technique helps here. It allows you to put together what you want to mention earlier.

The approaches that describe it are as follows:

- The event – Tell the other person exactly how you see the situation or problem.
- Your feelings – Describe how you feel about the situation and clearly express your emotions.
- Your needs – Tell the other person exactly what you need from them in order to stop the unnecessary guessing.
- The consequences – Always describe the positive impact on others so that your needs will be met in a successful way.

Benefits of being assertiveness

- It will help you to become more self-confident.
- You will gain a better understanding of who you are and the value that you offer.
- It helps you in both your workplace and other areas of your life.
- Makes great managers.
- Negotiate successful “win-win” solutions.

- Are better doers and problem solvers.
- They are less anxious and stressed.
- They are self-assured.
- Won't feel threatened or victimised when things don't go as planned or as expected.

Conclusion

Assertiveness means encouraging others to be open and honest about their perspectives, wishes, and feelings, in order that both parties act correctly. If thoughts and feelings are not mentioned clearly, this can lead to individuals manipulating others. Manipulation may be seen as a covert form of aggression; at the same time humour also can be used aggressively.

It is important to remember that any communication is always a two-way process. Our reactions may differ, depending upon your relationship with the other person in the communication.

Being assertive is finding the right balance between passivity and aggression. It means to have a strong sense of yourself and your value, and also acknowledge what you deserve. To put it in a simple way, it is standing up for yourself even in the most difficult situations.

You can be more assertive by identifying your needs and wants, showing them in the right way, and learning to say “no” when it is necessary. It won't happen overnight. By practising these techniques regularly, you will slowly build up the confidence and self-belief which makes you assertive.

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UPSKILLING

What is upskilling?

Upskilling refers to improving the skill sets of professionals. It may be through training which enables them to perform better. Upskilling possibilities can be provided using a number of formats like training, courses or certification, etc., either through part-time or full-time courses.

Upskilling is the process of teaching new skills to the current employees. Stellar employees are the ones who have great morale and high productivity. For the organisation's success, it is good to retain such type of employees. Retaining the best employees is the best way for the organisation rather than hiring, training and placing a new employee to the project for the replacement of old ones.

As of today's situation in the organisation, Human Resource Management (HRM) mainly focuses on the longer-term resourcing, retention, and engagement of people within an organisation to ensure a successful operation. The happiest people in an organization are the ones who take challenges to develop and grow.

Why upskilling is important?

The few points on why it is important for the upskilling of an employee are as follows:

- Upskilling will help you to remain employable.
- Roles are changing and it is necessary to keep your skills up-to-date. More technological advancements sometimes replace more people at their jobs. So upskilling helps you become an irreplaceable asset to your organisation by constantly proving by learning new things and staying updated.
- The nature of jobs is shifting. The digital innovations are affecting every company and also the employees. In earlier days, people could do their jobs without strong technical abilities. But now, they must use an array of technology tools in their everyday tasks. It is not just a priority in finding and developing people with digital business skills.
- Helps with career progression and also in promotion as you are investing in yourself. This also describes your attitude towards the work. Learning new skills or improving existing skill sets ensures that you are witnessing the latest trends in your domain.
- It makes you more valuable to your company and also increases your professional value.
- Increases your own job satisfaction with the knowledge that you're progressing and learning new things.
- Enables a successful career transition. In case of planning to move into a new role or domain, Upskilling will help you facilitate the shift with much more ease. A programme or course will enable you to tackle the interviews with prospective employers with confidence and will display the domain knowledge. Look for a programme which has a good mix of industry participation which makes you learn new things from the experts and also provides you the opportunities for referrals and endorsements.
- Employee expectations are changing. This becomes urgent for the employers because the newer professionals won't be satisfied in their jobs if they're not given serious opportunities to learn new things. But they don't have the time or money to invest in upskilling outside of work. So they look to their employer for support in this area.
- Training fuels motivation. The Training and Development programmes mostly boost employee satisfaction and also succession planning. Whenever the upskilling opportunities are supported or provided by employer, the employee feels more valued and grows more loyal to the company. This takes the company and the employee to the next step of the growth.

- It is expensive to lose and replace tenured employees. This is not because of anything that you paid for the individual's talent. This is because of the replacement that you are about to do, like advertising for the new role, recruitment process, hiring bonus, time taken to settle for the newly joined employee, etc.

Upskilling strategies

In order to create upskilling in your organisation, you should have a strategic plan. The few strategies that are used in upskilling are as follows:

Personal Development Plan

Always encourage employees to build a Personal Development Plan that includes competencies and skills that they want to improve. The main thing in the success of the upskilling training programme is making the employees to come up with their own plans. This will create an interest in the employees so that the training happens in a successful way since each individual selects their own needs to improve the skills. Forcing to do the training will always result in a less efficient output.

Allocate time during the workday

Time should be given during the workday for employees to upskill. Mostly during the holidays, each one will have certain commitments, because of which the training won't happen effectively. So certain time must be allocated to do the training during the work hours. This would help him to refresh from the routine life and take the training with full involvement. Once he comes back to the routine work, he can do it more effectively.

Specific Upskilling programmes

To enhance the current skills of the employees, it is advisable to offer job-specific training. The main thing is to identify what an individual needs to improve, since each of them will have a certain skill which is to be improved. Upskilling an employee can be easily done on a budget if you plan it accordingly. There are many ways to reskill the learners by using classroom setting, online learning, or even by making the skilled employee take the training for others.

The benefits of upskilling

1. It always satisfies the needs of an employer.
2. The employees will meet the expectations of clients and stakeholders.

3. If an organisation has happy employees, the result will end in customer satisfaction. Employees promote the corporate brand within the organisation and also to the customers.
4. It retains the employee which helps in the growth of the organisation.
5. You will have a better knowledge base and expand your professional growth.
6. Your teams may develop a greater understanding of context depending upon the courses which they pursue.
7. Upskilling makes the project more profitable and also makes the organisation more successful.
8. The gap between Project Management and Project Delivery will be bridged.
9. Improving the motivation of the employee.
10. Reducing the company cost towards employee investments.
11. Assessing the gaps in knowledge of the current employees.
12. It helps in exploring career change.

How to implement upskill training

Classroom Training

Trainers can conduct upskilling classes in a classroom setting. This allows employees to learn new skills or enhance the current ones. Trainers can present new ideas, and when it comes to classroom training, they can brainstorm and share ideas with each other, which brings trainees up to speed quickly. The training will always be more effective when it happens in a classroom training.

Virtual Classroom Training

Virtual classroom training is more suitable for companies that have branches in various locations. So it is advisable to invest in this type of training so that the upskilling process won't get affected. All that the employees need to do is to simply log in to the platform at the designated time and the trainer can start the training topics. These days the training software is more immersive and dynamic. Participants can take quizzes and surveys easily. They can watch videos illustrating a particular topic.

Micro-learning

Micro-learning is another effective way of upskilling employees through web-based training units. This can also be short web-based training modules that cover a topic in 5-10 minutes. For

example, when there is a lag in particular areas, the training team can create a soft skills micro-learning programme that covers how employees can overcome it. So employees can enhance their skills during the breaks by taking the micro-learning units.

Lunch and Learns

There are instances where employees are working in a situation where they can't attend the training during work time. If this is the case, the alternative is to conduct the training and upskill by hosting "Lunch and learn" as a method. Schedule a training session at lunchtime to cover a certain topic along with a complimentary meal in a relaxed atmosphere. It can even be done online. The trainers can make the presentation during their lunchtime.

Subject Matter Experts (SME)

We can utilise some of the best employees in an SME programme. This will make the best employees to develop their own leadership skills. Trainees will find such training programmes extremely useful, as they will get the answers for the difficult processes from a practical perspective. We can also utilise SMEs to assist in micro-learning programmes. If we collaborate with SME's during the development process, the training team will have peace of mind since the content will be up-to-date and accurate.

Tuition reimbursement

Sometimes, the employees need to study a particular subject in depth which goes beyond the organisation's capabilities. In this case, the employer can offer part or full payment for the courses and industry-recognised certification programmes.

Conclusion

In an era of changing business priorities, upskilling is taking on new urgency. HRM wouldn't function without administrative procedures in the workplace. Administration is the 'backbone of an organisation'. Upskilling will help you remain employable. Due to the upgrading technologies, the roles are changing and you need to keep your skills up-to-date. It is also important to boost your qualification, which helps the career progression and promotion, as you are investing in yourself.

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A TEAM PLAYER IS THE SMARTEST IDEA

What is a team player?

Team player is the best way to become a successful person. It helps the individual and also the management to move on to the next level.

A team player is the person who plays or works nicely as a member of a group. Teams in businesses want sturdy team players to perform well and reach their desires.

A good team player supports others. They are the best guides to other group members to assist them in getting the process achieved.

Why is a team player necessary?

The main reasons to be a team player are:

Work Efficiency

The work efficiency rate is higher in team work when compared to different individuals' works, and all team members are also able to complete the tasks faster with better outputs.

When covering the teamwork strategies, you become more efficient and productive. This is mainly because of the workload that was shared and the pressure on the individuals being reduced.

It also increases performance, makes the workplace a pleasant place and improves job satisfaction.

The pillar for the economic revolution, a foundation of present-day civilisation, was the department of labour. It is nothing but the teamwork.

In teamwork, we can split the difficult tasks into simpler ones and work together to complete them faster. We can also split according to the specialised skills, so that the best person for each task can do it better and faster.

Good Employee Relations

A teamwork environment promotes an atmosphere that builds friendship and loyalty. These close-knit relationships encourage employees in parallel and align them to work harder, cooperate and be supportive to each other.

Individuals possess various talents, weaknesses, communication skills, strengths, and habits. So the teamwork environment should always be encouraged in order to avoid many challenges in achieving the overall goals and objectives.

If such encouragement is not done, the employees may be focussed on promoting their own achievements and competing against their fellow colleagues. This can cause an unhealthy and inefficient working environment. So the encouragement is the main way to maintain a good relationship in a teamwork.

When there is teamwork, the whole team would be motivated and working towards the same goal in harmony, which builds a good relationship among the employees. This is what the organisation needs for growth.

The opportunities of learning things

Business always needs new or fresh ideas to succeed in the competitive world. Everyone will have a unique perspective, from which we have to think about how we can improve the business by sharing the ideas.

Working in a team allows us to learn from others' mistakes. From that, we can avoid future errors, and can learn new things or ideas from more experienced colleagues.

In addition to it, we can expand our skills by discovering fresh ideas from newer colleagues, which may be a more effective approach.

This generates encouragement and innovative capacity in problem solving and generates ideas more effectively and efficiently.

Increasing the accountability

Teamwork plays an essential role not only in increasing the efficiency of employees, it benefits the organisation and helps in getting higher profits.

Employees are supposed to do what they can best do and when they contribute as per their experience, the targets are achieved within the desired time frame, and tasks are accomplished on time with minimum errors.

Another one is to make things formal and set clear expectations.

Qualities of a good team player

Every organisation depends on good teams. Effective teamwork in the workplace helps the organisation towards success. The few qualities that a team player should have to get better results are as follows.

Commitment

The main thing a team player should have is genuine commitment. When there is commitment, there will be an involvement in the work and this will result in an efficient output. Committed employees make the decisions that benefit their team and also the organisation.

People usually link commitment with emotions. But real commitment is based upon the quality of the character that helps to reach the goals. Always emotion tends to be in fluctuation. But commitment should be stable. Too many talented individuals result in failure due to the lack of commitment. So always be committed in what you do.

Be flexible

Being flexible always builds the trust and commitment among the individuals. The main reason why the individual should be flexible is the streamlined work, shifts in technology, and changes in the market. Flexibility expands your opportunity and helps in balancing the work-time and personal-time. It will be much valued by the employers and also among the colleagues. The few tips to be flexible are to be focussed on the core values, be open-minded, stay calm and plan ahead.

Don't stay in the shadows

People always like to get greeted for their work. So it is not in anyone's interest to just sit quietly and get the work done. It is a good thing to be involved with others and do the work. Great team players reach out to their teammates having prepared with their ideas clearly.

Be reliable and responsible

An excellent team player will be reliable and responsible. The task should be completed mainly on the basis of priority. It is not necessary to complete it in the order that it was given. We should know the priority level of the task assigned. If it is not known, it is advisable to ask the managers.

Actively listen

Each individual has certain knowledge. So it is very important to listen to others' ideas which helps teamwork very effectively. Collections of ideas together form a very powerful output. You are a team player if you respectfully consider the viewpoints and ideas of other people as well. Active listening is harder than you think. While listening to others, the main thing to keep in mind is to listen fully to what someone is saying. Only after they have completed speaking, should we ask the doubts that occur to us, and that too must not end up in an argument. It should be in a polite way in order to maintain the relationship stronger and also to maintain a good atmosphere in the workplace.

Keep your team informed

The credit should not end up with a particular person when it comes to team work. Transparency is also key in making a team successful. So always keep your team members informed about the current situations.

Always be ready to help

Everyone will love it when someone helps them in bad situations. Even if it is not in your work, always assist your team members by giving your tips. For example, if anyone of your team members is having trouble with a particular tool which is easy for you, then voluntarily sit down with him and sort out the things.

Support and respect others

Laughing at other people's ideas and shutting someone out of the team are the things that we do without realising. It is necessary to become more self-aware of how we treat others. Remember,

we will receive respect only when we give it to others. A team player knows how to have fun with others. So always be an active team player who supports and respects others.

Benefits of being a team player

There are many benefits when there is team work done. The few main benefits are:

1. Makes unity in the workplace.
2. It offers different perspectives and conclusions.
3. Improves the efficiency of work and also the productivity.
4. The completion time of work is reduced.
5. Improves problem solving skills.
6. Creates new innovations and ideas and learn new things.

Conclusion

Teamwork helps both the management and the individuals to be successful. Successful organisations value teamwork highly. A strong team player is the backbone of a team. The few elements that make a successful team player are

- Reliability and punctuality
- Communication and listening skills
- Delegation
- Adapts quickly
- Being supportive and positivity

Insights from Doyensys

A real-time experience that has happened in our Doyensys on how team work is efficient.

Earlier in Doyensys, for getting the KRA, Training Calendar, Re-usable Components, etc., they had to be assigned by the respective LOB Heads. In spite of the LOB Heads' hectic schedule in the projects, there used to be a delay in these processes.

To overcome this, HR Department had started a new initiative named "DECO (Doyensys Enabling Committee) for Personnel Development."

In this new initiative, the HR team had appointed in-charge persons for each category in the different LOB's. So there was a new chance for the employees to prove themselves. The

work had been divided. The in-charge persons did their respective work with the approval of the respective LOB head. Now the work would get over in time. The efficiency of the work increased and there is a good relation raised in Doyensys since the work is done by teamwork.

The In-charge persons feel very happy since they had been honoured and their role got increased to the next level. They are learning new skills and improving themselves. The work efficiency is increased and the time to complete the work had been reduced, and also the output is extraordinary.

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SECTION 3

EMPLOYEES

– PREETHI MOHAN

Chapter 15: Create Visibility

- Introduction
- Why should you be more visible?
- Strategies to be visible
- Tips to create your visibility at the workplace without self-promoting
- Benefits
- Conclusion

Chapter 16: Be a Helping Hand

- Why is teamwork difficult?
- Encourage employees to help each other
- How Teamwork creates binding
- Ways of improving teamwork as a culture

Chapter 17: Constant Learning

- Introduction
- Is constant learning important?
- Constant learning for Individuals and Groups
- Strategies in continuous learning
- Style of learning
- How constant learning helps you become sellable in the market

Chapter 18: Market Realities

- Introduction
- How to make yourself more marketable in the job
- Why it's so necessary
- Reinvent yourself to stay in market
- The forecast of employers and employees at a new job
- What is the concept around salary expectation to stay in market
- Conclusion

Chapter 19: Speak up when you Have Problems

- Introduction
- Why speaking is the best way
- Methods of avoiding conflicts and managing the conflicts
- Tips and tricks for speaking up and making your voice heard

CREATE VISIBILITY

In the present focussed world of work, being great at your specific employment may not be sufficient to get you the prizes you need and merit, and to advance in our profession, we have to create visibility in our organisation.

Why should you be more visible?

Today, doing properly your task is not the most effective needful for getting ahead in your career. On the off chance that key individuals aren't mindful of you, you'll likely pass up chances to improve your aptitudes and take on captivating assignments, regardless of your difficult work and best performance. It's not only what you know that matters – it's who you know, too.

You can't generally depend on others, for example, your Manager, to expand your Visibility for you. Rather, you have to make sense of how to expand your introduction so you'll be "in the running" for circumstances when they emerge. This is particularly significant in the event that you work remotely, on the grounds, that individuals may disregard you on the off chance that they don't frequently observe you face to face.

Numerous individuals feel awkward at the idea of advancing themselves, so they accept an increasingly aloof job in the working environment. Luckily, there are numerous straightforward ways that you can turn out to be progressively noticeable, even if you are not naturally outgoing.

Strategies to be visible

These are some strategies that describe how to get noticed at the workplace and to boost up our profile, which will lead to a good career. Using these strategies you can create visibility within the organisation.

Make some noise in gatherings

Do you feel great sharing your thoughts in gatherings, or do you feel shy, on the grounds that you're stressed over how others will respond?

Gatherings give you an extraordinary chance to exhibit your insight and increment your visibility inside your group or division. If you do not voice out currently, work on growing self-confidence so that you feel more comfortable being the centre of attention. Likewise, figure out how to be an all the more captivating speaker, so you have an effect that is important for the correct reasons, and drive yourself to state progressively, regardless of whether it isn't something you normally need to do.

To arrange for what you could state in a gathering, read the plan in advance and think about the inquiries you need to pose or the focuses you need to make. This readiness will give you the certainty to make some noise.

Fortify your association with your Boss

It's a smart thought to have a conversation with your supervisor intermittently about your work, regardless of whether you have a formal assessment process. Utilise this opportunity to examine what is going admirably, to request recommendations on how you can increase the value of the group, and to get some answers concerning chances to raise your profile.

Ask for high-visibility projects

Does your group do whatever is necessary to work with individuals in different groups or divisions? Or then again are there any assignments you could take on that largely affect your association's primary concern?

Try not to trust that your manager will roll out these undertakings to you – request to take a shot at them when you get some answers concerning them. They'll enable you to assemble associations with individuals in different pieces of the association and you will get more knowledge or experience from decision-makers such as senior managers and executives.

Exhibit your ability

When you're viewed as a specialist in your association, you'll build up a reputation for being somebody who others can come to for assistance. This can prompt intriguing work ventures, just as talking and preparing openings, all of which increment your visibility.

To begin with, pick a zone to assemble your ability in. For example, you may have an ability for managing troubled clients. Or then again, maybe you're extraordinary at dealing with your needs. Pick a zone that energises you and that you as of now have some information of.

You can create your profile further by sharing what you know. For instance, you could compose a standard blog for your organisation's intranet or produce articles that you appropriate all through your association. You could likewise offer to prepare individuals or talk about your subject matter at organisation occasions. Simply make certain to give a lot of significant worth to your group of spectators!

Structure a Mastermind Group

In the event that your association doesn't offer numerous open doors for you to interface with individuals in different departments, you could make a Mastermind Group dependent on a typical interest. For example, you could set up a gathering for individuals who are at a similar stage in their profession as you, or you could meet with individuals who need to get familiar with a particular transferable expertise.

This will exhibit your administrative capacity and help you construct much increasingly new connections.

Request the opportunity

Request the chance to participate in seminars and training classes. Ask to belong in your applicable expert development association and for the opportunity to participate in its occasions. Then, visibly apply the new chances back in the working environment. Take the approach one step further. Tell your Manager and co-workers what you have got knowledge and how you plan to apply the new details at work. It has 3 benefits. Your development efforts improve your visibility, and coaching others is the quality way to make certain you've discovered the principles. Finally, your colleagues benefit from the time you spent and the understanding you won in the session.

Along these lines, you can expand your visibility without boasting or offending other people.

Tips to create your visibility at work without self-promoting

Creating your visibility doesn't require consistent show-off and appearing like you're "self-promoting."

Here are 6 recommendations to make yourself be seen more, without being overbearing:

Share your accomplishments through writing

With the ubiquity of email, it's easy to write a message updating your team contributors on an undertaking, consisting of how your work is affecting its progress. Be sure to copy a Manager on the mail. Also, thank people in writing by means of explaining how their work or tips have helped you do your activity higher. It makes them feel excellent about their work and shows properly on you.

Write out notes of what you need to say before meetings

If you'll be speaking at a meeting or event, make the effort to write down out what you want to say beforehand. When you have something organised, it makes it much more likely that you'll talk, and that you say what you suggest.

Think before you speak

When you couldn't prepare feedback ahead of time, always deliver yourself time to plan before you speak at conferences. People pay attention to and recognise others who can virtually articulate their ideas. If you don't want to miss a possibility to mention something, ask a query first and then think through your statement at the same time as listening to the reaction.

Master the art of small talk.

Some people shy away from small conversation, but it's the glue that ties up an office together. Having a conversation with others gives you the chance to construct stronger relationships and talk about what you've been doing. If small communication is hard, prepare a number of open-ended, works-associated questions that you may use to begin conversations.

Schedule one-on-one meetings

Especially if you have a difficult time being yourself in group meetings, ask your teammates and Managers if you can schedule individual meetings with them. One-on-ones are a great chance to talk about your work and how it affects the company.

Volunteer for committees and events

Many specialists are rightfully concerned about being effective, but committees and events have their location. Participating in a meeting or assisting to host a conference or charity event interprets to an abundance of networking opportunities. Committees and events give you the possibility to satisfy new people, communicate about your work, and put your name and face in the front of those who wouldn't normally be aware of you.

Benefits

The merits include recommendations from various people during appraisal meetings, greater opportunities you will get for high visibility projects, and better skills and experience you can gain professionally and personally. If you follow the strategies in a good way, definitely your growth in an organisation will increase.

Conclusion

Visibility is not tangible, the outcomes won't generally be noticeable; it probably won't make an interpretation quickly into results. But it will pay its liability and you will see its fruits in the long run. Till that point, continue putting your earnest attempts and stay motivated, so as to be a star in the organisation.

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BE A HELPING HAND

Why is teamwork difficult?

It's difficult if you do not fit in with the team. It's so smooth and fun if you are able to get on the side of the group well. It's just great if you could be your real self while you are working with the team. If you couldn't be yourself, in the end you'll no longer be satisfied with this activity.

Being able to get along properly with the team while also being yourself is the quality. Or at the least adapt yourself to the extent that you can nonetheless be glad at the same time as you're operating inside the crew.

There are two major points of view here:

1. **Work:** If you already know your role and obligations inside the group and have capabilities and reviews to do the process as well as understand the others, it's not tough to adjust and belong inside this group. No matter what happens, you can get the task done.
2. **People:** If you already know the way to deal with specific types of humans with open thoughts, if you care enough to seek to be a good team member, you may have good times with the group.

HUMAN = POSSIBILITY

There may be many reasons for this.

Absence of team identity

Members may not be collectively responsible to one another for the team's targets. There may be a lack of dedication and attempt, conflict between group dreams and individuals' personal dreams, or poor collaboration.

Difficulty making decisions

Team participants may be rigidly adhering to their positions at some stage in decision making, or making repeated arguments rather than introducing new facts.

Poor communication

Team contributors may additionally interrupt or talk over each other. There can be steady silence from some participants for the duration of conferences, allusions to issues but failure to officially deal with them, or false consensus.

Inability to resolve conflicts

Conflicts can't be resolved while there are heightened tensions and team participants make personal assaults or aggressive gestures.

Lack of participation

Team participants fail to complete assignments. There can be bad attendance at team meetings or low energy throughout meetings.

Lack of creativity

The team is not able to generate clean ideas and views and doesn't turn surprising activities into opportunities.

Groupthink

The group is unwilling or not able to see opportunities, ideas or methods. There is a loss of critical thinking and debate over thoughts. This regularly takes place when the group overemphasises group agreement and unity.

Ineffective leadership

Leaders can fail teams by not defining a compelling vision for the team, not delegating, or not representing multiple constituencies.

Encourage employees to help each other

Encouragement isn't praising. Done well, encouragement can lead to victory for a worker—at which time reward is suitable. You see, encouragement is the act of giving effective comments that focus in particular on effort and/or development, as opposed to particular outcomes. Praise is given when success has been accomplished.

The capability to successfully inspire others through periods of difficulties and shortage of progress is both a science and an art. There are strategies that you can use so one can offer encouragement; however, they're more beneficial in case you are using your emotional intelligence throughout the procedure. Emotional intelligence includes the potential to adeptly study and respond to the emotional needs of others. Keen observation of body language, choice of phrases and interaction with others will be helpful in this process.

Here are some techniques I recommend managers use to help encourage their team members:

Ask them what help they need

Often times the simple query of "How can I help?" will begin the process of encouraging an employee. Timing of this easy, however effective, query is crucial and requires you have good observation skills. Watch and pay attention to modifications in behaviour, preference of phrases and body language. These may be hints that a worker is becoming discouraged and frustrated. And regularly all of the help they want is talking through the situation and having an empathetic ear to pay attention to their challenges.

Coach them to discover choices

When a worker gets caught and isn't making the progress they expect, frustration sets in. When you study a frustrated employee, first improve their self-assurance by emphasising the confidence you have in them based totally on preceding accomplishments, capabilities and behaviours. Start asking them questions on the way to help them see the way to turn out to be "unstuck." Ask enough queries for them to develop their personal options on the way to turn out to be a success. A small learning can go a long way.

Recognise their small incremental wins

These wins will include behaviour change and talent. Wins need not be huge responsibilities and achievements. Managers frequently forget that the small wins deserve commendation, so that employees know that they are making progress towards their bigger win.

Thank them

A management first-rate practice regularly overlooked is thanking and praising employees 6 times for every time comment is provided requiring change and adjustment from an employee. There are instances when work attempt won't equate to expected results.

Demonstrate your confidence in them

When you practice motivating, don't keep it behind closed doorways. Take the possibility in the course of meetings to practice encouragement so others can learn the art and science of it. Share their small wins with other team participants, and ask others to recognise the small wins of a group...

Help them get recognised by others

Become your team members' spokesperson. Share their work and achievements by communicating to different elements of the organisation how their work has helped the organisation get closer to the company vision or reinforced the values of the company... External recognition is just as vital. If they have accomplished stellar work, look for a chance to nominate them for local professional awards. Local business journals and magazines often look for stories of professionals' accomplishments.

How teamwork creates binding

Strong teams are the base of high-performing business, and a decent group ethic can be considered to a great extent responsible for the achievement and smooth running of the association. In the event that employees don't gel and work well together, issues can emerge; for example, poor association, missed due dates and struggle inside the working environment.

Here are a few standards that a successful team possesses:

1. **They communicate well with each other.** They discuss transparently with one another, sharing their thoughts, opinions, and views with colleagues, as well as thinking about

what others need to state. Communication is basic for monitoring progress and cooperating effectively on tasks. Poor communication can prompt crossed wires that can mean work is left incomplete/wrong or clashes can emerge.

2. **They focus on goals and results.** They agree on and set team objectives dependent on results, as opposed to simply on the measure of work being finished. A clear plan would then be able to be set about how they will accomplish these destinations, as a gathering, just as every individual commitment. This provides them with clear heading and gives them something to go for all things collectively.
3. **Everyone contributes their fair share.** Each individual from the group contributes a lot to the remaining task at hand and completely understands what their duties are and where they fit in with the running of the business. They have a feeling of having a place with the group, are focused on their work, and truly care about the achievement of the organisation.
4. **They offer each other support.** Team individuals are constantly happy to help others when they need some assistance with work. Teams are frequently increasingly gainful when they are likewise offered help from the organisation and access to the required resources.
5. **Team members are diverse.** Everyone is unique and will have the option to offer their own encounters and information that others may not have. Decent variety is required with the goal that the majority of the required skills are covered by someone in the group and every individual can be allotted a specific job based on their qualities and abilities. A variety of characters **personalities**, age groups, cultures, etc. can also bring creativity and a broad range of ideas to the table.
6. **Good leadership.** A strong team normally have a leader that they trust and regard. This individual basically functions as the paste holding the group together and should be responsible for setting the pace, offers support and inspiration and keeps all individuals from the group refreshed.
7. **They're organised.** Organisation is fundamental for the smooth running of a business. Without it, the working environment can end up disordered and objectives are probably not going to be achieved. In spite of the reality that every individual should be in charge of arranging their very own remaining task at hand, the executives should guarantee that everything is racing to design and every individual from the group is getting their work finished effectively. Holding regular meetings can ensure that everybody is in agreement and due dates are being met.

8. **They have fun.** It should not be all work and no play! This can lead to collapse and lack of efficiency, so it's essential to inject a bit of enjoyment into working life. Teams who work especially well together, enjoy each other's company and get together outside of the workplace now and again to mingle and have a great time! Building a positive association with your partners can make for a much more relaxed environment and reduce conflict.

Ways of improving teamwork as a culture

Teamwork no longer manifests on its own. It wishes to be catalysed, becoming a part of work culture and integral to human beings, methods, and subculture. Once that takes place, offices become extra fun, efficient, and innovative.

Here are 7 methods to enable teamwork inside the place of job. Brainstorming isn't considered one of them.

Divide the work

Teamwork does not mean everyone does everything entirely together. It requires getting prepared and breaking every undertaking down into its component parts. Then sorting out who will do what, in step with their expertise, hobbies, and availability. A good manager will help with this, not just head to the whiteboard as a collection.

Ask for help

Getting work done requires specific time to focus on your individual task, and the choice to attract on others when you need it. That's teamwork. So when you need ideas, information or help, ask for it.

Work out loud

So your team is prepared and also you're heads-down to your very own project. Time to begin operating out loud. That's critical to your team to stay connected as the assignment proceeds. Find quick approaches to allow those around you already know what you've discovered, what mini-milestones you just passed, or what problem you're suffering with. Overcome poor inner communications with an everyday 'stand-up' meeting in which everybody offers a quick informal replace of where they are at. This can be a game-changer here.

Share a prototype

When you ask teammates for input in an open-ended way, don't expect much. People are busy inside the administrative centre and don't know in which way to start. Instead, share a draft or comic strip—a prototype or define of where you are headed. Don't polish this; your co-workers will be extra comfortable constructing on, and suggesting alternatives to, things they know you're no longer overly invested in. That's collaborative teamwork at its first-rate.

Build in a review process

Review meetings can make a huge distinction. They do two things—they bring a specific plan or layout or record into clean attention, and they offer an 'open season' when it becomes polite to critique the team's work. Doing this on the idea stage will convey the team into detailed alignment and regularly catch requirements that could otherwise get neglected.

Rally to a common goal

If you need to be a team, you need to share a common goal. What is the grand aim you're striving for? How does accomplishing the following milestone make contributions to that? Where does every teammate's contribution fit in? Knowing your work subjects takes teamwork to the subsequent level.

Celebrate together

Appreciate the work of your teammates. Take time to say 'thank you' for small, specific contributions to the team effort. And when you do acquire a milestone towards your purpose, take time to have a good time together.

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CONSTANT LEARNING

Introduction

Constant learning is otherwise referred to as continuous learning. Constant learning is the concept of expanding the knowledge to gain new skills and expertise.

Continuous learning is a process which is surrounded by the following things:

1. Attitude to learn and share the knowledge
2. Academic curiosity
3. Reading and practising
4. Creativity
5. Thinking ability and extending the learning levels

All these are primary things in making you perfect in professional character.

The habit of constant learning is part of an individual's ongoing professional life. It refers to both at work and the past which helps in continuous improvement. It is a basic thing for achievement in the current market for both the employees and companies.

Consistent learning at each individual's level extends the capacity to learn, develops the abilities and also expands the insights. Solid consistent learning abilities will effectively improve work and life.

Is constant learning important?

At an individual level, consistent learning is about the steady development of skills and skill set through learning and expanding information. Changes take place in the individual at both professional and personal level, due to the changes that happen in life.

Our life can be divided into 3 stages:

1. Education
2. Working life
3. Retirement

However, in today's tough job marketplace, there's a need for people to undertake constant learning throughout their careers, not only to improve their skills, but mainly also to sustain themselves in the market. The idea of continual learning is particularly necessary as many people will not pick the right job the first time, and we can expect them to make 6 to 7 job changes over the entire working career. One of the reasons for this is due to the fact of our current education system, where the students are required to choose which subject they would like to specialise in at a very young age.

One of the main reasons why continuous education is becoming so important is due to the increased life expectancy. Many older people believe that the knowledge they gained at school or college, and also being a good and loyal worker would guarantee their employment. But most of the young people are aware that they need a standard education to secure a good job in the current situation. However, due to the changing mindset of employers in this competitive world, it is important for everyone to learn new ideas and realise that education should not stop when they graduate.

Becoming a lifelong learner does not mean going back to formal education. It can be easily implemented into everyday life. Getting a master's degree is an extremely positive way to keep learning. There are many less expensive and extra available ways to develop skills and knowledge by the schemes and funds which have been allocated by the government...

There are many advantages of lifelong learning in addition to increasing job prospects. Continual learning and increasing the knowledge will promote personal growth, will let you connect with a broader variety of humans, and preserve your thoughts well, which will have many health benefits.

Continuous learning is an idea that builds on our current education system's failures, and motivates people to face challenges and be open-minded regardless of their age. Once the compulsory education gets over, it is up to the individual to take education and opportunities into their own hands.

Constant learning for Individuals and Groups

The practices of constant learning for the Individuals/Groups are carried out in our day-to-day activities. Such continuous practice increases our knowledge and moulds our personality in the organisation as well as in personal life. For example:

1. Asking for help when something is not clear
2. Observing more experienced employees at the workplace
3. Trying new approaches to doing things and exploring alternative ways
4. Practising what has been explained already
5. Finding ways to improve along with taking over training programmes or online seminars outside of work

In the employer, constant learning has to do with shaping a team to conform to changes within the enterprise surroundings. This may be very critical because the ever-changing financial climate demands that any crew be up-to-date with the modern knowledge and also be flexible and without problems adaptable to any adjustments that can be required.

Strategies in continuous learning

People need to remain refreshed through the variety of new learning opportunities. So many ways and so many strategies are there for continuous learning. A few strategies towards the consistent learning and building new information and skills are as follows:

- Pursuing books, magazines, articles, etc.
- Attending workshops
- Selecting and pursuing value-added courses
- Undertaking various assignments and jobs
- Requesting help from others at any point which is vague to you
- Observing the working of other people who are experienced in a specific zone
- Learning by the great old strategy of experimentation
- Rehearsing and applying the new abilities at work
- Following the individual's advancement through self-examination

The above strategies will help you to improve your skills and knowledge. It also helps to request inputs from others and use them to progress in the right direction. If you practise this in your life or follow any one of these strategies, definitely your profile range will go upwards.

Style of learning

Learning can take different forms or shapes according to what works exceptionally well for you. Different people have unique forms of getting to know.

Visual

This fashion of learning buddies combines statistics with pictures. Visual Learners learn fine while reading or seeing demonstrations, graphs, go with the flow charts and brain maps.

Auditory

Auditory newcomers are humans who analyse fine when information is exposed through sound. They revel in lectures and seminars, listening to track while studying and will regularly create songs about facts to assist them not to forget.

Kinaesthetic:

This is the tactile fashion of gaining knowledge, wherein people remember records with less difficulty while acting as a pastime, as an example doing laboratory experiments or function gambling.

How constant learning helps you become sellable in the market

Constant learning will help an employee in both their expert life and individual life in various ways. In the earlier paragraph, we discussed the strategies to improve our constant learning. Now we shall discuss the possible benefits if you follow these strategies.

These are some gifts you will get once you practise constant learning.

Top Performer

A top performer is one who is always keen on learning and also mastering skills regularly. Developing new skills and learning, will expand the individual's performance and also the capability at work. The best and the most suitable example for this is Sachin Tendulkar. He is a master blaster in cricket and has played many matches. But during the last match of his

international career, that too which was in the Mumbai ground, which is said to be his home ground, he went for net practice the previous night. This shows his learning capability and keenness on sustaining his skills. So each and every day in our life should be one of learning, even if we attain any high position.

Career development

For the development of the career, one has to learn, prepare and improve the ability which helps to achieve the objectives. Once you start to learn new things, it automatically increases the interest in the job which makes you do it on a daily basis. All these are done through continuous learning.

Promotions or incentives

One has to invest the time and energy to learn new things and also to obtain new knowledge. This increases the work performance and it also leads the way to future promotions or increments.

Stay marketable

Staying in the current trends can help an employee to stay marketable. This will help for learning in advance and getting updated regularly. In order to expect good pay or promotions, staying in the market is necessary.

Prepare for the sudden

Lifelong learning will help you adapt to surprising changes, for instance, losing your employment and having to rely on new abilities to find jobs. By persevering to study, you can without problems step out of your comfort region and take on new job possibilities.

Boost your profile

When you're continuously studying, you'll keep on improving and growing in your career, and start to receive recommendations from colleagues and executives. The chances are that you'll switch jobs a couple of times in the duration of your working life and you need to study new skills to adapt as a result.

Competence leads to confidence

Learning new things offers us a sense of accomplishment, which in turn boosts our confidence in our very own abilities. Also, you'll feel better equipped to tackle demanding situations and discover new business ventures.

Sparks new ideas

Acquiring new talents will unveil new opportunities and help you locate modern solutions to troubles. This could earn you extra money.

Change your perspective

Continuous studying opens your mind and changes your mindset by means of constructing on what you understand. The more you research, the better you'll get at seeing various sides of the same situation, supporting you understand more deeply.

Pay it forward

Continuous learning isn't just about you. Lifelong studying helps increase your management talents, which then interprets into fostering lifelong mastering in different people, by encouraging them to pursue similarly schooling.

Conclusion

One should have a curious mind eager to learn continuously. One should not be shy to ask any doubts. If your purpose is true, there will be individuals who will help you in your goal. Try, evaluate and execute new things.

It will be a stage of stagnation when we quit adapting to new things.

Experiment, try out new things. Keep the momentum going. Keep learning and keep reflecting.

“Intellectual growth should commence at birth and only cease at death.” – Albert Einstein.

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MARKET REALITIES

Introduction

Becoming well known in your industry and getting the chance to be productive is no simple task. Capable progression is a capacity you'll have to always manage, even outside of work, to arrive at the position you need in the business you are energetic about. To help you begin with this tricky task, in this chapter we are going to discuss some tips on how to stay marketable, how it's important to stay marketable in the market, and what employees expect at a new job.

How to make yourself more marketable in the job

Take classes and get certifications

There are unlimited chances to take classes online to become familiar with other abilities or get affirmed in something significant to your industry. Discover online classes that provoke your advantage and will be useful in your field, and sign up. Cut out time in your timetable every week to devote to learning. Turning into a long-lasting student is an incredibly helpful and keen quality to have.

Join a professional association

Every industry has a professional association connected to it that enables individuals to join and get benefits, for example, organising occasions, proficient gatherings, and coaching programmes. You may need to pay dues every year so as to join, however it will be well justified, despite all the trouble. Being a part of any professional association looks extraordinary on a resume or business card, opens you up to different chances to stay included and get beyond, and will introduce you to the big cheeses in your industry.

Network

Regardless of whether you join a professional association or not, organising is most likely the best thing you can accomplish for yourself while attempting to make yourself progressively attractive. Going to meetings, connecting with individuals on LinkedIn and growing your system through friends of friends, can represent the moment of truth for you with regards to the pursuit of employment. Meeting up with the ideal individuals can open you to the ideal chances and give you a leg up on the challenges at simply the perfect time.

Clean up your social media

Social media is one of the principal things potential employers take a look at, so ensure every one of your channels is refreshed, are exact and mirror your best self. Keep every one of your pages proficient, flaunting your adoration for your industry and the best side of yourself. You can likewise use internet-based life to make associations. This works particularly well on LinkedIn, however should be possible on different systems also.

Take on a challenge

Don't be afraid to step up and take on another venture at work that is outside of your comfort zone. You may discover something you're truly keen on or find an aptitude you never realised you had. In addition, this will make you stand apart with your supervisor, and perhaps help you get a promotion if that is what you're searching for.

Discover a mentor

Finding a tutor who began where you are and got to where you need to be, can be very gainful as you climb the corporate ladder. To effectively construct a tutoring relationship, find only a couple of individuals who you truly look up to and can trust, and request that they be your expert guide. The two of you can choose and decide what that relationship will resemble,

depending on your industry and characters, yet ensure you meet routinely to talk about what you're doing and get guidance and inputs.

Using these hints, you can stay marketable and start your move to the highest point of your industry. Make sure to remain proficient, continue making contacts and remain concentrated on your definite professional objective. With only a tad of work and commitment, you can reach even your greatest objectives.

Why it's so necessary

Growing new skills and demonstrating an eagerness to learn makes you more attractive to current and prospective employers.

Staying significant and updated in your field can guarantee your situation in your association, as well as open to taking up new risks.

Reinvent yourself to stay in the market

Understand who you are

It will enable you to figure out what your qualities are, the place you best fit in an organisation, and the measure of hazard you are intrinsically comfortable taking.

Look Remarkable

- Update your LinkedIn Profile with a PROFESSIONAL photograph.
- Create an individual Gravatar.
- Consider making a blog.
- Manage your primary informal communities expertly.
- Complete and improve your LinkedIn Profile (no, LinkedIn doesn't go under informal communities). This is your business base camp.
- Read how to LinkedIn blog entries.
- Understand how to explore LinkedIn well, see above.
- Start discussions on LinkedIn.

Understand the skills that are necessary

Go to LinkedIn Skills and comprehend the abilities that are popular; at that point compare and contrast those abilities and your own.

Translate your aptitudes and experience

Know what you know... and claim it. How might you make an interpretation of conventional lead age to online lead age? How would you interpret the administration of a group into initiative?

Be curious

Look at changed businesses, converse with and know experts in various jobs, find out about different societies and pose inquiries.

Learn, learn, and get familiar with some more

Tell somebody you don't possess energy for perusing and learning, and it discloses to them all they have to know. You won't push them forward on the grounds that you don't push yourself forward. It's a learning economy and data proliferates, there is never again an entrance issue, only a frame of mind issue.

Redefine who you are

Your past progress is never again a pointer of your future achievement. Acknowledge it and reclassify what your identity is. For whatever duration of time you have something to help and substantiate your prosperity, you will be fine.

Change the role

Define business improvement versus promoting. The absolute best sales reps I know and have contracted have a promoting foundation. As I would like to think, perhaps the greatest distinction between business development and marketing is that business improvement arrives in the income segment and showcasing lands in the cost section. Would you be able to take another job?

The forecast of employers and employees at a new job

All human relations, including those of employers and employees, involve expectations, and clashes tend to occur when expectations are not met. When you start a new career, you should

try to make sure you have a clear idea of what your new employer expects of you. It's also primary to give some thought to what you expect of your new employer, It may be on roles and responsibilities or salary expectation.

What is the concept around salary expectation to stay in the market?

While it's essential to put yourself together for skill, behavioural, and talent-related interview questions through exercises, answering the consequential Salary expectations query the wrong way can cost you a job offer. It can also position you in an untenable scenario by forcing you to recall a process at a less-than-acceptable profit. After all, in some circumstances, the handiest issue worse than failing to get an activity offer after an interview, is failing to get a proposal that's enough to help you and/or your circle of relatives.

Why it's important... and tricky

You may be wondering what the massive deal is about the cash question, but it's one question that frequently stumps job candidates. Not simplest at that, however it may alternate the weather of an interview from red warm to ice-cold as a result of some digits of distinction in questioning.

Why do companies ask job candidates the income question? Some employers are looking for bargains. Despite a popular marketplace value for positive positions, some businesses place a larger value on positive positions than other organisations. This approach means that the salary they anticipate to pay for a positive role may be lesser or higher than the going rate.

Another possible reason is they're seeking to see how you value your work. Are you assured enough to ask for what you deserve, or will you meekly accept something they provide?

- Your mission: Sell them on you, and satisfy them of your worth to their organisation before you attain the point of salary negotiations.

Alternative ways of asking the question

- What are you looking for regarding salary?
- What are your salary requirements?
- How much do you expect to get paid?
- What are your salary expectations?
- What are you making now?

Each of those comes with one-of-a-kind challenges. The query(s) can arise early on as a part of the screening method or can pop up later after you've spoken back many of the behavioural, talent, or background questions.

In some respects, it's an amazing element when the income topic comes into the interview communication. It indicates that there is a little interest in having you return to work for the organisation

The different side of the coin, though, is that when you're now not prepared, it's easy to make a misstep in this question that might prove costly.

- Your mission: Expect the income interview query and have plans in place to cope with it earlier than going into the interview.

What's the purpose of the question?

The motive of this query needs to be apparent: your prospective employer desires to realise what you'd like to earn.

However, it's a tricky one to answer because you shouldn't be the first person to give a number. However, it's likely your interviewer would prefer not to give a number first either. Especially if 'competitive salary' is listed on the job spec, as they may be bargain hunting.

Also, while trying to assess your ideal salary, your interviewer can be looking for your self-confidence: how do you price your work and are you assured enough to be sincere about it?

How to plan your response

Planning a response to this query may be a little challenging as there are a selection of ways of asking the question. However, there are 4 things you do not want to forget, and should put together to make certain the number you arrive at is reasonable.

Determine how much you need

Firstly, you want to decide what the whole lot you need every day is. That manner of working out your month-to-month fees from lease and payments to commuting and way of life conduct, is particularly important if this new job is in a different location to your current role, as your travel costs may increase.

Research how much you're worth

Secondly, you need to research how much you're worth. That means taking a look at what the average earnings are in your industry, for someone with your skills and experience.

For example, a junior role in engineering is likely to pay more than a junior role in catering due to the nature of the industry. However, a managerial position will pay differently from a junior position.

Find out average salaries in the location

While it's helpful working out what you're worth regarding your experience and level, you also need to find out the average salaries in your location.

You're probably already aware that a job in London is likely to pay more than a job in Cardiff, purely because of the astronomically high living costs in the area. This also applies to more localised areas, so while you're using job boards and PayScale to determine your worth, check out average salaries in locations, too.

Be honest

More than something, it's vital that you're sincere with the wide variety you need. If you follow the training recommendation above, you must come to a reasonable figure.

However, it's also worth considering the best and worst-case situation. For instance, what number could make you say sure right away, and what would you walk away from?

Also, think about what you would negotiate. For example, if they can't offer the base salary you want, are they willing to make up the extra in bonuses, work perks or annual leave?

Conclusion

You can stay marketable and start your move to the highest point of your industry. Make sure to remain proficient, continue making contacts and stay focussed on your ultimate career objective. With only a little bit of work and devotion, you can reach even your greatest objectives.

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SPEAK UP WHEN YOU HAVE PROBLEMS

Introduction

Effective communication plays an important role in an organisation. An age-vintage aphorism goes, “It’s no longer what you say, but the way you say it.” Good conversation is what segregates a poor leader from a fantastic one. Having effective communication abilities is an important thing to good leadership.

On the off chance that you are there for a reason, you have to demonstrate your commitment to the procedure and people required by being active and vocal. Speaking up is a critical shape of honesty. Honesty definitely builds trust, particularly when blended with tact and empathy.

Don’t worry about the context of the situation, making some noise will consistently give you Confidence. In addition to the fact that you get to listen to your moving considerations, it enables others to respond to them. No one is perfect, and when you make some noise about a thought or an idea, you’re helping the situation... Confidence is so significant.

Open up your thoughts and ideas whenever you get a chance. Speaking up in an organisation is one of the best practices. Not only raise your voice in meetings or conferences, but also make some noise when you have a problem at the workplace. Once you noise out only will everyone come to know about you or your problem.

When you communicate nicely with your group, it helps dispose of misunderstandings and may inspire a healthy and peaceful work environment. Efficient and open communication with your team may even assist you to get work finished speedily and professionally.

In this chapter we shall discuss about why speaking up is important, methods of avoiding conflicts and managing the conflicts, tips and tricks.

Why speaking is the best way

We've all been there. You need to pitch a thought or offer a distinction making a bit of productive analysis to your group. In any case, whatever you prepare to ring in, you must remain calm.

How do I speak up?

It makes sense that so many people decide not to voice their opinions or views in a professional setting.

Maybe some people are worried that it may be affecting their reputation or put their position in danger. Or, on the other hand, possibly they accept that shouting out won't make any difference—their organisation will do nothing with that data in any case.

Apart from that, you have knowledge, thoughts, and extraordinary viewpoints that are deserving of thought, all that you should bring to the table.

When you more than once hold your tongue, your group is left to be suspicious about your ideas and qualities, never knowing how you really feel.

In addition, if you're eager to create more impact, cultivate a more grounded skills, and make a difference in your team, speaking up is a sure-fire way to get noticed—in a good way. In a discussion with various managers, Glassdoor found that both “open dialogue” and “honesty” were traits that help employees get promoted.

How to decide when to speak up: 4 crucial considerations

Making some noise matters, however that doesn't imply that each and every situation warrants your input. We as a whole know those associates who appear to have a remark about everything—regardless of whether it's a group-wide venture or the brand of sugar in the lounge.

How might you realise when it's a proper time for you to voice your own conclusions and when you're in an ideal situation keeping quiet? Here are 4 significant contemplations to make:

1. *Your Job*

Sharing input about an up and coming task in a group meeting is one thing. Yet, catching a discussion about an issue in another department and flying in with your very own suggestions or giving voice to them is pointless.

Before you open your mouth, consider whether this issue directly relates to you. If that answer is yes, then you can stand for your opinion. If not? You're inserting yourself into business that isn't relevant to you.

2. *Your audience*

Maybe you think that you don't have a problem speaking up at work. However, it's common to confuse venting or complaining with productively voicing your opinions.

Speaking up only counts if you do it in front of the right audience who can actually implement your feedback or remedy the issue.

Complaining to your co-worker about your lack of challenging assignments might feel like you're making your opinions known, but a better strategy would be to schedule a one-on-one with your manager where you can discuss your current workload and your career goals. It might be more intimidating to proactively reach out to your manager and present your feedback, but *that's* what counts as productively speaking up at work.

3. *The time and place*

You've heard that timing is everything, and that definitely applies when it comes to speaking up.

For example, is it earnest, or is it better taken care of after you contribute some more ideas and methodology? Is your recommendation something that may humiliate an associate in a gathering setting? It's smarter to deal with that secretly. Is it something that everyone should know? At that point meeting one-on-one isn't as proficient or compelling.

Carefully thinking about when and where you ring in can have a significant effect on how your considerations are received.

4. *The outcomes*

In case you're stuck in a psychological wrestling match about whether to make some noise, it might be good to thoroughly consider the outcomes of every choice. What's the potential fallout?

In the event that you don't state something, will your group wind up launching a project with a big blunder? That's worth pointing out sooner rather than later.

It may appear to be threatening to think of worst-case scenarios situations like this. In any case, this fills in as a casual upsides and downsides list that will enable you to weigh your choices and choose which course is best for your situations.

Methods of avoiding conflicts and managing the conflicts

Conflicts can emerge whenever. How you use compromise techniques relies upon both your contention style and your compromise aptitudes. There is a wide range of methods to react to struggle in that type of situation; some conflict styles include a considerate or helpful methodology while others include either a focussed or passive methodology.

Conflict Styles

Those who have proper conflict decision training, understand a way to diffuse the situation and reach an agreement that satisfies all parties. The first step in conflict decision is knowing the various kinds of conflict. The 5 styles of conflict handling include:

1. Avoiding the Conflict

Keeping away from or pulling back from a conflict requires no courage or thought for the other party. By staying away from the conflicts, you basically imagine that it never occurred or doesn't exist. A few instances of avoidance or withdrawal incorporate imagining there is not much, stonewalling, or totally closing down.

2. Giving In

Giving in or obliging the other party requires a great deal of participation and little fearlessness. Essentially, you agree to accommodate the other party by recognising and tolerating his perspective or proposal. This style may be seen as giving the other party a chance to have his direction. While this style can prompt making peace and pushing ahead, it can likewise prompt the accommodator feeling hatred towards the other party.

3. Standing your Ground

While standing your ground requires courage, it can likewise be inconsiderate. By standing your ground, you are basically contending with the other party; you'll effectively guarantee that you win the fight. The truth of the matter is, a focussed methodology offers momentary prizes, however in the long haul impacts can be adverse to your business.

4. *Compromising*

Compromising is a big step towards conflict resolution. Both courage and discussion are used when both parties look for common ground. You agree to negotiate larger points and let go of the smaller points; this style expedites the resolution process. Occasionally, the person compromising might use passive-aggressive tactics to mislead the other party, so beware.

5. *Collaborating*

Collaboration plays a vital role within conflict resolution and requires extraordinary boldness and much thought. Teaming up with the other party includes tuning in to their side, talking about areas of agreement and objectives, and guaranteeing that all gatherings see one another. Joint effort requires thinking inventively to determine the issue without concessions. Teammates are normally appreciated and well-regarded.

Tips and tricks for speaking up and making your voice heard

Working through the above considerations will enable you to choose whether or not it's suitable to toll in with your thoughts.

Especially, shouldn't something be said about the real procedure of making your opinions known? When you choose to make some noise requires good judgement. How would you do it, such that it is polite, proficient, and not pushy?

1. *Pick your medium*

Smaller matters—calling attention to a grammatical error or suggesting who should cater your next team lunch—are easily handled digitally. But, larger topics—like a conflict with a co-worker or a discussion about your career advancement—are better left to face to face talks or video visits if vital.

Why does this matter? You miss out on those with written communication, which isn't such a big deal if the topic at hand is fairly inconsequential but really matters when it comes to serious topics.

2. *Know your “why”*

You should consistently do the essential schoolwork before voicing your own opinions. That is table stakes. Yet, there are likewise a couple of central things that you should know about:

- What you're sharing

- Why it matters
- What result you're aiming for

Perhaps your team is in agreement that you should host your next B2B webinar on a Thursday morning. But, after looking at your engagement metrics, you want to suggest Wednesday afternoon as a better event time.

Here are two different ways you could speak up:

Option #1: “Actually, I think it’d be better to host that webinar on a Wednesday afternoon instead.”

Option #2: “I’d suggest hosting that webinar on a Wednesday afternoon instead. I took a look at our engagement metrics, and that appears to be a better time for the majority of our users. I think we’ll see improved live engagement if we adjust the event time.”

The second option is far more compelling, because it focuses on the why. It backs up your statement and draws a line to the results it would achieve for everybody.

3. *Don’t get defensive*

It’s human nature. When we’re presented with alternative opinions, we question them. This isn’t a personal attack by your colleagues or your manager. Instead, it’s their attempt to get more clarity on your thought process and your suggestion.

So, don’t get defensive in the face of thoughtful questions. Answer them and engage in a constructive conversation about the idea that you put forward. If you don’t have the answer right now, respond with something like, “I don’t have an answer for that at this moment, but let me dig into it and follow up with you.”

Tip: If you’re not quite ready to put your own ideas out there, asking questions in a meeting is a great way to get more comfortable with speaking up in a way that doesn’t feel quite as assertive.

4. *You have a voice, use it*

Speaking up at work seems simple in concept, but it can actually be deceptively complicated. Should you? Shouldn’t you? Will you tarnish your reputation? Make someone upset? Get fired?!

Voicing your thoughts and assessments can be nerve-wracking, and it’s anything if not difficult to persuade yourself that what you express should be flawless to be significant. In any case, take a full breath and advise yourself that getting your thoughts out there is fantastically justified, despite all the trouble—for you, for your director, and for your association all in all.

So, you have everybody else’s vote of confidence that your ideas are worth hearing—now it’s up to you to actually share them.

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SECTION 4

FRESHERS

– GOPIKRISHNAN P

Chapter 20: First Year – Not for Money

- Value of learning is more than money
- Real world expectations
- The importance of learning in career development

Chapter 21: Clarity and Communication

- Always communicate with clarity
- The impact and prevention of communication gap

Chapter 22: Equip Yourself

- Why one has to equip continuously
- Importance of being relevant
- How to keep yourself relevant

Chapter 23: Discipline in the Workplace

- Discipline in the workplace
- Discipline is a key factor

Chapter 24: Manage Anxiety

- Manage anxiety in your workplace
- How to deal with job search anxiety
- How to deal with new job anxiety

FIRST YEAR – NOT FOR MONEY

Value of learning is more than money

50% learning + 50% office culture = 100% new job success.

When starting a job, it's like starting a new chapter in our life. In first jobs we should always give great priority for learning valuable skills—you learn from the industry's best minds and take those experiences with you on the road to create your dream job.

Think your first job as an extension of academy, where professors taught you the skills and methods necessary to enter your anticipated field. First jobs teach you how to put on those methods in the “real world.”

Thinking about earning big money during our first year at a job, will not be a proper approach because as a fresher company expects us to get trained in the respective skills assigned to us. That's why company assigned us the relevant designation as “trainee” – which directly means learning as first step to become an expert.

New graduates tend to make common mistakes: They're impractical about the initial few years of their profession. Students often leave academy thinking they'll take on the world, move up the positions within a few years, and open their own business. They forget the importance of learning and it gets diluted.

Students will not show much importance and understand our theoretical bits of advice. So, for that we started making realistic examples for them to understand. @Doyensys: *During a campus hiring event at NEC college, Kovilpatti, we introduced one of our employees from the interview panel (he was the student from the same college, who passed out 8 years back) to the students, and he gave a brief take about his experience as a mechanical engineer, how he entered the IT industry with an initial 4 digit monthly salary and progressed to now getting 6 digit monthly salary from the same company.* These kinds of real examples make the students realise the importance of learning instead of going behind money as a priority.

Consider yourself among the fortunate. Although the economy and subsequently the job market—has improved over the past few years, many newly graduated college students still struggle to get a full-time job in their field of study.

Don't head into the 'real world' blind; arm yourself with this career advice. It has everything you need to begin your professional life.

Real world expectations

Prepare for your first day at a new job

Remember how important it was to make the correct first impression during the first day at the job. Similarly, creating a good first impression with your new colleagues is also important and requires some cautious homework on your part.

Create a plan for the first 90 days on the job

Companies often consider a new hire's first 90 days at the firm to be an extension of the interview evaluation, and with some good goal. Your supervisor is still feeling you out, and you're probably doing the same, making sure this hiring decision was the correct move for everyone involved.

While some companies deliver an orientation programme to set their new workers up for success, don't assume you'll receive such support. Instead, take stuff into your own hands by creating your private 90-days plan. Creating the list of tasks you can do during your initial week or month or 90 days on the job will set you up for triumph.

Reset your expectations for your entry-level position

You are excited to join the new company and taking your opening step towards your dream job, and that's a respectable thing. But make sure that you enter this entry-level job with genuine expectations.

Learn in and out of your office

The fastest way to lose your edge, in and out of the workplace, is by halting the learning curve. After your last semester in your college presentations and projects, you may be ready to burn your library pass. It's perfectly usual to feel a bit burnt out. Though, after you've given yourself a break and settled into your new job role and routine, discover ways to continue your professional growth in and out of the office. For instance, you may also be looking for the right mentor or sign up for an online course via websites like Coursera, Udemy, etc.

Invest your time in developing a professional network

You have landed in a job, so why the importance of networking? Well, a professional network doesn't just support you to find and land an entry-level job. In fact, the most successful people are often brilliant networkers. Networking will help you shape and improve your skills, stay on top of industry trends and technologies and find the right guide.

Start constructing a network of valuable contacts by getting involved in your events, joining relevant LinkedIn groups, and finding other face-to-face opportunities through relevant professional associations and groups.

Write a brag book on your work achievements

If you want to get an advance in your career, you have to be comfortable talking about your work skills and the value you carry to a company. Prepare these future conversations by tracking your work achievements from the very start of your career in your brag book.

A brag book is an uncomplicated job search tool that allows you to keep track of all your major contributions and achievements over the course of years in your career. This ongoing process of recording your professional achievements will not only help you make your yearly performance review and future pay negotiation conversations, but it will also make it easier to update your resume when you're ready to begin another job search.

The importance of learning in career development

Learning is crucial for organisational development and individual success. It is fruitful to both employer and employee of an organisation. Employee will become more resourceful and productive if he is skilled well.

Training is provided on 4 basic grounds

1. New employees who join an organisation are given training. This training familiarises them with the organisational mission, vision, rules, and working conditions.

2. The present employees are trained to revive and improve their knowledge.
3. If any update release takes place in technology, training is necessary to cope up with those changes. For instance, buying a piece of equipment, changes in technique, computer impartment. The employees are trained about use of new technologies and work methods.
4. When promotion and career growth become significant, training is given so that employees are equipped to share the responsibilities of the higher-level job.

The benefits of training

1. Improves confidence of employees – Training benefits the employee to get job safety and job fulfilment. The more the employee is satisfied and the greater his confidence, the more he will contribute to organisational victory and the lesser will be employee absence.
2. Less supervision – A well-trained employee will be well familiar with the job and will need limited supervision. Thus, there will be less wastage of monitoring time.
3. Fewer accidents – Errors are likely to occur if the employees lack the knowledge and skills required for doing a certain job. The more proficient an employee is, the less are the probabilities of committing errors in the job and the more capable the employee becomes.
4. Chances of promotion – Employees who acquire the skills properly and efficiently during training, become more eligible for the next level of promotion. They will become an asset for the organisation.
5. Increased productivity – Training improves competence and output of employees. The well-trained employees demonstrate both quantity and quality performance. Then there is less wastage of time, money and resources if employees are properly trained.

Ways of Training

Training is usually imparted in two ways:

1. On job training – On the job training methods are those that are given to the employees during the everyday working. It is a simple and profitable training process. Semi-proficient employees can be trained well by using this training method. The employees are trained with actual working scenario. The slogan of such training is learning by doing practically.

2. Off job training – Off the job training methods are those in which training is provided away from the actual working place. It is generally used for new employees. Examples of off the job training methods are workshops, conferences, etc. Such a method is expensive and is effective if and only if a huge number of employees have to be trained within a short time period.

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CLARITY AND COMMUNICATION

Always communicate with clarity

The burden of clarity in communication is always on the communicator. That is the person who is committed to the mutual understanding that must occur in order for effective communication to actually take place. Why is it only up to that person and not their communication partner? It's because unless we know they are a skilled communicator, we have no assurance they will have either the know-how or desire to accomplish this goal.

Whenever I say this, someone will counter with, "the other person should also be responsible for that burden, as well."

Indeed, perhaps they should be. However, there's a good chance they won't be. So, you and I have a choice. We can settle for a lack of clear, effective communication with the other person, knowing that it's not our fault. Or we can take the accountability and confirm that what we mean is what is heard, and that what we heard is what they meant.

Specific is clear

One method to ensure clarity in our communication is to be specific. Don't make it more difficult for the other person to understand what you are saying than is absolutely necessary.

Don't use difficult words when simple ones will do. Avoid using terms and phrases that could mean different things to different people.

Unclear: Telling your prospect she'll have delivery "as soon as possible" sets you up for communication failure. After all, she might interpret those words to mean within a few days, while you might mean within a week or two. The point is that both of you believe the other understands it to mean the same thing.

Clear: If you tell her that she'll have delivery by Friday afternoon, 3 p.m. at the latest, now unmistakable expectations have been communicated. The more specific we are in what we say, the less chance of a misunderstanding.

Ensuring your understanding

Of course, as the listener of the communication, it is also our duty to confirm that what we heard is what the speaker said. Diplomatically framed phrases such as, "Just for my own clarification..." or "So if I'm understanding you correctly..." work like magic when it comes to making sure we are clear on the speaker's message.

As humans, we all hear and see things through our own personal beliefs about the world and how it works. That's why clarity and understanding in communication are your goals, it's so important to be precise when talking, and make sure of the same when listening.

The impact and prevention of communication gap

The thin rope represents how fragile it can be and the distance between the cliffs signifies the potential for misunderstanding. To strengthen the thin rope and bridge that gap there are some basic elements, that can be taken. We often employ these steps automatically without thinking. In fact, we are regularly successful in getting our message across precisely because we use them, even unconsciously. There are times when the communication is fragile and steps are missed. Those times are when a gap in communication most regularly occurs. If you have been involved in a communication situation where things went unwell, it may have been because of a thin rope.

Here are 7 steps that can help to prevent communication gaps:

1. Be focussed

When we communicate to others, we bear much of the responsibility for whether or not the message actually 'gets there' as intended. Being focussed on the audience before sending

a message makes us consider the receptivity of the audience ahead of construction and transmission. In a face to face conversation, this might only take a few seconds of thought. In an email communication, it could mean being very clear on what we need to convey to them and how they are likely to interpret it before we even start typing. This sounds like common sense, but when people are pressed for time, there is a tendency to push the message out while it is still being formulated. If you have ever blasted an email out to someone and then had regrets, you probably realised that you were not as focussed as you could have been when you hit 'send'.

2. *Frame your message*

This is very significant, but is not performed often as you might think. Framing the message contains what you want to talk about and why. In an email message, it is clear in our subject line. In a direct conversation it could be telling the other person what the subject is and why you want to discourse it. Framing can form the subject and set the points for the discussion. I once had someone rush into my cabin, informing me that the production issue from the previous night had been fixed. I knew we had a production issue with one of our customers, so I was pleased to get the information. But in reality, they were mentioning an entirely different issue. Because they did not frame their message appropriately, specifying which customer, I completely misunderstood and made an incorrect assumption. This resulted in confusion and miscommunication that was later cleared up, but it caused inefficiency and a bit of humiliation. These types of misunderstandings are often used in sitcoms where topic confusion turns into a disaster. It might be funny in a sitcom where that confusion creates humour, but most of the time it is best to avoid a disaster in real life. And, in our busy roles, we are typically juggling many issues simultaneously so it helps to get the topic straight at the outset.

3. *Use appropriate volume*

The volume of words used to deliver a communication can have a big effect on how well it is received. If you have ever tried a discussion with a youngster who was unwilling to talk, you likely received few words and very little information. Conversely, you can probably recall a situation where someone used so many words to express themselves that you had difficulty sifting through them to understand the point they were making. In that case, you may have tuned out at a certain point or became overwhelmed with too much information and missed the essence of their message as a result. Balancing the volume of information you send, providing just enough information while not being verbose takes skill. But it can go a long way towards preventing gaps.

4 *Avoid assumptions*

The proverb ‘Every head is a world’ points to the fact that we all have different sets of understanding because we all have diverse experiences and knowledge. So, when explaining something to another person you cannot assume they will know everything as you know. This is particularly significant when the people involved have not been working in the same field. If you have tried to teach a non-technical individual how to fix a computer problem, you know that you cannot assume they will understand your commands without help. To avoid those gaps, you need to drop down to ‘meet them where they are’ rather than assuming they have any significant base of knowledge. You might need to establish what their knowledge is on the subject or concept before diving into the details.

5. *Check for comprehension*

When you think you have communicated vividly, the possibility exists your receiver got lost somewhere during the conversation. In certain circumstances, some people don’t want to ‘look dumb’ so they may pretend that they understand when they are actually lost. If they are pretending to follow you, they might need to be prompted to acknowledge a gap. In a verbal conversation, you can often ‘read’ their body language to sense a variation in their receptivity. The easiest method is to stop at certain intervals in the discussion and simply ask if they understand. In an email exchange, you can check for comprehension by stating ‘if you have any questions please reply’. That opens the door for them to let you know if any gap exists and that it’s OK to seek clarification. It also lets them know that you care that they got the message.

6. *Use the right medium*

There are many ways we can communicate with others and many of them work well when applied appropriately. Using the wrong medium in a situation can also lead to miscommunication and confusion. Email is a fine choice for sending a message and it is easy to understand. But, if you have used sarcasm or humour in an email message you possibly know how easily it can be misunderstood. Electronic messages like email or instant messaging will lack the tone and inflection of the human voice, so sarcasm and humour often do not get translated well. There are times when a long email can seem like a good idea, but with no feedback mechanism during delivery, do you even know if the person will read the entire thing? Some messages, especially those requiring instant feedback, are best delivered directly. Sometimes even a phone call, without the ability to see body language or facial expressions, still falls short. It might depend on how well you know the person, the urgency, or the sensitivity of the subject matter. It depends.

Before you act, consider your listeners, the topic, the timing, and the dynamics involved so you can pick the best medium for that particular situation.

7. *Wrap it up*

When you have done everything in your power to get your message across clearly, and a gap still exists but you don't understand it, that can be especially disturbing. George Bernard Shaw once said, "The single biggest problem in communication is the illusion it has taken place." One way to avoid that 'illusion' is to end the communication with a short summary. Reiterating the main points, clarifying next steps, or repeating any agreements made or implied is always a good idea. Following an email exchange, one statement that wraps everything up can be really helpful. Providing a simple summary takes very little time and is a great way to make sure you have a common understanding.

If your day is fast-paced and burden filled, you know the significance of clear and timely communication. By identifying that the process of getting a message across can be fragile, we can choose to approach the process proactively. Avoiding information potholes by strengthening the rope ensures that our communication is transferred and interpreted as it was intended. And everyone benefits whenever that occurs.

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EQUIP YOURSELF

Why one has to equip continuously

In the theory of evolution, Charles Darwin stated: “It is not the toughest of the species that survives, nor the smartest, but the one that is the most flexible to change.” In today’s world of changes, I paraphrase to say: it is not the most qualified people who will survive, nor the most skilled, but the one that who is the most adaptable to change.

In the last few centuries, people have worked in mines, fields, and factories since the technological revolution started. Every single workplace through the past has undergone changes, the skills required to work in these workplaces have changed also.

Ground-breaking innovation, globalisation and social transformation contribute to the sweeping transitions in the work environment. As a fresher, you should keep in mind that technical skills alone will not help you to stay in the job forever.

Technical skills will always be the most important to pursue any career, but still, social skills such as persuading, emotional intelligence and coaching others will be in higher demand across industries than technical skills, such as programming and equipment control. In a nutshell, strong social and collaborative skills will be needed to complement technical skills.

In order to stay appropriate to the changing times, you will need to adapt by arming yourself with the appropriate knowledge and skills that will equip you to survive and thrive.

Importance of being relevant

It's not about learning skills and then being ready for life. It's about learning continuously, learn over the course of your entire career, there is a necessity to reshape yourself, and you should not expect to stop. People who do not spend 5 to 10 hours a week in online learning will be outdated along with the technology.

This is a challenge for all as well as freshers; the only way to ensure that we are fully productive and able to achieve goals is to make sure we do continuous learning. My theory is that for organisations to win in the market, they must help their freshers to learn relevant skills. They also need to make the workforce agile and capable of adapting rapidly to changes in the market.

The most successful people have a habit of being those who are eager to pay for their own career growth if they can't get help from others. It's one of the keys things to land your dream job or dream career. They may pay with time—for instance taking on a volunteer part where they can develop a needed skill. E.g., One wanted to develop the finance skill, so, they have to read some books on the subject, and volunteer to help the treasurer at her local church to gain some practical experience.

If you're about to go job search, look at the announcements to see what skills and knowledge companies are wanting in the field you are interested in. Take some time to evaluate yourself fairly. If you haven't got the right mixture of skills and knowledge, or they are out-of-date, think about how you can upgrade them. Be willing to be creative in thinking about how you can get access to the training and/or experience you need.

How to keep yourself relevant

We have listed down the mandatory skills that require your intelligence and that no machine can replicate, leaving you in a much comfortable position to take on any jobs offered in the future

Communication (Presentation and Marketing Abilities)

Your work could be internal or external, still communication will always be a key.

Translating your ideas better through the power of words and the ability to promote and sell ideas and products are key strengths in any business.

Having solid communication skills means that you will always be able to connect better with your team members and be able to articulate and present your thoughts in a clear manner.

Adaptability

Lots of organisations are becoming extremely dynamic. As an individual, if you display flexibility to meet the needs of a modern-day organisation, you will surely be valued. People who are embracing changes find it easier to stay on the top and those who oppose will not have the ability to adapt to the changes.

Ability to be Curious

To really stand out in your company, you should always be looking to improve, both individually and company-wide. Improve your thinking skills by asking questions like ‘why?’ and ‘how?’ to your bosses, your clients and yourself. Everyone will appreciate your curiosity and thirst for knowledge.

While it may be hard to open up initially and confess you don’t know it all, curiosity helps strengthen self-confidence. As a result, you will learn new things and skills that will stay with you through your career.

Professionalism and Ethics

Every company has its own code of conduct. It may sound basic, but most employees miss out on this. You might be monitored on your reporting skills, punctuality, unplanned leaves, and dressing. It also means that you respect your co-workers and their space and don’t get too personal with them.

Most good companies put values and ethics above the skills that individuals have. As an individual, integrity is vital, all your dealings and working should fall within the values defined by the company. Compromising on ethics could not only cause a downward trend in career where you can never come back from. So, regardless of any situation, ensure that you should always do what is right for the organisation, and ethically.

Self-Management

Self-Management means the capability to work with minimum supervision. Regardless of whether you are reporting often or being watched, you are disciplined enough to organise yourself and deliver the duty at hand consistently.

Technology and Digital Knowledge

In this fast-paced world, you need to be armed with knowledge of information technology and social media. It will also help you connect and respond to other people that you need to communicate with in relation to your job.

In today's software world, it doesn't mean that you must be an expert at coding, but you need to be able to understand how software works. It is important to upskill in digital tools that are directly linked to your job to be able to hike up the success ladder.

Manual jobs are getting automated. Most of the job descriptions are asking for technical skills, and if you are not adding value to the process, you might become irrelevant in your organisation.

Global Perspective

The world has become fast, buying and selling now happens across the earth for all marketplaces. As an expert, you would need to have a broader opinion and thinking about audiences around the globe.

This also means taking to the table best practices and standards that have been deployed worldwide. Hence, having a global viewpoint not only helps to widen your thinking but also adds value to your work role.

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DISCIPLINE IN THE WORKPLACE

Discipline in the workplace

Every company looks for intelligence, adaptability, a willingness to learn and industriousness from a fresher. A vital characteristic that is very significant for a fresher's success in a job is a demonstration of discipline. As a fresher you need to be disciplined in your work. Every company has certain policies for employees. A professional who works in a disciplined way is always an asset for the firm. The people who have climbed the ladder of success in the corporate world, have been employees who have been disciplined in their work life. The freshers who join work after their academic life, don't have an actual idea of the work. It's a learning process for them.

In an organisational framework, the following behaviours will be considered as representing discipline:

- Meeting targets for the individual and for the team
- Finishing allotted work within definite timelines
- Following punctuality in coming to work at the expected time and not being late
- Showing respect to seniors and your boss

- Expressing your concerns politely and not aggressively
- Wearing appropriate clothes to work
- Informing before the employee takes leave of absence
- Contributing to maintaining the dignity of the workplace
- Behaving respectfully and with decency towards colleagues, irrespective of gender

Following all the above will reflect in your manners and attitude about your job. A well-organised person catches the eye of seniors far earlier than colleagues. Being disciplined at work will create a positive image about yourself, you will gain lots of confidence to win the faith of your senior employees, and you will be showered with additional responsibilities. There will be an opportunity to learn new things. Your results in work would be of far greater quality than that of undisciplined employees. Discipline will help you to make a good impression with your colleagues, and the probabilities of your development in career would be higher.

Respect is another main part of discipline. A person should always give respect to his senior employees. No matter how brilliant you are, if you are not well-organised, you are not going to be trusted by your seniors and colleagues. Time management is an important part of discipline in the work atmosphere and a fresher needs to be more disciplined in this regard.

It is critical for freshers to be well behaved as it will help them in making the changeover from a college to a corporate atmosphere much faster and smoother. Some of the behaviours that were not so seriously taken in the college (like coming late to class or not informing before missing a class) might have quite different consequences at the workplace. It is very vital to exercise discipline before starting your professional life.

We would do well to remember Shakespeare: Better 3 hours too soon than a minute too late!
Which kind of unpunctual personality are you?

Cures for the Punctually Challenged, classifies “late” people into 7 types

The Deadliner – Enjoys the rush of the last minute

The Producer – Loves to get as much done in as little time as possible

The Absent-Minded Professor – Gets easily distracted and shifts focus

The Rationaliser – Never fully admits to her lateness

The Indulger – Lacks discipline and self-control

The Evader – Attempts to control feelings of anxiety and low self-esteem by being late

The Rebel – Is always late to assert power

Discipline is a key factor

If you ask most employees about the purpose of a progressive discipline policy, many would say companies use it to defend involuntary terminations. However, discipline in the workplace has more than one purpose. Companies implement disciplinary and corrective actions for different reasons, ranging from instructing proper workplace processes to deciding who gets promoted from within the existing employees.

Workplace Structure

Disciplinary review and necessary action policies provide workplace structure. They establish guidelines for employee performance and behaviour and add an essential component to the overall management. Disciplinary review and corrective action will implement workplace guidelines contained in the employee handbook, standard operating procedure, and employment agreement. Just outlining workplace policies is not enough, management must constantly monitor employee discipline to correct those who fail to follow. This is the simplest technique to enforce them.

Remove Non-productive Employees

Disciplinary assessment helps to identify toxic behaviour in the workplace. Employees who transparently disrespect the policies and procedures are subject to disciplinary measures. These measures help employers identify misalignment between employee's workplace actions and the organisation's thinking and mission. Finally, an employer's disciplinary policy helps to validate actions to remove toxic behaviour from the workplace, such as termination. Employees who engage in behaviour that conflicts with the organisation's philosophy, are subject to disciplinary action, and then finally, face termination.

Improve Employee Performance

Discipline helps employees to improve their performance level. In some cases, employees are unaware of behaviour and actions that prevent them from achieving acceptable performance levels. The purpose of workplace discipline is to alert employees to their behaviour and actions and help them understand how these inhibit performance and productivity. Disciplinary review is a suitable method for supervisors to use when correcting employees' misdeeds and helping them attain performance levels that meet employers' expectations. In this scenario, workplace discipline is a teaching and improvement tool.

Justify Employment Actions

Discipline in the workplace explains employment actions besides termination. Employees subject to disciplinary review, also may be the first ones laid off during a performance-based reduction in force. For promotions, employees with a past of disciplinary and corrective action will likely be overlooked, to the advantage of employees who have a clean record.

It doesn't matter how clever and capable you are. If you're habitually late, to work or on deadlines, you run the risk of declining your professional status.

Punctuality is not courtesy; it's a must for all employees at the workplace. We give you 7 reasons for being on time, every time:

1. It shows that you are a true professional
Most of the professionals, be they employees or managers, have one thing in common: they accord great importance to punctuality. This one habit helps you stand out as a reliable and trustworthy person, one who's dependable and can be relied on to deliver on time.
2. It increases your credibility
You may think your job safety is based on your performance, but that's not the only thing that matters most. Benjamin Franklin said it when speaking to an employee who was always late, but always ready with an excuse: "I have generally found that the man who is good at an excuse is good for nothing else."
3. It reveals that you respect other people's time
When you are punctual, it reveals that you esteem others' time and consider them important. This characteristic reflects not just your level of commitment, but also the level of respect that one has for his employers and fellow employees.
4. It ensures that you are not stressed
Stress is the major complaint at all the workplaces and being on time can reduce work-related stress. Constantly being late means rushing to catch up with deadlines and pending work. It not just leads to poor workplace performance; it makes your team and superior uncomfortable.
5. It enhances your and team's productivity
Being punctual ensures that you will get your project done on time and in a dependent work environment, ensures that the rest of the team does their bit in time, too.

6. It makes you synonymous with integrity
In the dog-eat-dog world, being punctual singles you out as someone with a plethora of positives. It shows that you're dedicated to the job, interested in your work, and keen to take on more. Over time, it also improves your work ethic.
7. It can help you get ahead
Your performance and skills do matter, but punctuality may also help you scale the ladder of career advancement. Diana DeLonzor, author of *Never Be Late again*.

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MANAGE ANXIETY

Manage anxiety in your workplace

Work anxiety can radically affect your quality of life and leave you counting down the minutes until five o'clock comes around. Roughly three out of every 4 individuals with anxiety in their life say that it affects their day-to-day lives, and the workplace is no exception. Anxiety can affect performance, quality of work, associations with colleagues, and dealings with supervisors. If you have an identified anxiety disorder, then these challenges may prove even more difficult.

People report that targets and dealing with tough people are the main causes of work-related stress. Conflict in the workplace will aggravate many diverse feedbacks. Some people hide under their desks until the chaos decreases. Irrespective of whether or not you thrive on conflict, lack of effective communication at your job can cause nervousness. When numerous individuals in the office are obviously affected by anxiety, the level of pressure can almost feel infectious. People begin to miss tasks at work, the quality of work goes miserable, and co-workers begin to gossip, rather than work together to solve problems. People stop speaking to one another, they start collecting mountains of complaints, and the environment can become downright poisonous.

The first stage in managing work anxiety is building an individual wellness plan. If you're getting adequate sleep, healthy eating, exercise, and engaging in social activities outdoor of work, then your odds for reducing workplace anxiety are much greater.

Reducing anxiety in the workplace needs more than exercises or a yoga class every now and then. You must also inspect how you function in the workplace and how you deal with others. "Do you hide from your boss?" or "Do you gossip with your co-worker?" There are a few simple tactics you can start examining and practising to help you arrive at work calmer and not take fears home with you.

We are going to discuss about how to manage our anxiety while searching for a job and while starting a new job.

How to deal with job search anxiety

Searching for a job can often be worrying and crushing, which can cause job search nervousness. This pressure can cause physical or mental side effects that can destructively influence your progress. This is why it is serious for job-seekers to try and remove as much job search anxiety as they can, for their own psychological well-being, as well as for the sake of their professional achievement.

Stay Positive

It's significant to keep a positive attitude and take on one task at a time while job searching. A positive attitude is much valued by hiring managers in your contact with them.

The toughest time to keep yourself positive is when you are rejected. In reality, rejection is certain during the job search, so always remember that there will always be other companies and other chances that are looking for exactly what you have to offer.

As you go through many rejections, learn how to turn it into a learning experience positively to help you in the forthcoming one. Consider asking for advice from the hiring manager on areas where you would have to improve, or what they believed you lacked as an applicant. They might not have time to give you advice, but it is always worth asking and that demonstrates you want to develop your skills.

When you are feeling dejected about your job search, take time to think about your achievements, talents, and desires to draw motivations from, as you move forward.

Set Goals and Deadlines

Job searching can feel scary and crushing when your only attention is to find employment. This can harmfully impact your enthusiasm to start your search. It can also lead you to feel

dejected even though you are working very hard and taking the right steps to be successful in your search.

To counter this, you should set achievable targets and goals to give yourself something to work towards. For example, one week you can set a goal to build your resume, and next week work on your social profiles like LinkedIn, etc. This way, job hunting seems much more feasible, which gives you bigger motivation and less stress.

Take Breaks

It's easy to burn out if you spend too much time job hunting all at once. That's why it is so significant to get up and take breaks by going outdoors, spending time with friends, and participating in anything that will take your mind off of the job search to relax.

Something to try during your breaks are pressure relief techniques. Whether that is exercising, meditation, reading a book, listening to music or breathing exercises, discover what will work for you!

Reward your Successes

While job searching, it is easy to get trapped in only looking forward instead of backward. For example, when you have completed one task, you're already thinking about the next task instead of pausing and reflecting on how you've come and what you've accomplished. Even if you don't have a job offer yet, it's still significant to feel good about yourself and proud of all the work you've been doing to get there.

Never forget to reward yourself, whether that is with a small break, nice food, or a night out with your friends. This will also give you some much-required confidence as you endure with your job search, hopefully now with less anxiety.

For all the job-seekers out there, always remember to relax and take a day at a time – your job search will never last forever and your dream career could be right around the corner.

How to deal with new job anxiety

You walk through the entrance on the first day of your new job, and there it is—that shrinking anxiety that tells you that you don't know anybody, you don't know how things are finished, you don't know how to have dialogue with others, and you don't know how approachable or over-the-top professional you need to be.

And for many of us, that's just the start. Beginning a new job can arouse deep feelings of anxiety, making you feel as though you're an outsider, not good enough, or smaller than you

really are. With the additional burden of wanting to make a good initial impression on your new manager, or to excel at your duties off the bat, it's no wonder that making the jump to a new career can be an anxiety aggravating endeavour.

Of course, your brain is creating stuff up. Everyone around you is imperfect. Everyone has their own fortes, weaknesses, wins, losses, and potential. And equating yourself to those individuals, automatically making them better, is just an approach to keep you small and afraid.

To ease your first day anxieties, here are our tips to help you stop feeling nervous about starting a new job.

Relax

Your body is a mirror for how your mind is, so if your body is nervous and anxious, there's a good chance it's because that's how you're feeling. So, relax. Loosen your shoulders. Breathe naturally. Listen to your body, and when you feel it becoming nervous or tightening up, make a deliberate choice to loosen up and relax.

Remember why you're there

The scariness of a brand-new job in a big new building can easily make you forget what you're doing there in the first place. All that excitement and buzz gets swapped with fear and trepidation.

So, it's helpful to recollect why you're there. Recollect that you're at your new workplace because you are selected among the dozens of applicants as the best person for the job. Your bosses have faith in you and want you to succeed, and their job is to help you flourish in the role.

Don't expect to know everything

You've previously passed the main test, as you've already got the job offer. All you need to do is keep up a good level of self-confidence, and most importantly, display a real will to learn.

So don't be scared to ask queries and try not to fear too much if you make an error. Slight errors are all part of the learning, and your boss will generally be understanding of any mistakes you might make early on.

Just make sure you are answerable for your actions. You're far better admitting to anything that goes incorrect, and trying to find a solution than trying to hide it. It could be easier to fix than you think, and trying to brush it under the carpet isn't very professional. Nobody expects you to know everything in the beginning. And when you're faced with something you don't know, sometimes the brave thing to do is to tell people you're still figuring things out and that you'll get back to them with an answer.

Write it all down

Whether its general instructions, login credentials, or task assigned, it's always finest to have a notepad and a pen to write down all the important stuff as and when you hear it.

Chances are, you'll be bombarded with a lot of data on your first day, and it'll be an impossible feat to store it all in your head in the excitement, nerves, and various colleagues' names.

Keeping a written version of what you need to do and remember, will help you stay on path throughout your induction period – and stop your mind from trailing off into a haze of stress.

Remember that you won't be new forever

New things are terrifying – and it's absolutely natural to feel anxious about starting a new job. But remember it will pass, and you won't be new forever.

If your anxiety is getting out of hand, always remember that new things always turn into familiar things. It will take time. Encourage yourself that you've tackled the biggest hurdle, and the even-more-terrifying test (during recruitment cycle) is done. If you got over that, you can get over this as well.

For an added boost, try and change your anxiety into eagerness. Think of the bigger picture that will help to ease your pressure and settle into your new condition.

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ABOUT DOYENSYS



Doyensys, started in December 2006, is a rapidly growing Oracle technology-based solutions company located in the US with offshore delivery centers in India.

We specialize in Oracle e-Business Suite, Oracle Cloud, Oracle APEX Development, Oracle Fusion, Oracle Custom Development, Oracle Database, and Middleware Administration.

We provide business solutions using cutting-edge Oracle technologies to our customers all over the world. Doyensys uses a viable Global Delivery Model in deploying relevant and cost-effective solutions to its clients worldwide. A winning combination of technical excellence, process knowledge, and strong program management capabilities enables Doyensys achieve global competitiveness by making technology relevant to its customers.

We improve business efficiencies through innovative and best-in-class Oracle-based solutions with the help of our highly-equipped technical resources. We are an organization with a difference, which provides innovative solutions in the field of technology with Oracle products. Our clientele across the globe appreciate our laser focus on customer delight, which is our primary success parameter. We have more than 250 resources across the globe. The technical capability of Doyensys stands out from the crowd as we not only provide services of exceptional quality for various Oracle products on time but also take credit for having developed our own products such as DBFullview, EBIZFullview, DBIMPACT, SmartDB, etc.

Our customers are fully satisfied with our services and appreciate our work as we stretch beyond their expectations. We do not compromise on quality for delivery, and the policies of Doyensys revolve around PCITI [Passion, Commitment, Innovation, Teamwork, and Integrity].

Doyensys encourages its employees to participate in Oracle conferences across the globe, and our team has presented papers at various conferences such as AIOUG Sangam, OATUG Collaborate over the years.

The exemplary work of Doyens as a team has created a wonderful environment in the organization. The policies framed by the management are very flexible and employee-friendly, keeping in mind the growth and interest of the organization.



We received 'India's Great Mid-size Workplaces' award (Rank #19) based on the feedback given by our employees in strict confidence and evaluation of various parameters by Great Place to Work. We are an equal opportunity employer and do not discriminate based on

sex, religion, gender, nationality, etc. Our women are given a lot of flexibility to work in the organization, understanding the time that they need to spend with their family.



We are also proud to share that we received the award 'Best Workplaces for Women' from Great Place to Work and were ranked among the top 75 in IT and BPM Best Workplaces.



Among the TOP 75 of India's Best Workplaces in IT & IT-BPM 2019

The culture to excel is at the heart of everything Doyens do. We not only share and care for other folks within the organization but also for the folks around the globe.

We have Database and Oracle EBS blogs available on the Doyensys page and are accessible on the internet. These blogs are exemplary work done by Doyens from the knowledge and experience gained by supporting various customers across the globe. There is a habit of creating reusable components for the teams within Doyensys so that a similar piece of work can be helpful for some other project within the organization.

ABOUT DOYENSYS

The management is very supportive and encouraging, which is very much visible from the awards [Passion and Commitment, Commitment and Customer Delight, Rookie of the Year] that are given to Doyens, who excel in various categories.

Doyensys is not only a great place to work but is also a great place to learn as employees are always encouraged to explore new technologies and suggest innovative ideas that can benefit the clients. The teams within Doyensys are always encouraged and recognized by the management to add value to the work that is delivered to the customer rather than just doing monotonous work.

ABOUT THE AUTHORS

SRIVIDYA SRINIVASAN



Srividya Srinivasan has **15+ years** of overall experience in the various gamut of HR, IT, and ITES companies. She has wide experience involving various roles in employee relations, performance improvement, technical recruitment, and is also an expert in Oracle Technology-based hiring (Oracle EBS, Fusion, DBA, Business Intelligence, ETL solutions).

She is a strategist and a business partner providing ongoing support to the Leadership Team on Human Resources-related matters, policies, procedures, and retention of employees. She has deep knowledge of performance management and worked as a coach for several freshers from college. Her strength includes successful employee grievance analysis and problem-solving skills. She has created and implemented many innovative ideas on employee engagement initiatives for a healthy employee relationship.

She is a constant learner and is also interested in collaborative learning, so she organizes monthly HR meet-ups in Chennai, where HR folks from various industries meet and share their experiences and discuss the trends in HR. She is multi-talented and is a very good singer, painter, passionate reader, swimmer, and a great cook, so her multi-faceted skills help her connect with people. She has also lived in several parts of India as her father, Mr. Srinivasan, was in a Central Government job, and this also helps her open up with people from various parts of India.

She has an open mind to any challenge that she comes across and works with determination to achieve the goal. She has worked towards the needs of SAS 70 certification, Great Place to Work Certification Audits, Culture Audits for Doyensys, and positioned Doyensys to win several awards.

ABOUT THE AUTHORS

She is an active panel member in the book reviewing sessions of the Madras Management Association. She has won several awards like 'Women Leader of the Year 2018' in Software Services category and 'Culture champion' for being instrumental in setting up culture practices in Doyensys. She also helped Doyensys win the 'Great Indian Work Place Award 2018' in the emerging enterprise category, 'India's Great Mid-size Workplaces 2019', and 'Best Workplaces for Women Award 2019' by Great Place to Work institute.

Vidya heads the HR for Doyensys and has been with Doyensys for over 10 years now. She joined Doyensys when they were around 15 people, and Doyensys has around 240 people now. She also volunteered to manage the administrative tasks and the finance and accounts. She has been instrumental in evolving many HR practices as Doyensys grows.

She graduated in Physics and did a double post-graduation (MCA, MBA HR), and is currently pursuing her PhD in Human Resource Management at Alagappa Institute of Management (AIM), Karaikudi.

She is well-connected with the Oracle User group in India and is a known face to all Oracle technocrats in India. She has been the face of Doyensys in the hiring market.

BHAGAVATHY RAMACHANDRAN M



M. Bhagavathy Ramachandran has around six years of experience in Human Resources and Administration. He has a Bachelor's degree in Civil Engineering and a Master's degree in Business Administration (HR). He is a certified payroll professional who has experience in IT, Food Industry, FMCG, and Construction field. He is currently the HR Executive at Doyen Systems Pvt. Ltd.

He is a professional hockey player who took part in the All India Inter-University Hockey Tournament at Bhopal and is an active player for the Tamil Nadu Hockey Academy. Bhagavathy Ramachandran is an easy-going team-player with a positive attitude towards work.

PREETHI MOHAN



Preethi Mohan is a Senior HR professional with over five years of experience. She holds a Master's degree in Software Engineering from a renowned university. Her areas of expertise include recruitment, recruitment marketing, and employee engagement.

She has experience in hiring for technical projects, niche skills, specialty roles, and executive recruitment. Preethi is positioned as a Senior Recruiter at Doyen Systems Pvt. Ltd. She loves shopping traveling to new places when she finds the time.

GOPIKRISHNAN P



P. Gopikrishnan has five years of experience in IT recruitment, especially in Oracle technologies like DBA, EBS, Fusion Applications, and PLSQL.

He does his best to understand the business needs and hires suitable resources accordingly. He is currently working as the Lead Recruiter at Doyen Systems Pvt. Ltd.

He has strong experience in screening and understanding the candidate who fits the organization culture and project technical skills.

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