



A GLIMPSE OF THE GREAT MANAGER AWARDS CEREMONY, 2017



IN THIS ISSUE

Message from the Managing Director

Thank you for being part of our journey. At People Business, we constantly endeavor to enhance our partnerships with our clients. In the last financial year we took many strides in this direction. We are sure that these efforts are going to make a sustainable difference and ultimately improve the organizational effectiveness.

Nothing beats the excitement of doing great projects in a consulting firm and we thank our clients like you for giving us this opportunity.

What 2017 looked like for Us

Last year we worked with more than 60 clients across the country. We also conducted the 2nd edition of the **Great Manager Awards** in partnership with Economic Times and ET Now. The Great Manager Awards Program scaled greater heights than before last year, with special thanks going to our institute partner TAPMI.

People Business also partnered with **Hofstede Insights** – the world leader in organizational culture assessment and culture building to help organizations align their culture to their strategy. We have already begun working with 5 organizations in their culture journey.

Our model of **Leadership Transformation** focusing on ROI and succession planning has emerged as a marquee offering to the clients. We have helped many organizations leverage the best of their leadership team. We also successfully championed interesting projects in creating competency frameworks

(behavioral & technical), career planning, coaching, and customized training workshops. **Customization, simplicity, and relevance** has helped us win some of the best assignments in talent assessments last year. **Manager development** has continued to be a forté for us – combining the learning from Great Manager Program, psychometric assessments, and our core talent management philosophy.

Employer Branding is back in action with many of the clients focused on ensuring a core employee experience. Our model provides a sustainable approach towards employee experience.

Organizations are still struggling to get the best out of their performance management system. Our unique **assessment mechanism** helps organizations to fix what is not working in an easy manner, be it performance planning, review or evaluation.

Right from creation of the vision, mission, and values, we partner with organizations to make them more purposeful, efficient, and aligned with the business. Our organization design expertise has also helped clients to be more nimble and market aligned.

We find joy in working with great teams and great clients. Some of you would have worked with us directly. Hope you found us relevant, supportive, and above all adding value to your firm. I personally thank you for all the support

- Mervyn Raphael



THE GREAT MANAGER AWARDS

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The Great Manager Awards

People Business in partnership with Economic Times honored Organizations that have fostered managerial excellence and, recognized Managers who have set benchmarks with a high Managerial Effectiveness Quotient.

The GMA program has two broad categories:

- **Companies with Great Managers:** Assesses organizations to provide an avenue to benchmark, recognize and improve their Managerial Effectiveness Quotient.
- **Hunt for Great Managers:** Assesses individual managers and helps organizations position their 'Great' managers against those from other organizations.

Click Here for [GMA Event Gallery](#) and [ET Now Coverage](#)



We also conducted the first edition of GMA Sri Lanka in association with our partner Colombo Leadership Academy, which saw huge success and participation across industries.

GMA Event 2017

The event held at Hotel Westin, Goregaon, Mumbai was a great success with extensive participation from companies. The presence of families at the award ceremony added a deep emotional connect and a moment of pride for both the winning organizations and 'Great' managers.

A total of 20 companies were awarded at the event and further 37 Great Managers were felicitated during the award ceremony.

GMA 2017 WINNERS

- ♦ Bajaj Energy Limited & LPGCL
- ♦ Biocon Limited
- ♦ Birlasoft
- ♦ Boehringer Ingelheim India Pvt. Ltd.
- ♦ Brigade Enterprise Limited
- ♦ Cholamandalam Investment and Finance Company Limited
- ♦ Future Generali India Insurance Company Limited
- ♦ Hafele India Pvt Ltd
- ♦ InterGlobe Technologies Limited
- ♦ Ireo Pvt Ltd
- ♦ Jindal Power Ltd
- ♦ Luminous Power Technologies Pvt Ltd
- ♦ Manipal Health Enterprise Pvt Ltd
- ♦ Natural Remedies
- ♦ NEC Technologies India Private Limited
- ♦ Nexus Malls
- ♦ PepsiCo India
- ♦ Raymond Limited
- ♦ TATA AIA Life Insurance Company
- ♦ TVS & Sons

FAST FACTS

39%

Of employees feel that their manager do not coach them to build their skills

87%

Of employees feel that their manager live the values of their organization

39%

Of the employees feel that their manager do not help them in developing their career

The Survey

With a total participation of over 2000 nominated (Hi-Po) managers across the industries, we have found valuable insights into the current managerial effectiveness of Indian Managers.

The 'Managerial Effectiveness Quotient' of India

The survey data shows that Indian Managers are effective in driving organization results and maintaining individual credibility. **However, there is a capability gap in enabling people performance and building an effective team.**

Compared to the last year's survey, there has been a slight improvement in the overall average score on each aspect of the R-OPTI dimensions. **The most significant change has been seen in the Aligning Organization Vision dimension, with an increase to 60% percent favorable responses as compared to 55% from last year.** Overall, an increased number of employees feel that their manager is able to develop a meaningful purpose to their work and is also able to articulate the implementation of the organization vision very well.

The survey shows that the strengths of the Indian managers lie in:

- Being competent and trustworthy
- Living the organizational values
- Bringing the desired results for the organization

These strengths can be leveraged by companies to achieve their business goals.

The survey also tells us that Indian managers could do significantly better on:

- Developing & coaching team members
- Providing a meaningful purpose in their work
- Facilitating diversity in team

People Business has been helping organizations build managerial capability by conducting Great Manager Workshops.

We are inviting nominations for the 3rd edition of Great Manager Awards. You can reach out to us at: Irfana.khan@peoplebusiness.org

Hofstede Organization Culture Model

People Business has partnered with Hofstede Insights, based in Helsinki, Finland to offer organizations in India a structured approach to measure, understand and shape their organizational culture.

The research-backed Multi-Focus Model from Hofstede Insights is a strategic tool that helps organizations to create a functional (business enabling) culture. It helps organizations understand how elements in their organizational culture can either enable or hinder their strategy. The model helps organizations visualize:

- The actual and optimal culture in an organization
- Possible external restrictions limiting the optimal organizational culture
- Hidden pains
- The condition for change

The Model

The model defines Organizational Culture as the way in which the members of an organization relate to each other, their work and the outside world in comparison to other organizations.

The Multi-Focus Model consists of six autonomous dimensions or variables. This enables us to provide insights on the fit between the actual culture and any strategic direction the organization can think of.

Different combinations of dimensions provide insights in various strategic fits and the results generate easy to understand visualizations.

The six dimensions of the model are.

- **D1** Means-oriented vs. goal-oriented
- **D2** Internally driven vs. externally driven
- **D3** Easy-going work discipline vs. strict work discipline
- **D4** Local vs. professional
- **D5** Open system vs. closed system
- **D6** Employee-oriented vs. work-oriented

This is the only model based on extensive research conducted by Prof. Geert Hofstede and his research team in Denmark and the Netherlands.

When to use the model?

The Multi-focus model is used to establish whether the current organization culture supports the intended strategy of the organization. Keeping this in mind, the model can be used by any organization:

When there is a feeling that something could be done better inside the organization- If an organization has a concrete issue, for example: the need to improve efficiency, there are issues regarding trust and cooperation, need to become more customer oriented, need to increase stay and/or work motivation, reduce risk of burnout.

When the organization is going through a merger & acquisition - to facilitate the integration of two cultures.

When any organizational change process is set to start- as an input to make change happen successfully.

Why use the Model?

By using the Hofstede Multi-Focus Model, the organization can ensure that

- Ensure a smooth change process
- Avoid costly mistakes
- Know who you are before you start changing
- See what you lack for being what you want to be

More than 150 organizations internationally are using The Multi-Focus Model every year to get insights on the alignment between their culture and strategy.

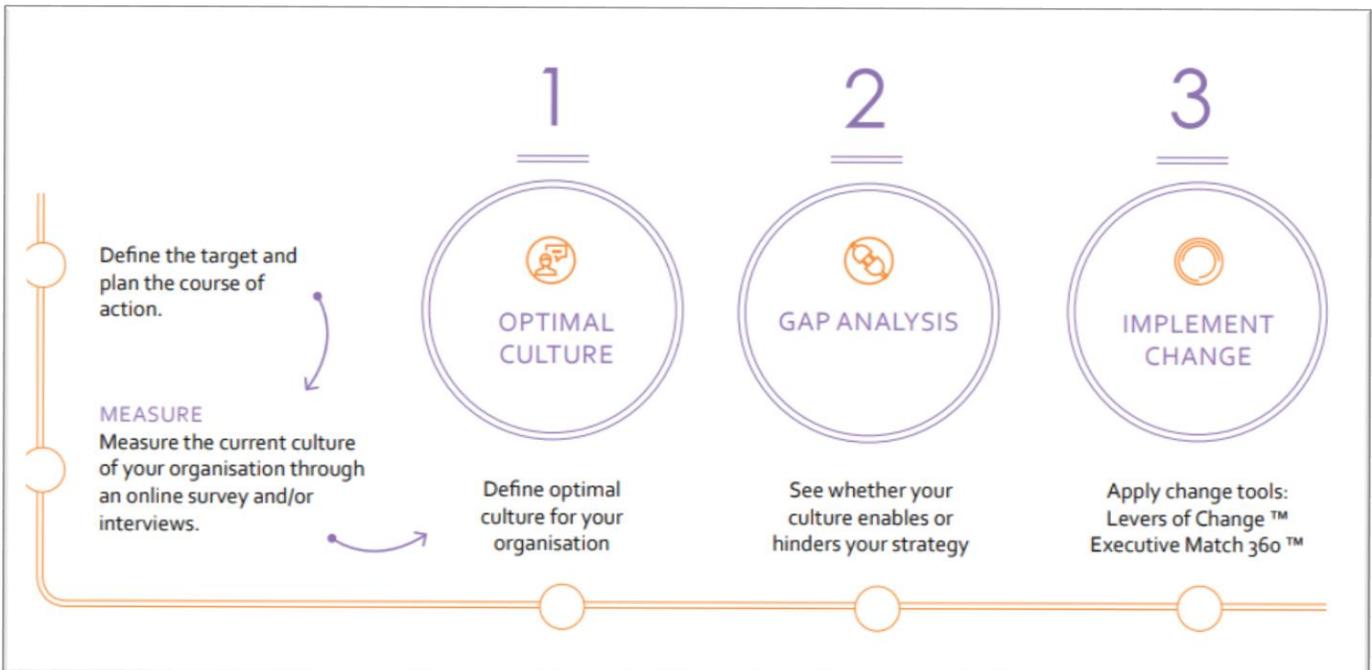
CONTACT DETAILS

For any query regarding the Hofstede Culture Model, you can reach out to us at:

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"Performance depends on the fit between strategy and culture. First, you need to know where you want to go, but where you want to go has to fit with your culture"

-Geert Hofstede



Leadership Development at Manipal University- A Success Story

People Business partnered with Manipal University in the year 2014 to start a leadership development initiative named, SMILE – Synergetic Manipal Integrated Leadership Engagement.

The objective of the initiative was to develop leadership capability of the faculty members in the university in line with changing environment of institutional functioning- the high growth in terms of student enrolment, geographical spread, internationalization; higher focus on innovation and research; quality focus; building new capabilities; higher complexities due to regulations and new models of education and learning.

The SMILE Program has recently been featured in the Aditya Birla's Corporate Leadership Development & Learning Excellence magazine.

SMILE was designed to run over a 9 month period and consisted of 5 major elements.

A. Profile

A unique mechanism was adopted to select the participants. First, based on a set eligibility criteria, potential participants were asked to apply so as to create an aspirational value for the program. Next, a Leadership Panel set up by the university selected the group of Participants, who then went through an individual profiling phase using a future-oriented Manipal Competency framework. This involved a Development Center, 360 degree feedback, and MBTI.

B. Educate

The participants were provided a **holistic and comprehensive understanding of the journey ahead**. The benefits of the learning and how it affects their career were discussed in the educate phase.

C. Develop

The Develop phase was based on **70:20:10 principle**, including customized classroom sessions based on key competencies, action learning by execution of impact projects relevant to the university, coaching by People Business using a customized learning dossier, and mentoring by internal leaders at University.

D. Evaluate

The program was evaluated on multiple fronts. The immediate reaction feedback showed the overall effectiveness of the classroom session.

The behavioral outcomes of coaching and execution of the projects were articulated on how it impacted the participant as self, team, and at the institution levels.

E. Sustain

Based on the development progress of the participants, Manipal University in consultation with People Business designed an 18-months program to sustain the development of the participants with a customized career development plan. This included an advanced management program based on core behaviors to be developed, job rotations, on-demand coaching, international assignments, and a well-defined individual development plan.

Key Aspects of SMILE

SMILE is a unique program as compared to other Leadership Transformation programs. **The time, effort and cost commitment from Manipal on this initiative was the biggest differentiator**. Other factors that helped make SMILE a success are:

- Nominations:** The nominations help place SMILE as a differentiated program in Education sector. This helped in creating the buy-in from participants towards the program.
- Integrative Learning Approach (70:20:10):**
 - 70% of the learning was designed to come through Experiential Learning from Business Impact Projects taken up by participants with clear ROI to the organization.
 - 20% of the learning was designed to come through Experiential Learning from Development Dossiers, containing collection of books, articles, videos, in-place activities and self-reflection items for developing leadership competencies.
 - 10% of the learning was designed to come through Online/Classroom Sessions on 3 leadership competencies
- Leaders Create Leaders:**
 - Each participant was mentored by one Senior Leader in the Organization
 - The Business Impact Projects were sponsored and reviewed on a monthly basis by the mentors
- Calculated ROI:** The Business Impact Projects had well-defined Financial ROI for the organization as well as Leadership ROI by developing leadership competencies

- Business Exposure:** The participants were exposed to leadership meetings to help them understand the big picture and Business Challenges of the university.

Outcome of SMILE

- Business Impact: The Projects taken up by participants are poised to deliver clear ROI for the organization.** All the projects met at least one milestone in the period of 6 – 9 months. Some of the projects are Centre for Sports Medicine, course on Advanced Trauma Life Support, Cost Optimization of out Patient Departments in Hospital etc.
- Leadership Pipeline:** Of the 132 participants, 38 were considered ready to take up key leadership roles and 76 could be ready in the next 2-3 years with continued inputs. 21 participants have taken up key roles, out of which, 11 are Women Leaders.
- Performance Improvement:** The program not only prepared leaders for tomorrow, but also made the participants effective in their current roles. About 80% of the participants have improved their rating from "A++ / A+ (Middle)" in 2015 to "A+++ / Outstanding" in 2016.
- Retention:** The program became one of the retention factors for the participants. Out of the 134 participants (two batches), only two faculties have left the organization in last 2 years.
- Social Objective:** The practice also served a social objective, wherein, in a span of 2 years, Manipal has created a pool of highly skilled educators and administrators who are better equipped to fulfill the needs of new age learners. These 'Leaders of Tomorrow', jointly, have leveled up the overall capability of Indian education system and enabled the organization to produce better quality professionals in the country.

SMILE program has become a model for developing faculty members of universities across the country. Customizing the program to the needs of the university was a critical factor for the success of this initiative.

To know more about how we help organizations develop leaders from within, please reach out to us at:

sanjar.rahman@peoplebusiness.org

PB's Corporate Engagements in year 2017

Over the last 12 months, People Business has worked with numerous organizations across different industries in the field of:

- Talent Management
- Leadership Transformation
- Employer Brand Management
- Employee Engagement
- Executive Coaching
- Organization Culture

Some of the challenges faced by these companies and the solutions provided by People Business are mentioned below.

A Large IT MNC

The organization has several business divisions supported by their central recruitment team. Keeping in view the changing business requirement and the job market the organization's focus shifted to recruiting "Talent for the Future". To achieve this vision, there was a need to first develop the capability within their recruitment team.

People Business partnered with the organization and created a **customized recruiter capability model** outlining the behavioral competencies required for "recruiters of the future". The capability model thus developed will be used to assess and train the entire recruitment team across South Asia.

An Indian Kitchen Appliance Company

This organization's current growth was not in line with the growth estimates that would help the organization to achieve the goals set for 2020. This required the organization to bring back its focus on accelerated growth and align its efforts to reach the vision. There was a need to put considerable strategic thrust on key growth areas, aligning various initiatives and creating a sense of ownership and accountability with the team.

People Business partnered with them to **co-create a revamped organization vision and the strategic intent** through a 2 day workshop with the senior leadership. The workshop helped the organization to clearly define strategic goals for each function to achieve their business growth estimates and create accountability in the team. The functional goals were later cascaded into the respective teams.

Indian Project Company

People Business partnered with the organization to conduct its annual Employee Engagement initiative. PB used its Nexus tool to understand the engagement drivers in the organization. Further Focus Group Discussions were conducted to understand the root cause of the disengagement factors.

As a result of the in-depth analysis conducted by PB, the organization identified 2 key focus areas:

- Improving engagement among women employees
- Improving Performance Management System

PB then reviewed the Performance Management Process of the company and conducted a 2-day workshop to share insights and awareness about the best practices in Performance Planning, Review and Evaluation to create a more performance driven culture.

Indian Auto-Parts Manufacturer

The organization was looking to develop a strong Succession Pipeline at each level. They also wanted to equip the future young leaders to deal with the business challenges as well as understand and improve their own leadership styles.

People Business after developing the leadership pipeline at the top level, designed Development Centers for the 50 high potential young leaders (with around 5-8 years' experience) across their business divisions. The development center will be followed up with customized development plans for all the participants including a 6 month project based coaching program.

Largest Indian FMCG Company

The organization wanted to become more competency driven. While they already had their organizational wide behavior competency in place, they wanted to design functional competencies for their Sales, Marketing and Manufacturing functions.

Going forward, they wanted to incorporate the functional and behavioral competencies into their hire to retire processes. They also wanted to show their employees a career path in the organization to address the issue of increased attrition especially in the Sales function.

PB partnered with the organization to design their functional competencies and proficiency levels by conducting a detailed study of the organization and competitor landscape. PB also helped the organization design Career Ladders and Lattices for the functions including the MT Career Path.

An Indian E-Com Company

The organization wished to build a robust external and internal Employer Brand Image in line with its values and current/future aspirations.

People Business helped them to develop the Employee Value Proposition (EVP) in line with the common glue and the stated objectives of the organization. We also helped the organization design an 18 month activation plan to align the employee experience in the organization to the developed EVP.

International Retail Chain

The organization was looking to build the capability of their young managers to support the growth, performance and culture of development in a sustainable manner.

People Business designed a training program around the challenges being faced by these young managers. The training program focused on 3 aspects of a managerial role – Managing Self, Managing Teams and Managing Organization. A series of workshops were conducted on the 3 aspects and a customized learning resource guide was provided to the managers to help develop their managerial capability.

Non-Banking Finance Company

The organization wanted to bring consistency and focus on the overall Learning and Development process. To achieve this, they wanted to implement an organization-wide Learning Management System (LMS) accessible on different types of hand-held devices, support multi-lingual training content and use Machine Learning / AI chat bot support easy query handling.

PB helped the organization shortlist the best-in-class LMS solution, in line with its current requirements, as well as, future capability need. PB also took on the role of Functional Consultants to help them in the implementation phase in order to streamline the requirement gathering, system design and quality assurance.

Research and Publications

It is PB's endeavor to continue to churn out research publications and studies that can add value to an organization. Over the years our research has been published in the Wall Street Journal, Harvard Business Review, Fortune, The Economist, and the Washington Post.

Continuing the trend, PB consultants have come up with a book and a research paper last year. The book by Senior Director, Dr. Sandeep Krishnan titled "Making of a CEO" provides a brief introduction into the life and challenges of high-level executives across various sectors. The book was launched during the Great Manager Award Ceremony, 2017 by Mervyn Raphael, MD, People Business in the presence of top level executives and CHRO's of over 100 companies.

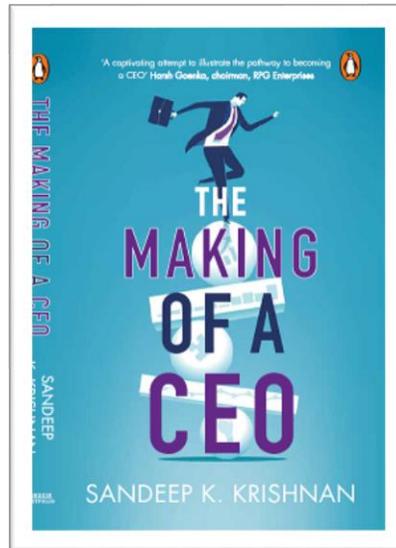
PB's research conducted in partnership with IIM Kozhikode, focused on examining the purpose of executive coaching, its perception by the top level executive teams and also its effectiveness in an organization.

Making of a CEO

The Making of a CEO is the illuminating result of interviews with high-level executives across various sectors. The idea of the book originated in a popular course Dr. Sandeep Krishnan taught at IIM Bangalore, where the students spoke to CEOs about the key aspects of the journey to the top- building professional credibility, and managing one's career and oneself.

The book also explores the nuances of leadership in start-ups, large corporations, family businesses, educational institutions, non-for-profit organizations, the public sector and the government.

The Making of a CEO is a must read for anyone who aspires to be in the top job, and also to appreciate your CEO for the challenges they face.



Executive Coaching Report

People Business in Partnership with IIM Kozhikode conducted a survey with CEOs and HR Heads of major organizations on the purpose they use executive coaching and their perceptions of the effectiveness of the same.

In terms of Executive Coaching, India is still playing catch-up with the United States. While the industry is only less than a percent of what it is in the US. Executive Coaching is slowly but surely gaining acceptance and key stakeholders who influence usage of same (CEOs and HR Heads) are agreeing to the fact that it is making an impact on the organizations.

Executive Coaching is making its presence felt in two critical areas: The top management / senior management and the upcoming future leaders. The role that executive coaches play is critical in helping leaders to shape up their strategic thinking, leadership skills or how they are able to build effective teams. This is why we conducted our research by taking inputs from 68 CEOs and 110 HR Heads.

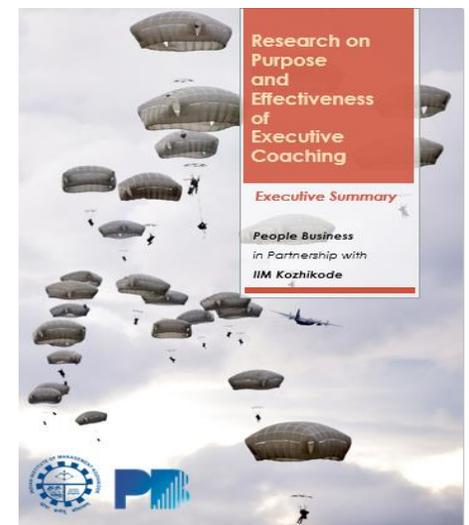
It is also interesting to note that executive coaching as a profession is evolving in India, organizations are looking to engage more with professional external coaches who have got business experience, built a reputation, and have expertise in the relevant area.

Our analysis shows that Executive Coaching is a highly prevalent approach for developing managers and leaders. Majority of the responding organizations have used executive coaching as an effective leadership development tool. More than 60% of the organizations surveyed by PB use executive coaching as a mechanism for developing talent.

You can download the complete report by clicking here- [PB's Executive Coaching Report](#)

To know more about PB's Executive Coaching Methodology, you can reach out to us at:

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PB's Upcoming Publications:

Watch out for PB's upcoming reports on:

- 1. Employer Brand Quotient:** The report talks about best practices in Employer Branding across sectors
- 2. Functional Competencies and Career Paths:** The report talks about how organizations should approach on designing their functional competencies and incorporate in their career paths and various H2R processes

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Talent Management | Employer Brand Management | Culture & Employee Engagement | Leadership Transformation | Performance Management |

PB's Differentiators

Successful Track Record: PB has carved a niche in HR Transformation Solutions over the last 14 years by **partnering with over 100+ Global and Indian companies**

Customization: We strongly believe that every organization is unique and so are its requirements. We spend considerable effort in **understanding our customer's need** and business drivers and heavily **tailor our approach and solution** to suit specific business requirement.

Delivery Assurance: We have a **strong team of expert consultants with over 100+ person years of relevant experience** who form the core of our delivery team. The delivery competence with strong project management rigor ensures quality deliverables meeting client SLA's consistently

Global Network: Our **global reach, through our partners helps us to deliver on global assignments**. With offices in USA, UK, Finland, Middle East, Singapore and India, we can serve our clients closer to their location leveraging on our strong global network.

We Walk the Extra Mile: Our **primary axis is business metrics** which is what we believe, our people solutions should deliver. To this end, we demonstrate **high degree of flexibility and stretch to respond to customer requirements for customization** leading to desired outcome.

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PB Learning Academy:

PB helps organizations achieve their fullest potential by building them an effective workforce through best-in-class blended learning, interactive skill building workshops. Customized to the client needs facilitated by top-notch consultants and Subject Matter Experts.

You can learn more about our offerings and some of our signature programs by clicking below.

[Click Here to Download Our Brochure](#)

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Colombo Leadership Academy, Our Partners in Sri Lanka:

Over the last few years People Business has been working closely with Colombo Leadership Academy to expand its expertise to organizations based in Sri Lanka in the areas of Leadership Development and Employer Branding.

Through our partnership, PB also expanded the coverage of Great Manager Awards to Sri Lanka, which saw huge participation across the industries and created a buzz by recognizing and rewarding the Great Managers who are helping the organizations get where they are.

The initiative also helped create awareness about developing internal managerial capability for achieving better business results.



Glimpse from the GMA Sri Lanka, Award Ceremony held in Colombo