

# Business Manager

Vol. 21 No. 12 June, 2019 Single Copy Rs. 125/-

Making HR People Complete

## COVER FEATURE

Alok Nigam

Nadeem Kazim

Amit Das

Rajesh Padmanabhan

Emmanuel David

Suvro Raychaudhuri

Dr. Vipul Singh

Jitender Panihar

Rama Moondra

Dr. Sanjay Muthal

Uma Rao

Smita Dash Sahoo

# Aaile

Nadeem Kazim

Amit Das

Rajesh Padmanabhan

Emmanuel David

Suvro Raychaudhuri

Dr. Vipul Singh

Jitender Panihar

Rama Moondra

# In This Issue

IN EVERY ISSUE

**Response** 05

**From the Editor's Desk** 06

**HR News** 08

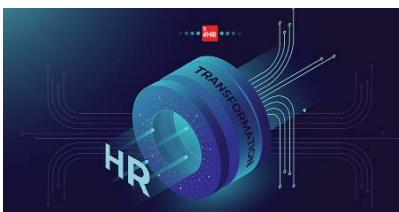
Stakeholders and enterprise management: a report from the field

**Guest Column by Dr. Vinayshil Gautam** 07

**HR Movement** 09

## 10 Impact of Digital Transformation & Role of HR

HR can play a very important role in the digital transformation process of the enterprise



including reconfiguring capabilities, managing talent and cultural change. It will be imperative for the top management team to facilitate HR to have flexible

governance that would lead to successful business transformation of the organization. An article by **Dr. Abhinava S. Singh**

## 13 Are your employees really happy?

Happy employee and not the employee is an asset to the organisation. Author presents few indications to identify whether your employees are happy at workplace. Take a look and check. An article by

**Aparna Sharma**

## 12 Integrating HR for healthy organisation



Internal sourcing and external hiring, both are challenging in established organisations. The issue of ignorance and arrogance about accepting the reality of having no required skill set in existing people need to be addressed on priority by HR, argues author. An article by **Dr. Ruchir Sharma**

## 15 Impact of Artificial Intelligence on HR functions

AI across all the functions of HR may hamper the culture of socialization in India leading to job dissatisfaction, resulting into high attrition and lower productivity. An article by

**Dr. Ramzan Sama**

## COVER FEATURE

### Agile HR

18-47



From imposing controls to empowering collaboration

- **Alok Nigam**

Being agile is no longer an option, it is necessity

- **Nadeem Kazim**

It is an opportunity to re-imagine HR practices and create value

- **Amit Das**

Agile HR works in a pro-active way

- **Rajesh Padmanabhan**

Pillars of culture and values need to recast

- **Emmanuel David**

It is about bringing productivity and efficiency

- **Suvro Raychaudhuri**

Transition to agile culture is much complex and challenging

- **Dr. Vipul Singh**

It supports talent, culture and leadership

- **Jitender Panihar**

A lot needs to unlearn and relearn

- **Rama Moondra**

Agile HR is a big change agent

- **Dr. Sanjay Muthal**

Agility brings learning opportunities

- **Uma Rao**

Agile HR disrupts disruptions

- **Smita D. Sahoo**



**APARNA SHARMA**

**BOARD MEMBER, THOUGHT LEADER, BEST SELLING AUTHOR & MOTIVATIONAL SPEAKER, MUMBAI**



Happy employee and not the employee is an asset to the organisation. Author presents few indications to identify whether your employees are happy at workplace. Take a look and check.

# Are your **EMPLOYEES** really **HAPPY?**

Organisations are increasingly trying different ways to keep their employees happy. This not only gives them more productive employees, it also helps to retain them.

"The TWINS" as I call them - EVPs, Employer & Employee Value Propositions are constantly being worked upon & as long as they are aligned, chances are you have a happy, motivated & engaged workforce.

While surveys like Employee Satisfaction Survey, or Engagement Survey give some indications, however there may still be areas that they don't capture or bring out.

Given my experience, here are 10 tell-all signs to know if your employees are happy.

## 1. Smiling employees

Glance around to see if your employees are genuinely smiling. Real smiles include happy eyes. When speaking with your employees, observe their smiles, or lack thereof. Are they naturally showing happiness? Do their smiles reflect genuine joy? Happiness from engaged employees emanates from their heart.

## 2. Role customization

Whatever be the job an employee is hired for, it entirely depends on them, and how they create, customize & grow the role beyond the mere job/role description. Happy employees do not make the JD (Job description) a limiting factor to extend themselves. They are driven to deliver above & beyond. They constantly maximize their performance, their productivity, and their job satisfaction, displaying dedication to a long-term career at your company and happiness as your employees.

## 3. Come early to work

Happy employees do not come to work earlier than others, because they want to show off or fear losing their jobs by being late. Motivated & happy employees are happy stretching themselves to complete projects on time or even before the deadline if feasible. They do it for the love of their jobs & the organisation, not caring about if someone notices them or even acknowledges them.

## 4. Friendly relationships with fellow colleagues

It's a personal decision to develop a personal relationship with anyone, and ultimately, a meaningful relationship is an investment. It only makes sense for employees to invest in meaningful relationships with co-workers if they are happy and intend to stay with your company for the long haul.

## 5. Participating in work events after work hours

Employees who engage with co-workers &/clients after regular work hours and demonstrate general interest in the company are typically reflecting happiness with their jobs. Even if your staff members are great friends, employees don't always want to "see" work outside of work. Voluntarily participation in official or casual events after business hours is a fantastic sign that your employees are happy.

## 6. Taking care of company resources

Are the lights turned off after the meeting is complete or when the room is empty? Are computers left on overnight? Does someone from the



group clean the whiteboard after winding up the meeting before leaving the room? Do you see plain paper flying around or being wasted near the printer? Is coffee wasted?

When employees are happy and truly invested in a company, it shows in their conscious effort to make the most of allotted budgets and conserve organisational resources in all possible ways.

## 7. Keeping one's work area clean

There's a big difference between being disorganized and being unclean. If your employee has an insanely disorganized desk with paper strewn EVERYWHERE, well, that's probably okay. Ideal? No. But it doesn't necessarily mean they're unhappy.

What does indicate unhappiness is lack of cleanliness. Cleanliness is a fundamental part of staying healthy, active, productive, and proud of our situations in life. Employees who voluntarily keep the workplace clean are likely to be happier in their positions than employees who don't.

## 8. Buzzing with energy@work

Work is an integral part of our lives. In fact, a lot of people derive their sense of identity from their work. Being

unhappy can drain a person's energy. It's important to consider how unhappiness with the job could have an overall impact on our overall outlook on life. If a person is miserable for more than 40 hours every week, that depressed mood may very well lead to lethargy and reduced productivity. Happy employees are energized at work & also their energy is contagious to those around them.

## 9. Demonstrating an optimistic attitude

Do you want to find out which employees are optimistic and happy about your company's future? Hold a meeting. Ask for your employees' thoughts on the company's current activities. Listen for negativity and positivity. Employees who speak negatively may be reflecting unhappiness, but those who speak positively about the company's trajectory are more likely to be happy with their jobs. Optimism about the company's future can lift the spirits of your employees, serving as a great indicator of job satisfaction.


## 10. Offering creates ideas, solutions & suggestions

Most organisations have formal ways of gathering ideas in suggestion boxes, idea Hackathons etc. and







reward employees for best implementable ideas & suggestions. However, the real happy employees don't share ideas or offer solutions for a reward/award. Ideas are valuable, and they can be shared, or they can be kept secret.

If your employees voluntarily take the time to think about the company's future, that's a gift in itself. But if they come up with an amazing idea for your business, they don't necessarily have to tell you about it. When they do, think about what that means? They're enjoying their work enough to improve your company's future - their own perceived future - happily!

So, in a nutshell, happy employees are leaving no stone unturned to give their best at work every day & are keen on growing with the growth of the organisation.

It is equally important for organizations in today's work environment to create a magnetic & compelling business proposition, Shared Vision & Purpose, to the extent of being "Irresistible", build a high level of performance and passion and constantly be aware of any problems that come in the way of being & becoming an organisation worthy for happy & engaged employees! 

# The Irresistible Organization: A Complete Employee Experience

					
Meaningful Work	Hands-On Management	Productive Environment	Growth Opportunity	Trust in Leadership	Health & Wellbeing
Autonomy	Clear goal setting	Flexible work environment	Facilitated talent mobility	Mission and purpose	Safety and Security
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust	Fitness and Health
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency & communication	Financial wellbeing
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration	Psychological wellness and support

Derived from simply irresistible © Deloitte Consulting LLP

joshbersin

© 2019 JOSH BERSIN | ALL RIGHTS RESERVED | NOT FOR DISTRIBUTION | LICENSED MATERIAL

PAGE

Image- Ref- Model by Deloitte University Press