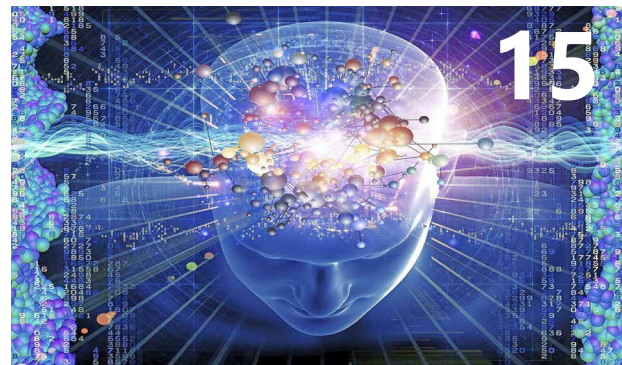




Green HRM Building a Culture of Sustainability

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Ranjan Kumar Mohapatra

Director (HR), IndianOil

Dear Readers of HR Vista,

Green greetings to you! We recently celebrated the 50th World Environment Day that revitalised our resolve to protect #OnlyOneEarth. But often, the discussion of green stays restricted to plants, soil, sea, rocks and every other element that shelters our lives on earth. We rarely talk about organisational green instincts. We dedicate thesis after thesis and session after session to deliberating on massive endeavours that could change the world in greener ways. But, we often ignore tiny action points that could emerge if Organisations train their teams to reorient their instincts on environmental subjects.

Let me share an instance. I often see commendable green events hosted by ecology conscious organisations where leaders devote themselves to elaborate plantation drives. That's wonderful and truly inspirational. But the very next day, some of these people will reach their office desks and print presentations that they could have easily reviewed on their Tablets or PCs. And that is how a lot of great intent gets watered down to rhetorics.

That is why we need a paradigm shift in organisational mindsets to churn out small actions consistently to usher in enduring green changes. After all, Big organisations are the catalysing forces fueling the global green agenda. And to add a tinge of green to the mindsets of teams, you need to uphold a sustained focus on Green HRM practices. The HR function is central in selecting and promoting environmentally aware candidates into leadership positions and can develop and implement companywide pro-environmental performance indicators and evaluation systems. In such a context, we have to immediately build momentum around Green HRM. Not shortly, not tomorrow; we must formulate our action plans today.

I am delighted that this edition of HR Vista has shifted its focus to Green HRM. I am sure our authors will revitalise the readers' minds with their green insights and action points. More importantly, I believe that HR Vista will inspire Greener thought momentum amongst the Indian HR fraternity even beyond this edition.

Happy browsing!



Mr S K Bose

Editor-In-Chief, HR Vista

Executive Director (HR), IndianOil

Dear Readers of HR Vista,

Thank you for your encouragement, support, critical feedback and indulgence that has helped us nurture this knowledge-sharing platform for the Indian HR community. As HR Vista steps into the fourth quarter through this issue, let me share that your support has fueled every spark of positivity that this digital magazine has conceived so far. On behalf of the editorial team, let me express my gratitude and sincere hope that you will continue to be our pillars of support in the days to come.

Keeping with the green spirit of June, the month when we celebrate World Environment Day (5th June), we have dedicated this edition of HR Vista to "Green HRM - Building a Culture of Sustainability".

Sustainability and Green Consciousness are two defining pillars of thinking across every business function today. And as always, HR has to lead the way. This edition brings you an eclectic collection of articles on various aspects of Green HRM. Like always, the publication is only a small step; the real essence of a magazine lies in the validation of our readers. As HR Vista is nearing the one-year milestone, I solicit your constructive feedback. On our part, we assure you that we will leave no stone unturned to make this publication more engaging and attuned to your real-life challenges.

Keep reading, and keep sharing your thoughts.

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Where there is a “WILL”..... It shows a way

क्षण भंगुर जीवन की कलिका, कल प्रातः को जाने खिली न खिली।



By **Shri Awadhesh K. Mishra,**
GM (HR)



By **Ms. Gunjan Jain,**
SM(HR)

Probably the mankind was never more a believer of these lines of 1960's by the author Late Nathuram Shashtri 'नम्र' before the COVID-19 pandemic struck the mankind in most traumatic way. Lives were blown away in matter of hours and days in the most unpredictable and sudden ways leaving behind bereaved family with orphaned children and aged parents.

In this gloomy backdrop, least, someone

wishes is to have a dispute among one's heirs regarding the properties of the person after his/her demise.

The above can be averted by making an instrument known as a "Will" during the lifetime of a person. Keep reading to get an idea about 'Will', probate and all allied matters. Before proceeding further let's get familiarised with some important terms in the context:

1.0 WHAT IS A 'WILL'?

'WILL' is an instrument by which a person makes a disposition of his property to take effect after his death and which is revocable during his life. The operational and considerable 'Will' is the last 'Will' signed by the testator before his death. In simpler terms, a last 'Will' is a legal document that communicates a person's final wishes pertaining to possessions and dependents. It is made as per the provisions of Section 2(h) of Indian Succession Act, 1925

2.0 IMPORTANT DEFINITIONS

- a) **TESTATOR:** a person making a 'Will'.
- b) **'TESTAMENTARY' SUCCESSION:** Distribution taking place after death of the testator as per his 'Will'.
- c) **CODICIL:** a document which modifies or alters the provisions of the original 'Will' and forms part of it.
- d) **ESTATE:** the property of the testator remaining or left after his death.
- e) **LETTER OF ADMINISTRATION:** a certificate granted by the Court appointing an administrator to administer the estate of the deceased in accordance with the 'Will'.
- f) **LEGATEE:** a person, to whom the property is given under the 'Will'.
- g) **BEQUEST / LEGACY:** the property or benefits under the 'Will'.
- h) **DIED INTESTATE:** a person who has died without making a 'Will'.
- i) **EXECUTOR:** a person/institution who is the legal representative, named in a 'Will' or implied as such, to carry out the process of the distribution of the assets of the testator.
- j) **PROBATE:** a copy of the 'Will' that is certified by the seal of a court of competent jurisdiction. Probate can only be granted to executor of the 'Will' and only seven days after death of the testator. Probate cannot be granted to any person who is a minor or is of unsound mind. And it however does not confer upon him any title to the property.

Is probate mandatory?

Though not mandatory, except if the 'Will' is made in West Bengal, Bihar, Jharkhand, Orissa and Assam and territories subject to the ordinary original civil jurisdiction of Bombay and Madras high courts or the 'Will' relates to immoveable property situated within these territories.

The same has been clarified by Hon'ble Supreme Court in its landmark judgement in *Civil Appeal no. 5823 of 2019 in the matter of*

Kanta Yadav versus Om Prakash Yadav & ors.

It is however, advisable to obtain Probate where there is a probability of the validity of the 'Will' being challenged on any grounds in the future.

Probate, is applicable to Hindi, Sikhs, Parsi, Jains & Buddhists only and is not required in case of Muslims as well as Indian Christians.

- k) **ATTESTATION:** an act of witnessing the execution of the Will. If there is no attestation, the 'Will' is not validly executed. A 'Will' must be attested by at least two witnesses.
- l) **REGISTRATION** of 'Will'- 'Will' may be registered or unregistered though it is advisable to have a registered 'Will'. One can get their 'Will' notarized.

3.0 FORM OF 'WILL'

The 'Will' should be in writing. An oral 'Will' or unsigned or unattested 'Will' is not valid. However, oral 'Will' can be made under Muslim Personal Law. There is no form or language prescribed for making a 'Will'.

4.0 STEPS/PROCESS IN MAKING A 'WILL'

Every testator shall execute his 'Will' according to the following rules:

- a) The testator shall sign or shall affix his mark to the 'Will', or it shall be signed by some other person in his presence and by his direction.
- b) The signature or mark of the testator, or the signature of the person signing for him, shall be so placed that it shall appear that it was intended thereby to give effect to the writing as a 'Will'.
- c) The 'Will' shall be attested by two or more witnesses.
- d) Apart from the above provision with regards to the signing of the 'Will', following needs to be done:
 - Declaration at the beginning of the 'Will' as to whether it is the final or last 'Will'.
 - Decision and details related to Property

and documents that provides list of items and their current value (land, house, bank deposits, share certificates, investments etc.). Also, important to indicate where all necessary documents are stored.

- It is advised that all the beneficiaries who are to inherit assets are listed.
- An executor's name must be mentioned who Will be responsible for dividing the assets among the beneficiaries.

5.0 LAWS REGULATING THE TESTAMENTARY POWERS

The Law of Testamentary Succession of the Hindus, Christians, Parsis, Jews and others (other than Muslims) is almost uniformly contained in the Indian Succession Act, 1925, with some modifications applicable to them respectively. e.g. Parsis are governed by the rules for Parsi intestates which are laid down under Part V Chapter III of the Act.

For Hindus (includes Sikh, Buddhist, Jain) the intestate succession and all its exceptions are codified in the Hindu Succession Act, 1956.

Indian Christians are largely governed by Indian succession Act for both testamentary succession & intestate succession. However, Goa, UTs of Daman & Diu and Puducherry are governed by other laws.

The Law of Succession of Muslims is governed by Muslim Personal Law based on teachings of Quran and there is difference in regulations for even Shia and Sunni Muslims.

6.0 ADVANTAGES OF A 'WILL' – TO 'WILL' OR NOT TO 'WILL'

- Avoids property disputes between the family.
- A registered 'Will' cannot be altered or changed as it is in safe custody of the registrar.
- Provides indisputable financial security to the family members.
- Legal heirs become aware of inventory of assets which otherwise may not be the case.

- The 'Will' is a must if there are any special needs children or if any person in the family needs to be given a larger share of the inheritance.
- Appointing guardians of minor children in case of death of both parents secures future of such children.

7.0 SERVICE BENEFITS THROUGH 'WILL'??

During the course of employment, various service benefits arise on the part of employer towards their employees. To discharge the liabilities towards these various statutory and non-statutory benefits, employer requires nominations to be filled by their employees which enable them to settle the dues in unfortunate eventualities like death and permanent disablement. The service benefits may be

- arising out of employee's services i.e., retirement gratuity, PF, amount towards leave encashment, pension, other retirement benefits etc. Or
- arising upon to death of the employee e.g., compassionate employment, death pension, ex-gratia on death etc. which are contingent upon death only.

The guiding principles of law relating to service benefits vis-a-vis their testamentary disposition as laid down by the Apex Court in Jodh Singh v. Union of India, (1980) 4 SCC 306; Violet Isaac v. Union of India, (1991) 1 SCC 725; & Nitu Singh v. Sheela Rani, (2016) 16 SCC 229, are as follows:

- An employee has no power of testamentary disposition with respect to something which was not payable to him during his life-time. e.g any ex-gratia scheme.
- If the benefit occurs only on death of deceased, while he is in service resulting in monetary benefits accrue, it wouldn't form part of the estate of deceased & can't be disposed by testamentary disposition. e.g. death benefit schemes.

- If the Scheme and/or service Rules designate certain persons who are entitled to receive benefits out of the Scheme, then no other person except those designated persons can be entitled to the said benefits. e.g. family pension under EPF& MP Act, 1956.
- If the employee makes no contribution to the benefit, he has no control over the same to dispose it by testamentary disposition.
- All similar benefits, which forms part of the estate of employee & are receivable during his lifetime can be disposed by testamentary disposition only in line with the prevailing Rules/ Scheme etc.

8.0 EMPLOYER'S PERSPECTIVE ON 'WILL'

8.1 NOMINATION VERSUS WILL:

Nomination and 'Will' are two different concepts and nomination could not be given the same legal status as that of a 'Will'. A nominee could not be considered as owner of a property. Mere nomination does not bestow beneficial ownership of assets to the nominees.

However, as long as the employer has a valid nomination and make the payment to the nominee, the employer is discharged of its liability. This is the settled position of law that the purpose of taking a nomination by an employer is to relieve itself of the obligation to pay the benefits. The purpose of nomination is only to benefit a custodian to enable him to know how and to whom he has to hand over the assets, protecting him from litigations and multiplicity of cases from different people, claiming to be successors to the interest of the employee.

However, apart from these dues the employee may have many other movable and immovable property which are not related with the nominations and are personal to the employee. Due to sudden demise of the employee such properties may be subjected to dispute among the legal heirs for its ownership where 'WILL' may be a solution.

8.2 CONCLUSION:

- a) Employer's liability is restricted to obtaining valid nominations, however, making of 'Will' is a progressive personal step by the employee.
- b) It is a personal matter in which employer role is limited or insignificant.
- c) In any case the separation benefits are to be governed by nominations only and 'WILL' per-se has not a big role to play so far as the separation benefits from the Corporation are concerned.
- d) In certain cases of different faith, a 'WILL' can pose dilemma before the Corporation at the time of final separation as to whether to adhere to the nominations or to the 'Will', thus leading to delay in settlement of such cases.
- e) However, employer in its capacity may facilitate their employees to make the 'Will', to the extent possible.

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Positive Psychology: The mantra of well-being



By **Ms Anubha R Gupta**, Sr. Manager,
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I Imagine that you are walking and suddenly a genie pops out. Genie says I have been waiting for you; I am so impressed with you as a human being that I want to help you by transforming you into a super hero.

Now you have a choice to make as genie says that you have to decide what color you want your robe to be. He offers two options. On the one hand, you can choose a red robe and that will give you the power to fight against things in the world that we don't want. Things like poverty, injustice, hunger, violence. On the other hand, you can choose a green robe. If you choose a green robe, you will have the power to fight for the things in the world that we do want. Things like kindness, gratitude, harmony and justice.

So, which robe would you choose? Some of you, no doubt, will choose the red robe because if you had a red robe, you would be able to fight against the problems that people are facing. On the other hand, you may choose the green robe because working towards those things that we want is just more appealing than working to eliminate the things that we don't want.

Well, the point of this thought experiment is not to make one robe wrong and the other one right. Rather, the point is to say that they both are different. We usually tend to overuse the red robe. It's easier for us to notice problems in our environment than to notice opportunities. So, with this distinction in mind, positive psychology helps us learn how to use the green robe more frequently and effectively for our well being.

Before World War II, psychology had three tasks - curing mental illness, making the lives of all people more productive and nurturing the high talent. However, after the war, the last two tasks somehow lost importance leaving the field to concentrate predominantly on the first one. Curing mental illness became the primary mission of practicing psychologists.

Psychology as a field learnt to operate with in a "disease model" which has proven very useful because previously incurable 14 mental illnesses including depression, anxiety, personality disorders and phobias can now be successfully treated. However, the cost of adopting this disease model included the negative view of psychologists. Just to illustrate, if you tell your friends that you are going to see a psychologist, their most likely response would be- "what is wrong with you?" you are unlikely to hear something like- "Oh, Great! Are you planning to concentrate on self-improvement?"

The rationale behind Positive Psychology is to learn about flourishing lives, to gather knowledge about strengths and talents, high achievements, the best ways and means of self-improvement, fulfilling work and relationships. It asks slightly different questions such as "what works?" rather than "what doesn't?" or "what is right with the person?" rather than "what is wrong?" It is not targeted at fixing the problems, but is focused on researching the things that make life worth living. In short, positive psychology is concerned not with how to transform -8 to -2 but with how to bring +2 to +8.

It operates on three different levels. The subjective level includes the study of positive experiences such as joy, well-being, satisfaction, contentment, happiness, optimism and flow. This level is about feeling good, rather than doing good or being a good person. At individual level, the aim is to identify the elements of the 'good life' and the personal qualities that are necessary for being a 'good person', through studying human strengths and virtues. Finally, at the group or community level, the emphasis is on social responsibilities, compassion and work ethics.

Emotions

Everyone knows what emotion is until asked to give a definition. Psychologists often call it "affect" as an umbrella term for various positive and negative emotions, feelings and moods we frequently experience and easily recognize.

So how much positivity do we need to have a truly thriving existence? It appears that the ratio of 3:1 or above of positivity to negativity results in the experience of flourishing and anything below this ratio in the experience of languishing. So make sure that for every one negative emotion, you have at least 3 positive ones.

We all have access to a full range of emotions. Identifying, Understanding, Using and Managing emotions is the key of our well-being.

Flow

Have you ever spent what you thought was half an hour searching the internet, only to find out afterwards that your session lasted two hours? Or opened a book shortly after breakfast and a little while later noticed that it was lunch time?

Think of a moment in your life when you were so involved in what you were doing that the rest of the world seemed to have disappeared. Your mind was not wandering; you were totally focused and concentrated on that activity, to such an extent that you were not even aware of yourself. Time disappeared too. Only when you came out of the experience did you realize how much time had actually passed.

Athletes call it "being in the zone", others call it "a heightened state of consciousness" and psychologists call these fully absorbing experiences "flow states" which were discovered and named by a world famous psychologist by Mihaly Csikszentmihalyi.

The state of flow happens under very specific conditions-when we encounter a challenge that tests our skills and yet our skills and capacities are such that it is just about possible to meet that challenge. So both the challenge and the skills are at high levels, stretching us almost to the limit. If challenges exceed skills, one can become anxious. If skills exceed challenges, we become bored. Neither of these two cases results in flow. Chess players, mountain climbers, tennis players, dancers, surgeons are usually in Flow States.

Optimism

Positive Psychology research has found many advantages of adopting optimism. Although there may be a genetically inherited component to optimism and early childhood experiences certainly shape our optimistic-pessimistic viewpoint, we can use several strategies to counter pessimism.

The first of these is a disputing strategy. We usually employ the skill of internal disputing when we are falsely accused of something by another person. We think to ourselves, for example, "That's not right. It is him who is not listening, it's not me. I always listen before reaching a conclusion." However, when we falsely accuse ourselves of something (for example, not being capable of dealing with a difficult situation) we don't tend to dispute it. The key to success is careful monitoring and recognition of our thoughts. Once a negative thought is detected, we can consciously dispute that thought and try to look at possible alternative outcomes.

Changing and monitoring our explanatory style is another useful strategy. Explanatory lifestyle refers to the way in which we explain the causes and influences of previous positive and negative events. A pessimistic explanatory style means we use internal, stable and global explanations for bad events and external, unstable and specific explanations for good ones. An optimistic explanatory style, on the other hand, is characterized by external, unstable and specific explanations for bad events and by the opposite pattern for good ones.

Pessimists explain setbacks in ways that are personal ('It's my fault'), pervasive ('My whole life is ruined'), and permanent ('It'll always be like this'). But optimists see negative events as impersonal ('It's one of those things'), impermanent ('It will pass'), and situation-specific ('This is a tough situation but other areas of my life are working really well and I still have a lot going for me').

Hope

Hope is a construct that is closely related to optimism, although the two are not identical. We feel hopeful if we know what we want, if we can think of a range of ways to get there and if we can keep on going.

According to psychologist Charles Snyder and his colleagues, who developed hope theory, hope has two components: pathways thinking and agency.

Pathways thinking involves being able to think of many different ways of achieving something. Agency involves being motivated and feeling confident that one can achieve their goals.

Hopeful people don't simply believe that good things will happen—they believe that their actions can bring about their desired goals.

Happiness

Happiness has been a topic of interest for many centuries. Who is Happy? The answer is simple but a little unexpected – almost everyone. The collated results of 916 surveys of 1.1 million people in 45 nations show that, on a scale of 0 to 10, the average score was 6.75. So, people are generally more happy than they are unhappy.

As per Zero sum theory, happiness is cyclical and that happy and unhappy periods follow each other. As per Adaption theory, happiness reacts to negative and positive life events and returns to baseline shortly afterwards.

Subjective Well-being

In positive psychology, Subjective Well Being is used in research literature as a substitute for the term happiness. It encompasses how people evaluate their own lives in terms of cognitive and affective explanations.

Subjective happiness consists of 3 elements—one is cognitive and two are affective.

The first, cognitive part of subjective well-being is expressed by life satisfaction. Life satisfaction represents one's assessment of

one's own life. One is satisfied when there is little or no discrepancy between the present and what is thought to be an ideal or deserved situation. On the other hand, dissatisfaction is a result of a substantial discrepancy between present conditions and the ideal standard. Dissatisfaction can also be a result of comparing oneself with others.

Affect represents the emotional side of SWB. The notion of affect comprises both positive and negative moods and emotions that are associated with our everyday experiences. So satisfaction with life- what I think about my life plus presence of positive emotion- and minus negative emotion is SWB.

Some Interesting Facts

Here are some interesting facts about well-being and happiness:

1. Real income has risen dramatically in the prosperous nations over the last 50 years but levels of Subjective Well-being have remained flat. (Easterlin et al 2020)
2. Denmark and Costa Rica keep competing for the title of the happiest country on earth. (Hefferon & Boniwell, 2011)
3. Making an extra 10,000 \$ per year would increase your happiness only by about 2 percent. (Fowler & Christakis, 2009)
4. Spending money on experiences provides a bigger boost to happiness than spending money on material possessions (Howell & Hill, 2009)
5. Hanging out with happy people will increase your level of happiness. (Fowler & Christakis, 2009)
6. Spending money on other people results in greater happiness for the giver (Dunn, Aknin, & Norton, 2008).

Positive Psychology Interventions

Positive psychology interventions have been scientifically established as effective. The interventions are very simple; for example, there's an intervention called '**three good things**'. Just to write about three good things that have happened to you during the day. Writing a **letter of gratitude** or **visiting someone** who has not been properly thanked. A **random act of kindness** is a non-premeditated, inconsistent action designed to offer kindness towards the outside world. **Active Constructive Responding (ACR)** is a way of responding when someone shares good experiences or information. If the receiver of the good news actively and constructively responds it can often provide a boost in wellbeing to both people involved in the conversation

Character strengths that are most essential to who we are as a person, by which we feel effortless and which uplifts us and leaves feeling happy, in balance and ready to take on more. **Savoring** is as attending, appreciating, and enhancing positive experiences that occur in one's life.

To imagine our life in the future- **best possible life** we can imagine in all of the relevant areas of our life, such as career, academic work, relationships, hobbies, and health.

Positive reminiscence is a way of engaging with fulfilling memories, and times in our lives in which we may have felt satisfied, acknowledged, proud, untroubled, pleased, contented and happy.

To conclude, Positive psychology is concerned with **how we can do well, be well, feel well, and flourish** over the long term.

Let us try to understand and apply it more and more for our own well-being.

Human Resource Development Through Sports at Workplace.



ABSTRACT

If you're a sports fan—or even if you're not—there's something powerful in watching a team of people work together for a common goal. Each member has their role to play, sometimes out in the spotlight and sometimes on the side-lines, but regardless of their position, they are pushing one another forward, towards their collective definition of success.

The same can be easily related to the corporate world where all the employees work as a team to achieve the common goal of the organisation. Some employees are very outspoken who take due credit of their contribution and some work silently to just see the fruitful result.

Sports can be used to develop the team-



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spirit among the employees and to weed out any element of negative competition so that the organisation goals are achieved along with contentment among employees of the corporation.

Keywords

Sports & HR, Team-spirit, Organisation Goal, Healthy Workplace.

Sports should be promoted at workplace at all levels. Sports can inculcate number of good qualities in an individual which will emerge as an

organisational strength in long run. Promotion of sports at workplace must not be limited to creating a recreation room at workplaces, it

must be made part of the organisation culture starting from induction of an employee till superannuation. Some of the suggestions for the purpose is as detailed further.

- **Talent Acquisition:** Every organisation has an induction module for the new joiners in the organisation where they are given an overview of the organisational goals and vision along with some inputs about area of work etc. This is the most effective time to introduce sports as part of the organisation culture. Team sports activities like football, volleyball etc. should be mandatory during the induction module on similar lines to the army camps. Efforts should be to develop a sport as hobby of the employee and development of team spirit and leadership qualities among themselves.
- **Happy Workplace:** Indoor and outdoor games must be part of the office schedule where junior and senior level employees get a chance to team-up leaving behind all the hierarchical hesitations. This will help create an atmosphere of exposure in the organisation. Seniors will get to know the strengths and weaknesses of the juniors. Also, juniors will get the confidence to share their views to their seniors. This will result

into lots of new ideas being discussed and implemented in the organisation and this will help organisation in deploying right person for the right job.

- **Performance Management:** We all know the amount of attention that professional sports put on performance. There are diagnostic tools, analyses, and sports analysts dissecting the player as well as the game down to the micro level. Your performance management system should be no different. Like professional athletes have an area of specialty, so too do your employees. Maximize their strengths and work on the gaps as it relates to their role and the team's overall success. Leaders, like coaches and team managers, must know the strengths of their employees and make time to help them develop as professionals. Annual tournaments and competitions could be held in the organisation and employee's performance should be rated and included in the annual performance appraisal system of the organisation.

Declaration

The content is original and unpublished/ or not under consideration for publication with other journals.

Brain Power – The Only Power that Matters

Natural Ways To Boost & Sharpen Your Mental Ability



By **Smita Sundaraman**,
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Having trouble finding where you left your mobile phone or car keys? Can't remember the name of the acquaintance, you met just last week? Can't name the new restaurant you dined at? A tune stuck in your head, but you can't identify it?

In short, feeling scatterbrained? You know what, you are not the only one.

As humans grow older, our brains tend to become 'noisy'. It becomes difficult to register and recall new information. But, that doesn't mean reciting the name of every cricket captain of team India (an activity that you relished so much in your childhood) is beyond your grasp.

For several years, neuroscientists believed that the human brain attained maximum growth in childhood and after that, it was a gradual decline. Enter Neuroplasticity! This theory states that the more you use your mind and test it, the higher its performance. Yes, modern science now believes that training and increasing your brain power is possible at any age.

That doesn't mean you have to pop those suspicious sounding pills on the market, in the vain hope that it'll boost your brain power.

Scroll down to check out top natural ways to boost memory and improve the cognitive abilities of your brain.

1. Put on your Quizzing Caps

The brain is technically a muscle. Just like your biceps and triceps, exercising it regularly is the best way to keep it in top gear. Try simple brain games like Sudoku, Scrabble, crosswords or even try your hand at trivia night hosted at your local café.

Additionally, timing yourself and beating your previous scores is a great way to boost positive intellectual engagement and processing speed. Several studies state that people, who are cognitively active, don't lose their memory as they age.

So, keep your brain on its toes, by quizzing, solving puzzles and more.

2. Eat Right

Fact: The brain accounts for 2% of your total body weight but consumes nearly 20% of your daily energy intake. Yep, the brain is an energy monster, and you need to feed it right to keep it functioning at optimal levels.

Stay hydrated throughout the day. Dehydration makes you feel groggy and confused. Some excellent foods to boost brain power include fish, green leafy vegetables, mushrooms, whole grains, nuts, eggs, tomatoes, berries, avocados, seeds.

3. Add Ayurveda to your Plate

Ayurvedic herbs like Shankpushpi, Brahmi and Ashwagandha help in preventing nerve cell damage, thereby boosting memory functions and improving attention and concentration.

4. Sniff up with Aromatherapy

Another easy but effective way to keep the mechanical gears in your head whirring is to consider aromatherapy. Essential oils help in removing the cobwebs from your brain and improve your mental clarity. Rosemary helps you to stay alert, while peppermint

reduces mental fatigue and enables you to focus.

You can either apply the essential oils directly on your forehead or inhale it with diffusers.

5. Get Moving

According to new research in Neurogenesis, you can create new brain cells every time you exercise! Yes, exercise does more than help you stay in shape. When you workout, there is an increase in the blood flow to your brain, which helps in keeping it sharp. Exercise helps in enlarging the hippocampus, the part of your brain that is associated with long-term memory.

Run, walk, lift weights, cycle or dance – do something for at least 30 – 45 minutes five times a week.

6. Get your Yoga Gear On

Yoga is the whole deal – it tones your body, makes you feel relaxed while clearing your mind. Asanas like Padmasana, Bhujangasana, Sarvangasana, Padahasthasana, Halasana, and Paschimottanasana sharpen memory, boost blood supply to the brain, improving the overall health of your grey matter.

7. Meditate

According to a study by Psychiatry Research, meditation helps in increasing the grey matter of your brain. This not only boosts learning and memory but also enhances other attributes like introspection, compassion, and self-awareness.

Additionally, this study also found that meditation has the potential to reduce the size of the amygdala, the area of the brain that controls stress and anxiety. Mindful meditation helps in keeping neurodegenerative diseases like Parkinson's, Alzheimer's and Dementia at bay.

8. Get Adequate Sleep

Lack of sleep impacts everything including your memory. Got a big meeting at work? Don't stay up late into the night preparing

for it. Only when you sleep, your body revitalizes the connections between neurons.

Think of it like this way – the vital maintenance operations occur when you are in slumber. While most studies insist on eight hours of sleep every night, no magical number works for all. Go by what your body says.

Quality sleep is the best way to rejuvenate and recharge your mind, improving your mental prowess.

9. Do New Things

Don't let your brain fall into a rut by doing the same things over and over again. Present it with some new challenges every day. Take a longer route to work, read a section of the paper that you usually don't read, inculcate new hobbies, learn a new language or try new recipes.

When you do something out of the ordinary, you restructure your brain, helping build new neural pathways that boost brain power.

10. Relax, Take it Easy

Yes, you need to relax and de-stress to keep your brain in top shape. If your mind is always racing, it's bound to rob you of your peaceful slumber at night, making you anxious the next day, so that your brain doesn't have the power to absorb new information.

Stress not only takes a toll on your physical health but also affects your mental well-being by destroying healthy brain cells. Laugh out loud; unwind by watching your favorite TV shows, reading a book, or whatever works for you.

Above all, Believe in the Power of Positivity

People can move mountains when they believe that they can do it. Start by believing in the power of your brain, use the techniques listed above, and boost your mental prowess. Above all, believe that you can do it!

"Unleash the Potential of your Fantastic, Elastic Brain."

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- Image - https://wallpaperaccess.com/brain-power#google_vignette

GR made it Recycled



require different techniques when they are recycled. Most of the commonly recyclable materials include batteries, biodegradable waste, clothing, electronics, garments, glass, metals, paper, plastics, and a lot more. Recycling is much more



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Recycling is the process of separating, collecting, and remanufacturing or converting used or waste products into new materials. But if we want to truly focus on recycling, it's important to change the way we address it both on a personal and on a societal level. Even as we live in a consumer-driven world, with a growing appetite for new things, if we begin to look at the waste created by this level of consumption in a different light, we might turn our problem into an opportunity. Whether it's *plastic, paper, or aluminum*, the products and materials that can be used after they fulfill their original purpose are far from worthless. In fact, most materials have great recycling value. It is estimated that up to 75% of all the waste can be recycled or repurposed, a figure that how impactful the process can be if done right. Almost everything we see around us can be recycled, although different materials

than just reducing the amount of waste sent to the landfill, with a long list of benefits that aren't limited to the environment. Recycling helps extend the life and usefulness of something that has already served its initial purpose by returning it to its raw materials and then using those materials to produce something that is useable. It's part of the three golden rules of sustainability (*Reduce, Reuse, and Recycle*) and has a lot of benefits both to us humans and to the environment. Virtually all the planet is impacted by how much we recycle. However, in this story, we limit ourselves to the household generated wastes only and their secondary treatments as an activity to environmental sustainability. Improving recycling behavior within the household can reduce environmental problems by significantly cutting down on waste being sent to the landfill, the key to successfully transitioning to comply with this new ordinance is residents participation in recycling programs, to change residents' current recycling behavior and encourage more recycling in the household, it is necessary to have a thorough understanding of what motivates residents to recycle and segregate the household waste in its own, its our own responsibility not to harm our mother earth, a small contribution means a lot.

Types of household waste generated on regular basis



How waste management was done at GR Townships, previously.....

Household Waste



Collection by Tippers



Segregating only wet waste and afterwards disposing to GMC Bins



Shifting from GMC Bin to Boragaon



Earlier the residents of Township used to keep the generated waste daily from household chores in one single bin in a mixed condition, which was very difficult to segregate. Then, the household generated wastes were got collected by the housekeeping staff for further segregation of wet waste for making compost. Rest wastes were transported to Municipal Roadside bins and then for further dumping at common landfills. Moreover, the wastes used to get thrown in nearby open areas which were health hazard for human being as well as animals. No reuse & recycling of wastes.

Issues related to:

- Recyclables were soiled due to mixed waste.
- All the organic wastes were not recovered.
- Reject wastes were causing unhygienic working conditions for housekeeping.
- Not converted waste product into new materials.
- Lost recycling value.
- Contribution to landfills.
- Damage to Mother Earth.

What was needed? Why recycling of household waste necessary? And why it is important for the environment? What actions required?

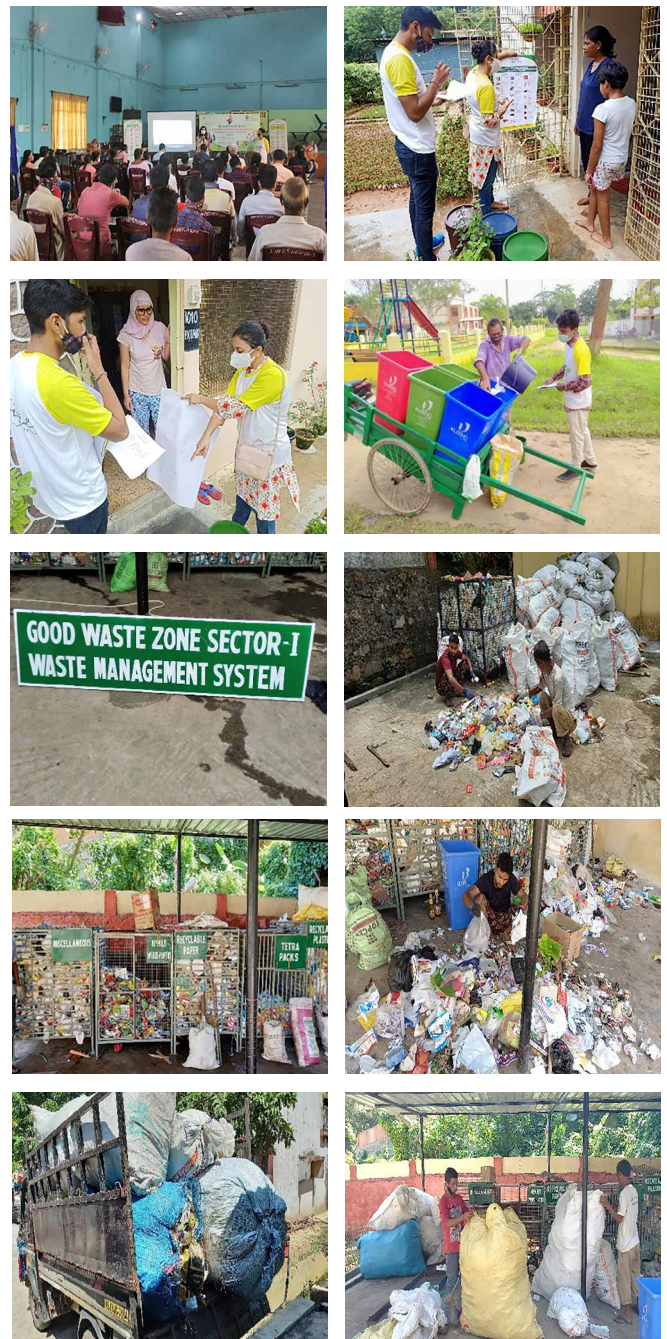
- Recycling keeps trash out of the landfill and prevents waste from pollution
- Recycling reduces our need for new raw material.
- Recycling creates opportunity for unemployed.
- One person can make a big difference

Segregation at source is critical to its recycling and disposal. Lack of segregation, collection and transportation of un-segregated mixed waste to the landfills has an impact on the environment. When we segregate waste, it reduces the amount of waste that reaches landfills, thereby taking up less space. Not properly segregating the waste can additionally led to difficulty for the rag pickers. Since, It reduces the chance of cuts and bruises of the garbage collectors or rag pickers. Separation of hazardous and non-hazardous waste is important as hazardous waste requires special handling. Pollution of air and water can be considerably reduced when hazardous waste is separated and treated separately. It is essential that waste is put in separate bins so that it can be appropriately dealt with. Waste poses a threat to public health and the environment if it is not stored, collected, and disposed of properly. Its high time we change the perception of 'waste as an unwanted material

with no intrinsic value' to 'waste as a useful resource' with proper management

New actions taken for better standard and transformations thereafter

Guwahati Refinery, in association with an NGO, dedicated for sustenance of healthy mother earth "Earthful Foundation" took an initiative towards to implement an efficient waste management system in Guwahati Refinery Township. Following sequential activities were carried out by a dedicated team for 45 days continuously.



- Orientation program
- Door to Door Awareness and Dustbin Distribution
- Monitoring the waste segregation
- Physical segregation
- Handing over to recycler

Benefits obtained

1. Better Protection and no harming of environment.
2. No contribution to dump yards/landfills
3. No-addition of pollution to natural resources
4. Employment opportunities.
5. Better economic growth of society due to

reuse. (Cheaper rates for recycled products)

Few items made from recycled waste

- a) Furnace Oil by Pyrolysis Process from Single used plastics
- b) Eco bricks from Tetra Packs (Taaza Milk Packets, Frooti Packet, Mustard Oil Packet etc.)
- c) Add on to fuels in cement factories from multilayered plastics (e.g., Chips packet, Noodle packets etc.)

6. Cleaner society and better place to live by humans and animals.

This way Guwahati Refinery Township (Sector-1) has achieved the status of a Zero Waste Zone as its Townships.

Schematic flow of 3 types of Segregated Wastes

Future Roadmap



- The project "GR made it Recycled" at Kendriya Vidyalaya Noonmati
- After successful completion of project "GR made it Recycled" at GR Townships (Sector-I) Guwahati Refinery in its way to implement the same at its own sponsored school

Kendriya Vidyalaya Noonmati Guwahati keeping following objectives in mind with special Emphasis on the following points:

- To motivate students for Social Work for their better future.
- To form network-based teams amongst

students for waste management activities.

- To organize various competitions amongst students to encourage for taking care of mother earth through waste management.
- Students are also to be considered for practically witnessing the activities like waste segregations, use of various types of wastes including secondary processing of plastic items in various processing units in and around Guwahati.
- To find a way out to motivate parents through their wards to reduce single use plastic in daily life.
- A roadmap to be developed for handing

over of useable plastics to recycler, generated at individual student's place.

Summary

Seeing the earth sinking by the generated wastes and deteriorating environment, which made us to think differently and to contribute to make this world a better living place. Guwahati Refinery started this initiative of waste management to save our mother earth. The reason of publishing the story is to create awareness amongst the people and to pay attention to recycling of generated wastes on daily basis because such initiatives make a great contribution to the environment.

The Perils of Green Washing and Woke Washing



ABSTRACT

Green washing and woke washing are two deceptive marketing strategies undertaken by some organizations to exploit the public concern on environmental and social issues. Specifically, organizations may make symbolic contributions to environmental or social causes for enhancing reputation; at other times, they may behave exactly the opposite. There is a rising media focus on such “hypocritical” activities that only do lip service to the cause without sincerely implementing environment protection or social equality programs. In fact, as several eminent scholars argue, media reports suggest that some of the corporate social responsibility programs undertaken by organizations functions more as distractionary tactics to cover-up overexploitation of earth’s resources. In this article, I put forth certain examples where green washing and woke washing had boomeranged and caused damage to those organizations’ reputation. Based on



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published research, I propose how we can confront this problem, which is especially a challenge in developing countries. The fact that there are less public discourses in developing countries about green washing and woke washing does not mean that people are not mindful of the same. Instead, scarcity of in-depth discourses prevents managerial focus, which in turn prevents problem-solving. Hence, there is a need for us to self-reflect and take appropriate measures to avoid the trap of green washing and woke washing.

Key words: Green washing, woke washing, corporate social responsibility

Organizations typically try to project an image of being conscious of their ethical and social responsibilities. This is because people are being increasingly conscious of the harm business enterprises can cause to environment and social wellbeing. A global survey by Edelman Trust in 2020 found that 54% of respondents believed that capitalism as it exists today leads to more harm than good for the society. People want business to not only be competent but also be ethical and socially responsible (Edelman, 2020).

Green washing: The term green washing was coined by environmentalist Jay Westerveld in 1986 to denote outrageous corporate environmental claims.

Woke-washing: Woke-washing denotes claims by organizations of promoting social justice as a lip service. A woke-washed business may be proclaiming its support for gender equality while carrying out the opposite within its walls.

What happens if there is no sincerity in an organization's approach towards social wellbeing, and its actions are only focused on the self-interest? History tells us that people develop a cynic attitude towards such organizations. Many organizations have faced public anger because of the alleged disconnect between "what is said" and "what is done". A recent case is that of Shell. According to a news report from The Guardian, Royal Dutch Shell's climate poll through Twitter that posed the question "What are you willing to change to reduce emissions" backfired "spectacularly". While the poll itself received only 199 responses (a very modest figure according to the paper), it was retweeted many times with terse remarks from public, including from the student activist Greta Thunberg and the US Congresswoman Alexandria Ocasio-Cortez. Miss Thunberg commented, "I don't know about you, but I sure am willing to call - out - the - fossil - fuel - companies - for - knowingly - destroying - future - living - conditions - for - countless - generations - for profit - and - then-trying-to-distract-people-and-prevent-

real-systemic-change-through-endless greenwash-campaigns." Due to the public backlash, Shell had to withdraw the poll, which was allegedly conducted to drum up its image of being a socially responsible organization (Carrington, 2020).

It is quite unlikely that a few corporate social responsibility projects will raise the reputation of an organization, unless sustainability concerns are wired into the DNA of the organization and its members.

Green washing is not going to help an organization if it is a consistent violator of environment. Educators often quote the case of Denver-based Newmont Mining Corporation (NMC) to drive home the point. With its operations in five continents, NMC is one of the largest miners of the world with stated values "leadership in safety, stewardship of the environment and social responsibility". Mining operations are generally hazardous for the environment, but NMC and its Chief Administrative Officer Lawrence Kurlander claimed they are doing the best under given circumstances. In 2000, a truck spilled more than 150 kilograms of mercury on its way to NMC's mine near Choropampa, Peru. NMC employed local community to collect spilled mercury, apparently conveying that it was not hazardous to do so. Mercury had to be handled with sufficient precautions, and soon many community members faced health issues. NMC management acknowledged that the incident was a wakeup call for them and that the handling of the spill did not tally with their stated values. The mining company had to spend close to 40 million USD to address the local community's concerns. However, despite the learning from the Choropampa incident, criticisms arose when NMC handled the Cerro Quilish issue in 2004. Cerro Quilish was considered a sacred mountain in Peru, revered from pre-Incan times. It was also a rich source for gold ore. NMC obtained mining rights there and cut off an irrigation canal (as part of their development plan) that provided water supply to many. An agitation ensued, paralyzing NMC's mining operations (Wesley

& Puffer, 2011). NMC could have done more in enhancing its reputation by truly following its value statements.

A recent BBC report examines green washing in projects that intend to increase forest cover. For instance, the National Greening Programme of Philippines aspired to increase the green cover by 1.5 million hectares between 2011 and 2019. A subsequent investigation found that 88% of the saplings planted in the first 5 years have died out. The report indicates that data collection, monitoring, and enforcement often lack after the initial photo-op (Khadka, 2022).



Similar to the public distaste on green washing, woke washing is increasingly looked down upon, especially by the millennial. Companies often show eagerness to be on the 'right side' of a social cause; for instance, many American companies often eloquently support racial equality. Yet, when the noble words are not put into action (e.g., putting up with gender bias), public scorn ensues. According an article that appeared in the Harvard Business Review, many organizations such as Pinterest and Adidas faced the ire of their employees because of the alleged disparity between words and actions of these companies, in upholding social causes (HBR, 2020).

Public amusement was also visible in the

much discussed Kendall Jenner advertisement by Pepsi in 2017. That was the time when quite a lot of confrontations between Black Lives Matter campaigners and police were happening in the US. In the advertisement, Ms. Jenner was shown as a protester offering a can of Pepsi, while facing a tense police force. Pepsi probably wanted to send an image of its support for racial justice, while also cashing in the opportunity commercially. However, reflecting the public scorn, Bernice King, the daughter of Martin Luther King Jr., commented wryly "If only daddy would have known the power of Pepsi"! Pepsi later withdrew and apologized for the ad (D'Addario, 2017).

There have also been intense media scrutinies on companies in the fashion business. Many such companies released patronizing statements during the International Women's Day, for instance. However, some of those companies were also known for the exploitation of women workers in Vietnam, an outsourced center for garment making. The fashion companies

were accused of woke washing (Hodal, 2019).

Green washing and woke washing can also lead to employee cynicism. In a research conducted by Nishant Babu and colleagues, it was found that when organizations are hypocritical on their corporate social responsibility (CSR) (i.e., when they symbolically invest in CSR while being insincere towards their social responsibility in their normal operations), employees largely become skeptic (Babu et al., 2020). The employees' demonstration of social responsibility also becomes symbolic, without any real depth. The result is the loss of trust of people towards the organization. The researchers suggested the following to avoid such a situation:

- When managers plan a certain organizational action for social welfare, they need to communicate it transparently with employees and see that the intended benefits are accrued.
- Organizations should avoid excess self-promotions; otherwise, it can lead to an increased scrutiny and criticism.
- Managers should embed prosocial behaviour in organization's culture and daily operations. The socially and ethically relevant activities should draw from the organization's vision, mission and identity.
- Managers should emphasize the significance of employee's job as a step towards social wellbeing and development.

Professor Alnoor Ebrahim of Fletcher School of Law and Diplomacy reiterates those suggestions in a different way. He argues that, first, an organization's actions for a social cause should be fully transparent and that employee voice is heard, which will improve inclusivity. Second, the organization should offer certain justifications why actions for a social cause are initiated, and these actions should be based on data driven research. Prof. Ebrahim argues that most organizations fail after the second stage – they fail to measure the compliance. Hence, at the third stage organizations should focus on compliance of the social cause initiative by using empirical measurement. Finally, enforcement is required where the projection of benefits misses the mark. The end result of these steps shall be an appreciation of the organization's effort towards social and environmental causes and improved trust of the stakeholders in the organization (Dowell & Jackson, 2020).

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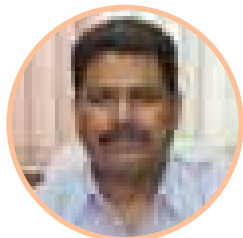
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Green HRM in Post Pandemic World: Opportunities and Threats



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ABSTRACT

Green Human Resource Management (HRM) is fast emerging as a topic of research among academic circles. This is because it has been adopted by organizations from across the world at an extremely fast rate. The Covid-19 pandemic brought to the fore the utility of this initiative. However, there are fears that as companies aim to recover from the recent downturn, these initiatives

may no longer be supported. In this short paper, I try to dispel these fears and argue that on the contrary, the pandemic may inspire firms to use GHRM in revitalizing their organizations.

Keywords: Green Human Resource Management; Sustainable Development Goals; Sustainable HRM; Covid-19

Introduction

Fortune 500 companies across the world are under tremendous pressure to spearhead sustainability practices. What started as expectations for triple bottom line reporting is today led by the UN Global Compact and commitment to the seventeen SDG goals. To reach these ambitious targets every department and even every employee must contribute. In such a scenario, it is only natural that the Human Resource (HR) department be proactive and decisively contribute to the success of sustainability initiatives of the firm through what are popularly known as Green

Human Resource Management (GHRM) policies. The success of GHRM can be gauged from the fact that it has become a growing field of literature in academic circles as well (Paulet et al., 2021).

Existing Literature

The umbrella concept of GHRM, i.e., sustainable HRM is defined as 'patterns of planned or emerging HR strategies and practices intended to enable the achievement of financial, social and ecological goals whilst simultaneously reproducing the HR base over a long time' (Kramar, 2014, p. 1084). GHRM on the other

hand is defined as 'those parts of sustainable HR management dealing with the needs that relate to environmental sustainability' (Wagner, 2013, p. 444). As per Ehnert (2014), there are two ways in which HRM can impact sustainability: a) GHRM practices; and b) GHRM strategy. GHRM practices refer to specific policies adopted by the HR department in improving the sustainability efforts of the organization. This may include green recruitment & selection (pro-environment employer) (Paillé, 2019); green training (environment related training practices) (Yong et al., 2019); green rewards (for supporting environmental activities); green employee engagement (employees adopt company's sustainable values in personal lives); and green performance management (sustainability related KRAs and KPIs) to name a few (Paulet et al., 2021). Meanwhile, GHRM strategy refers to the way the HR department supports the sustainability goals of the organization.

The Pandemic and its effect on GHRM

The post pandemic world provides new opportunities as well as threats to HR executives for the widespread implementation of GHRM strategies in organizations. On the one hand, the 'new normal' can lead to resource constraints that hamper sustainability initiatives. On the other hand, the pandemic may provide opportunities to creatively reuse and reassess existing infrastructure for focussed impact in this field. For instance, the recent COVID pandemic forced a large chunk of the workforce to work from home. Many HR departments realized the reciprocal interactions of the working life and private life of employees. In such a scenario, unless firms aim for green employee engagement and a green work-life balance, the concept of GHRM will not be viable (Muster & Schrader, 2011). Employees must not hesitate to extend the green practices they learn at the work environment in their private life as well. Only when organizations are able to elicit this total commitment from employees will GHRM be successful.

However, there is a section of scholars who fear that in a scenario where many businesses are struggling to survive due to the recession brought about by the pandemic, GHRM related objectives and initiatives may take a backstage in the priorities of the top management. Thankfully, there are enough organizations in the real world to prove these scholars wrong. In fact, GHRM is being used as an agent for change and the revitalization of the organization in the post pandemic world by many (Cooke et al., 2020). Many organizations have played a vital part in the supporting the healthcare system of their countries in fighting the pandemic. The Indian Oil Corporation Ltd. is one of them. Be it manufacturing and transporting oxygen, setting up of vaccination drives, contributing monetary resources to the national covid fund, the company has been active on all fronts all the while ensuring that fuel supplies are not affected even to the remotest part of the country. It has challenged the boundaries of the organization in terms of what it should and should not do. This will hold the firm in good stead in days to come when the company thinks about diversification. They will realise that there is very little that they cannot do, all because of their capable human resources. Many organizations like IndianOil have also realised the power of technology, which was available from pre-pandemic periods. All this time it was woefully underutilised. As companies explore the potential of virtual workplaces, they will realise new benchmarks in efficiency. However, for HR professionals it leads to new challenges of social isolation and work intensification which must be addressed on priority (Cascio, 2000; Gao & Sai, 2020).

Conclusion

Although employee welfare has always been at the forefront of whatever a firm does, with Covid-19, it has been highlighted once again. The pandemic has exposed persistent inequalities across income, age, race, sex, and geographic location. With just eight years remaining until we reach 2030 and the Sustainable Development Goals, the pressure on top performing corporates will

only increase. Today it is foolish to expect that the Government will be able to successfully address all the problems facing our society. Big corporates must step up and obtain the legitimacy from society to conduct business by fulfilling their sustainability related promises. In this endeavour GHRM will remain the main weapon in the arsenal of corporates even in the post-pandemic world.

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Ontology of Green HRM



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World comity is gradually coming to comprehend the specter of relentless divaricated development unleashed by mankind. From polar melting, degradation of natural resources, extinction of species to annihilation of habitats all are happening due to destructive forces let loose by short sighted attempts at making life comfortable on planet earth. Greenpeace, Sunderlal Bahuguna, Greta Thunberg et al have been, from time to time, drawing attention of powers to be as also the common man towards this existential peril. Along with other factors, industrial units have been doing incalculable damage to the environment and bringing irreversible climate changes across the world. The fossil fuel industry i.e. Coal, Oil & Gas etc. rank at the very top. During the first half of 19th century, in US, coal started being used as source of heating. In August 1859 the first successful commercial drilling for oil was done in USA. The first automobile running on gasoline was invented by German engineer Carl Benz in 1885 and rest as they say is history. Sometime in the 1960s and 1970s, there came a realization that the physical environment was getting negatively impacted due to several human activities and the Green movement emerged. Gradually nations came together to consider actions to reverse this damage. In 1992, The United Nations Framework Convention on Climate Change (UNFCCC) established an international environmental treaty to combat "dangerous

human interference with the climate system", in part by stabilizing greenhouse gas concentrations in the atmosphere. The Kyoto Protocol adopted in 1997 extended the UNFCCC and entered into force on 16 February, 2005. A second commitment period to extend the agreement to 2020, known as the Doha Amendment to the Kyoto Protocol was also signed. Due to lack of support the Protocol had limited success. The devastating effects of Covid Pandemic starting from 2019 and the Russia - Ukraine War which erupted in Feb. 2022 dealt further blows to the already fragile planet's efforts' to usher in a greener world.

Industries have long being considered as the worst polluters. A silver lining however is that businesses are objective oriented and know what's good for them. For purposes of business continuity they would like to invest in green solutions. It's been some time that industries have been trying to reign in some of its environmentally destructive activities. A movement which was started in late 19th Century in Europe and USA has got a strong foothold today. The Carbon Cycle, Nitrogen Cycle and Water Cycle being the most important, it is now universally recognized that human activity,

especially use of fossil fuels, have disturbed them. There are several measures being taken to counter and reverse the ill effects of fossil fuels. Using sustainable energy sources like wind, solar, water, photovoltaic etc. which don't rely on fossil fuels can help in big way to restrict greenhouse gas emissions. The World Energy Summit scheduled for January 2023 at Abu Dhabi, has in one its publication stated that Oil & Gas companies are making attempts through the following means for better use of sustainable technologies : 1) Better use of data. 2) Decreasing freshwater usage. 3) Improving water recycling efforts. 3) Reducing methane leaks. 4) Used oil recycling. 5) Streamlining/ improving processes. 6) Creating digital oilfields. 7) Greater acquisition and use of renewable energy. BP in 2018 had stated that \$0.5 billion would be used for clean energy; the company has also bought \$200 million stake in Europe's largest solar producer. Exxon Mobil is developing its Calipatria site which can become capable of producing 10,000 barrels of bio fuel per day by 2025. IndianOil in its Sustainability Report of 2020 -21 stated that "it is significantly contributing to a majority of the 17 United Nations Sustainable Development Goals (SDGs) which the Nation aspires to achieve." In 20-21 alone, along with several other initiatives, IndianOil spent Rs 344 Crores in developing renewable energy.

Well with all the avowed intentions of industrial organizations there is a lurking feeling amongst the common man that enough is not being done on the green front especially by Oil & Gas Companies. The fact is that the technology exists, to a large extent financials can be made available, leadership seems to be committed then why is it that the green movement has not become an integral part of Oil & Gas Companies DNA? Well as an HR professional with practice of more than three decades, I feel the fault lies to an extent on the HRM function. It has not taken sufficient steps to raise consciousness of Management & Employees. While Green HR may be the new buzz word of most HR functionaries it goes beyond :

- Green Recruitment
- Green On boarding
- Green Performance Management
- Green Compensation
- Green Learning & Development
- Green Initiatives
- Green Welfare and
- Green Exit

But HR fraternity may take comfort in that several green initiatives are now being taken post Covid and the War in Europe. Controlled Energy Usage, Reduction of green gasses, Work from Home, Pool Cars, Paperless Office, Carbon Neutral Events, Zoom Meetings, Verbal & Written Communications through e medium, e Tendering, Annual Report through eMail, digitization, e filing, Internet Banking for Salaries, Flexi Hours, Avoidance of Energy Peaks, Buildings made Green, Water Conservation, Zero Discharge, multiple use of Fossil Fuels, even Green Gifts are on the table. Also Government of India has made Sustainability and ESG information voluntary for Year 2021-22 and Mandatory for Year 2022-23 for companies. But are all these sufficient? Many of us, may beg to differ; some may even feel we are losing a battle before even fighting it.

It is true that traditionally the Line functionaries are tasked with managing the Green initiatives in a company. But most times the orientation is compliance oriented and the input - output equation used to justify success or failure. Technology driving Sustainability is only half the truth. Ok lets place forth few simple examples. Is the Outsourced work going only to green organizations? Are all Paper/ stationery/ printing FSC certified? Have Photocopying Machines been banned? Have only one onsite Board Meeting being done on Annual basis? Are Leeds Certification of all occupied Buildings taken? Do executives use Public Transport extensively? Are all Purchases Green? Is Reuse, Reduce, Recycle a compulsorily norm? Are all processes Green

Tagged? Are Compulsory Green Audits being Run? Are Factory/ Location/ Office Energy Audits being broadcasted? Is extensive R&D for timed Green avenues being done? Are Green Startups being funded ? The list can go on. But one must remember that the beauty of these examples are that they are all process oriented items. As the clichéd saying goes, some or all of it is within easy reach but somehow the will seems to be lacking. And that will is lacking in individuals, groups, corporates and states.

By now, most of us will recognize Green is a People issue. Unless the People issue is settled the world will somehow lack in becoming truly green. Let's examine it from a Company's perspective. Businesses need to recognize and empathize that whatever be their Commercial Objectives being Green is a no compromise specification. The role of HRM is as much in being the conscience keeper, broadcaster and the front for executing green objectives. If one was to take the first function of HR say Recruitment, is it sufficient to have Green Recruitment Processes alone and say our commitment to being Green is fulfilled ? Maybe not, HR needs to go down to the fundamentals. Carry out a fresh Job Analysis based not merely on Business Objectives but on Green Principles and then select only those people committed to the environment in accordance with the behavioral indices set by it. HR has to on board recruits and stimulate continuous education

on environment management. Promoting Environmental Champions and competition amongst Green Teams would bring in creative approaches to achieve Green goals. Green Performance Management as a process as well as essential KRA has to be built-in. There should be ways by which individuals and collectives are rewarded on achieving Green Points. The environment aspect as a core value of Corporate culture has to permeate over people. The collectives have to be educated to become green champions. Green should permeate the entire business chain. There can be strategic aspects of Green HR as well : a) Green Product / Services Portfolio b) Green Workplace c) Green Workforce d) Green Process Models applied to traditional functions e) Green Governance including Management Accountability, ethics etc. The role is cut out for HRM in organizations however the path will not be easy. Initial Capital Costs can be high, Inadequate Savings, Decline in Competiveness, Buying Technology which become obsolete soon are some examples. Resistance to change and apathy are familiar adversaries of any HRM initiative. HRM is the only practice which has the power to relate to Humans at workplace and change their behavior. Today we can see, human behavior is at the root of most problems. HRM has its Green Task all cut out. But like Walt Disney said " The way to get started is to quit talking and begin doing".

Green HRM and achieving Organisational Goals with special reference to Cochin International Airport Limited (CIAL)

ABSTRACT

Companies often consider going green as a mere compliance requirement that needs to be adhered to and failing which entails legal consequences. However, there are fewer companies that have made a paradigm shift in this approach and considered the threat as an untapped opportunity and brought forward a "win-win" solution against all odds. In this paper, I have discussed how CIAL, a company that started its operations from scratch, with their strategic Green Human Resource Management policies is leading the World by Example.

Keywords: Green Human Resource Management; Cochin International Airport; Capacity Building



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a milestone in triggering international awareness and discourse on the importance of global sustainable development. This in turn underscored the crucial role of human resource management in strategically greening the organisation and in turn economics and society at large. This awareness gave birth to Green Human Resource Management (GHRM). Thus, many organisations have taken initiatives moving toward green-oriented agendas by integrating green management practices in managing their operations. Further, in an era where competition is already fierce, more and more people are using social and environmental responsibility as the deciding factor in the products they buy, the services they use, and the companies they work for.

This paper identifies the importance of going green which paved the way for the successful journey of Cochin International Airport.

Existing Literature

The term Green HRM is most often used to refer to the contribution of people management policies and practices towards the broader corporate environmental agenda (Vimala & Ambli, 2018).

Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment

Introduction

There has been an increasing demand all over the world for a realistic environmental management approach. This effort was undertaken since the damaging effects of different pollutants among which the industrial wastes being the major culprit that has been deteriorating and depleting our natural resources very fast have been evident. The "Magna Carta" on Human Environment was declared in the first United Nations (International) Conference on Human Environment held in June 1972 in Stockholm declared that defending and improving the human environment for present and future generations have become an imperative goal for mankind.

The United Nations World Commission on Environment and Development, report titled "Our Common Future" in 1987 is considered

sustainability. GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green initiatives and maintains its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital.

CIAL and its Go Green Initiatives

To incorporate green practices and ensure sustainability, business organizations need to change their existing operations into environment-friendly operations (Ashitha & L, 2020; Pallavi & Bhanu, 2016; Sharma & Gupta, 2015).

CIAL has implemented such a strategy and has won the UN's Champion of Earth award-2018 for being the first Airport in the world that fully operates on solar energy. Cochin International airport, the country's first greenfield airport built under the public-private partnership is a trendsetter and a pathbreaker in aviation infrastructure development. The unique rehabilitation package, the astonishing public participation and a sustainable business model have made Cochin International Airport Limited (CIAL) an international brand. The saga of the making of Cochin International Airport has been inspiring.

However, what makes CIAL different from others is its "Go Green Approach", which was strategically realised through the effective leadership. Some of the breakthrough milestones of CIAL initiatives have been highlighted below:

Power Neutral Airport: The Cochin International Airport Ltd (CIAL) became the first airport in India to go "power neutral" airport in India with the commissioning of its 12 MW solar power plant. The project was set up on 45 acres to meet the airport's energy requirements, which is close to 50,000 units per day. The average consumption of CIAL was about 48,000 units of power a day. Since the KSEB (Kerala State Electricity Board) charges a very high tariff of more than ₹7 per unit, the annual outgo towards electricity charges was substantial. Moreover, the company has set a

vision to become a green airport. Hence CIAL explored the feasibility of alternative power generation through renewable energy sources. CIAL first entered the solar PV sector by setting up a 100kW solar plant in March 2013, by installing 400 polycrystalline solar panels on the rooftop of the arrival block building. It further took up a larger scale project to make the airport independent of the grid. Hence the capacity of the installation was selected as 12MW to produce approximately 48,000 units per day. This along with the 4,000 units generated by the 1 MW plant enhanced the power capacity of CIAL. The excess power generated was exported to the KSEB grid. This excess produced energy will be banked in the grid and used during the non-sunshine hours of the day. KSEB has already granted permission for banking of electricity for achieving this grid neutrality. After the successful commissioning of this plant, CIAL installed a 1 MWp solar PV power plant partly on the rooftop and partly on the ground in the Aircraft Maintenance Hangar facility within the Airport premises. These plants have so far saved more than 550MT of CO₂ emission contributing to the efforts of CIAL towards minimizing environmental degradation.

In order to develop these competencies related to solar energy, CIAL had to undertake green recruitment & staffing policies. Moreover, in order to maintain these facilities in the long run, CIAL had to take the help of GHRM in the form of green training as well.

Diversification to Capacity Building: The AERA (Airport Economic Regulatory Authority), the regulatory body on Airport Tariff Rates constituted by the Department of Civil Aviation, GOI, fixes the tariffs for services based on the capital expenditure incurred on facilities (Airport Solarisation-CIAL steals the thunder, 2015). As CIAL constructed the facilities at a low cost, the services offered by CIAL entail only low Tariffs. This was an opportunity for CIAL to diversify. Hence CIAL Infrastructure Ltd was formed, a subsidiary Company of CIAL where it has 99.96% shareholding to leverage the expertise that CIAL has acquired in project

management. CIAL now offers technical consultancy services for the construction of airports, which involves the integration of many streams of engineering knowledge and green practices.

The consultancy-based training that CIAL imparts to other organizations on sustainability, solar energy and zero-waste management all fall under the green training initiatives of GHRM. They have not only rolled out GHRM in their organization but are helping other organizations to develop competencies based on GHRM strategies.

Exploring the unexplored: Kerala has a vast untapped hydro potential. CIAL Infrastructure Ltd has made a strong entry into the green energy business of the state. It bagged a contract to own and operate 8 Small Hydro Electric Power (SHEP) aggregating to 49.8 MW to CIL on BOOT basis. CIAL invested Rs 35 Cr in 2014 for augmenting the capacities of CIAL Infrastructure Ltd.

Once again CIAL through this new venture creation has been able to induct green performance in their organization. As such, the employees in the organization are striving forward driven by new KRAs and KPIs related to green initiatives.

Organic Farming at CIAL: CIAL Infrastructures Ltd has commissioned the 12MWp Solar PV Plant in the 52 acres of vacant area near the cargo complex enabling CIAL to become the first airport in the world to be fully powered by solar energy. Although this initiative was well appreciated, there were criticisms for not utilising the land for any productive purpose. This has led to the concept of organic farming utilising the vacant areas adjacent and in between the panels. This will be also helpful in arresting excessive weed growth between the panels, which can cause shading of the panels thereby reducing the solar generation. The planting of vegetables also cools the panels and increases power generation. Currently, around 3 acres of land along the periphery of the PV plant was identified for farming, where additional crops such as green chilli, snake

gourd, bitter gourd, bottle gourd, eggplant (brinjal) etc. are also being cultivated. CIAL has given extensive consideration to ecological balance. As part of its initiative, they have planted original species of flowering plants belonging to Kerala which have more survival capacity in all weather conditions of the state. The part encompasses a children's play area, garden, sequencing fountain etc.

The extent to which green employee engagement is entrenched within the organization is illustrated by these initiatives taken by the employees which go beyond the core competence of the organization. To enumerate the idea of go green initiative, the employees at CIAL have been given due training on zero wastage and upskilling.

Conclusion

CIAL is an example of strategic leadership wherein the threats were converted into opportunities which no one explored until then. It illustrated how the legal regulatory compliance could be seen as an opportunity for growth and expansion which many companies otherwise do as mandatory CSR activities. Going forward companies should acknowledge the impact that it generates on the environment and should be responsible enough to take up and finance new research on Eco-friendly best practices.

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Gamification using Digital Twin for Leadership Management

ABSTRACT

For all the things we have to learn before we can do them, we learn by doing them.

- Aristotle

This quote captures the essence of gamification as learning by doing is the best way to learn new things.

- Some people are said to be born leaders.
- Some people naturally gravitate to leadership positions in a quest for control or power.
- Some people rise through the ranks.

The definition of a leader, according to the Merriam-Webster dictionary, is straightforward: **'A person who has commanding authority and influence'**. The Business Dictionary is more specific, **it includes establishing and realising a clear vision, coordinating conflicting interests and thinking and acting creatively in difficult situations.**

At every level of leadership—from the top management to middle management to team managers—dealing with people is an important skill to develop. If not dealt with caution, it can create compounding issues and a complex situation that disrupts the organization overall.

It is simply not true that accepting a position of leadership automatically endows the



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skills necessary to manage complex people situations. Today's organizations call for a new kind of leader, one who is willing to reach out and be proactive and address disruptions in a way that not only solves the initial problem(s) but also takes the organization to new heights.

Today acquiring knowledge and skills is equally important as applying those skills in practical. Nowhere we are testing the leaders by simulating such situations for budding leaders and examining their reactions. This is where gamification comes into role.

Gamification is defined as taking the essence of games—attributes such as engagement, transparency, design, and competition—and applying them to a range of real-world processes inside an organization – leadership development.

Keywords

Gamification, Digital Twin, Leadership Development, Training Methods, Leader, Leadership Training

Traditional leadership training has many shortcomings. Many leadership development efforts fail. While there are many reasons for this, the format of the training that participants receive is often key.

Traditional leadership training is falling short in providing an environment in which people can truly change behaviours. Too often, participants leave training programs with little insight into their leadership style, their strengths and

weaknesses, or concrete ways to apply what they have learned in their daily lives.

Lack of leadership readiness can result in two significant costs to organizations:

1. **Financial performance:** Perceived strength of leadership can have tremendous financial implications.
2. **Employee's experiences:** Trust in leadership and perception of a leader's ability greatly influences employee's own level of engagement and satisfaction.

A recent study revealed that management learning programs that use simulations provide significantly improved leadership competencies compared to those that use traditional learning methods.

Studies suggest that leadership development is best acquired through experience and reflection, yet many traditional leadership training programs are unable to deliver this type of learning opportunity.

Gamification Idea

The key question for considering the strategy is, how gamification evolves from a fun way to engage employees to a tool driving higher levels of business performance and employee engagement?

Addressing the latter is more important than ever these days, with surveys like Gallup's reporting that employee engagement levels are once again below 30 percent, with that number even lower for staff in the Boomer generation, despite those employees often being the ones in leadership positions. It is no wonder companies are finally focusing on how re-imagining leadership development can be part of the solution.

In gamification, it's especially critical to determine the desired behaviour change or other results we want leaders to demonstrate. If we don't, the learners are just playing a game.

Awareness and Courage: The Mark of a True Leader

First we need to identify the behavior results required in our organization by putting leadership competency model in place to be created through interviews, focus groups and/or surveys. This model should have demonstrable, organization-specific examples of each competency in addition to the underlying knowledge, skills, and behaviors that leaders need to demonstrate this competency. These examples should come from real-life situations and be observable interactions with team members, peers, or customers.

We can then put these examples into a rubric with discernible, concrete levels of progressive performance. The rubric should contain good definitions and evaluative criteria at each level, and you can use it to link levels of achievement when connecting game elements to behavior change.

The factors to keep in mind:

Think Strategy First: Identify and articulate what the business objectives are and what measures progress towards a desired business outcome. A focus on analytics will help to determine whether a game is successful or not, and how it can be modified for changing business objectives.

It is important to create the **right environment for a game to succeed**. This includes understanding the demographics and behaviour patterns of the gamers, as well as putting into place the right extrinsic and intrinsic rewards.

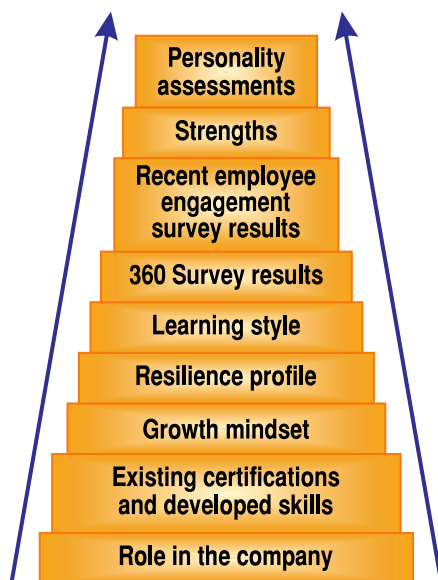
Use Design Thinking: To be successful, a game must be contextual and relevant for the community. It must have the right visual and sensory appeal, as well as a relevant storyline. This requires designing the game with a strong behavioural mindset. It is important to understand what motivates the employees and clients and how to design a game that fits well within the culture of the organization.



Technology

Digital twins in the organization will mirror business processes and create digital replicas of individual employees. After all, an organization's people are its biggest competitive advantage, especially in knowledge work. And the old way of training and developing employees (i.e., one-size-fits-all one-time events) just isn't working in the new world of work.

Leaders digital twin data modelling will comprise of:



With a digital twin model of leadership following benefits can be:

- Receive hyper-personalized nudges based on your unique digital twin
- Receive tips and training on how best to communicate with your manager, your peers, your direct reports (based on everyone's digital twin)

- Receive advice on how to individualize your leadership based on the digital twins on your team
- Receive career path recommendations that better suit your strengths, personality, and experience
- The company could receive forecasts of increased turnover in certain business units
- The company could identify personality profiles that statistically correlate to higher performance

Digital Twins and Privacy

Employees are already completing behavioral assessments, 360-surveys, and various training programs. The key is to be totally transparent about how the data will be used, who will have access to it, and consider granting the option to opt-out.

The Future of Digital Twins for Leadership Development and Culture

As digital twin technology gains a foothold in leadership development and organizational culture, the applications and use cases will only continue to increase. Imagine optimize scheduling a learning and development conversation for the exact time of day when an individual is most receptive to new information or simulate culture fit—how seamlessly a new hire would “mesh” with existing team members based on personality and workstyle before sending an offer letter. Or being able to digitally “map” the culture to see what skills, competencies, and personality types the organization lacks.

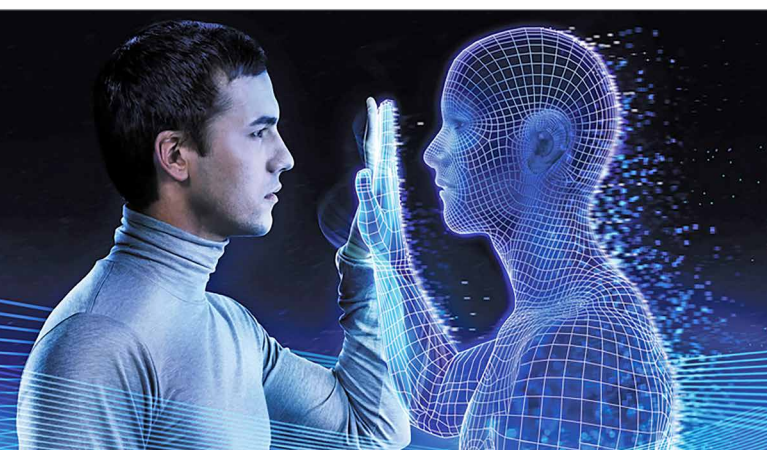
Gamification in Leadership Development: Companies using Gaming to Build Their Leader Pipeline

- NTT Data: Ignite Leadership Game.
- Ignite Leadership's Metrics
- Deloitte: A Leadership Academy with Games as Lessons.
- Metrics for Deloitte Leadership Academy

A total of 70 leaders have completed NTT's gamified training program:

- 50 employees ended up taking on team leadership roles, which was 50% higher
- Newly developed leaders proposed 30 new ideas to assist in current projects, as part of the "Smart Idea Challenge."
- This generated \$1 million in revenue, as well as cost savings for current clients
- Finally, "graduates" of the Ignite Leadership Game together have generated 220 new ideas in the customer organizations
- Led to a 40% increase in employee satisfaction and helped to lower attrition by 30%

Idea



Gamification will use the concept of digital twin technology

By utilizing the idea of gamification to provide leaders about a role they aspire to within the organization. The players can collaborate with each other, get instant feedback from peers, and be recognized for their game play, all while becoming more visible to the organization as potential leaders.

- Leadership itself needs to be clearly defined in the context of the organization
- Appropriate tools for self-awareness and insight need to precede the training
- The simulation experiences need to be carefully engineered

- The experience needs to be cemented with adequate follow-up and coaching

Only when a fun, challenging, and meaningful environment for all participants is established and decision points are carefully scripted and debriefed will learning occur. Effective simulation design can lead to successful experiential learning and creative exploration that inspires learners, revitalizes them, and equips them to change patterns of behaviour.



A gamer and a leader have many qualities in common

Key elements to include into the game:

Create a compelling backstory

Give participants a convincing motivation for leading the simulated business, create a sense of urgency, and help them jump right into the competition.

Choose a solution for the right level of leadership

Participants' simulation experience should be tailored to their career development. New managers might need a simulation that delves into basic skills like reading a financial statement and delegation. Senior executives, however, have different learning objectives and therefore need different simulation learning experiences.

Choose a simulation based on learning needs

Choose a simulation that encourages - or requires - complete team engagement.

Facilitate the simulation

Make sure that everyone is engaged

The game will aim to develop five key skills for leaders:

- 1 Negotiation
- 2 Communication
- 3 Time management
- 4 Change management
- 5 Problem solving

Following are the features of the gamification proposed in Pipelines Division:

1. The game will include different scenarios a leader will likely encounter, such as handling difficult employee conversations, taking responsibility when work is achieved as desired or managing change and time.



2. As leaders will progress, they will achieve immediate feedback and data points on the type of leadership style they often portray as well as how their leadership impacts work environment.



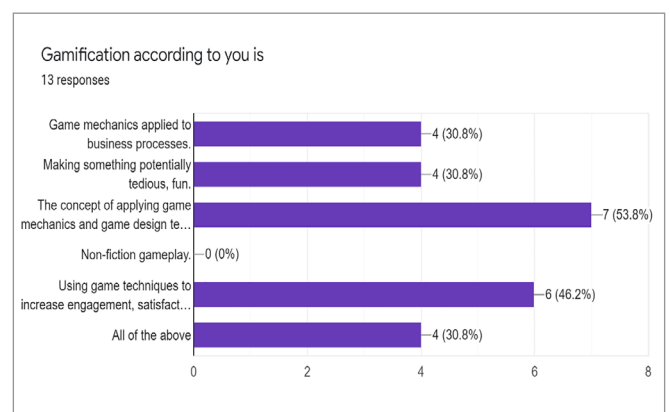
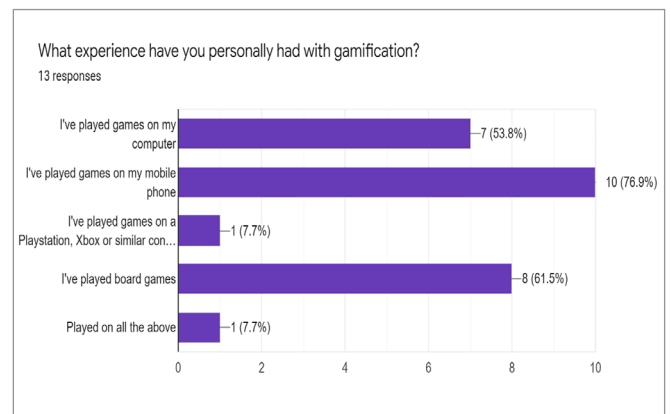
3. According to the performance of the leaders, difficulty will increase.
4. Feedback for overall development of leaders.
5. It will allow leaders to discover their own unique strengths and weaknesses by customising the game to their liking.
6. Game will allow learners to see their progress against set target.

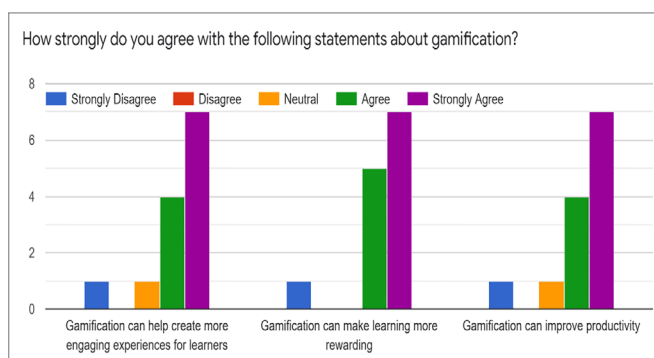
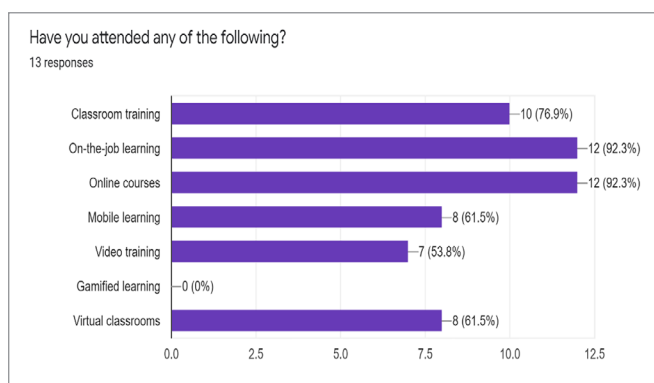
The Leadership metrics are as follows:

1. What % of employees have taken more leadership roles after using gamification as leadership training vs those who followed traditional training methods.
2. What % of employees proposed more idea after using gamification as leadership training vs those who followed traditional training methods.

Survey

A survey was created to study across upcoming leaders in Pipelines Division to understand the mindset and acceptance towards introduction of gamification via digital twin.





It was observed that out of 13 responses we received:

- 84.6% of the responses believes that gamification can create more engaging experiences for learners and can improve productivity
- 92.3% of the responses believes that gamification can make learning more rewarding
- 100% of the response thinks gamifications can be useful for Re-imagining leadership in Pipelines Division

We can conclude that Indian Oil can take the lead by introducing Leadership Management through gamification using digital twin model.

Conclusion

In the current technology-led era, more and more businesses are choosing innovative methods for training to close the talent gap that is undermining global competitiveness and to excite a generation of new leaders. Companies are beginning to understand that leadership training needs to go beyond motivational speeches and lectures and move toward meaningful experiential learning. Starting with a clear definition of leadership within the organization, employers are now developing focused programs that include relevant assessments, activities, reflection, and coaching, and—most importantly—immersive simulation experiences that allow participants to go through pivotal experiences that change behaviour.

Gamification will provide an environment that can prepare leaders for the unknown.

The organizations that learn how to harness digital twin technology for leadership development will have the ultimate competitive advantage: people who grow and develop at the speed of innovation.

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Adopting HR Technology- Options to evaluate



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Background

Technological advances in every sphere of life today have brought us to Industry 4.0, the Industrial Revolution driven by technology. To achieve our corporate vision to be a Globally Admired Energy Company, we at Indian Oil are adopting the latest and most impactful technological interventions in every business vertical.

Human Resource is the most important asset that we have. The 33000+ on roll workforce and over 3 Lakh stakeholders and channel partners, Human Capital at Indian Oil is rich and ready to take this great organization to newer heights.

Technological advancements, in the field of HR, therefore, are as important as any other business vertical because HR is now a business partner. Traditional HR and people management is now completely transformed globally to a digitally assisted new age HR, which delivers services to its customers with speed, ease of use and partners business in keeping the people agile and adaptive.

HR is evolving into a more technology-based profession because we need to:

- Streamline HR processes and reduce administrative burdens.



- Reduce HR administration and compliance costs.
- Improve service and access to data for employees and leadership roles.
- Provide real-time data to allow HR Business Leaders to manage the workforce more effectively.
- Enable HR to transform so it can play a more strategic role in the business.

However, adopting modern technology is a very important decision that the HR Leadership has to take, as there are numerous solutions which are available, it is important to know some basic concepts of HR Technology while evaluating proposed solutions to take a very informed decision so that the Return on Investment (ROI) is fast and accurate

What is HRIS / HRMS

The first concept that comes in every discussion of HR Technology is about what HRIS / HRMS is the Corporation using? Then what is HRIS/HRMS?

HRIS (Human Resource Information System) / HRMS (Human Resource Management System) is a software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures. As an interactive system of information management, the HRIS standardizes human resources (HR) tasks and processes while facilitating accurate record keeping and reporting. — **Oracle**

Essentially HRIS means the technology platform on which the Human Resources Data is being maintained in the system. For example, **SAP HCM (ERP)** is considered the mother data for all other related and connected HR Tech solutions.

Decision on going for an HRIS must therefore be very well thought of, as the investment is large and it becomes the foundation to adopting digital solutions for each process area, a large organization may implement SAP HCM, however a small company with 1000+ workforce may find SAP HCM to be too costly for their requirements.

Integrated or Best of Breed

Once the decision on the HRIS is made by an organization, the immediate next question that comes to the HR Strategy team is whether to go for an Integrated Solution or “Best of Breed” approach

Integrated: As the name suggests integrated means one that is a single platform or software that will cater to every HR Process Area. These are enterprise solutions and will have work areas from staffing, compensation management, employee services, compliances etc. all under one umbrella approach. Integrated HR Solutions typically have the following features:

1. A single interface to login for any HR Process Area.
2. A single vendor which provides the complete solution.
3. Very close integration among HR Verticals.

Best of Breed: Best of Breed, popularly known as BoB is when an organization decides to bring

the best applications in each HR Process Area as a solution. In this approach, an organization may work with one or more vendors to supply technology solutions. BoB typically have these common features

1. Unique applications for each process area.
2. Multiple vendors, typically the market leaders in their respective domain.
3. All applications will take base data from the HRIS system.

Approach	Advantages	Disadvantages
Integrated	<ul style="list-style-type: none"> • Common Interface look and feel • Integrated Data • Ease of Data Mining • Less Expensive • Easier Vendor Management 	<ul style="list-style-type: none"> • Difficult to customize • May not be best solution • Difficult to upgrade
BoB	<ul style="list-style-type: none"> • Best Fit for each process area • Quick Implementation • Not depended on one tech partner 	<ul style="list-style-type: none"> • Integrating across application • Inconsistent interface • Multiple vendors to manage

Delivery Methodology

Once the decision is made by the Strategy Team to go for an Integrated Platform or adopt the Best of Breed applications, the next decision needs to be taken about the mode of delivery of the Technology Solution, since that becomes the final decision which involves cost, time and ROI.

There are 3 most popular methods of delivering the technology solution.

On Premise

On premise typically means that the Software will be purchased and installed in each PC/Desktop by the internal IT Team, this was the only mode available a few years back and it was time consuming as well as resource heavy method.

Cloud Based or Hosted

In this mode of delivery, the Software/ Application is purchased by the organization but it is hosted either on the Vendor's Side or on a cloud-based server and it is supported by the Vendor's IT team. The application is used typically through a web portal or through a mobile application. This is a common method of application delivery today as it is faster to implement and less cumbersome to manage. Many of our applications at Indian Oil are cloud-based solutions, like our Learning Management System 'Swadhyaya'

Software as a Service (SaaS)

SaaS is the latest delivery model that is getting wide popularity today, in this method the organization doesn't purchase the software but only secures licenses to use the software, which is already developed and deployed. The vendor will offer the same software to multiple clients and will maintain the customization for each customer. At Indian Oil, Office365 is an example of application on a SaaS model.

Both hosted and SaaS approaches can be effective for organizations without the resources or the technical expertise to implement a large, integrated system.



Factors	On-Premises		Cloud	
	Advantage	Disadvantage	Advantage	Disadvantage
Cost	Can be cheaper in the long run	Significant upfront hardware and software costs (cap- ex) means a mistake can be hugely expensive	Predictable subscription pricing Costs allocated to op-ex No upfront hardware/ software cost	Really need to project costs out over the long-term Software licensing can mitigate hardware savings

Factors	On-Premises		Cloud	
	Advantage	Disadvantage	Advantage	Disadvantage
Agility and Scalability	Physical control over the hardware means upgrades can be tightly controlled	Need to plan well in advance to changes in demand because of the time necessary to research, justify, order, and deploy hardware. Could be stuck with excess IT infrastructure which may or may not be able to be re-purposed	Cloud resources can be rapidly adjusted to accommodate specific demand	Costs escalate when the cloud infrastructure is improperly managed (i.e., Shadow IT) and not properly tracked
Software Customization	Readily able to customize the platform to meet unique requirements.	Customizations can lead to reliability and software support issues	SaaS platforms are quite stable. Updates are iterative	SaaS minimize the ability to modify the platform
Software Deployment	Technology can be deployed based on unique IT infrastructure and application requirements	Complexity can mean lengthy and difficult deployments	SaaS is quick to implement	SaaS is implemented to a lowest common denominator, limiting functionality
IT Support	Infrastructure and application expertise are readily available	Dedicated IT necessary, especially when applications are tailored to meet an organization's unique requirements.	The economies of scale inherent to cloud deployments mean that IT support can manage more with less time and effort	The learning curve for cloud is significant. Properly trained personnel are ex
Source: https://www.heroix.com/blog/cloud-vs-on-premises-pros-and-cons/				

Conclusion:

With the rapidly changing business environment and focus on energy transition as well as sustainability goals investing in the best technology solution will give us the tool to align our Human Capital to deliver the

best results. However, while taking the most important business decision, the consideration for the best fit solution will be vital. This short article is an attempt to give a basic idea about what all factors we must evaluate so that the investment in technology for our People brings out the best from every employee.

Learning & Development Gamified



By **Vidhu Gaur**, MDI
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What is Learning & Development?

Learning and development is a systematic process that aims to improve an employee's skills, knowledge, and competency so that they may perform better at work. Learning is concerned with the acquisition of information, skills, and attitudes in particular. Development is the process of extending and developing one's knowledge in order to achieve one's development objectives.

What is Gamification?

Gamification is the application of game-inspired design and mechanics into a non-gaming environment. Its purpose is to increase motivation and engagement levels for users,

to drive behaviour change and achieve specific goals. Since the term was first coined in 2003, it has continued to grow in prominence. In fact, if you examine the hard data, it suggests that gamification trends have now crossed over into the mainstream.

Today, companies worldwide are now using it to great effect to enhance user engagement and productivity.

Gamification in Learning & Development

With the help of gamification, the L&D teams in various organizations can accelerate the learning and upskilling process. The benefits of gamification include:

- Participant's learning experience becomes more adaptive and personalized
- Knowledge gap can be identified and subsequently fixed
- Increased participation and engagement, motivating the employees to complete the training

- Application based learning modules
- Improved retention which can help the employees to apply the learnings in real life work scenarios
- Can help establish a positive employer brand image
- Helps create a knowledge sharing environment

Fujitsu Gamification Journey

Fujitsu Limited is a Japanese multinational corporation based in Tokyo that provides information technology services and communication technology equipment. Founded in 1935, it is currently the largest in Japan and the 8th largest IT service provider in the world. It employs around 132,138 employees and provides its services in 180 countries.

In 2014, through its development programs, Fujitsu Spain division discovered that game-based learning is the best instrument for training its employees in new skills and competencies. Gamification as a tool can meet the challenges that Fujitsu Spain's Human Resources Department was facing concerning its talent development program. Through gamification, Fujitsu has improved on the results of training models and ensured effective learning by three different categories of employees.

Challenges Faced by the HR Department

Fujitsu Spain HR department had to address four major challenges before implementing the development programs that they planned.

1. Generational Difference.

Fujitsu Spain employs almost 1,700 professionals across generations. Employees beyond the age of forty have the same work and have the same obligations as millennials. As a result, the Human Resources Department's primary challenge was to manage and train a workforce composed of significantly different generations.

2. Three distinct groups with distinct requirements.

High potential employees and key performance individuals are classified into two groups in Fujitsu's talent development program. Two distinct groups, each with its own set of requirements, interests, and possibilities.

High potential employees have the potential to rise within the organization, whereas key performers are important to the company but have no desire to advance their careers or take on new roles and responsibilities.

There is a third group as well, the company's 180 managers, each with their own set of demands, circumstances, and time available for professional development within the organization.

3. The vast geographic dispersion of workforce.

Providing standardized training to a geographically dispersed staff is a big challenge for global organizations like Fujitsu. Furthermore, due to the high costs and the fact that employees are often not available to attend training at the same time, classroom training is no longer an option.

4. Taking a stand against the status quo.

The fundamental purpose of Fujitsu's HR Department was to introduce a completely new approach to talent management and development. Fujitsu used innovation to break away from traditional training methods and provide new learning spaces for employees to design and define their own development within the company.

Therefore, one of the objectives was to encourage people to take charge of their own learning and development.

Gamified Solution

Fujitsu addressed the major challenges mentioned previously by implementing game-based learning development programs.

The solution proposed included:

1. Introduction of innovation in training

- Promoting learning which is self-directed in nature
- Including elements to boost motivation
- Development of new environments for learning

Game-based approach helped the situation by involving three things

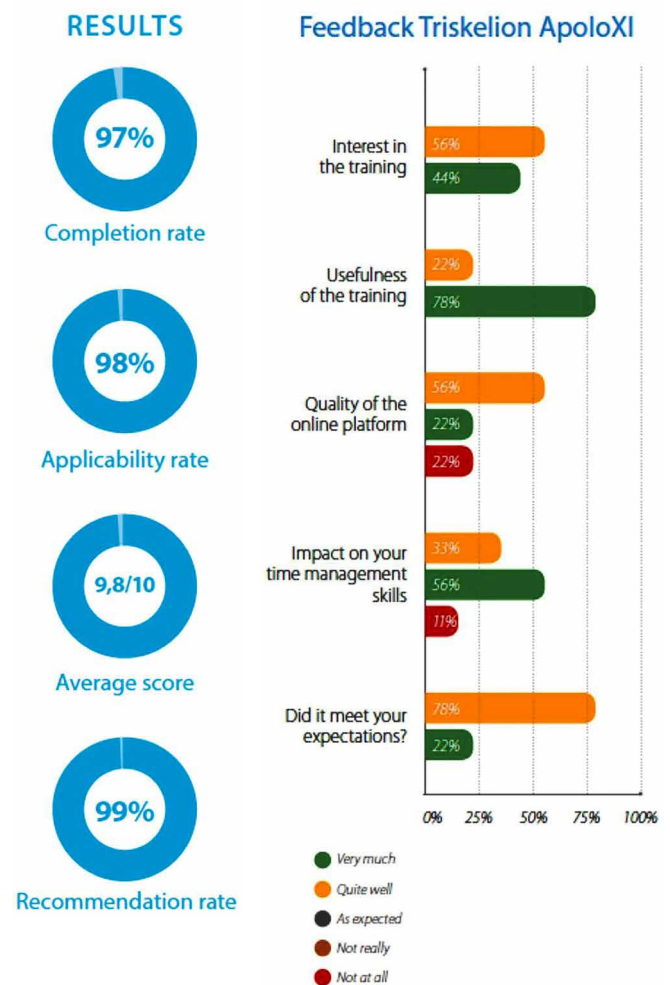
1. Practical Content: before implementing the training, the employee is able to use the training and apply it in a safe environment.
2. Simulators: using negotiation, time management and leadership simulators, an employee can perform with confidence due to the absence of risk.
3. Gamification: techniques involving gamification help in personal and group learnings.

To analyse the effectiveness of the newly implemented training methods, Fujitsu used the following indicators:

1. Completion rate: The completion rate of any training determines how many people have completed the whole of the training without dropping out in the middle.
2. Recommendation rate: The number of employees who would want to recommend the training to their peers and friends out of all the employees who had taken the training.
3. Participant feedback: This involves the use of traffic light technique (Shown below) to visually represent the ratings on various parameters. This also involves the applicability rate of the training in real-world scenarios, rated by the employees who completed the training

Shown below are the results of completion rate, recommendation rate and participant

feedback for the training conducted by Fujitsu after including the mentioned changes:



In conclusion Fujitsu found that its fresh approach for incorporating gamification into L&D training resulted in a substantial increase in engagement, learning, and application in real-world situations. Employees found that game-based learning is effective for self-learning as well as strengthening their soft skills and leadership abilities.

Open Secret to build a culture of sustainability through GHRM (Green Human Resources Management)!



By **Ram Raj**,
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What is Green Human Resource Management (GHRM)? In my view, through the lenses of human resource managers and leaders, the simplest definition of green (GHRM) could be – “A set of actions that **stimulate the green behaviours of people** in an organization in order to create an environmentally sensitive, resource-efficient, and socially responsible organization is called Green Human Resources Management (GHRM)!”

These green behaviours of people at workplace could be triggered from set of policies, practices, systems, processes, and transformation of people’s mindset through learning and development initiatives in the organization!

In fact, what we do and what capabilities we have depend upon on what mindset we have or at what level of mindset we operate! It is well-known fact that “People’s behaviour is fundamentally govern by the intrinsic and extrinsic motivation factors”.

But most organizations pay far more attention to strategy and execution of change initiative than they do to what their people are feeling and thinking when they are asked to embrace a change initiative. Resistance, especially when

it is passive, invisible, and unconscious, can derail even the best change initiative and its strategy.

Also, on an average, in practical life, most people give least weightage to intrinsic motivation factors! Yes, the focus is least on the changing behaviour through changing the mindset of people and helping them operate at highest level of the mindset as compared to focus on changing the behaviour through external measures such as green policies, green practices, green systems, or green processes etc.

However, the key secret to any kind of change in the world lies within people’s heart and mind – their body is only a vehicle to take actions fundamentally driven by mind and heart - which is an open secret to any change initiative and the Green Human Resource Management (GHRM) movement is no exception this open secret and hence intrinsic motivation factors governing heart & mind are fundamental bedrock on which success and failure of green behaviour of people rest!

If you ask any business leaders whether they are involved in change initiatives. Most of them will say yes in response to this question. But majority of the change initiatives fail because leaders, at times, fail to sense the inner pulses of the people who are key drivers of the change initiative!

Most organizations pay far more attention to external world than internal world which lies within people's heart and mind. Leaders in the organization change processes, policies, and other external factors, but until they change people's inner feelings, assumptions, blind spots, and fears, they will struggle to make change succeed and sustain over a period.

In order to transform people's mind and heart to next higher level for building a culture of sustainability through green behaviours irrespective of who they are or what they do or at what level they operate from within, the inner transformation journey of people in the organization must start with the leaders themselves, since it is their personalities and their level of mindset that often shape corporate culture- be it sustainability culture, Safety Culture, Coaching & Mentoring Culture, or something else!

The degree of level of mindset for green behaviour and sustainability is ingrained in one of the core values of Indian Oil Corporation Ltd – The Care! Who we care for or what we care through our actions determine what is there within us!

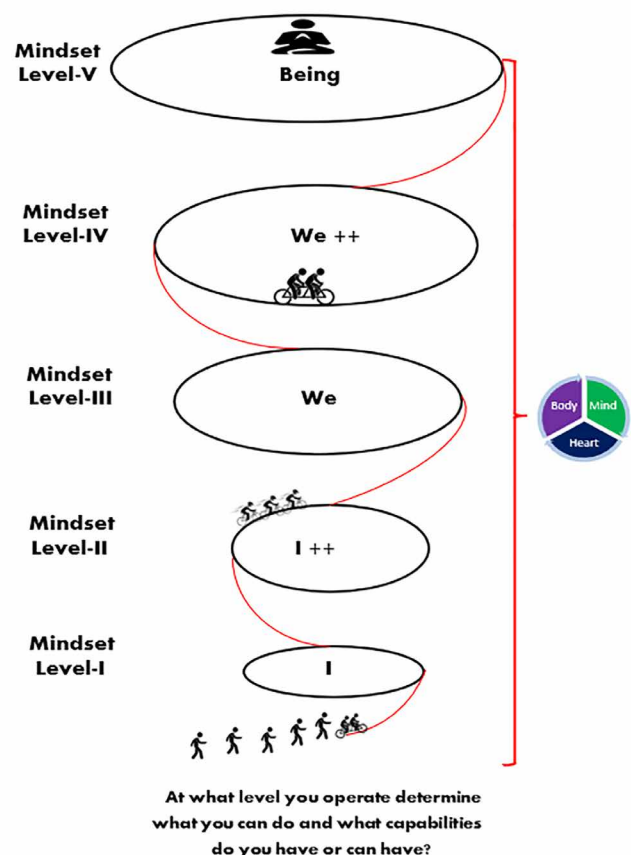
The degree or level of caring attitude and behaviour vary from people to people as everyone is on the journey of inner transformation. The level at which they operates from within may differ despite many common attributes such as same education, position, religion, community, gender, organizational membership, or nationalities etc.

Despite various differences, If our care is limited to self-service or self-fulfilment, we are operating from 'I' level of mindset; If our care is limited to self, considering social reality, we are operating from 'I++' level of mindset; If our care is limited to self & others in human

world, we are operating from 'We' level of mindset!; If our care is limited to self, others entity in human world, and Natural world, we are operating from 'W++' level of mindset; and If our care emanates from the feeling of oneness, service orientation encompassing entire universe, we are operating from 'Being' level of mindset! These, five levels of mindset correspond to five levels of Being Centered Leadership Theory: Multiple levels of being as context for effective leadership propounded by **Louis Fry and Mark kriger**.

The ultimate key to success of any change initiative is the ability of leaders in an organization to help people transition from their current level of mindset to next higher level till they reach the highest level-Being Level!

The journey of endless interventions of green human resources management to build culture of sustainability right from designing job descriptions that highlight tasks related to sustainability, to adopting environment friendly selection and recruitment methods,



to incorporating environment sustainability into competency framework and performance appraisal, to training employees on relevant environment issues and embracing environment friendly learning and development methods etc. would be easy to navigate successfully provided we help, support, empower, coach, mentor, and guide our people to learn how to operate at next higher level of their mindset till they reach the highest level of the mindset-Being Level!

Organization's culture is a product of the mindsets and attitudes of people working in the organization. These elements influence every part of their work, from how much effort they are willing to expend to how well they will take care of customers, people in the team and other stakeholders. The culture of an organization has the power to positively influence or negatively influence every department, team, and individual etc.

People's attitudes reflect how they feel about their jobs. People's attitudes can affect their energy levels, cognitive abilities, overall feelings, and abilities to make positive contributions to their work. People in the organization can also influence the relationship, treatment, perception, and loyalty of every customer, stakeholder they encounter in their day-to-day-life.

Companies of every size, large and small, are made up of individuals, and the actions of these individuals can have a significant effect on the sustainability of the workplace. In fact, changing the behaviour of individuals can be the most important change and adjustment a company can make.

Green initiatives which target individual employees are an excellent way to begin greening an organization. The most efficient work areas and business plans are worthless if people ignore or misuse them. Successfully

managing employees through transitions of mindsets not only increases the speed and efficiency of the greening process, but also minimizes the disruption to normal routines and keeps them happy irrespective of where they are: home or office.

Because individuals play such a large role in any change processes including the green processes, it is prudent to turn focus to leverage the power of the open secret of human behaviours(helping people to transition from I to I++, I++ to We, We to We++, and We++ to Being!) while developing a green change initiative to build culture of sustainability in an organization irrespective of the industry sector or domain!

As a human resources manager and business leader, the journey must begin right from the recruitment and selection of people- We must select for the green mindset having potential to learn and grow to reach highest level of mindset over a period, and traverse through their orientation, training, placement, posting, life-long learning to evolve, appraisal, developing policies & programmes to create conducive organizational environment so that people can evolved to their highest potential and there by contribute to organization in best possible manner!

The world you got in legacy was not in your control but the world you will leave in legacy is very much in your control. As an individual or organization, we would be able to leave a better legacy of culture of sustainability through green human resource management (GHRM) provided we embark on a life-long journey to evolve to next level of mindset till we reach to the highest level (being level) and help others around us to evolve to next level of mindset till they reach to the highest level-being level!

Organisation Development

Becoming the Employer of Choice



By **Vidhu Gaur**, MDI
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The concept of the workplace has transformed drastically since the outbreak of the pandemic, possibly forever. The characteristics that were earlier positioned to define a great & innovative workplace have vanished in the last 18 months. Today, COVID has added new dimensions to the offerings that are crucial in determining a preferred employer among all generations.

To further comprehend this new normal and be ahead of the competition, we must examine the new wave of differentiators. Let's take a look at what workplace can offer through the lens of Maslow's Hierarchy of Needs, and delve deep into how the pandemic has impacted the corporate branding strategies.



Physiological Needs

Hybrid Work Model

Work From Home model has become the standard operating procedure across most industries in the past year. Companies have been obliged to adjust to the shifting demands and adopt this way of functioning.

Many businesses revamped their work style for a long duration of WFH by providing work infrastructure to their staff in the domains like IT, ergonomic furniture, internet connection etc. In this light, WFH no longer remains a luxury, but rather the only viable choice.

The best of the firms goes above and beyond by establishing hybrid work rules that allow for long-term flexibility. They're taking advantage of this little pause to experiment with new ways of working juxtaposed with fostering a sense of satisfaction among the employees. Organizations that use the hybrid approach will blend remote and on-site work. Employees are more likely to come to work only 2-3 days a week, or every other week and that too on a basis of voluntary agreement or the business demands. The leaders' thoughts are filled with more questions than answers as we migrate to a hybrid form of functioning. However, it's safe to assume that the future of work is hybrid, and that hybrid working rules will become a major differentiator in the near future across industries.

Work Life Balance

Companies can no longer brag about their telecommuting policies and how they help employees achieve work-life balance. Employees are at an impending risk of frequent burnout as the demarcation between work and home fades and work-life stress increases.

The old notions of working in an office are being challenged by remote-first organisations. They provide us with a glimpse into the future of employment. They've built a strong working environment for mobile individuals who don't want to be tied to the four walls of an office. It's vital to strike the correct balance between WFH, WFO and their connect to the personal life, if you want to recruit talent in the new normal.

Workspace Design

The office's role is changing at a quick pace as well. The office is no longer only a place where outstanding work may be done. It is, nevertheless, a platform for teamwork, collaboration, and creation. It's a social media

network that gives people a break from the monotony of working from home. We're seeing the office transform into break-out zones where colleagues can catch up over coffee, brainstorm over foosball, and scribble plans on paper napkins – work can always be done from home. Offices are becoming into hangout spots for catching up, as well as gathering places for cooperation, connecting, and celebration. While productivity used to be the office mantra, today it's collaboration, celebration, and connection.

Safety Needs

Wellbeing

Insurance coverage and employee wellness programmes are being reviewed by businesses across all industries. When it comes to ranking top employers, the phrase "people over profits" has become a harsh gauge for the prospective contenders. In addition to workplace safety and hygiene, businesses are going to great lengths to safeguard the physical, financial, and mental well-being of a workforce that is more stressed than ever before. In addition to the economic uncertainties, the pandemic has eliminated all channels for catharsis, leaving families financially and psychologically ruined.

Working Hours

Traditional business hours are no longer considered "normal," with calls often stretching into the evening, disturbing valuable personal and family time. As a result, some businesses are taking steps to implement policies that limit working hours and provide time for employees to recover.

OSH Compliance

The compliance towards organizational safety and health has been on the radar for the companies since long but the pandemic has magnified it to further extent. The assurance of a safe workplace and regular tracking of incidents has been prioritized especially in the manufacturing industries. Regular checking of employee health & vaccination status needs to be followed going ahead so as to ensure the safety of other employees.

Love & Belonging Inclusive

Work Culture

Is your culture evolving to meet the needs of today's mobile-first generation? Do you have the processes, rules, and infrastructure in place to support the development of culture across several locations? Workplace culture has been the most affected by the pandemic. Workplaces have become more work-oriented and less team-oriented as a result of social alienation and WFH routines. As firms prepare their teams and workplaces for virtual engagement and culture creation, this will be a major focus area.

Open Communication

Today's leaders don't have the luxury of "walking around management." This disconnect must be addressed immediately using alternative, sometimes more forceful ways. Building a disciplined internal communications engine that supports an agile and transparent culture is critical for businesses.

Celebrating Families

The demarcation between work and personal life has faded in the WFH scenario. Workplaces that are going to be upfront in implementation of policies and practises that include employees' families are more likely to retain their employees in a long run. Employee engagement and involvement in the organisation are positively impacted by initiatives such as yearly family day, brining kids at work, and family perks.

Esteem

Social Media Recognition

The time is perfect for businesses to embrace the power of social media to improve internal communication channels. Social recognition

on a periodic basis, whether through Microsoft Teams, Slack, or Workplace, is a strong state-of-the-art tool for boosting the morale of a remote, virtual team already disconnected physically.

Employee morale and self-esteem has dropped as a result of remote working, which can increase stress and impact their wellbeing. Companies can now leverage the social media presence to share their success stories with a larger audience.

Self-Actualization

Learning and Growth Opportunities

The COVID-19 pandemic in last 18 months has come up with a great number of challenges as well as opportunities for the employees. As the number of younger people in the workforce is growing, so is the need to satisfy their demand for professional career development in a long run. The clarity of the growth opportunities provided by an employer is vital to attract the right talent at an organization.

The shift to online learning platforms has opened up plethora of options for employees to meet their learning goals. The organizations must provide access to such online platforms to upskill the talent.

CSR

The CSR (Corporate Social Responsibility) is an important factor for employer branding and overall business success. As a result, CSR should be integrated into the business rather than being a separate endeavour altogether. Organizations that prioritise employee well-being, community development, diversity, and environmental sustainability have a better chance of succeeding than those that do not, according to research.

Green HRM: Building a Culture of Sustainability



By **Mousom Some**, IOCL
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Green Human Resource Management (Green HRM) is the commitment of the organization towards saving the natural resources and establishing the sustainable work culture. Green HRM practices are policy framework underscored by HR dedicated towards protecting the environment.

Prioritizing Sustainability is the best for People, Planet and Profit in long term. Latest Intergovernmental Panel on Climate Change (IPCC) report warned that global warming is accelerating much faster than estimation. Hence, there is a sense of urgency to act towards Sustainability. That's why the World is mobilising towards Global Net Zero Emission by 2050. But the world leaders are struggling to balance two major KPI of nation, Economic Growth and Net Zero Emission. We have Environment (caring for the environment and community) at the core of our Vision. As a



responsible organization, we need to place sustainability at the core of corporation's strategy also. Action towards Embedded sustainability always give positive impact on performance.

By integrating sustainability in the business process, organization can be innovative, profitable, win respect from customers and build the pride among its employees. This will make the employees more engaged and more aligned.

Sustainability and Innovation

3M developed fire suppression fluids i.e. Novec which is the first viable, sustainable alternative to polluting clean agent (hydrofluorocarbons and halons). This is how 3M integrated sustainability with Innovation through process modification and product reformulation.



Nike also integrated sustainability into its innovation process by creating Flyknit line. This uses a specialized yarn system that requires



- Minimum labour
- Reduces waste by 80%
- Generating large profit margins.



This is how Nike integrated Sustainability and Innovation.

Sustainability and Profitability

Sometimes we have perception that we can't handle two balls Sustainability and Profitability both at the same time. But there is an ample example of not holding this anymore. As per published information, Dow invested nearly \$2 billion (Since 1994) in improving resource efficiency and saved \$9.8 billion from reduced energy and wastewater consumption in manufacturing. In 2013, GE reduced greenhouse gas emissions by 32% and water use by 45% compared to 2004 and 2006 baselines, respectively, resulting in \$300 million in savings.

Implementation of Green HRM Practices

Therefore, there are multiple benefits of adopting sustainability practices and implementing the Green HRM principles.

1. In the United Kingdom, Coca-Cola has teamed up with Merlin Entertainments to provide "reverse vending machines" where customers can get half-price theme park admission by recycling their plastic drink bottles.

We can transform our organization as a paperless organization by implementing the digital technology in greater way and providing incentives. Paperless policy framework in the organization would provide lot of saving of GHG (Green House Gas) in the environment. For the office use, we use lot of paper, prints, files which can be scraped by effective implementation Paperless policy framework. This may be incentivised by providing tab with all company related apps, intranet etc. to the employees. 1 kg of paper results

in approximately 1 kg of CO₂ during its production (1.2kg of CO₂ for unrecycled, and 0.7kg of CO₂ for recycled paper). Therefore the following steps would be of great path forward towards sustainability

- a. Reduction of Paper budget by 90%
 - b. Reduction of Office Printer by 90%
 - c. All documents should be in soft form.
 - d. Investment in cloud storage, tabs instead of physical document library and printer.
 - e. No booklets for training, internal magazines etc.
 - f. All official transaction should be through app based software.
2. People who adopt sustainable behaviour are more likely to make other beneficial adjustments. IKEA started its sustainability journey called **Live Lagom** (means Live with Right Quantity) in depth among a core group of its consumers. In line with this, IKEA customers started with a single action, such as minimising home food waste, but then go on to other domains, such as energy conservation. IKEA also saw a snowball effect, in which people began with little activities and progressed to larger ones. Purchasing LED light bulbs, for example, might lead to wearing warmer clothes and turning down the thermostat, insulating doors and windows to reduce heat loss, purchasing energy-efficient appliances, installing a programmed thermostat, and so on.

The initiative of saving transport fuel can be one of the biggest green initiatives of the organization. This will not only save the environment but also save the pie of country's import bill. If transport communication of the employees with the office are converted from individual to group or collaborative level, significant amount of Carbon Dioxide (Around 0.1 MMTPA Co₂) release at ambience can be saved. Using of group transportation in bus would save around 90% of the Green House Gas (GHG) emission compared to individual car transportation.

An imperative- Transformational and Futuristic Human Resource



ABSTRACT

HR will play a center stage role in leading growth and transformation. HR will be partner rather than back office staffing function. Digital and Agile HR is crucial for futuristic HR. Businesses need to integrate HR function and align HR process with technological advances. Redefine and orient HR processes such as Talent Management, Performance Management, and Career Management to be future ready and reduce the degree of uncertainty. Digitalization of HR processes and diversity of talent is need of the hour to meet future challenges and



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competent employee mix.

Key Words:

Alignment of HR, Talent Management, Performance Management, Digitization, Diversity, Career path

Industrialization 4.0 is a growth fuelled by newer technologies such as Cognitive Computing, Artificial Intelligence, Cloud computing, Internet of Things, Block Chain, cyberspace and similar areas. Basically, industry will be driven by knowledge and skill. In the years to come, HR will play a crucial role to maintain sustainability and perpetuity of the organization. With organizations becoming heavily dependent on talent and industry becoming knowledge centric,

HR function will occupy the centre stage. In the yesteryears, HR was more of a back office support function but in the present scenario, industry will be compelled to make HR function a partner with involvement in business decisions. Strategic HR will now be required to identify, analyze and do a prognosis of futuristic predictive capabilities for keeping the organization relevant and be growth oriented.

The key imperatives that HR needs to possess and be a partner in business are the following:

Involvement and understanding of Business:

Erstwhile HR remained entrenched in matters related to health, wellness and facilities. HR remained a standalone function and maintained certain amount of secrecy and conservatism. It remained a back office and behind the scene function. Very often it has been busy with routine stuff such as hire and fire, framing rules and policies, salary and compensation, employee relation etc. In the changing context, HR needs to be more agile and responsive to meet the requirement of the core business. It has to compliment the needs of other functions by not only providing the right talent but also ensure that external stakeholders such as customers, vendors, retailers, dealers, regulatory and statutory agencies etc. are provided appropriate and suitable favorable experience during interactions. Better understanding of the whole gamut of the business will facilitate rollout and adoption of new technology and facilitate in growth and expansion both inorganic and organic. Various aspects of business such as products, markets, supply and distribution, research and development, operations, learning and development, and re-skilling needs has be taken care by HR. To better know and understand how business creates profitability and adds value, HR has to be integral from the rudimentary stage.

Alignment of HR processes with Business:

Over the last decade, traditionally HR processes have undergone change and the nomenclature has shifted to the more lucrative and comprehensive talent management Cycle. The normal HR processes of selection, hiring and firing, industrial relations and conflict resolution, performance appraisal, incentive and compensation, and learning and development has morphed into newer and ingenuity based processes. Human capital now provides the competitive edge and its formation is now the

base of all future business. It has become critical for talent pool to remain relevant, meaningful and ambidextrous for firms to remain a market leader and consistently grow. Talent has to be inimitable and unique to leverage it favorably. HR has to act as a lever and raise the efficiency bar for talent to such an extent that it cannot be hijacked or imitated. The quality of talent cannot be compromised else the high level of performance cannot be sustained for long.

Relevance of HR processes to upscale business:

Gone are the days when HR used to prove backend support and systems support for human capital and relations matter. With the emergence of newer technologies, HR processes need to become relevant and necessary to upscale business and synchronize with market needs. Instead of falling into traps and whirlpool of jargons related to newer methods of formulating and reinventing the wheel approach, it would be best to customize and reorient HR processes that are organization or firm specific.

Redefine the HR Processes:

The basic construct of HR functions may remain unchanged. But the functionalities within HR will undergo change and transform to meet the requirement of industry and business.

Let us examine and assess how each of these will be impacted with the changing business scenario.

Talent Management:

In the present moment of technological shift, TM is going gain lot of attention. Not that the importance of skill, knowledge and experience of key personnel didn't existed earlier but the rate at which skills are thinning and becoming obsolete is very high. Newer technologies involving STEM such as Artificial Intelligence, Machine Learning, Data Mining, Block chain, agile and computational intelligence has brought the focus back into Talent Management. Howsoever there are two aspects involved. Firstly attracting key talent with newer technology knowledge and

secondly application of these in converting TM into a more predictive and systematic process.

Although the war for talent has been there yet the rules of the game has changed. Attracting key talent won't be easy. With the advent of contractual Gig knowledge worker, organizations will find it hard to reign and retain talent for longer duration. Possibilities of key talent acquiring the skill set and experience during the tenure and then transitioning to newer independent role has become a reality. With whole world becoming a market for talent, the stickiness and attachment of talent in the gig economy will be less. So increasingly managements of corporations and companies have to factor in this new reality and may be curtailing recurring expenses on learning and development and on-boarding to minimalistic.

TM and its constructs will start utilizing data based analytical tools and visualization for implementation. Businesses having a horizon of 10 to 15 years will require devising dynamic TM and metrics of TM to be fluid and receptive.

Conventional methods of interviewing may be replaced with AI & ML enabled techniques. Further, the "Bots" and "Tots" based real time screening process may be used more frequently. With ageing population and demographic shift, available talent pool may shrink and will become sparse. The whole gamut of TM including Competency Management and Succession planning will be technology enabled. It will result in enhanced effectiveness of complex interaction between staffing levels, competencies, compensation structures, workforce profile and Diversity level.

Performance Management:

Very often, Performance Management System in organizations is considered as an anathema by employees when it should serve as a driving force of productivity and growth facilitator. Performance Management has evolved over the years and many befitting elements have been subsumed to cater to the demands of firms and industry.

Few reasons cited for PMS being "Achilles Heel" rather than a catalyst for improved performance and growth is as given below:

- Lack of involvement and role clarity
- Cumbersome, bureaucratic and time consuming
- Inconsistent, Unfair and inequitable
- Fear of sour relationship between superiors and subordinates leading affected work
- Tool for reprimanding and basis for restructuring or downsizing
- "Miss the Bus"- Developmental aspect becomes secondary
- Suffers from various biases – Recency, Halo, Helicopter. Primacy, Leniency and central tendency, unconscious and personal biases.

In spite of all the pitfalls, PMS is one of the most important HR tool for assessment of performance across the spectrum of HR processes.

The performance assessment perspective has to change and synchronize with newer technologies. Erstwhile concepts of Graphic Rating Scale, Forced Percentage Distribution System, Critical Incidents Method, Behaviorally Anchored System, Management by Objective, Balanced Scorecard or combination two or more of these methodologies may not be contextual in the present. Majority of systems have been tailored and customized to meet the requirement of the specific industry, Firm or Organization.

With digitization and the possibility of instantaneous feedback and review, organizations need to reorient and realign. Majority of the Organizations have already transitioned to digital and software based assessment and evaluation procedure. Artificial Intelligence and Machine learning can provide suitable solutions to bottlenecks that PMS has been dealing since long. Competency based traits and behavioral characteristics can be captured using algorithms. AI and Machine Learning has revolutionized how business is conducted whether it is marketing, sales,

advertising, finance or manufacturing Machine Learning and data enabled systems and processes will replace traditional software (if then else) based ERPs used for PMS. AI enabled with data inputs will become the preferred solution to PMS.

With increased availability of data (input and output), performance assessment per se could shift from a restrained and fixed framework to more dynamic performance management, somewhat replicating and decoding the concept of airlines pricing mechanism. In fact Performance Management algorithms can be used to predict performance of employees. It would narrow the focus to actual and potential future performers. Highly complex and challenging roles may not find takers such as taking up an assignment in remote area and economically unstable markets. Organizations can create an ensemble of roles with greater risks, stakes and severity. Corresponding exactitude factor for achieving the target could be associated to dynamic comparative performance level. It will help to gauge the magnitude of the difficulty and level of effort required to reach a performance level for the purported role.

The metrics collected from various data points (input and output) can be further put to use in arriving at charting career and succession plan of high performers and potential performers. Data from these assessments can provide insights and fresh perspective regarding important components of individual.

Variety of data can be put to use for predictive analysis of human performance and behavior in the organization setup. In fact Performance Management is the only reliable tool that provides data for future projection and predictability that can be probably approximately correct. With long term vision in mind, AI and Machine Learning can be productively used to gauge and predict precise performance level, stickiness and continuity, culture fit, adaptability, learning skills and capability, steadfastness, integrity, maturity and trust level, differentiate compensation and optimum growth that employee can

reach. It ensures that employee stays longer and obsolescence doesn't creep in the organization.

Career Management

Career management embodies both aspects of anticipating and/or forecasting human resource requirement. It is to develop a successful and apt supply chain management mechanism and to cater to organizations need for human capital at right juncture. Career Management interlinks both aspects of career growth and succession planning of employee and provides a helicopter view to the Management. When there is a blend of individual aspiration and organizational growth perspective, career management is able to meet its objective.

Notwithstanding the fact that career management is an imperative that organizations cannot sublet, it is now the backbone of any HR process. Intuitive planning and coordination between units in the area of planning their workforce activities has been necessitated and organizational units can chart out plans to need present and future needs. Algorithms to pick up patterns and trends for preparing workforce requirements can come in handy in succession planning.

Critical positions in the org setup that Management will be interested in never leaving it vacant or even occupied by incompetent personnel, should be identified. Certain critical technical, operational or business positions may be earmarked as star positions. Drawing an analogy from "Blue zones" of the world, the common denominators for all key positions consisting of determinants such as knowledge, skill, experience, aptitude and embedded characteristics like integrity, trust, understanding of diversity, culture and ethnicity, and global economic scenarios.

The essence of successful career management is planning well ahead of time for the future. This would require taking stock of areas such as prospective Organization structure, Career growth and Succession plan for key positions present and future.

Career path and Succession plan

Plans are developed for each critical position in the organization to ensure a continuous supply of talent pool as per requirement of the organization. Each Position needs to define the relevance and degree of difficulty in finding a replacement.

Position may be categorized as critical or non critical depending upon such factors:

- Difficulty in finding replacement or finding suitable replacement
- Level of knowledge, skills and experience to perform
- Time to groom and develop potential candidate to fill
- Job responsibilities that are critical to business
- Exercises influence, control, or direction over the performance of many other individuals, workgroups, or units
- Requires levels of knowledge, skills, or process abilities that are not readily available or easily obtained in the labor market
- May require specialized experiences as a component of preparation for the critical position

Career planning is often cited as essential in determining successful hires. But sticking to the convention or norms has its pitfall. Even AI enabled hiring and selection process has its limitations. Very often it will restrict the diversity of talent to be hired. Job descriptions can be retrograde in the sense that tangential and non linear thinking talent may be waylaid. New ideas and concepts that is the out of the box thinking talent may be reticent and different. It becomes difficult to spot such talent with diverse and variegated nature of talent. The competencies of mavericks and new thought personalities may not match our norms. The career progression and path ideally, cannot be simulated or visualized or charted for these. AI enabled processes may provide skewed results and hires may not be able provide fresh perspective and progressive

view. It is therefore a prerequisite to have channels open for the odd and diverse talent pool. Talent differentiation has become an imperative to be relevant in the industry and global market.

Digitization of HR

Digitalization or digitization has been in vogue since two decades. It has taken happened at variable pace in almost all sectors. Digitalization is the process of converting information from physical format into a digital one. Diverse forms of information such as text, image, sound etc. may be converted into digital mode. Digitization in the strict sense may have taken place in organization only to the extent of converting records and documents into digital form. Even HR processes have also been made online or web enabled, but the question is that to what extent these ERPs, Software and Web enabled packages have been successfully helped in improving the employee experience and facilitate to improve employee level of engagement.

Adoption of the digital platform has enabled HR to bring in greater transparency, clarity, faster delivery and resolution of HR and related services. Employees are able check their entitled benefits and payments, Salary and Compensation, incentives and seek redressal online in the digital platform. Rudimentary and routine functions when automated and digitized, it improves the employee experience and leads to faster reach. Minimizing on physical documentation and in other areas is the essence of digitization. Agile methodologies and digital technique will essentially catapult HR as a growth orientated. Better and highly personalize service will be spearheaded by an IT/ITes Supervisor. HR will be able to add more value and resource to the organizations growth. HR is able to add value to the organization and helps nurture relationship and develop natural leadership, building the right mix of people.

Nonetheless an analytical and data driven culture will help in preparing HR function for the future. Issues pertaining to governance

and charter of ethics are needed to build a right mix of people. HR will add more teeth to point under consideration. Building a right mix of people will keep the organization future ready and relevant. Many companies have developed "Chat Bots" who are able to resolve HR issues that are in the form of queries or routine in nature.

Digital HR is only possible to reap benefits and becomes successful if the right digital infrastructure coexists. It requires maintaining and keeping in online mode 24x7, round the year for its efficacy to reach employees. People analytics and data driven culture adds to digital inspiration and HR can leverage to align and adjust the work culture. Redundancies and repetitive processes need to be replaced by agile and efficient digital methods.

Impact of HR practices on business needs no further elaboration. Industry problem of growth/retention can be resolved by adopting suitably leveraging HR analytics & dashboard software. It improves the quality of HR decisions and brings in predictability. Even the HR processes related experience of the employee gets enhanced and results in increase in productivity. Web and cloud based data management software has reduced the costs and increased the data management capability. Patterns and trends, reports and analysis, actionable insights and view for stakeholders and top management helps in taking informed decision in advance. Some of the HR Analytics software available are Excel, Tableau, Visier, ORACLE Analytics, IntelliHR, Comport etc. Depending upon the usability,

scalability and requirement of the company, the choice of HR software may be made.

Diversity and building right mix

Workforce diversity and right employee mix now needs no emphasis. It has become an imperative and is very pertinent in the changing work ethics. People with diverse backgrounds often foster innovation and creativity, and enhance productivity. Very often when you have people with STEM Technology, research, marketing, finance, environment, health and safety background come together, the decision are unlikely to go erratic. It reduces the error component and increase sustainability. Companies need to have their talent sourcing and selection processes aligned to have diverse pool with varied experience of domain and industry.

Instead of looking for the stereotype workforce with related skill and knowledge, it will better to have a workforce having diverse knowledge and rich experience such that companies never face obsolescence or insolvency.

Conclusion

A future ready HR has to be curated with right kind of mindset and intuitiveness. The digital age HR has to keep up-to-date of the technological advancement and maintain healthy team diversity. HR's job has undergone change and shifted to partnering in strategic business decisions. An Agile and future ready HR is now the growth engine for organizations success and sustainability.

There is something compelling about the nature that attracts humans to it. Whether this magnetism comes from nature's beauty, its restorative properties, or the pure and fresh air from trees, something within nature makes us healthier when we are in it. Just a walk in the woods or a stroll by the beach on a sunny morning can awaken the innermost feelings of happiness and peace. On this environment day, 'Into the heart of the Himalayas' reminds us of the beautiful bond that exists between human spirit and nature.

Name of the Book: *Into the heart of the Himalayas*

Author: Jono Lineen

ISBN: 978-81-944468-2-B

A brief on Jono Lineen: Jono Lineen was born in Belfast, Northern Ireland in the later part of the sixties. His family, later migrated to Canada when he was a young boy.

One day, his brother Gareth (A rowing enthusiast) dies in a boat accident. The death was particularly harrowing because it was not by drowning. He managed to keep himself afloat by holding on to the overtured skiff.

Immersed in the waters of a lake at a temperature of 4 degree Celsius, he struggled to stay afloat and managed to stay awake for hours before hypothermia overcame his physical struggle and pulled him into a state of oblivion. He was an Olympic level athlete and could put up a long and arduous fight for survival, but all went in vain. He was in his twenties when his death occurred.

A brief on the book: the book starts with, how Gareth's body was brought back, and the family ritualistically and naturally grieved over his departure. Some griefs are too painful and intense to be understood or even analyzed. Jono suffered a dull pain and a listlessness about him. After two years of aimless wandering, he decided to go on a solo trek of the Himalayas – a long route that started from the Indus River, in the west to culminate in the western border of Nepal. The total route was over 2700 KMs.

The book basically describes his experiences with different cultures, religions, and geographical environments. As he said, "Most importantly the walk would let me be one-on-one with the people who make those mountains so magical".

Externally it's a travelogue. But the contemplative thoughts that dawn on him during his journey – transform this into a book on self-realization and spirituality. Walking is one of the most fundamental forms of meditation. As Rousseau said, "Never did I think so much, exist so vividly, and experience so much myself – if I may use that expression – as in journeys I have taken alone and on foot."

I have been reading and reading this book for the last

two years, because it gives me peace and solace in the most unexpected places.

Why I recommend this book: Modern life and our circumstances has made us success freaks. We allow standards of success set by others to pollute our minds. We create a meaningless dissonance of being a failure, within ourselves. We read self-help books and go to management Gurus to learn the art of how quickly to achieve success. Most of our physical diseases are created in a vicious world of self-incriminations and a feeling that we have not achieved what we were destined to achieve. This so-called achievement-focus has destroyed our lives to such an extent that many of us suffer from psychological problems.

The real power in a person is within himself. A state of mental equilibrium is the state of greatest peace or Nirvana. However, to achieve that level of equanimity and happiness, one requires a period of contemplation which brings maturity to our thought process. A period of slow contemplation while moving through various cultures result in a far deeper understanding of life and its importance.

At the end, inner peace and happiness is the biggest achievement and this book helps in setting a route map for that.

This is particularly relevant for us because we do not have any contemplative time for ourselves. Our workdays are packed, and our holidays are also packed with planning, organizing, and doing. This lack of self-contemplation is one fundamental lacunae of our lives. Every person should have some time completely for himself / herself. It could be a little time-space in a day, or week or month, but self-contemplation nurture creativity and solve many mental blocks, that act as irritants and create issues in our overall productivity and happiness.

Jono Lineen, became contemplative due to a calamity that devastated him, but we all can be contemplative without waiting for a calamity to strike us.

The Ability to Adapt and Respond

Workforce Agility



By **Sabitha Natraj**, General Manager
Learning & Development, IndianOil, Southern Region

It was at a hallway chat that a colleague of mine sprung an opinion that set my thought process thinking. 'Elephants can dance' he said- referring to the adaptability of a large organization to respond to market changes.

Size matters in business. Walmart, Apple, Amazon, Pepsi are transnational organizations that are massive in size and yet nimble to respond to customer needs quickly. Peter Drucker had said ""Large organizations cannot be versatile. A large organization is effective through its mass rather than through its agility. Fleas can jump many times their own height, but not an elephant."

Witnessing the fast growth of organizations across the globe, would it still be relevant that large organizations matter more through their mass than through their agility?

Agility- A Managerial Capability

Agility is a capability. People, teams, and entire organizations can have agility or be agile, indicating that they can proactively sense and respond to the change around them. Agility is an ability to adapt and respond to change; agile organizations view change as an opportunity, not a threat

Agility fundamentally comprises the ability to sense and adapt rapidly to new information, requirements, or strategically relevant conditions. A basic requirement for agility consists of clear and understandable objectives, responsible leadership, respectful communication, a



suitable learning infrastructure, and the ability to experiment and play around with new ideas.

For individual employees or managers, agility involves anticipating what might happen, managing the unexpected, and adapting to new situations. Most notably, Pulakos, Arad, Donovan, and Plamondon's (2000) research suggested eight competencies that are required for adaptability at work:

- (1) handling emergencies,
- (2) handling work stress,
- (3) solving problems creatively,
- (4) dealing with uncertain situations,
- (5) learning work tasks, technologies, & procedures,
- (6) interpersonal adaptability,
- (7) cultural adaptability, and
- (8) physically oriented adaptability.

OLD AND NEW PARADIGMS

The McKinsey report on "The Five Trademarks of Agile Organizations" draws attention to old paradigms of referring to organizations as machines with unprecedented effectiveness and shopfloor efficiencies. Companies like Ford with large market-shares, pioneered the concept of management theories: they were hierarchical and specialized. Organizations were referred to as machines. For decades, organizations that embraced this machine model and the principles of scientific

management dominated their markets, outperformed other organizations, and drew the best talent.

From the 2000's the machine paradigm witnessed a perceptible shift brought about by the 'digital revolution' that transformed industries, economies, and societies. In a highly interconnected, technology driven world, organizations are now embracing a new paradigm- they are now seen as 'Living Organisms' with agility and empowerment.

The Agile organization is the new dominant paradigm. Rather than organization as a machine, the agile organization is a living organism.

Mckinsey in its report has listed Five trademarks of an Agile organization:

- North Star embodied across the organization.
- Network of Empowered teams.
- Rapid Decision and learning Cycles.
- Dynamic People Model that Ignites Passion
- Next Generation Enabling Technology

IFTDO GLOBAL CONFERENCE: The bugle-call for an Agile Workforce

It was veritably a 'FORWARD MARCH' bugle call for strategic, organisational, leadership and individual agility to augur transformational changes. The International Federation of Training and Development (IFTDO) Global Conference at New Delhi 19TH & 20TH MAY 2022 had 'Strategies for an Agile Workforce' as its main theme.

'HOW CAN HR PRACTICES INSTITUTIONALISE AGILITY' was an anchor theme. Particularly thought-provoking were viewpoints expressed by Dr. David Ulrich, Dr. Santrupt Mishra and Dr. Tanvi Gautam.

When disruptions happen, organisations with a strong culture respond quick enough and can sustain market shocks. Sequentially, can evolving, absorbing learning adapting, flexible agile culture be programmed or coded in the normal performance fabric of an organisation?

Agility may be an emerging human, organisational capability the speakers highlighted. Agility defines creating a future without revisiting or updating the past. It is not about market share but more about market opportunities; agility has lesser regard to processes and greater regard to outcomes. An agile organization would not look at product as a competitive advantage, but its strong culture as a differentiated experience to its customers.

There is an absolute necessity for agility in organisations as expectations of stakeholders, shareholders, regulators, and customers are changing dynamically and constantly. Agility recognises that no solution is permanent. It requires a mindset change to continuously grow, evolve, learn, unlearn, and adapt.

These deliberations made one wonder whether 'Empowerment' and 'Facilitation of change management' maybe two cornerstones for the success of agility driven strategies. In a hierarchical junior, middle, and senior management structures, 'Empowerment' of junior level officers for quick market driven executions and 'Facilitation of agile work culture' as an essential KRA for middle and senior level executives - may usher in agility in quicker implementations.

While junior level officers require delegated autonomy to respond to market changes, the middle and senior level executives may need to complement the speed and responsiveness by partnering and facilitating change. It is seen that as executives ascend in their hierarchical levels, their ability to take risks or their commitment to encourage experiments/pilot efforts may decrease.

It is also true that strategically an organisation needs to clarify areas and efforts that needs to be open for autonomous market driven responses and those that needs to be deliberated and decided. It is understood that a larger focus on this would enhance efficiencies of current delegated and decentralised systems.

The IFTDO conference has most certainly been thought-provoking and stimulating to usher in Agile Work Cultures.

A Mid-Air Review



By **Karan Gupta**, IOCL
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Life is a fascinating journey for each one of us, having its own customized twists and turns, embracing some surprises and life lessons every now and then. As I have mentioned last time, how the wait for that incredible Masala Tea* is still being cherished by me. So here am I with another adventure covering an interesting episode of my Official life.

The experience I am about to share was not only unique but also very enriching that changed my perspective to things in a very interesting manner. Afterall, we all have been part of numerous routine high-pressure reviews in our corporate lives, however, I don't think anyone has attempted a Mid-Air Review till date.

So the story goes long back when I got my first place of posting as Rajkot, Gujarat (a place I have never been to). Thinking of coming to Gujarat for the first time and starting my professional career in that altogether new environment still give me goosebumps.

With time, things got settled somehow. With numerous ongoing projects at numerous locations and existing operational set-ups across the western belt, assignment at Rajkot was very exciting and everyday brings with it new challenges and learnings.

Another important character for this story is Mr. Mazumdar. He was posted as Chief General Manager at Rajkot and was a very respected professional across the industry who has played a key role in completion of various strategic projects across the country. Another quality

of Mr. Mazumdar was to take very detailed reviews and thus, any review was not less than a UPSC exam. Being junior most in my team, I have never attended these reviews, but I have heard numerous stories around them.

Coming back to my story, with not many friends in Rajkot and with many of my friends based out at Mumbai, I always made it a point to visit Mumbai whenever I got any opportunity. On one such short trip, I was travelling back from Mumbai to Rajkot and at Mumbai airport, I was doing my favourite activity of roaming from one corner of the airport to another. I always felt that maybe I could end up meeting some old school or college friend or may be any other known person, unexpectedly, at the airport. Well now when I think of it, I think it was my attempt to artificially create surprises in my life.

I had my earphones on and walking casually in my multi-pocketed cargo pants, I heard my name. Firstly, I thought I was mistaken and then I heard my name again. I took off my earphones and started looking around to see if someone is really calling me. As I was trying to find out, I heard my name for the third time and this time with a clear view of the person taking my name. It was Mr. Mazumdar standing in front of me.

Off all the persons whom I intended to meet on my random airport walks, I think Mr. Mazumdar should be last one in the list. For me, he was a typical senior leader who always looked serious in the office environment. Although, I have met him only couple of times, yet he remembered my name. As soon as he came close, I wished him, and he told me that he was there in Mumbai for an official assignment. I only smiled as I was hesitant to admit that the core purpose of my Mumbai visit was only to watch the movie "Avengers" as the same was not released in any theatre in Rajkot.

Leaving that behind, now with no other option left, I sat on the adjacent vacant seat in the

most uncomfortable way. Suddenly, he got up and said please look after my luggage, I will be back in 5 minutes. I politely replied affirmatively with a thought "where else can I go"

And to my utter surprise, he was back holding 02 cups of cappuccinos in his hands and offered me one of the cups. Although all of you are aware of my longingness for the Hot Masala Tea, I accepted the coffee with a thanks. I was surprised to see such a senior leader bringing coffee for me. Frankly speaking, I never expected this and this example of humility has always stayed with me.

Although I was totally stunned by the gesture, yet I was thinking that let boarding begin at the earliest and we both part ways. Suddenly he asked, What's your seat number. To which I replied, "It's 10D sir". To which, he replied, "Great! Mine is 10C".

I was always curious of seeing miracles, but this time it is heading to the next level. Now as we were in the boarding line, the following thoughts crossed my time. It's a 1.5 hour flight and what possibly we both could talk for that duration. And then I was remembering how people said that he is so focussed on taking reviews. I was now sure that in the next 1.5 hours, I would be giving a presentation in the middle of the sky during this flight journey. Knowing him, I was sure that no specific topics should be discussed, however my mind started to find answers for some typical Management Questions on Innovation, Digitization, Business Challenges, New initiatives etc. Sometimes I think how our mind start to work so unpredictably, during these tight spots. I made up mind that this is going to be a tricky Mid-Air Review.

Lets switch to Airplane mode for next 2 hours

Now we are out of airport and we both are in Mr. Mazumdar's car heading towards the township with his driver giving me weird looks as how come his always serious looking boss is laughing and chatting with this newly joined officer.

I'm sure all of you must be thinking the same. Well, the answer to this is as under:

As soon we got settled in our respective seats, Mr. Mazumdar asked about the purpose of my Mumbai visit and somehow I was courageous enough to tell him the truth that I have gone to see the Movie "Avengers" as I am a big Fan of Marvel Universe. And what happens next literally blew my mind. The next 02 hours we chatted about all Marvel Universe Characters/ Superheroes including Iron Man, Spiderman, Captain America, Hulk, Black Widow and what not. He further told me that he still has his collection of all his comics and even till date, do cherish to read them occasionally.

It was something that I could not imagine even in my weirdest of thoughts. He himself was a huge superhero fan and is quite updated with all the latest movies. And I don't think many of his professional colleagues were even aware of this.

We got down at the township and bid goodbyes to each other. It was indeed a special unexpected experience for me. It was wonderful to see that being such a senior leader, he still follows his heart and still taking care of his inner child. Mr. Mazumdar has taught me an important life lesson of how one should take care of one's inner child and always work towards one's passion and interests along with the professional life.

And this is how, my first Review took place, oops I mean Mid-Air Review.

- **(Please visit the link for "A long wait for the hot cup of tea" for further details)*

A Road to Dignity



By **Bhanu Prakash Semwal**,
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By **Naveli Singh**,
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Kulbir is a manual scavenger by profession. His job entails diving into sewer tanks to flush out stagnant filth inside. In the name of protective gear, all he has is a belt tied around his torso and attached to a rope. In the act of cleaning, carrying, and disposing untreated human excreta, he faces a risk of death from asphyxiation due to poisonous gases or the risk of contracting a fatal disease. At times to unblock sewage drain, he must hold his breath and go entirely inside the sewage water without a mask or proper safety gear. Last week three of his brethren engaged as manual scavenger in the neighboring municipality died inside the cesspool when they inhaled poisonous gases and sewage water entered their mouth.

Kulbir's plight resonates with thousands of other workers engaged as manual scavengers. A total of 971 people lost their lives while cleaning sewers or septic tanks since 1993. Most of the deaths reported are due to accidents in septic tanks and sewer areas.

While the predicament of such workers has continued for decades, a group of four socially and environmentally conscious engineers from Kerala have found a way to end this dehumanizing practice. Borrowing its name from an Australian marsupial, 'Bandicoot' the robotic scavenger by 'Genrobotics' is slowly diving its way into sewers of India, liberating the sanitation workers from the claws of scavenging. Engineered to clean any type of sewer manholes, the robot has proved to be flexible, customizable, and efficient in its cleaning operations.

Launched originally in 2017 with its upgraded version getting unveiled by honorable PM Modi and UN secretary General in 2018, more than 100 robots have already been installed across 14 states in India. Bandicoot has done more than taking a step towards elimination of manual scavenging, it has given the sanitation workers hope and opportunity to live safe, healthy, and dignified life.

A Computer Science engineer from Calicut University, Director and Co-founder Mr. Rashid Bin Abdulla Khan shares his start-up journey and his thoughts on social and environmental responsibilities for the readers of HR Vista

In conversation with Bhanu Prakash Semwal and Naveli Singh.

The plight of manual scavengers has been a much talked about issue for a long time now. How is Bandicoot bringing about the desired change and making it last long?

Let me tell you briefly about these sanitation workers. The people involved in this profession generally belong to the lowest rungs of the society who fail at securing any other forms of employment. In fact, their identity as manual scavenger makes it even more difficult for them to seek employment in any other sector. Social ostracization is so strong that more often than not, they have to hide their profession from even their families. Due to their unsafe working environment, almost all of them suffer from fatal diseases. To deal with these social pressures, majority of them turn into alcoholics.

With Bandicoot our vision is twofold, first to end the practice of manual scavenging and second to rehabilitate these sanitation workers to become robot operators, thus offering them a dignified, safe, and hygienic mode of employment. When we employ the displaced sanitation workers as our robot operators, they are ensured continuity of their livelihood while giving them a safe and sound working environment. We find this to be a sustainable

model of social change which brings dignity, health and inclusion to these people.

It wasn't easy to gain the trust of the sanitation workers when we started. But once they came to know about the transformation of lives of fellow sanitation, the word of mouth spread, and the workers started supporting us. It worked like a ripple effect. Communication was the key in garnering the trust that this change was for better.

What you have shared has much wider implications. Over the past few years there has been a lot of hue and cry over robots replacing human jobs. Do the jobs generated with the implementation of Bandicoot rehabilitate the displaced manpower?

I feel whenever there is some technological advancement, there will always be some apprehension about its arrival. The advent of calculators and computers did not reduce the number of jobs rather increased it.

Similarly, robotics finds its application as an augmentor of human efforts and not a replacement of it. New advancements are done to make our work simpler and make our jobs more interesting and meaningful.

If I talk about Bandicoot in particular the current scenario is such that only 14-16% of the manholes are getting cleaned in a city. The municipal corporations do not have enough manpower to clean 100% manholes as of now. The job is such that if there is any alternate profession available, people would want to quit. At no cost would a parent want their children to undertake this kind of hazardous work. Thus, with upcoming generations, the employment in sanitation sectors, especially manual scavenging is decreasing.

This gives us a huge scope of rehabilitation of such workers. With greater coverage, employment of increasing number of sanitation workers as robot workers becomes possible.

You have come a long way since inception of Genrobotics. Tell us how and when did you decide to pursue innovation in this field?

We were a group of friends pursuing

Engineering from Calicut university in different streams who met at the NSS camp. As our bond grew over the years, so did our mutual interest in the field of robotics. We started nurturing the dream of starting our own venture for developing products with a social impact. Our passion laid specifically in the field of augmenting human efforts with robotics. Our first step in this direction was developing an Exoskeleton designed to lift heavy weight for the army. However, while working on the exoskeleton, an article in the local newspaper reoriented our focus towards an extremely pressing issue.

The article had covered recent deaths in the state due to manual scavenging. Most of us come from villages and thus had very little idea about this practice since there were no manholes in our villages. On digging deeper into the issue, we started understanding the nuances of this dehumanizing practice at large. Manual scavengers had been facing the risk of death from asphyxiation due to poisonous gases and life-threatening diseases for a long time. This appalling reality firmed up our resolve to find a solution to this problem.

We decided to develop alternatives that could replace the 'man' from the manhole.

Manual scavenging is outlawed in India, yet thousands of people are still engaged in the work and many die cleaning sewers. How did four youngsters straight out of college surmount this difficult mission to end manual scavenging?

By the time we were done with our research in the field, we had already completed our engineering. Coming from very humble backgrounds, the founding team decided to join our campus recruiters to gain some corporate exposure and figure out the source of funds. We knew that establishing a company in the domain of robotics would require a huge investment which unfortunately none of us would be able to arrange.

We had initially decided to work for two years but as they say, monotony collapses time, none of us could continue for long. We realized that

our calling was something else and that we would derive much more satisfaction in doing something that is our own brainchild. So, all of us quit from our respective firms after 6 months.

In 2017 we approached the Kerala Start-up Mission, which is the nodal office for supporting start-ups in Kerala and proposed our idea. Manual Scavenging still being an issue in the state, the government knew the gravity of the situation. They supported us in our endeavor by providing us with a grant and a space for our office and R&D activities for the starting year. They further connected us with the Kerala water authority who is the custodian for the sewage networks in the state. With their support we did a lot of groundwork by visiting manholes, sewage networks to understand the specific needs and issues faced during cleaning the sewage/ septic tanks. For instance, we found out that all existing mechanical devices were able to clean only at the centre of the pit and were not able to reach the corners. Thus, flexibility of the device became an important consideration for us.

It took us six months, a team of nine people and multiple iterations to finally arrive at Bandicoot 1.0. The unwavering support and suggestions for improvement from the government helped us a lot in our journey.

Coming from modest backgrounds, leaving your jobs to pursue your dream in an uncharted area would have been difficult. What was the driving force behind the team?

Our entire team shares this passion of developing solutions for social and environmental issues. This is something that drives and attracts all of us. I believe this a very important aspect of the bond that all our Co-founders share. Our frequencies match over bringing meaning to the work we do. And our approach is not just limited to Bandicoot. For example, we are developing a robotic solution for paraplegic patients which enables them to walk back into their lives, assisting in faster rehabilitation. All our upcoming products also have this underlying mandate of solving a

social or an environmental issue.

In our hearts we knew that what we are pursuing is important and has the potential to change lives. This belief kept us going.

Your work doesn't end with cleaning of the sewers. The waste that is generated and collected through these sewers also have a huge impact on the environment. How do you take care of these Environmental Concerns?

One of the biggest threats in a sewage is noxious gases and vapours. Once they begin to leak from, say, a damaged pipe, their concentration can build quickly, making the air unbreathable. This is especially dangerous for the workers getting down into the hole for cleaning. If exposed to these gases, there is a high chance of contracting pulmonary diseases.

Again, at a lot of places the liquid waste may get dumped directly into a nearby water body making the water unfit for human or animal consumption. Thus, timely and proper cleaning for the manholes becomes an extremely important concern for the health of the environment.

This is where a solution like Bandicoot plays an important role. The design is such that that robot ensures thorough cleaning of the sewage without manual intervention. The collected waste product is then sent to Sewage Treatment Plant for proper decomposition.

On the similar lines, we have recently signed an MoU with the R&D division of Indian Oil Corporation Limited for developing a robot for cleaning of Oil tanks, thus eliminating the need of manual intervention. Similar to a sewage tank, the oil tanker sediments may prove toxic to humans and the environment alike.

All our products aim to cover both social and environmental aspects of any issue.

From medical to oil & gas sector, you have a wide range of technological innovations forming the backbone of your products. Tell us how do you stay ahead of these technological developments?

As a team, Genrobotics loves to stay ahead of latest technological developments. Our dream is to make India a technological hub. Like ISRO is our pride in the domain of space related developments, we believe that we have the potential to spearhead developments across several technological domains. We have a team dedicated for research and exploration in the field of latest developments in technology across the globe. This team continuously experiments with technologies and shares feedback on the progress. At the management level all the co-founders meet periodically to brainstorm and decide on our short term and long-term priorities.

With Bandicoot for instance, we did not stop after its launch. We have been continuously improving its features making it more modular, flexible, reliable, and sustainable with every iteration. In 2018, Bandicoot 2.0 was launched. It is our Prime Minister's vision to make India manual scavenging free. It is our constant endeavor to align our vision and actions to support the vision of the nation.

Genrobotics is doing a wonderful job in the technological, social and environmental space. Do you think an average organization is moving towards embedding sustainability in what they do? And how might the everyday person play a role in bringing about substantive change in their own communities?

I think there is a lot that we can do at an organization and at individual level. See every business has a commercial and a social aspect. The commercial aspect is crucial for the economy. Without the manufacturing and services, we cannot fulfill the needs of the population, there is no employment and no economic growth.

Organizations today are working hard to become environmentally sustainable too.

The best of the organizations are making commitments to the environment and leading by example with adoption of sustainable practices. Companies today are being pushed to think beyond CSR and change the way they operate on a fundamental level to become eco-friendly. Social and environment issues have become crucial to business branding.

As an individual we can play our part by reducing energy usage and recycling waste. On a daily basis even if we are able to maintain our surroundings, recycle household wastes, plant trees and nurture them we can make a huge difference on a macro level. If we become conscious of our waste footprint, we not only care for our environment, but we also become aware of the fact that the burden of our waste disposal is transferred to the sanitation workers. We need to respect what we have and ensure a life of dignity for people around us.

I see that the civic engagement has increased over the years when it comes to the environmental issues. The people sensitivities have increased over time.

For example, in my village, where agriculture is the mainstay, the farmers realize the change in climatic conditions. They face losses when they do not receive rainfall on time or when the temperatures soar higher than expected. So, the realization is there till the lowest level. Our responsibility lies in making them aware of the reasons behind these climatic changes and what we can do to improve it.

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