



STUDY ON INCLUSIVE ORGANIZATIONAL CULTURE 2015



monster®
Find Better.™

people
matters



Monster.com India Pvt Ltd
Plot No 61 - "Chimes" D- Block,
1st Floor, Sector 44, Gurgaon - 122002
www.monsterindia.com



People Matters Media
503-505, 5th Floor, Millennium Plaza,
Tower A, Sector 27, Gurgaon - 122009
www.peplematters.in

STUDY ON INCLUSIVE ORGANIZATIONAL CULTURE 2015



CONTENTS

1	Foreword by Sanjay Modi	5
2	Foreword by Ester Martinez	6
3	Six Building Blocks for an Inclusive Organizational Culture	7
4	What do 'inclusive cultures' mean?	8
5	Building blocks to creating inclusive organizational culture	9
	• Walk the Talk	10
	• Respect diverse thought processes	11
	• Create Supportive and Enabling Systems and Processes	12
	• Communicate and Seek Feedback	13
	• Create mechanisms to reinforce the desired behaviors	14
	• Reconsider organization design	15
6	Conclusion	16
7	Leadership Speak	17-21



Foreword

SANJAY MODI,

Managing Director, Monster India/SEA/HK and Middle East

Each of us is unique as a human being, we have our own ideas and thoughts about life. When we come to work however, we need to work with others to make sure that the organization's goals are achieved. This is where culture serves as glue. It is what unites everyone with a common purpose in the form of a vision and value system. It is the DNA of an organization. In this respect, culture is of immense business value.

We are in the midst of a demographic shift in our population. We have a new generation of young people who do not work on an instructional mode. Similarly we are seeing the workplace become more diverse in terms of the background, nationality, gender and race. We also live in an age where businesses function in a constant state of flux.

It is important to remember that cultures cannot be aped. Hence, it is worthwhile to reiterate foundational values and also reflect on questions such as what business are we in and why are we in this business? Who is our customer? What is the right business or service delivery that I need? What kind of people do I need and what are my key drivers to business? Given that culture is about the vision, mission, ethos and objectives of a company, it should be reflected in the policies and the defined value of the company, in the conduct of business, both within and outside of the company. There is a need to manage culture in diversity and constantly reiterate the core values of the company.

It is in this context the 2015 Monster.com and People Matters Study on Inclusive Culture becomes relevant. The study delves into how organizations can better enable systems and mechanisms that nurture inclusivity and encourage diversity. We hope these insights will add greater impetus in your organization's journey.



Foreword

ESTER MARTINEZ,
CEO & Editor-in-chief, People Matters

When we think of organizational culture we think of the vision, values, business goals, perhaps even ethical considerations in the organization. The 2015 Monster.com and People Matters Study on Inclusive Culture went a step further to ask the question, what makes culture the intangible glue? and what are the ingredients that make it inclusive?

Accelerating change in the nature of work and workforce has led to companies being restructured, processes digitized, labour and market globalized. In this context, the right culture drives strategic growth, while a misstep can lead it to irrelevance. Organizations rely on the vision articulated by a founder-leader during the early years of a company. As companies grow such values are hard coded within a company's policies and day-to-day business processes and operations. This dictates as to how employees behave with each other and perform their daily jobs. It also defines how organizations deal with their business partners externally. These systems are most poignantly referred to as the DNA of a company.

Through this study we spoke to leaders and employees across different organizations in different stages of growth, spread over different sectors. As many as 90 per cent of the organizations we spoke to revealed that creating an inclusive culture is the need of the hour and that various efforts are being taken to build inclusive cultures. In this Study, we explore six building blocks that can help companies tackle the challenges of a diverse employee base. Central to all is the element of organizational design that is the foundation to enable a culture of inclusivity.

We hope you enjoy reading the 2015 report as much as we did while putting it together. We would like to thank all who contributed their time and expertise to assist in the development of this report.



Six Building Blocks for an Inclusive Organizational Culture

Shaping an organizational culture is as important as building an organization – it drives business strategy and helps organizations reach their goals. With the accelerating change in the nature of work and workforce, companies have to constantly adapt to and manage organizational restructuring, digitization, globalization of labor and growing customer markets. Today, companies are exposed to multiple examples of excellent organizational cultures, and choosing the right one not only helps in shaping the strategy of the organization, it also enables an organization to cope with the internal and external challenges of today's business environment. All organizations operating in the global space today aim to create a inclusive culture where their employees experience a sense of ownership and inclusion.

In an environment where organizations have a diverse workforce – in terms of demographics, gender, or nationality, culture is the DNA that binds them and enables organizations to perform. However, today organizations are grappling with not just how to create diverse workspaces but how to sustain them. We spoke to organizational leaders and employees across different sectors and stages of growth. At least 90% of the organizations insisted that creating an inclusive culture is the need of the hour and that various efforts are being taken to build inclusive cultures. But what does 'inclusive cultures' really mean?





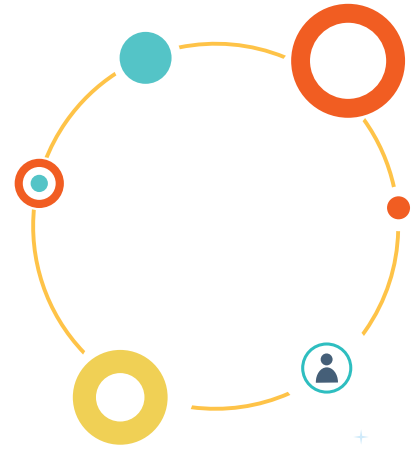
While much has been said about the importance of inclusive cultures, what does it really mean as a concept? Is culture same as an inclusive culture? Why is an inclusive culture important for organizations? What is its role in business strategy? How can organizations reflect it?

When we spoke to both employers and employees about their definition of culture, there were two different points of view that came across. For employers, culture was fairly strategic in nature – it was about defining how things worked in the organization, it was the propeller of a value system and a vision of the organization. Ultimately, it was the outcome of the organizations design to deliver successful business performance. Most employees however defined it from the work environment point of view, they listed attributes such as – freedom at workplace, empowerment and engagement to deliver, feeling part of the organization or team, instilling a drive to improve productivity, maintaining transparency at workplace etc.

While organizations view culture from the employers set of priorities, any effort made towards syncing the two points of view leads to building 'Inclusive' Cultures. ***Inclusive cultures would mean using organizational design to effectively propel the value system and vision of the organization so that the members of the organization thrive and deliver beyond expectations.***

Just like an individual, every organization has its own set of unique values and beliefs. When organizations set out to create environments that allow individual members to thrive and deliver beyond expectations, the culture that emerges out of this exercise becomes unique to its organization. When we spoke to organizational leaders and employees in organizations across various sectors, we noted some commonalities in actions taken by organizations to build inclusive cultures; these can be collectively referred to as Building Blocks. In the next section, we describe the **building blocks** that organizations use to create inclusive organizational culture.

Building blocks to creating inclusive organizational culture



When we spoke to organizational leaders and employees from the manufacturing sector, IT sector, financial services (all above 1500 employees) about their ways, reasons and challenges on creating and pursuing inclusive cultures, we found at least six common themes that enable them to build inclusive cultures. Organizations tend to use six building blocks to create and pursue inclusive cultures –

- Walk the Talk
- Respect diverse thought processes
- Create Supportive and Enabling Systems and Processes
- Communicate and Seek Feedback
- Create mechanisms to reinforce the desired behaviors
- Reconsider organization design



These are the pillars to create and pursue inclusive cultures; however, the starting point for each organization would depend on the circumstances that the organization finds itself in and its strategic priorities. Each of these blocks feed into one another and is therefore non-sequential, they provide a coherent structure of thinking to create and build inclusive cultures.

WALK THE TALK



A critical aspect of creating and pursuing inclusive cultures is to ensure that every individual in the organization lives and breathes the values and beliefs of the organization, irrespective of the size of the organization. The most effective way of ensuring that this happens is by reinforcing these values at all the times using various modes of communication with employees – active as well as passive. However, a key finding that we gleaned from our study is that inclusive cultures are created and pursued by the vision demonstrated by the leadership. Respondents in the research felt that when the top management of the organization demonstrated the values and beliefs of the organization through their actions, the impact created on employees across levels was much higher. One of the respondents said that since organizational leaders are most often seen as role models, employees are more likely to emulate them in their own work life. External and internal discussion forums, executive leadership talks, interaction with business stakeholders are some examples of areas where an organization's leadership can demonstrate and reinforce the company's values and beliefs.

Strategic decisions are another area where organizations exemplify their values. Each decision taken by the leadership should be in line with the value system and vision of the organization. While business needs force organizations to take tough decisions, there is a need to ensure that such decisions comply with the values and beliefs of the organization. It not only affects businesses, it also ensures that the employee morale is intact. In the course of our study, one of the respondents narrated an incident which further exemplified this idea. One of the organizations' principles in the company where the respondent worked was to ensure that ethics were maintained at all times, even at the cost of business. There was a situation where one prospective customer who was looking for a partnership proposed a tie up. When the organization performed its due diligence, they found that there were some unethical practices in the customers' organization which would have directly impacted their own business delivery. The organization's founders and leadership took a call on not servicing the customer, although it cost them a lost opportunity of a few hundred crores. This decision outlined the importance of ethics in the organization; it also sent a clear message to the employees that ethics cannot be compromised.

Even simple things like starting a presentation by outlining the values and beliefs of the organizations through anecdotes, having them storified and displayed during frequent conversations with employees, helps employees internalize values. Reinforcing these values and beliefs through role models, constant communication, regular demonstration by the organizations' leaders go a long way in building a strong base towards creating and pursuing inclusive cultures.

CREATE SUPPORTIVE AND ENABLING SYSTEMS AND PROCESSES



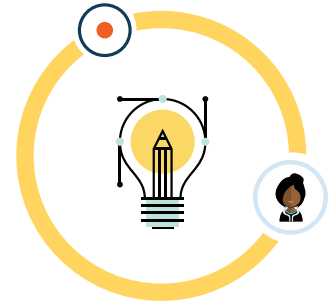
As one of our respondents rightly said, businesses are heterogeneous entities because of the kind of interactions they have. When organizations deliver, they are faced with variety of heterogeneous stakeholders to cater to; this is where organizations try to find homogeneity in the midst of heterogeneity. A key stakeholder in this process is the employee, not only is each employee different, they are also the primary drivers of performance in an organization. It is imperative of the organization to try to find homogeneity in the midst of this heterogeneous group in order to enable performance.

In the course of our study, we learnt about the efforts that organizations are taking towards enabling homogeneity. Most organizations created systems and processes that would help them become more inclusive, while ensuring that employees are made to feel part of the organization. For example, one of the larger organizations that participated in the research, focused very consciously on their hiring policies. They believed that in order to deliver, it was important to hire people with the 'right' mindset. Since the effort geared towards aligning ones mindset with the organization is much more when compared to developing skills of an incumbent, the company focuses on hiring candidates who have a mindset that is closer to the organization.

An organizations systems, policies and processes are usually the starting points that drive inclusivity in organizations. For example, one female employee from the financial services sector pointed out that while their organization policies were women friendly, they were not restricted to women. A cab service is provided to all employees of the organization with a security guard regardless of the gender.

Today, technological interventions are effectively used to create and pursue inclusive cultures. With multiple generations working in one organization at the same time, it is even more challenging as each generation has a different set of priorities and ways of learning. However, what is common across all the generations is the need to be 'coached' and not 'taught'. 'Coaching' is inherently an inclusive method of involved learning; organizations are investing in efforts that go towards creating systems and processes to enhance use of this method of learning. Technology plays a very effective role in this as it has the ability to reduce the barriers caused by distances of work. Employees have the opportunity to be coached by a person who will create the maximum impact on them irrespective of the location they are placed at. This surely is a huge contributor towards pursuing inclusive cultures.

CREATE MECHANISMS TO REINFORCE THE DESIRED BEHAVIORS



When organizations want to create and pursue inclusive cultures, they tackle the mindset of employees. While hiring people with a mindset that is closer to organizational thinking is one way of initiating culture, it is also important to pursue and reinforce the desired behavior in the organizations culture. Pursuing a culture is only successful when organizations behaviors are sustained over a period of time. For example, if the organization wishes to pursue an open culture, it should not reprimand employees for giving open, honest and constructive feedback.

One key observation that we made through this research was that organizations have made conscious and systemic changes to their reward and recognition systems in order to reinforce the desired behaviors. One of our respondents reflected on his own company, a large organization that uses a gamification model for employee engagement. It helps them improve employee morale, productivity and top lines along with driving desired behaviors. The extent of inclusivity in the company goes so far as to allow employees engage in making policy changes. The platform actually drives and reinforces desired behaviors across employees – new incumbents as well as existing employees.

Another large organization that we spoke to insisted that their rewards and recognition mechanisms are constantly upgraded to meet the growing definition of inclusivity in the organization. For them, inclusivity did not only mean focus on its internal employees, it included giving back to the society and community. The company took measures to reward and recognize those who undertook projects that gave back to the society.



COMMUNICATE AND SEEK FEEDBACK



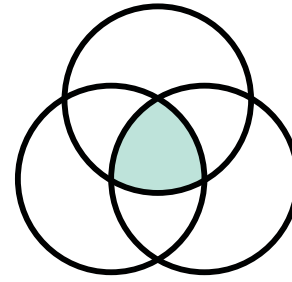
Creating and pursuing inclusive cultures is a marriage between the thought processes of an organization and its stakeholders. To make the marriage work, communication is the most effective tool; organizations need to transparently communicate to all their stakeholders. What drives the difference in this flow of communication are the employees, as they are the ones who directly impact the relationship with other stakeholders. As one of our respondents pointed out, if you have to deliver the best to your customers or to your clients, it is important for you to first understand what that definition of best is. One should then align that definition with the organization's thought and ensure that every person involved in the delivery lives by the definition.

Every respondent throughout the research insisted that two way communication route was the key to driving and pursuing an inclusive culture. The channel of communication the organization uses make all the difference in understanding what kind of culture an organization is pursuing. For example one of the respondents shared an everyday observation involving the founder of the organization he worked for. Every evening when he left office, he ensured that people in office left office in time to go home. If anyone lived around the area that fell on his route back home, he would offer to drop the person on the way. This gesture resonated with individuals in the organization because they knew that the organization cares for them – and in this instance it was not their immediate managers but the founder himself. Communication therefore does not always need to be explicit. Actions and small gestures towards employees go a long way in pursuing inclusive cultures.

When organizations are creating and pursuing inclusive cultures, constant communication is a critical pillar which enables employees to share in the organizational thinking. What is also equally important is the point of view of the employees. Organizations are now consciously focusing on creating capabilities to capture and sense the feelings of the employees by using a two way communication model in all forums. Technology is used to ensure that feedback is collated and that actions are taken based on the feedback. One respondent pointed out that their organization used an employee engagement platform that shares all the communication to the employees and asks employees to give their feedback. This intelligent platform then collates this information, senses the mood of the organization and passes a message to decision makers. It is a fearless mode of communication.

If employees are indeed the biggest contributors to the success of the organization, then they need to be made a part of the organizational thinking process. Without this measure, pursuing any initiative will be a futile exercise for the organization. Seeking feedback from employees on actions that are likely to be taken and their opinions can prove to be fruitful in driving organizational success.

BUILD TRUST AND TRANSPARENCY



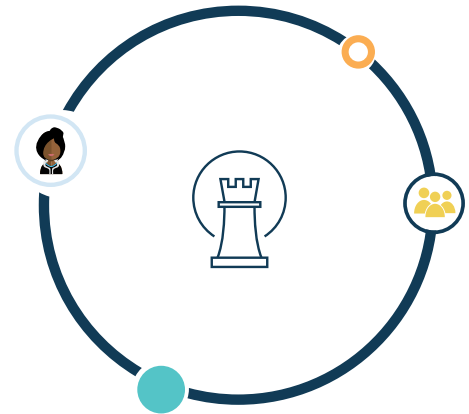
As one of our respondents rightly said, “If organizations have to pursue a culture, it is important that the organizational structure is built on the factor of ‘trust’. How many levels you have, your reporting structures, your information flow mechanisms, your level of transparency observed in the organization is all based on the factor of ‘trust’. If you trust your employees, your employees will feel the responsibility and actions will be taken accordingly. So how you build this factor of trust in the organization is the base of what culture you are driving in the organization.”

In global organizations today that want to pursue inclusive culture, building a level of trust is a core factor. It needs to get to a place where every individual feels a sense of ownership of any action taken. Making individuals own up to their actions is driven through work design and information flow mechanisms along with clearly defined roles and responsibilities at each level. When information is made accessible and transparency involved in decision making, the maturity levels of individuals tend to go up and they feel responsible for their actions. For example, one of the respondents pointed out that when an organization is going through a restructuring exercise, it is likely that it would be rightsizing on one end and hiring new people on the other. While such moves are likely to cause a lot of internal disturbance, building trust within the system and communicating with each and every employee with conviction and transparency, will reduce the amount of disturbance caused.

Another respondent highlighted the importance of building trust and transparency to demonstrate the seriousness of management towards commitments made to employees, even if it is in the moment of crisis. Citing the economic crisis of 2008-09, the respondent pointed out that like many organizations, their organization too was impacted by the crisis. While many organizations chose to lay off employees irrespective of their performance, their organization chose not to let go of people. Instead, the top management took a cut in their salaries to support the payment of others. This gesture clearly passed on a signal to the employees that the organization trusted their employees and stood by them even when tough economic times persisted.

Building trust and transparency are two strong pillars of an inclusive culture that allow individuals to thrive. It allows them to go the extra mile to perform beyond expectations that make it a win-win situation for both the organization and the employee. However, organizations need to be cautious about the local culture of the country they operate in. They need to tweak their mechanisms of sharing information and decision making etc to be in line with the localized culture.

RESPECT DIVERSE THOUGHT PROCESSES



Pursuing inclusive culture calls for developing a sense of respect for every individual in the organization not only for his/her being, but also for his/her thought process. One of the respondents articulated this idea by pointing out that today organizations have a huge opportunity in front of them as the pool of employees is incredibly diverse. Given that the workplace today has people from multiple nationalities and at least three generations working together, organizations are also striving to include more people with disabilities and improving the percentage of women employees. If organizations wish to make the most out of these varieties of employees, it is important that it develops a culture where every individual's thoughts are respected and points of views taken into consideration to ensure better delivery of work.

Organizations are making a conscious effort to ensure that there is optimum diversity in the organization by redesigning their policies and workplaces to ensure that there are no hindrances in driving performance. Companies are redesigning workspace by creating walk ways instead of steps, providing rest spaces for expectant mothers, allowing flexible time or work from home opportunities for mothers. Such measures also geared towards supporting employees who have ailing parents and in-laws at home.

While organizations are driving the agenda of managing diversity through their policies and processes, it surely is not enough. One respondent categorically noted that if organizations want to drive the agenda of inclusiveness, it requires change in mindsets of employees and organizational leaders which are highly influenced by the cultures they have grown up in. In this context, behavioral interventions which allow individuals an opportunity for self-realization is important to create and pursue inclusive cultures. Behavioral interventions are known to create a healthy environment in organizations; it promotes the thought of respecting diverse thought processes. For example, one of the respondents from the older generation mentions that he does not find it challenging to work with the Generation Y, one because he understands that they have a point of view and would not take anything on face value, and therefore his approach to dealing with situations is now much more robust as he does his ground work even more thoroughly than he would have done otherwise. That has helped him boost his self-confidence and allowed him to perform better. And it has also worked the other way round because the younger generation looks at him not as a senior who has power and position, but as a person who has a perspective and experience; and they can look up to him for guidance. All organizations feel that steps are being taken to ensure that diverse thought processes are respected, but there surely is a long way to go.



Building and pursuing inclusive cultures requires conscious efforts from the organization. While each of the building blocks play a very important role in helping organizations pursue their dream of creating and pursuing inclusive cultures, none of them act independent of each other. The real value is in being able to integrate and synchronize each one of them so as to create homogeneity in the approach towards the stakeholders in the organization. It is important to realize that building and pursuing a culture is a long process and needs concentrated efforts from the organization's leadership. Consistency in approach to any initiative and the effort and patience required to pursue the initiative is the key to building value from the complexities that arise in the process. Making sense of the connections amongst the building blocks and building value requires a holistic approach and persistent attitude to drive efforts.

Inclusive cultures surely hold the potential to positively contribute to organization performance by the way of building more openness and flexibility within the organization. However, this agenda requires organizations to carefully choose their systems and processes so that they support the organization agenda, and not act as hindrances. Building inclusivity in every aspect of the work in the organization is mainly about changing mindsets of individuals in the organization, and any change is difficult to achieve but not impossible.





FOCUS ON THE DESIGNING THE CULTURE OF THE ORGANIZATION

Culture in any organization is an outcome of the design of the organization. It is primarily about how work gets done in the organization and is an enabler of high performance. It facilitates an organization to be agile.

When an organization is trying to build or pursue a culture, there are five important factors that need to be considered – (i) Work design, (ii) Organization structure, (iii) Decision Making, (iv) Information flow, (v) Rewards. Work design defines how the work is structured and delivered, what is the influence of technology on the delivery, what is the service orientation etc. Organization structure defines the hierarchy in an organization thereby defining the agility levels of the organization. Decision making defines the level of empowerment amongst employees – how do decisions flow and what

is the level of involvement in decision making at each level of the pyramid. Information flow is about how quickly and accurately information is passed on so that issues are resolved to attain optimum results. 'Rewards' is one of the main drivers of behavior in people.

Also, understanding stereotypes helps organizations to be more inclusive, which in turn leads to creative decision-making. It is important for leaders in the organization to be role models, as the younger generation looks up to them and takes their cues for behavior at workplace from their seniors. Behavioral interventions also play a crucial role in driving cultures as they aid in facilitating individuals with self-awareness. Hence, it is important to create an ecosystem within the organization.

ALOK SHEOPURKAR, *Executive Vice President & Head HR, HDFC Fund*



FOUNDATIONAL VALUES AND INCLUSIVITY ARE IMPORTANT

Culture is driven by the founding values in our organization. Robust processes, compliance, governance ethics and fair human interaction which form the values of our organization are driven by the values that were established by the founder of the organization. Employees connect with each other and bond due to people values and customer centricity that is observed in the organization right from the top. This sets an example and creates trust, which in turn forms the basis of culture in the organization.

As an organization, we are a very inclusive. Our processes are embedded with values and openness in communication, which facilitates in bridging the gap between different generations in the organization. We ensure that there is a

tighter organization-culture fit while hiring new employees. On-boarding and induction of new employees is also a crucial and provides every new employee an opportunity to sense and assimilate with the culture in the organization. It also allows us to train employees and set the expectations.

Another aspect of inclusiveness for our organization comes from the fact that we are active in community-based initiatives. We have a civic consciousness advisory which focuses on taking steps for the larger good to the society. This creates a sense of family within the organization and highlights an aspect of inclusiveness which goes beyond the boundaries of the organization.



SUDHIR DHAR, *Head - HR, Motilal Oswal Financial Services*

CULTURE CHANGES WITH GROWTH

Culture in an organization is about how people behave in the organization. This behavior is in turn driven by how the top management behaves. Thus, it becomes important for the top management to practice what the organization preaches.

When our organization was growing, we had to make many changes to the way we thought and the way we operated. There is always a resistance to change, however we used policies, processes and technology to effectively drive the change while building culture in the organization as we matured. For example, it was very

easy to keep track of the accountability and responsibility of people when we had just started, however, this became a challenge when we expanded as an organization. That is where our processes and technology helped us in a big way. We also ensured that as we were growing, HR consciously became more inclusive than autocratic. As organizations grow, change is the only constant and culture changes with growth. We should consciously keep this in mind and allow change to foster without diluting the values of the organization.



SAMEER BENDRE, *Chief People Officer, Persistent Systems*

CULTURE NEEDS TO BE COLLABORATIVE AND PARTICIPATIVE

Organizational culture is primarily about what we do and how we do, and the norms followed in the organization. Culture starts getting defined primarily through the actions taken by the organization leaders when the organization is small.

We use a gamification platform to assess the pulse of the organization and promote the desired behaviors in the organization. This platform clearly allows us to ensure that the right kind of values and behaviors trickle down in the organization and therefore the norms get set. The most crucial aspect is about making the culture more inclusive or participative. It is important for employees to have a sense of ownership and one way of doing this is through

involving them in various aspects of organization building. We try and make the environment so inclusive that employees also have a say in the policy making in the organization.

Diversity in organizations is not restricted to only gender, but it is also about different generations working at the same time in the organization. It is important for the organization to create a collaborative and participative environment. The way work is allocated, social media strategies adopted, communication channels chosen, giving a choice to select rather than sell an idea, surely ensures a larger buy-in from employees of all categories and therefore enhances the collaboration and participative environment.



CULTURE ENABLES THE SUCCESS OF A COMPANY

Culture in an organization defines the rules of doing things in the organization based on the values of the organization, the stories that are carried forward in the organization over a period of time. The leadership in the organization, policies and processes and especially performance management process are carriers and great demonstrators of the culture of the organization.

Culture of an organization is subservient to the strategy of the organization, and therefore it is an enabler to the success of the organization. Leadership in the organization and its composition influences the extent of change in the organization as the organizations moves from one phase to another. How the leadership acts in different situations becomes a great influ-

ence on behaviors of employees. However, in order to improve organizational performance, it is crucial that the organization's culture and strategy are in alignment, and this is achieved mainly through the policies and processes. How you define your reward systems, what HR policies you change to help organization meet its objective, is what defines the culture. However, what is important is that organization respects aspect, which is mainly diversity of thoughts rather than only gender. It is important to engage with employees in the organization beyond their jobs. Organizations need to develop an environment of collaboration and respect the thinking capabilities of the individuals which can be translated into developing the organizational thinking as well.

BP BIDDAPPA, *Executive Director HR, Hindustan Unilever Ltd and Vice President HR, South Asia, Unilever*



ACCOUNT FOR DYNAMISM AND VOLATILITY

Culture is a combination of value systems, it is what people in the organization believe is important. It is also about how employees behave with each other. At HUL, the core values of the company like integrity and modesty are central to our outlook. In some ways, although unwritten, our culture is similar to that of middle class Indian values, with an emphasis on creating value, treating people with dignity, spending money wisely and valuing trust.

While foundational values remain the bedrock of the company, merit is an important attribute in our culture. In the age of the millennial workforce, what has changed is accessibility and choice. Today, we can reach people faster, cutting across globally connected markets and

customers. Consumer markets are no longer separated by borders. Culture is thus more global and mobile.

Unilever has for long been a mono-cultural organization, the challenge has been to create a culture where people can handle the ups and downs of business with an international outlook. Nowadays, jobs give a scope for individuals to take on more responsibility much earlier. The only challenge is to ensure that they also take in failure in their stride. In the FMCG space, what informs our culture is the consumer satisfaction and understanding. By design, the industry sees a short time frame for innovation in product range and the scope for volatility is high, this is central for the cultural fit of individuals in our industry.



PRAVEEN KAMATH, *Global Head - Talent Transformation, Wipro*

BUSINESS CONTEXT AND ORGANIZATION PRIORITIES MATTER

The parameters that are important to culture are the size of the organization, technologies that build relations, and freedom for people to choose the method of their growth. The architects of culture include both business leaders and employees. The role of HR in the context of cultural change has more to do with facilitating than driving initiatives.

When we look at recruitment, the organization's brand is important in attracting the right talent that is also aligned with culture. While hiring people with a right mindset enables culture, it is important to engage new talent through mentoring initiatives. These initiatives could also be rooted in hi-tech and hi-touch environment. We have implemented internal social media tools that impact our operational models and enable employees to share ideas. Tradi-

tional connect programs, both formal and informal, with CEOs and managers are instrumental in shaping desired qualities in an employee. We have also focused on behavioral programs that enable organizational culture. When tackling millennials, we approached them with an open mind and moved away from a solution-based approach involving workshops and behavioral programs, and a platform for them to express themselves.

In a globalized environment, our focus is on building talent locally. In order to understand the dynamics of a country, we emphasize on both, cultural sensitivity and business sensitivity. We also measure our initiatives through consumer sensitivity scores and employee satisfaction scores.



PAVITHRAN NAMBIAR, *General Manager, Marriott International*

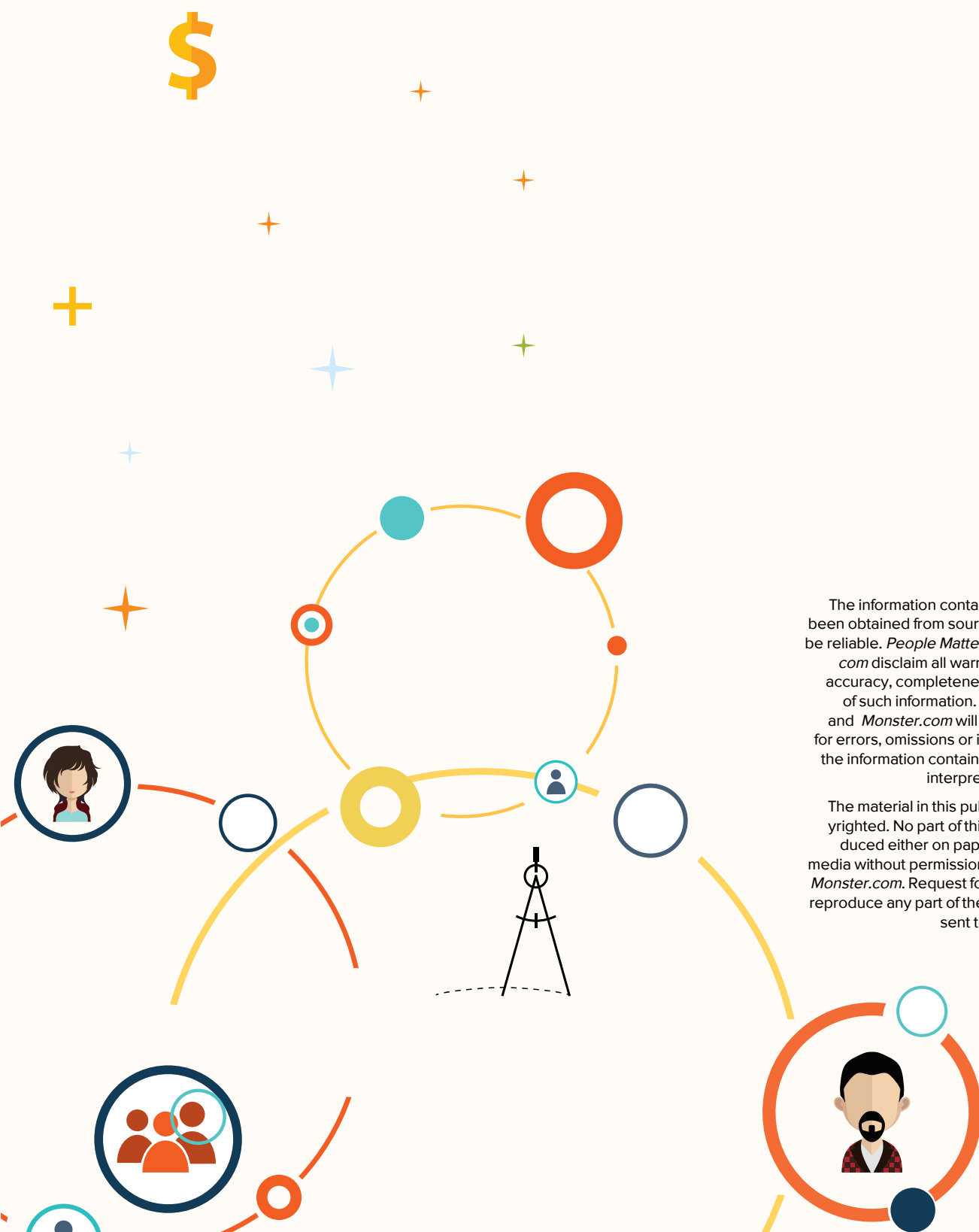
EMPLOYEE CARE IMPROVES CULTURE

Culture is the way an organization interacts with its associates, employees, customers, and stakeholders. Key cultural values of an organization are usually set at during its early days and cultivated and sustained over time. The performance of the organization depends on them. These, by definition, are always aspirational in nature and organizations strive to realize them with the help of processes, systems and tools which carry the values in day-to-day functioning. While the driving values usually don't change, culture by contrast is dynamic, evolving and multidimensional.

Understanding the values is important for all members in the organization. It is best when

value statements are short. In our case, they have proved to be remarkably cross cultural. Our mission statement emphasizes on the need to take care of our associates, in order for them to take care of guests. We believe that this will cause our guests to return back. Associates are the beginning and the end point and our entire success depends on them. How you take care of an associate – that's a variable factor.

Culture is kept alive through regular value re-enforcing, training sessions and strong policies. But it definitely needs to be revisited and refreshed to make it relevant to the times and the people all across the globe.



DISCLAIMER:

The information contained herein has been obtained from sources believed to be reliable. *People Matters* and *Monster.com* disclaim all warranties as to the accuracy, completeness or adequacy of such information. *People Matters* and *Monster.com* will bear no liability for errors, omissions or inadequacies in the information contained herein or for interpretations thereof.

The material in this publication is copyrighted. No part of this can be reproduced either on paper or electronic media without permission in writing from *Monster.com*. Request for permission to reproduce any part of the report may be sent to *Monster.com*.



monster[®]
Find Better.[™]

Monster.com India Pvt Ltd
Plot No 61 - "Chimes" D- Block,
1st Floor, Sector 44, Gurgaon - 122002
www.monsterindia.com

people
matters

People Matters Media
503-505, 5th Floor, Millennium Plaza,
Tower A, Sector 27, Gurgaon - 122009
www.peplematters.in