

BEYOND TOMORROW

NEW AGE PEOPLE PROCESSES

*VISIONING: How human-centric design will be
shaping the workspaces of tomorrow*

www.nhrdnkolkata.org

Editors

Dr. Pallab Bandyopadhyay
Dr. Chandrima Banerjee

Chief Editor

Prof. (Dr.) Meenakshi Khemka

Published by: NHRDN Kolkata Chapter

Beyond Tomorrow

New Age People Processes

Chief Editor

Prof. (Dr.) Meenakshi Khemka
Principal, IQ City United World School of Business, Kolkata
Member, NHRDN National Board

Editors

Dr. Pallab Bandyopadhyay
Leadership Architect and Career Coach

Dr. Chandrima Banerjee
Director and Co-founder
Unigrow Solutions Private Limited



ALLIED PUBLISHERS PVT. LTD.

Noida • Mumbai • Kolkata • Chennai • Bangalore

CONTENTS

<i>Foreward</i>	<i>v</i>
<i>Editorial</i>	<i>xiii</i>
<i>Editorial Team</i>	<i>xv</i>
1. Talent Acquisition Process Capability Framework:	1
Creating Value with Purpose <i>Prakash Panda and Varsha Chhaochharia</i>	
2. Harmonizing Workplace Spirituality:	11
Insights from Vaiśeṣika Philosophy <i>Vishal Verma</i>	
3. The Sacred Balance: Harnessing Spirituality	22
for Work-Life Balance <i>Vijaylakshmi Agarwal</i>	
4. Remote Working and Career Growth	29
<i>Steven Jacobs</i>	
5. Employability, Careers, and AI-Enabled Skill Agility	36
<i>Ravi Bhogaraju</i>	
6. Navigating the Crossroads: Redefining Career Management	40
in a Shifting Landscape—The organization perspective <i>Abhinandan Mookherjee</i>	
7. The Portfolio Professional: Owning Your	46
Multifaceted Career Journey <i>Jonas Prasanna</i>	
8. Embracing Mass Career Customization in the	56
Age of the Gig Economy: Exploring Changing Paradigms in Career Management <i>Anand Pillai</i>	
9. The ABCs of keeping up with GEN Zs!	65
Winning Strategies for Retaining Gen Zs in Today’s Workforce <i>Amrita Pandey</i>	
10. Nurturing Employee Retention in the Gen Z Era:	72
Strategies for Success <i>Hamza Ahmed Khan</i>	
11. Nurturing Loyalty: Cracking the Code of	80
Employee Retention in the Era of Gen Z <i>Arindam Mukherjee</i>	

12. Impact of Human Resource Planning on Retention of Employees <i>Saikat Chakrabarti, Dipak Saha, Shaswat Sinha and Soham Banerjee</i>	87
13. Building Inclusive Workplaces: The Crucial Path to Survival and Success <i>Gauri Das</i>	93
14. Has Industrial Relations Lost its Significance? <i>Deepanjan Dey</i>	101
15. Growth Leadership@India Power <i>Prakash Panda</i>	106
16. Delivering People ACE Advantage— Why, What, How of Gemba HR <i>Binayak Mitra</i>	121
17. Unlocking the Potential of Internal Talent Marketplaces: Strategies for Adoption and Engagement <i>Radhika Bhatia</i>	127
18. Igniting a Sense of Ownership: Building an Inclusive Workplace <i>T.T. Srinath</i>	132
19. Leadership Beyond Titles <i>Preeti Bose</i>	140
20. Adaptive Leadership: Harnessing the 4A's to Alleviate Workplace Stress <i>Alolika Srimani and Manodip Ray Chaudhuri</i>	149
21. The Modern Workplaces: Transcending Boundaries and Differences <i>Saurabh Roy</i>	168
22. Future Trends of HRM in Tata Steel: Ensuring Talent Acquisition and Retention <i>Vipin Sharma and Ayushee Das</i>	175
23. Leading in Times of Gen-AI: Issues and Challenges <i>Nandita Roy</i>	179
24. Shifting Gears: Learning the Future Skills Today for Tomorrow's Auto Industry in ICE and EV Domains— From Production Lines to Customer Frontlines <i>Ragini Thakur</i>	188

25. Sustainability Leadership: The Why and The How 195
Zubin R. Mulla

26. Backward Integration: Role of Education in Shaping 204
Workforce for Organizations
Meenakshi Khemka

27. Human Resource Function—What does the Future Hold? 208
R.R. Nair in conversation with Harish Devarajan

28. The Lost Potential of Gender Inclusion 215
Vasanthi Srinivasan in conversation with Devika Nair

List of Contributors 223

Author Index 227

IGNITING A SENSE OF OWNERSHIP: BUILDING AN INCLUSIVE WORKPLACE

T.T. Srinath

Visiting Professor, Great Lakes Institute of Management
Sensitivity trainer, Behavioural consultant

ABSTRACT: Creating ownership in an individual requires leaders in the organization to help the individual understand his behaviour and fundamental beliefs. The behaviour demonstrated reflects the individual's belief, which is a consequence of the experiences that have become embedded in the individual. Building an inclusive workplace facilitates the process by positively impacting the work environment and the experience.

Keywords: Ownership, Inclusive Workplace, Positivity, Iceberg Model

INTRODUCTION

As a consultant in the people area, I have often been given the brief, 'People do not seem to show ownership, neither towards the work they do nor towards the organization; how do we kindle ownership in my people?'

Ownership is a noun and may, therefore, be static. While it means to possess, it does not indicate movement or dynamicity.

Therefore, what is static may have potential, yet it can only be latent or dormant.

How does ownership, which lacks vibrancy, become dynamic and energetic?

Life's experience teaches us that 'where there is focus, there is growth.'

Hence, if we shift a person's focus to feel or know what 'owning' means, this will surely build in a person the desire and reason to 'own.'

HOW DO WE DO SO?

When I completed my postgraduate program in personal management and industrial relations at XLRI, Jamshedpur, I was recruited as a management trainee.

In the interview, the CEO of the organization told me that I was the first graduate from a management school to be recruited. Therefore, he wished that I would bring freshness and offer my whole self to the growth of the organization.

I began with the belief and hope that I would be respected, appreciated, nourished, nurtured and supported.

Within a few days of being inducted into the organization, my first pushback was from the Secretary of the CEO, who told me that I was young, inexperienced and needed more organizational knowledge. I must tread carefully and not think that my ideas are better than those who have served a long time in the organization and perhaps know better.

This constant chipping at my roots happened with senior colleagues throughout the next six months. I tried as much as I could to seek time from the CEO to explain my dilemma and challenge. I found him impatient, with little time for me or my need to be heard.

Thus, within the six months that I worked for the organization, my sense of belonging and my need to be included suffered a setback, and shortly after that, I parted ways with the organization.

When I entered the organization, I felt I should do my best to help the company and its people achieve results. I was grateful for the employment and the opportunity. Yet shortly after I started working, my feelings altered, particularly towards my colleagues. I felt distant, perhaps distrusted, and suffered from a lack of empathy.

The model below explains the feelings with which I, as an employee, entered the organization and, thereafter, how my thinking altered owing to the experiences I encountered. The consequence of altered feelings impacted my sense of belonging and ownership towards the organization.

Entry feeling: "To do my best to help the company and the people within it achieve results."

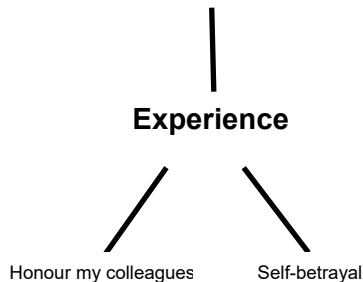


Figure 1: Feelings and Experience as an Employee

Betrayal happened when I began to feel a cog in the wheel and tended to believe that people in the organization looked at me not as a person but as an object whose purpose in the organization was merely to achieve organizational goals and not necessarily meet my ambitions. The result was:

Table 1: Self-betrayal

<i>How I saw myself</i>	<i>How I saw colleagues/organization</i>
<ul style="list-style-type: none"> • Victim • Hardworking • Important • Fair • Sensitive • Good Manager • Good worker 	<ul style="list-style-type: none"> • Lazy • Inconsiderate • Unappreciative • Insensitive • Lousy managers • Lousy workers

The resultant outcome of such perceived self-betrayal for me was:

- Lack of commitment
- Lack of engagement
- Conflict
- Lack of motivation
- Stress
- Uncooperative
- Backbiting
- Misalignment
- Lack of trust
- Lack of accountability
- Communication problems

When I was trapped into being viewed by my colleagues and the organization as an object, I entered a collision course with the organization:

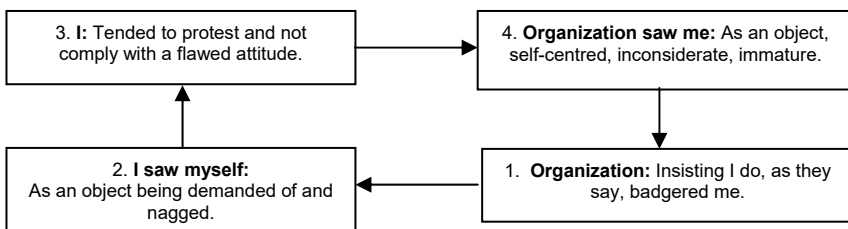


Figure 2: Collision Cycle

As I experienced constant devaluation (imagined or otherwise), my behaviour, which was impacted by my belief, tended to manifest as above.

This behaviour of mine and consequently my showing up as having a lack of ownership and a sense of not feeling belonged is best explained through an iceberg model:

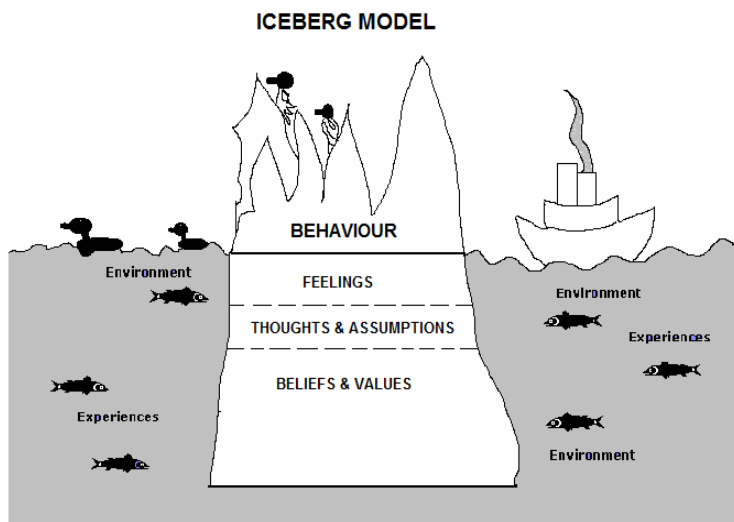


Figure 3: Iceberg Model

The model that presents itself is like an iceberg. What we see above the waterline is behaviour. Below that are feelings that are generated in me, which impact my thoughts and assumptions, which impact my feelings, resulting in my behaviour towards the organization and my colleagues. At the bottom of the iceberg are my beliefs and values, both of which are generated through my experiences and perhaps lessons I have learnt, and they affect my thoughts, assumptions, feelings, and my consequent behaviour.

When I consistently experienced rejection, I concretized my beliefs into being devalued, and my desire to be respected and nourished was compromised.

Hence, this manifested in my complete lack of ownership and sense of belonging.

Later in life, as I progressed into consulting, I became aware of the need to understand an individual's beliefs and values, which, as the iceberg model notices, form the basis of manifest behaviour.

Generating ownership and belonging in an individual is best explained by amateur theatre.

Paul Mathew, a seasoned exponent of 'Corporate Theatre', emphasizes the advantages of educating employees to appreciate how ownership and belonging can be cultivated in every person if they choose to.

In a paper that he has authored on 'Corporate Theatre and its relevance to organizations', he says that amateur theatre does not pay its actors, yet every day for almost 2 to 3 months before a play goes on stage, amateur actors show up for rehearsals at prescribed times, as rehearsals cannot commence without all actors being present. There are no stakes yet, and every actor shows commitment. This is because the actor knows he is valued and important, and his presence will make a difference to the ensemble.

Once the date of public performance is announced and the first ticket sold, irrespective of what may be an amateur actor's other priorities, the actor will have to be ready to perform as audiences have paid for their tickets and cannot be let down. This, again, is because the actor feels like a significant part of the effort and also feels a sense of belonging.

In both of the above examples, amateur actors are willing to give their time and effort and take responsibility for their part in the success of the play. They reiterate that they feel valued and a sense of belonging. They are also passionate about what they do, even if it is done voluntarily.

A famous film star and thespian from the Tamil film and theatre was a cast member of a play in which he had a prominent role. On the day of the premiere, several dignitaries and political figures came to witness the play. Two hours before the play was to commence, the actor's aged mother suddenly passed away owing to a heart attack. Despite this, the actor went on to perform in the play.

When asked what had made him perform, knowing that his mother had expired, the actor is purported to have said, "I own my role as an actor, and I owe it to my co-actors not to let them down, just as I own my role as a son and know my mother would want me to not abdicate my responsibility. At this point, my role as an actor demands that I be present."

Owning, therefore, is an 'inside-outside' process rather than the other way about.

Ownership cannot be thrust on an individual and must be evoked from within the person.

Japanese psychologist Michiko Kumano has said that *Ikigai*, a Japanese word which means ‘the reason for our being; that which gives meaning to my life,’ when experienced by an individual, brings a sense of well-being and a sense of fulfilment. Well-being and fulfilment are the touch points of owning.

Western psychology and its compelling theories, such as Cognitive Behaviour Therapy, Positive Psychology, Appreciative Inquiry and Neuro-Linguistic Program, all agree on the need for an individual to experience a sense of mastery and enjoyment in whatever the person does, be it work or leisure.

Organizations that are willing to invest time and effort in developing their associates, colleagues, and employees can, therefore, infuse people with ownership so that the incumbent experiences competency, congruency, and capability.

Four questions that *Ikigai* urges individuals to ask themselves, which, when expanded, can also be employed to achieve organizational objectives, are:

- What do I love to do?
- What am I great at?
- What will I be paid for?
- What does the world need?

The Venn diagram below with four intersecting circles below explains this:

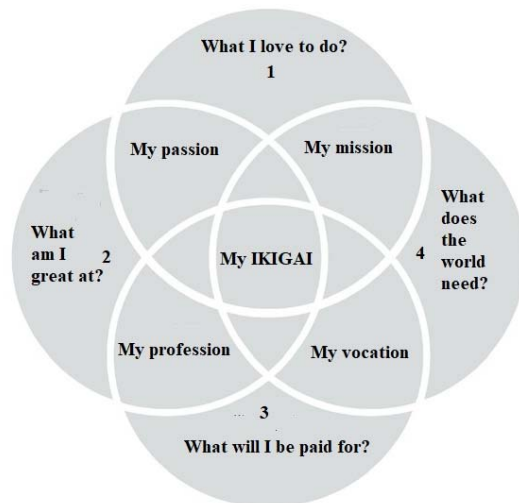


Figure 4: Ikigai

‘Circle 1’ may be populated with responses to the first question, and ‘Circles 2, 3, and 4’ may be populated with responses to questions ‘2,3 and 4.’

Where circles 1 and 2 intersect, i.e. ‘What do I love to do?’ and ‘What am I great at?’ reveal ‘what the individual is passionate about’.

The intersection of circles 2 and 3, namely ‘What am I great at?’ and ‘What will I be paid for?’, indicates ‘one’s competence in the profession the individual is in.’

The intersection of circles 3 and 4, i.e., ‘What will I be paid for?’ and ‘What the world needs?’ offers individuals the opportunity to ‘pursue the vocation of choice.’

The intersection of circles 4 and 1, ‘What does the world need?’ and ‘What do I love to do?’ suggests the ‘mission an individual aspires to pursue.’

The point at which the four circles intersect, i.e. the central position, is the *Ikigai* or ‘that which gives meaning to one’s life.’

When the organization helps an individual recognize an individual’s purpose, helps the individual blossom, and furthers the individual’s progress and growth, the individual then discovers one’s *mojo*.

So, how does the workplace set the tone for interactions among its members/employees and create ownership?

Organizations do this by nurturing individuals and providing nourishing values for individuals to practice in the organization. Organizational values are the principles and beliefs that guide an organization’s culture and behaviour. The tone for interactions and relationships is set by the values that the organization defines and practices.

By supporting and nourishing individuals, the organization can help its members discover the connection with something bigger than themselves, experience positive emotions and peace, feel a sense of gratification, relate with harmony, give and receive with grace, and recognize the need for ownership and belongingness.

It can be a shop floor producing products, a software company, or a research institute; if it helps individuals evolve from feeling any form of self-betrayal to feeling honoured, its members will find purpose and fulfilment in what they do.

When employees feel a sense of ownership and belongingness, they keep the workspace clean and unpolluted; a front office desk clerk would look

at his job as one that serves people rather than hide behind the desk; a research engineer would continually strive to find creative ways to innovate new solutions; a cost accountant would discover meaningful ways to manage costs, and a machine operator would give their best to work. Instead of being self-centric, members will be organization-centric; there will be trust, bonding and synergy.

Organizations that understand the need to marry individual competence, preference, capability and attitude with organizational requirements and can do so will surely witness an increased sense of participation, involvement, enthusiasm and perhaps ownership or a sense of owning the organization by the individual. In time, the question, 'How does one ignite a sense of ownership?' will become irrelevant.

CONCLUSION

As discussed, shared and understood expectations can lead to igniting ownership. Tapping into an individual's passion and encouraging expression will also ignite ownership. Helping individuals recognize that they are 'life's longing to be lived' and, therefore, have a purpose will help them realize they are significant. Assisting individuals to recognize their roles and their impact on the success or failure of an organization will encourage taking responsibility. Creating space for dialogue within the organization will flatten hierarchy and thus increase involvement and, with it, a sense of belonging.

#

List of Contributors



Prakash Panda
President HR, India Power,
prakashc_panda@yahoo.com



Varsha Chhaochharia
AGM HR, India Power
varsha.chhaochharia@
indiapower.com



Dr. Vishal Verma
Head HR, Alumnus
Software Ltd.
hr.vishalverma@gmail.com



Vijaylakshmi Agarwal
Manager, L&D,
Talent Synergy
vijaylakshmi@skillmotion.ai



Steven Jacobs
Global ATM Manager, HSBC
Group Management Services
Limited, UK
steven@leaderofleaders.com



Ravi Bhogaraju
Founder CEO,
Skillmotion. AI
ravi@skillmotion.ai



**Abhinandan
Mookherjee**
Co-Founder & CEO,
TalentSynergy Solutions
Abhi@wenpower.in



Jonas Prasanna
Global HR Business Partner,
Boeing
jonas.anselm@gmail.com



Anand Pillai
Leadership Coach
and Organization
Transformation Guru
gmail@anandpillai.in



Amrita Pandey
HR Business Partner &
Lead-DE&I, Colgate
Global Business Services
pandeyamrita1@gmail.com



Hamza Ahmed Khan
Program Manager, Skillmotion.AI
hamza@skillmotion.ai



Arindam Mukherjee
Founder & CEO, Talent
Intellect, Thailand
arindam.mukherjee@
talentintellect.com



Dr. Saikat Chakrabarti
Associate Professor,
Department of
Management, Institute of
Engineering &
Management, Kolkata, WB
saikat.chakrabarti@iem.
edu.in



Dr. Dipak Saha
Professor, Department of
Management,
Institute of Engineering &
Management, Kolkata, WB
dipak.saha@iem.edu.in



Gauri Das
Senior VP, India Factoring
and Finance Solutions
Private Limited.
gauri_dwivedi@rediffmail.com



Deepanjan Dey
Sr. General Manager,
Employee Relations,
Emami Ltd.
deepanjandy@yahoo.co.in



Binayak Mitra
Head HR, Vikram
Solar Limited.
binayakmitra@gmail.com



Radhika Bhatia
Senior Analyst, People
Consulting, EY.
Radhika.Bhatia1@in.ey.com



Dr. T.T. Srinath
Visiting Professor, Great
Lakes Institute of
Management, Sensitivity
Trainer, Behavioural
Consultant.
ttsrinath@gmail.com



Preeti Bose
Head, Leadership and Talent
Development, Cyril Amarchand
Mangaldas.
preetibose@gmail.com



Alolika Srimani
Scholar, Xavier Business
School, St. Xavier's
University,
Kolkata, West Bengal, India
alolika.srimani@bibs.co.in



**Dr. Manodip Ray
Chaudhuri**
Professor of Management in
HR & OB and Former
Dean, Xavier Business
School, St. Xavier's
University, Kolkata,
West Bengal, India
manodip.rchaudhuri@sxuk.
edu.in



Saurabh Roy
Deputy General Manager
(Head – Industrial Relations,
West Bengal, Sikkim, A&N
Islands), Reliance Jio
Infocomm Ltd.
Saurabh.Roy@ril.com



Vipin Sharma
Head Talent Acquisition,
Tata Steel
vipin.sharma@tatasteel.com



Ayushee Das
Head HRM Strategy,
Tata Steel
ayushee@tatasteel.com



Dr. Nandita Roy
Assistant Professor, Business
Ethics and Communication
Group, Indian Institute of
Management Calcutta
nandita@iimcal.ac.in



Ragini Thakur
Senior Manager, EY
ragini.thakur@in.ey.com



Dr. Zubin R. Mulla
Professor, School of
Management and Labor
Studies,
Tata Institute of Social
Sciences, Mumbai
zubin@tiss.edu



R.R. Nair
CEO Coach, Independent
Director & OD, Consultant
rr@rrnair.com



Harish Devarajan
Leadership Coach &
Organization Transformation
Consultant,
Former CHRO – Hindustan
Unilever Ltd.
devarajan.harish@gmail.com



Dr. Vasanthi Srinivasan
Professor, Indian Institute
of Management, Bangalore
vasanthi@IIMB.ERNET.IN



Devika Nair
Director, People and Culture,
Allegis Group
devika.nair87@gmail.com

AUTHOR INDEX

A		Mukherjee, Arindam	80
Agarwal, Vijaylakshmi	22	Mulla, Zubin R.	195
B		N	
Banerjee, Soham	87	Nair, Devika	215
Bhatia, Radhika	127	Nair, R.R.	208
Bhogaraju, Ravi	36	P	
Bose, Preeti	140	Panda, Prakash	1, 106
C		Pandey, Amrita	65
Chakrabarti, Saikat	87	Pillai, Anand	56
Chaudhuri, Manodip Ray	149	Prasanna, Jonas	46
Chhaochharia, Varsha	1	R	
D		Roy, Nandita	179
Das, Ayushee	175	Roy, Saurabh	168
Das, Gauri	93	S	
Devarajan, Harish	208	Saha, Dipak	87
Dey, Deepanjan	101	Sharma, Vipin	175
J		Sinha, Shaswat	87
Jacobs, Steven	29	Srimani, Alolika	149
K		Srinath, T.T.	132
Khan, Hamza Ahmed	72	Srinivasan, Vasanthi	215
Khemka, Meenakshi	204	T	
M		Thakur, Ragini	188
Mitra, Binayak	121	V	
Mookherjee, Abhinandan	40	Verma, Vishal	11

***Gen Z. Workplace Spirituality. Talent Acquisition.
Remote Working. Leadership. Artificial Intelligence.
Career Management***

This book is a ready reckoner for theoretical and practical guidance on the above-mentioned topics and many more. It aims to give a holistic perspective on issues surrounding the current and incoming era characterized by changing workforce demographics, hybrid working, technological upgradation, the interplay between each of these variables and the challenges involved. A wonderful combination of experience sharing, best practices, and theoretical framework; this book is a must have for anyone wanting to deeply understand the nuances of the changing times.

Available on :   



Allied Publishers Pvt. Ltd.

visit us at: www.alliedpublishers.com