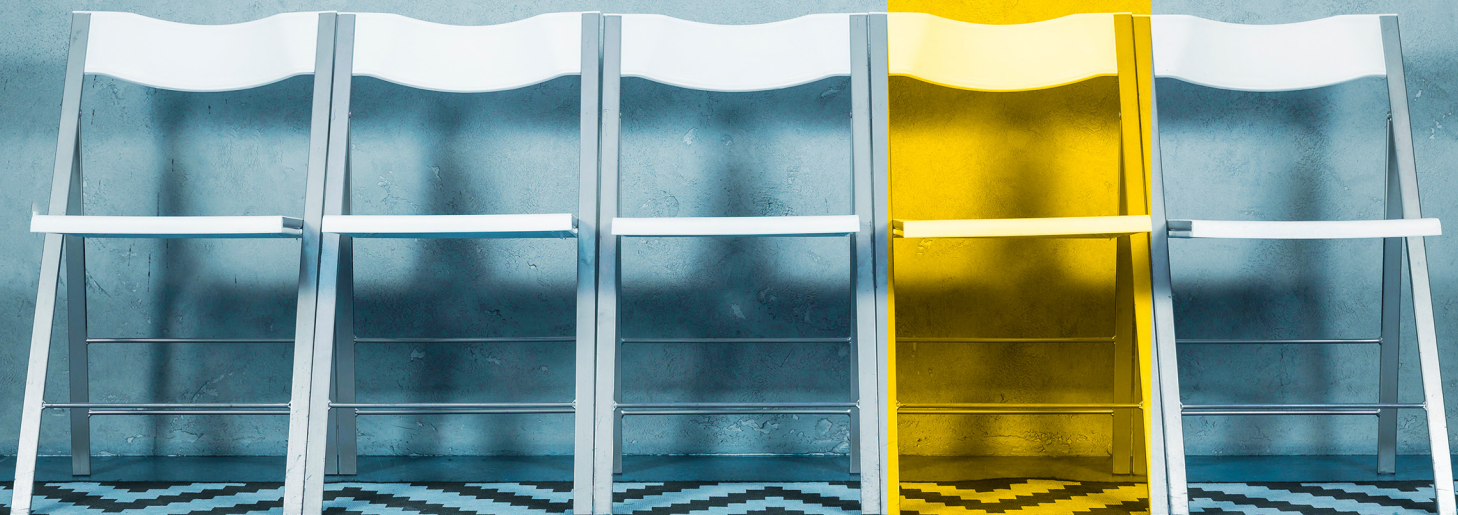
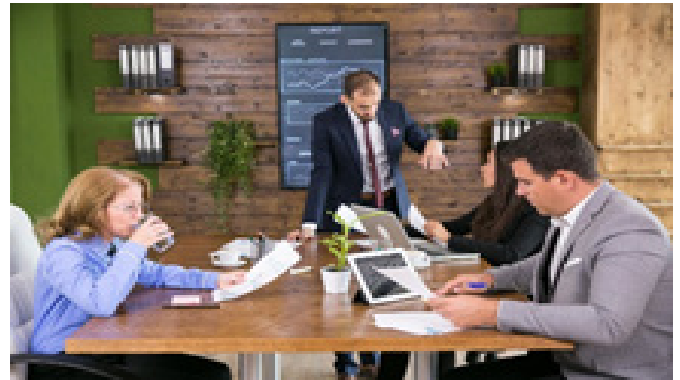
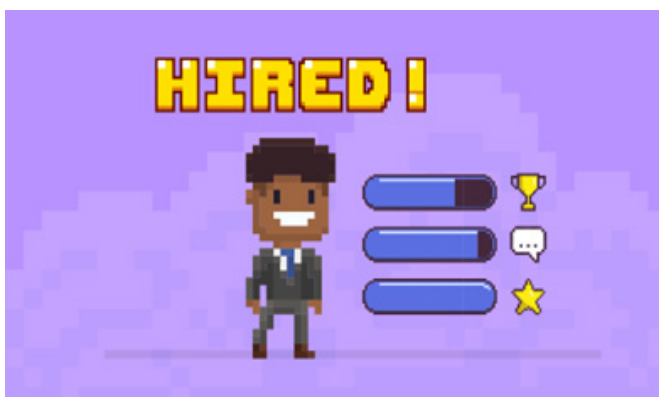


Redefining the Hiring Recipe



Contents

Be curious enough to move up the value chain!	8
Embracing Evolution: Behavior-Based Hiring and Technological Synergy for Organization's Future Workforce	12
"Transforming Workforce Recruitment: The Synergy of Behavior-Based Hiring and Technology"	15
Paper on HR Business synergy	17
Data-Driven Play: Leveraging Analytics in Gamified Hiring	20
Diversity & Inclusion: An Enduring Legacy in India's Journey"	24
Words have Power	25



Rational Recipe To Recruitment: Future Of Hiring	27
The 'Feedback Fridays'	29
Redefining the hiring recipe: Recruiting candidates beyond the resume!	31
Are you sleeping well? Sleep Health: The Cornerstone of Wellbeing	35
Six Thinking Hats- A Decision Making Technique	37

The Power of Attitude: Why Employers Seek the Right Mindset	39
Redefining the hiring recipe: Recruiting candidates beyond the resume!	41
Recruiter's Dilemma:	42
Ego – Pursuit of Dominance	44
Nothing Official About It	45
Miracle of Stress	47





Sujoy Choudhury

Director (P&BD) with
additional charge of Director (HR), IndianOil

Dear Readers,

In this dynamic era, where the scope and expanse of Human Resources are undergoing vast changes, HR Vista Magazine stands out as a window to a new world of innovation and transformation. As we bring out our 9th edition, I extend my heart-felt appreciation to our dedicated editorial team for their relentless pursuit of excellence in bringing forth insightful and engaging content.

The theme for this edition, 'Redefining the hiring recipe: Recruiting candidates beyond the resume!', resonates deeply with the current global workforce trends. The World Economic Forum's insights into the evolving job market underscore the urgency for adaptability in our hiring practices. In this edition, we embark on a journey to explore the depths of this crucial topic.

Traditionally, education and experience have been the bedrock of recruitment. However, as the business landscape evolves at an unprecedented pace, so must our recruitment strategies. This edition highlights the necessity of shifting our focus to assess candidates beyond traditional metrics. The art of identifying and nurturing talents like creativity, leadership, and emotional intelligence, often latent in a resume, is more critical than ever.

Our carefully curated content explores the nuances of developing a compelling Employer Value Proposition (EVP) and the significance of soft skills in prospective employees. We also delve into the transformative role of technology in streamlining and enhancing recruitment processes.

This edition provides insights on the trends that are shaping the future of hiring. The magazine discusses the topics touching the short-lived nature of skills in today's fast-paced environment and preparing to meet the challenges of tomorrow. Through expert opinions, case studies, and in-depth analyses, 'HR vista' aims to provide our readers with a comprehensive understanding of the contemporary hiring landscape.

As we navigate these changing times, our role as HR professionals is not just to adapt but to lead the change. The insights and strategies shared in this edition are designed to inspire and equip HR professionals to redefine their approach to talent acquisition, ensuring we are not just filling positions today but building the workforce of the future.

I trust that the perspectives offered in this edition will serve as a valuable resource for HR professionals, business leaders, and anyone interested in the future of work. Let's embrace this journey of transformation together.

Happy browsing!



Subimal Mondal

Editor-In-Chief, HR Vista

Executive Director (HR), IndianOil

Esteemed Colleagues and Readers,

As we unveil the 9th edition of HR Vista, it is my privilege to welcome you to a world of insightful exploration under the theme "Redefining the hiring recipe: Recruiting candidates beyond the resume!" As the Editor-in-Chief, I am proud to present a publication that consistently challenges the norms and enriches the discourse in the field of Human Resources.

This edition comes at a time when the corporate world is undergoing a significant transformation, especially in talent acquisition. The World Economic Forum's forecast about the changing job market sets the backdrop for our current theme. It emphasises the need for a paradigm shift in our hiring methodologies to stay relevant and competitive.

In our pursuit to delve deeper into this subject, we have assembled a diverse range of articles, each shedding light on different aspects of modern recruitment strategies. We address the critical need for organisations to look beyond traditional educational and experiential qualifications and focus on the softer, often intangible qualities of candidates.

Our contributors, who are thought leaders and experts in their fields, provide a wealth of insights on building an effective

EVP and evaluating candidates for their potential, behavior, and emotional quotient. We also explore how technological advancements can be harnessed to support and enhance these new-age recruitment strategies. The stories and case studies presented not only reflect the current state of affairs but also guide us towards innovative solutions and practices.

As you peruse the pages of this edition, I encourage you to engage with the content and reflect on how these insights can be applied in your organisational contexts. This edition provides a roadmap for navigating the complex and ever-changing landscape of talent acquisition.

I am confident that the thought-provoking content of this edition will inspire you to rethink and reinvent your hiring practices. Your feedback and insights are invaluable to us, and I look forward to hearing your perspectives on this crucial topic.

Happy reading, and may this edition spark transformative ideas in your professional journey!

Editorial Team



Shri Sujoy Choudhury
Patron



Shri Subimal Mondal
Editor-In-Chief



Shri Amit Gupta
Associate Editor

Consulting Editors



Mr. Abhishek Ranjan
Brillio



Ms. Vartika Dutta
IIM Amritsar



Ms. Vinti Mehrotra
Sage



Ms. P S Deepa
Deloitte

Industry Coordinators



Ms. Anubha Agarwal
EIL



Dr. Asheesh Srivastava
GAIL



Mr. K Mahendra Kumar
BPCL



Ms. Mehak Uppal
HPCL



Mr. Debasish Mukherjee
ONGC

IndianOil Coordinators



Mr. Angshuman Bhattacharya
IndianOil



Mr. Bibhas Biswas
IndianOil



Ms. Ciny Mathew Philip
IndianOil



Ms. Deepika Soni
IndianOil



Ms. Gunjan Jain
IndianOil



Mr. Karan Gupta
IndianOil



Mr. Dipdyuti Chowdhury
IndianOil



Mr. Mudit Shukla
IndianOil



Ms. Sonal Karki
IndianOil



Mr. Nalin Sharma
IndianOil



Ms. Swetha Rathod
IndianOil



Ms. Naveli Singh
IndianOil



Mr. Mousom Some
IndianOil

Student Coordinators



Ms. Kriti Gupta,
IIM Amritsar



Mr. Prantik Chakraborty,
IIM Lucknow

Be curious enough to move up the value chain!



By - **Apurva Nagmote**
nagmoteas@indianoil.in



By - **Naveli Singh, IOCL**
singhn8@indianoil.in



Q. Could you share a bit about your professional journey and some pivotal moments that led you to become the chairman & MD of India for one of the most renowned search firms in the world?

After completing my MBA in 1983, I joined Eicher and worked for them at multiple locations like Alwar and Faridabad. I believe these early years of my career were a turning point for me and a lot of other HR professionals working for Eicher at that time. This is because, from an HR standpoint, we were way ahead of our times in terms of people development initiatives, succession planning, people engagement and work ethics. My next professional engagement was with Ranbaxy, where I stayed for about six years.

I went on to work with Olivetti, Modi Xerox, and several other firms. My last job was with HSBC Investment Banking, where I was employee number two. I moved to New York for close to 2.5 years as the senior VP for North America. Eventually, I decided to come back and start a venture of my own. I worked for myself for around 9-10 months, during which I worked for very small companies.

That was the time when Hedrick and Struggles came to India and offered me a Partner position. Given my background in Investment banking, they offered me a role in finance in Mumbai, but I refused. Alternately, I was offered a role in technology and Services practice at Gurgaon.

You know, it continues to be a joke at home to date.

My kids wonder how I am working in tech when I don't even know how to boot my computer!

I spent the next 11 years at Hedrick & Struggles, my last role being Head of Technology practice for Asia Pacific, and subsequently, Korn Ferry came to a calling. A lot of their Regional MDs at that time were my ex-colleagues who persuaded me to join the firm. When I joined Korn Ferry, it was very small, with just nine partners and revenue to the tune of around 10 million, with Rupee at 51. Today, we have close to 42 partners, 600 people and revenues of more than 45 million with Rupee at 83. I believe we have done well for ourselves.

Q. How has your experience been working in leadership positions at some of the finest organizations? What keeps you going?

What I have learnt from my years of experience across different industries, sectors, and geographies is that leadership is all about leading from the front, being transparent, open, and black & white in one's capability and ability to build relationships. One cannot pretend to build relationships with colleagues and subordinates while being distrustful.

Working with different people, multiple clients, and multiple partners is what generally keeps me going. I derive my adrenaline flow from different experiences and learnings that emerge from these interactions. I am fond of travelling too. If I don't travel for a week, I become restless.

Q. Since you have spent a considerable time of your career in executive search firms, how do the hiring strategies vary across organizations?

There is not a single formula for hiring that works for all organizations. If you look at sectors, say the technology sector, it subdivides itself into services, products, Cloud, SAAS, and so on and so forth. In the services sub-sector, for instance, organizations hire thousands of people every year, especially freshers. Organizations like TCS, Capgemini, Infosys, IBM, WIPRO, etc., have a tiered approach towards entry-level positions. They start recruiting from IITs and RECs first and then go to the tier 2 and 3 colleges. For each tier of college, the campus recruitment strategy, compensation, and training programs differ largely. No matter which branch of engineering a candidate comes from, they go through extensive training for a fixed duration and come out as Computer Engineers. In some of the colleges, the likes of IBM and Microsoft start tracking brighter engineers from 1st year of college. By the time they complete their final year, most of them end up getting offers, similar to what happens with MBA graduates.

On the other hand, the hiring strategy for entry-level is different for industrial hiring, with the whole Graduate Trainee program, where numbers are limited. If you look at Life Sciences or Pharma, it recruits for categories like R&D or shop floor. But because of safety and quality reasons, the training period here is longer and more rigorous.

Now if you move up and hire for lower management with 4-5 years of experience or middle management with 10-15 years of experience, the numbers become limited and the process changes to a multi-level interaction or evaluation. At every level, there is siphoning off happening till the candidate reaches the hiring manager level and eventually gets selected.

The moment you move to senior management, which could be CEO, C-1 and C-2 levels, the hiring process becomes far more intense and far more sophisticated because each hiring mistake becomes very expensive. So, the whole approach and strategy of talent acquisition varies from sector to sector, level to level and everyone is trying to make it as sophisticated as they can.

Q. What role do Resumes play in the hiring process? Are they a reliable tool for the hiring process?

Resumes are generally the starting point of the recruitment cycle. I don't think any organization including yours would have the infrastructure to find people on a job portal and invite them for a chat. Thus, resume screening by the internal recruitment team becomes the only broad shortlisting effort. This is

because most of the recruiters on the other side of the table, irrespective of the numbers they are hiring, are only able to cross-check 5-6 parameters of candidate selection.

The resumes of candidates selected at the 1st level are then validated through telephonic screening. This need arises because a lot of people under 5-10 years of experience do not even know how to make a resume- what or what not to highlight, whether to make a standard resume or make tailor-made resumes for different jobs. The next level of screening is generally a video call, where one understands the person better and further checks the authenticity of the credentials listed in the resume. The final course of action is the face-to-face interview, post which a conscious decision on hiring is taken. So, in this whole ecosystem of hiring, Resumes remain the anchor of the process. The dependence on this piece of document remains high.

However, there are certain precautions that need to be observed as there are several biases involved with the resume screening process. Say if your company has a drilling engineer's requirement. There may be several applicants who will be right for the job but may not have a mining degree or may not have worked in a drilling/mining organization. Several candidates may not be able to talk about their experiences on the job because they have not been trained to make the right kind of resume. So, the onus lies with the recruiter to see through the resumes and figure out the right kind of skills and potential that the role requires. Sometimes recruiters treat resume screening as an activity limited to ticking some checkboxes, not realizing that in the process, they may eliminate the right candidate. I think screening resumes is an art and needs to be incorporated into hiring teams.

This is a place where I believe tools can also come into play, psychometrics can come into play, and analysis of these assessments can come into play. It helps you make better decisions in terms of the choices..

Q. Are there alternate models of hiring processes that can be a better predictor of job performance than educational background or work experience? Is there a one that Korn Ferry follows?

Korn Ferry with experience of assessing millions of candidates over decades, has created unique candidate profiles for pretty much most jobs in the world. So hypothetically, if we wish to hire a supply chain manager for a company 'X', we sit down with the client and discuss the seven most important job attributes critical to this position, then the next seven and the least seven. These attributes are chosen from a pool of 67 such traits, competencies, skills, and

behaviours that we at Korn Ferry have culled down to base our experiences on multiple assessments. Once these are decided, they get fed into a system which projects the unique candidate success profile for a supply chain manager at company 'X'.

Following this, the candidates are assessed based on the unique candidate success profile through a 45-minute assessment outcome. The assessment compares the candidate's skills, traits, and behaviours against the expectations laid down in the candidate's unique profile. This is not a pass-or-fail test. It just shows where the candidate stacks up on the parameters against the unique profile that the organization is looking for. So, if you are looking for competencies around supply chain, logistics, and commercial skills such as negotiation, the assessment shows the individual's competencies above or below the expected level while highlighting the gaps.

Next, the evaluations suggest questions that the interviewer should ask the candidate to have those gaps ratified. Our research shows that the probability of a candidate succeeding in a job is 80 % higher if they have gone through the assessment.

Our clients have also utilized such assessments post-hiring from a development perspective. For example, we have been analyzing close to 1500 GETs for one of our clients. When they join the firm post-hiring, we assess them and develop them over a period of 3 to 6 months. Their progress is monitored with the objective that there will be attrition of 25-30% year on year, but if in a timeframe of 10-15 years, the client can retain 40 to 50 of them, then they have a great pool of future-ready managers.

Q. A lot of companies are diversifying into the Green Energy space. What should be their strategy to attract and retain the right kind of talent?

There is a huge talent shortage in the renewable or green energy area, and every large corporation is trying to enter this space. Companies like Reliance, JSW, Adani and several automotive companies are a few examples. Companies that are already in EVs, for instance, are doing backward integration into the production of batteries, cells, semiconductors, etc. Given that there is a talent shortage and everyone wants to grow rapidly, a lot of companies today are taking chances with people who are at the periphery. So, a wind guy is moving to solar, a solar guy is moving to green and within green, companies are diversifying into multiple other areas. What organizations are essentially looking at is learnability. If you ask for a person who can work in the area of hydrogen today, you can count them on your fingertips. However, if you look at the number of people working in the area of traditional batteries, you can find thousands

of candidates. But are they willing to learn, are they willing to move up, are they willing to invest time in themselves and whether companies are also willing to invest in them?

In the next 3-5 years, we will need lakhs of people in the green energy initiatives, and therefore the recruiters need to understand the kind of investments that would be needed to train such a large pool of people to come up.

Thus, the market leaders today are investing not only in Capex but also in the people who they are cherry-picking from the market and making sure that they become trainers to the trainers. A number of them are also hiring for projects from countries like Taiwan, Korea, and China, asking them to train the trainer and then move them back.

The changing market dynamics remind me of the Y2K episode when the whole world thought that the date change was going to change the world forever. Companies & banks spent crores & crores of rupees on training, managing systems believing that the world is going to stop on 1st January 2000. Thankfully, nothing happened. But what it did was, it threw up an altogether new industry, and that is where companies like Tech M, Infosys, Wipro, and HCL became what they are today.

We are now sitting at the same cusp in industry and manufacturing as far as green energy goes. So, organizations who are going to hire right, invest right and train right today will be the ones who will ride the wave in the next 3-5 years. The hiring managers need to adapt themselves to the fact that even if the candidate is 30-40 % ready for the job, they need to invest the balance time to ensure that the candidate reaches the balance 70—80% mark in some time frame.

Q. What are some of the skills that people should be developing as they're trying to succeed in the new world of work? Are there any common skill sets that organizations should focus on irrespective of their industry?

I have a firm belief that nobody is born to do a specific job. All of us, in our professional journeys, have developed ourselves and learnt the hard way or soft way the skills that we have today.

Companies need to give opportunities to their employees to create an environment of learning and growth. Even after hiring, people need time to slip into their jobs. This is true even at the senior-most level. For instance, I once hired a deputy CEO for a very large conglomerate. It was a business that he did not belong to, but the organization took a chance. The existing CEO was to transition to another business

in a time span of two years, giving enough time to the newly hired deputy CEO to learn the business. But a week before the deputy CEO was to join, the existing CEO resigned!

5 days away from joining, the new hire came to me saying that he was flustered and had no idea what to do next as he didn't know the company or the sector. I told him that this was a great opportunity for him to fast-track his learning. The firm was not going to replace the CEO with another external hire, they would only transfer somebody internally given that the individual would at least know the group, even if he doesn't know the sector. So now was the time for the new hire to step up as an individual and the company would give all the support to ensure his success in the profile.

And this, to my mind, applies to the bottom of the pit. The desire to move up the ladder comes from one's own learnability. I keep telling my team, given the business that we are in, that 80 % of the information that you need about the competition is sitting in the newspapers. Sometimes, I force them to spend the first 10-15 minutes of their time in the office reading newspapers. Individuals need to put in efforts to upgrade their knowledge and upskill themselves, instead of always relying on the company to do something for them.

Most people with around 15 years of experience need to have 60-80% technology and technical capabilities or learnability, and the balance is around managerial skills. It's only when you go to the senior management side that it will reverse. A solar guy needs to understand energy at large, wind guy should

understand the energy methods at large. People need to learn and experiment at every step of their career to keep moving up.

Q. What message would you like to give to our readers, who are at various stages of their careers and would like to become future-ready and relevant?

I believe that irrespective of age, experience, or career stage, you have to be curious enough to continue to move up the value chain otherwise, you will become irrelevant faster than you think.

Today, everyone is scared of the impact of ChatGPT and AI on our careers. While the impact might happen years from now, one has to start preparing for the change today. As youngsters, you need to start thinking about the changes that need to be brought to your life in an environment where careers are important, jobs are important, everyone is not going to become an entrepreneur or have a startup. So, you must decide how much time you are going to spend on yourself and try to build yourself out for the future, whichever line you are in. I think people have gotten into such a comfort zone that I am actually scared for the next generation. A lot of kids whose parents have done this are leading lives of entitlement.

We need to understand very clearly that you have to fight your way forward, competition is going to become even more intense, and jobs will become more siloed. You have to become experts in your own ride and add value to whatever you are doing. That is what is going to be driving your future.

Embracing Evolution: Behaviour-Based Hiring and Technological Synergy for Organization's Future Workforce



By - **Indra Bhanu Priyadarshi, IOCL**
indrabp@indianoil.in

Author information

The author is an HR professional at IndianOil with 6+ years' experience. He is a Computer Science engineer and an MBA by qualification. Before joining IOCL in 2018, he has worked with the Shipping Corporation of India Limited at Mumbai.

Abstract

In a swiftly changing employment landscape, Organizations acknowledge the need for constant skill evolution and redefine their hiring approach. This article explores the integration of behaviour-based hiring and advanced technology to tailor its workforce to the organization's evolving needs.

The strategy encompasses crafting a compelling Employee Value Proposition (EVP) and assessing soft skills. The EVP attracts talent by emphasizing unique value propositions, growth opportunities, and a culture of innovation. Soft skills assessment goes beyond traditional resumes, recognizing the significance of emotional intelligence and adaptability.

Technological advancements are harnessed to implement behaviour-based hiring. Predictive analytics, utilizing historical data and patterns, gauges candidates' potential behaviour in the Organization's dynamic environment. AI-driven assessments offer comprehensive evaluations of soft skills.

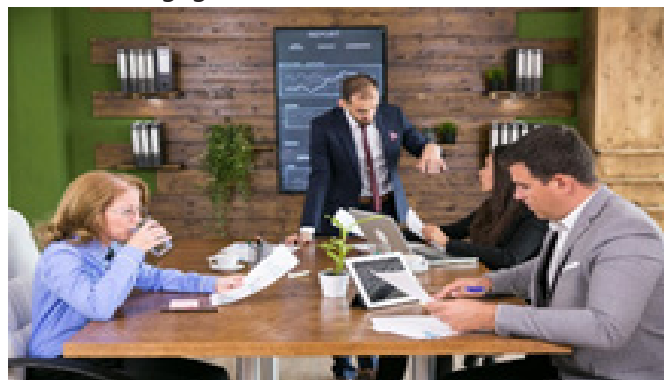
The article details the practical implementation, stressing collaboration between HR, hiring managers, and departments. Customized assessment frameworks align with the Company's values.

Organization's commitment to behavior-based hiring and technology fosters a future-ready workforce, equipped to excel amidst change. This proactive approach signifies the organization's pursuit of excellence and resilience.

Introduction

In a world of rapid change and technological advancement, the landscape of employment is

undergoing a profound transformation. The World Economic Forum's projection that a quarter of today's jobs will face disruption in the next five years is a clear indication that the skills and experiences that are relevant today will require constant evolution. A forward-thinking Company recognizes the need to redefine the hiring recipe to attract and retain the right talent in an ever-changing market. This article dives deep into the concept of behaviour-based hiring, fortified by cutting-edge technology, as a strategy to create an engaged and efficient workforce tailored to



the Organization's evolving needs.

Understanding the Landscape: Disruption and Skill Evolution

The World Economic Forum's forecast serves as a wake-up call for organizations emphasizing the importance of adaptability and foresight in the face of impending job market changes. The skills and knowledge that are pertinent today may swiftly become obsolete, underscoring the limitations of conventional hiring criteria based on education and experience.

Redefining Hiring: A Two-Pronged Strategy

To thrive amidst the ever-changing market scenario, Companies must pivot their hiring strategy. This entails a two-fold approach: first, creating a compelling and differentiated Employee Value Proposition (EVP) to attract the right talent; and second, reimagining the assessment process to prioritize soft skills such as behaviour, potential, and emotional quotient.

Crafting a Compelling EVP for Organizations

Amid an ever-evolving job landscape, crafting a compelling Employee Value Proposition (EVP) becomes paramount for companies to attract, engage, and retain top-tier talent. An EVP serves as a powerful tool that not only entices potential candidates but also aligns them with the Organization's mission, values, and growth trajectory. Crafting a compelling EVP involves a multi-faceted approach that resonates with the aspirations of candidates and demonstrates the Organization's commitment to nurturing an environment of innovation and continuous learning.

Companies can begin by identifying their unique value proposition—what sets them apart from other employers. This could include factors such as the Organization's position as a leading corporation, its commitment to sustainability, its contribution to the nation's interests, and so forth and so forth. The EVP should emphasize the opportunities for career growth, skill development, and cross-departmental exposure that the company offers to its employees. This speaks directly to the evolving skills landscape, showing candidates that the Organization is invested in their long-term success.

Furthermore, Companies should articulate their commitment to fostering a culture of innovation. This could be achieved through initiatives like hackathons, innovation labs, and cross-departmental collaboration.



By highlighting the potential for employees to contribute to innovative solutions, Organizations can attract candidates who possess the creative thinking and problem-solving skills that are pivotal for a future-proofed workforce.

In addition to growth and innovation, the Organization's EVP should also address work-life balance and employee well-being. Flexibility in work arrangements, wellness programs, and employee support initiatives demonstrate the company's concern for the holistic development of its workforce, aligning with the

contemporary employee's expectations.

Behavior Beyond the Resume: The Power of Soft Skills

As companies are navigating the shift towards a behaviour-based hiring approach, it unlocks the potential of assessing candidates beyond their resumes. This strategy acknowledges that qualities like emotional intelligence, adaptability, and collaboration are integral for thriving in a rapidly evolving work environment. While a resume provides a snapshot of an individual's educational and experiential background, it often fails to capture these intangible yet crucial soft skills.

An organization's commitment to evaluating behaviour beyond the resume means that it recognizes the importance of emotional intelligence and the ability to navigate complex challenges. Candidates who demonstrate resilience, open-mindedness, and a willingness to learn are more likely to excel in a rapidly changing work environment.

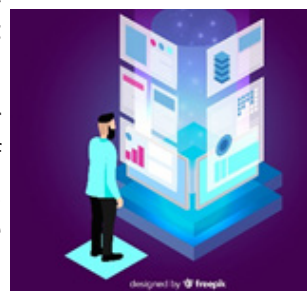
Behaviour-based hiring also emphasizes cultural fit—a candidate's alignment with the Organization's values, mission, and work culture. By assessing a candidate's behaviour and motivations, Organizations can ensure that new hires not only possess the skills required for the role but also seamlessly integrate into the organization's ecosystem.

Technological Advancements and Behavior-Based Hiring

Companies' journey towards behaviour-based hiring is further enhanced by embracing technological innovations. Predictive analytics, AI-driven assessments, and innovative recruitment tools revolutionize the assessment process, providing a comprehensive view of a candidate's potential and suitability. These technological advancements transcend the limitations of traditional resume-based evaluations, providing Organizations with the insights necessary to build a future-ready workforce.

Predictive analytics, for instance, harnesses historical data and patterns to provide insights into a candidate's future behaviour and performance. This is invaluable in understanding whether a candidate possesses the attributes required to adapt to the company's dynamic work environment.

AI-driven assessments offer a nuanced evaluation of a candidate's soft skills. These assessments gauge emotional intelligence,



communication abilities, and problem-solving skills, offering a holistic perspective that goes beyond surface-level qualifications.

Implementing Behavior-Based Hiring at Companies: A Strategic Approach

The successful implementation of behaviour-based hiring at Companies requires a strategic and well-coordinated approach. The process begins with clear communication across departments, ensuring that all stakeholders understand the shift in hiring methodology and its benefits. Collaborative efforts between the HR department, hiring managers, and relevant teams contribute to a comprehensive evaluation of candidates.

Organizations can develop customized assessment frameworks that align with their core values and the soft skills they seek in candidates. This could involve creating interview scenarios, case studies, and role-specific simulations that challenge candidates to showcase their behaviour, decision-making, and adaptability.

Additionally, Organizations should invest in training their recruiting and hiring managers to effectively evaluate and interpret behaviour-based assessments. This involves understanding the nuances of assessing soft skills and discerning behaviour patterns that indicate a candidate's potential.

A Future-Ready Workforce: Navigating Change with Behavior-Based Hiring

An organization's commitment to behaviour-based hiring positions it as a pioneer in cultivating a future-ready workforce. By focusing on behaviours, potential,

and emotional intelligence, Organizations ensure that their employees possess the qualities essential for success in a dynamically changing market landscape.

Behaviour-based hiring equips organizations with a workforce that not only adapts to change but thrives amidst it. As the world ecosystem grapples with technological disruption and sustainability demands, the Organization's workforce, rooted in soft skills and adaptability, is poised to lead the charge.



Conclusion: Company's Path to Success

As Companies confront the challenges of a dynamic job market, behaviour-based hiring emerges as the compass guiding the organization towards a resilient, agile, and engaged workforce. The confluence of soft skills assessment and technological innovation lays the foundation for the Organization's future success.



By fostering a culture that values behaviours, potential, and emotional intelligence, Organizations are poised to build a workforce uniquely tailored to its needs.

A Company's journey to redefining the hiring recipe stands as a testament to its proactive approach and commitment to excellence. As the organization navigates the future, embracing behaviour-based hiring supported by technology, it will ultimately serve as the cornerstone of its success, enabling Organizations to not just weather change but to thrive amidst it.

"Transforming Workforce Recruitment: The Synergy of Behavior-Based Hiring and Technology"



By - Pawan Kumar, IOCL
kumarp65@indianoil.in

Author information

An impassioned author, embodies perpetual learning and constant betterment. His insatiable curiosity fuels diverse exploration. Setbacks are stepping stones, and his vibrant writing mirrors his boundless thirst for knowledge. A proactive advocate of lifelong learning, he nurtures a community that embraces growth in our ever-changing world.

Abstract

The merging of behaviour-based hiring and technology has transformed workforce applicant screening. Through sophisticated techniques, this strategy, which evaluates applicants based on prior behaviour, achieves increased efficacy. AI-powered predictive analytics examine previous data to estimate success in certain professions. Problem-solving talents are revealed via situational judgement assessments and gamified simulations, while communication skills and cultural alignment are assessed by automated screening and video interviews. Cultural fit evaluation makes use of social media analysis to determine value compatibility.

Data-driven judgments and customised applicant experiences are made possible by technology-infused behaviour-based hiring. Organizations optimize their strategy by collecting and analyzing behavioural data, resulting in a more engaged and efficient workforce. Personalization, which is based on technology, tailors evaluations to individual requirements, demonstrating company dedication. Furthermore, technology reduces prejudice by prioritizing objective criteria over subjective assessment, resulting in fair evaluation.

In essence, technology-assisted behaviour-based recruiting aligns credentials and cultural fit. This symbiotic relationship improves efficiency, impartiality, and response to candidate characteristics. Referencing academic databases and industrial journals is recommended for in-depth research

Main Content

The approach of assessing applicants for employment based on their prior conduct and experiences, rather

than just on traditional qualifications or abilities, is known as behaviour-based hiring. This method seeks applicants whose actions are consistent with the organization's values, culture, and job needs. When technology is incorporated into this process, it has the potential to expedite and improve several areas of behaviour-based hiring.

Here are some ways that technology-enabled behaviour-based hiring may benefit organizations:

Predictive Analytics: Advanced technologies, such as machine learning and artificial intelligence (AI), may examine past data to forecast which individuals are likely to succeed in a specific function. Organizations may make better recruiting selections by detecting trends in prior behaviour and performance.

Assessment Tools: Developments in technology have enabled the creation of complex assessment tools such as situational judgement exams, simulations, and gamified examinations. These instruments can give information on a candidate's problem-solving ability, decision-making abilities, and interpersonal skills.

Automated Screening: Technology can help automate the initial screening process by evaluating resumes and applications for relevant keywords, abilities, and experiences. This allows recruiters to find prospective applicants more quickly.

Video Interviews: Platforms for video interviews enable employers to examine applicants remotely and acquire insights into their communication skills, body language, and cultural fit. AI-powered systems may even evaluate candidates' facial expressions and tone of speech to determine their passion and participation.

Data-Driven Decision-Making: Organizations may optimize their recruiting processes over time by collecting and analyzing data on applicant behaviours and performance. This allows them to make data-driven judgments about what attributes and experiences contribute to success in their unique environment.

Personalization: Technology enables the recruiting process to be tailored to specific candidates. Customized tests and experiences may leave a strong impression and indicate an organization's dedication to understanding and satisfying the requirements of applicants.

Reduced Bias: Using technology to evaluate applicants based on certain behaviours and abilities can aid in the reduction of unconscious bias in the recruiting process.

Incorporating behaviour-based recruiting accompanied by technology may result in more

engaged and efficient personnel by identifying applicants who have not only qualified but also possess the behavioural characteristics required for organizational success. However, to achieve a complete and fair assessment of applicants, it is critical to establish a balance between technology and human judgement. I recommend exploring academic databases, industry journals, and HR publications to discover the most up-to-date material if you're seeking specific articles or research papers on this issue

Paper on HR Business synergy



By - **Rajesh Nambiar, IOCL**
rnambiar@indianoil.in



Introduction

The human revolution evolved over the ages and has been driven by the aspiring human mind to constantly grow and inspire generations for the all-round development of our civilization. The indomitable spirit of inspired individuals over the ages has led us to the much-developed world where we live today.

As per our general understanding, Human Resource Management is the management of people to help them perform to the best of their abilities and as a result achieve better performance for the organisation. Human Resources plays a critical role in harnessing the power of the workforce, which is the key driver to the success of any organisation. To stay ahead of the curve, corporations are required to adapt to change quickly and constantly upgrade and motivate their employees.

Changes in the energy industry accelerated over the past decade have led to new initiatives undertaken by oil marketing Companies, including the use of digitalisation and artificial intelligence in a few cases. Every corporation must have a clear strategy and

goal in place that it would like to achieve and, at the same time, be prepared for dynamic changes with quick response time. The critical role of HR comes in here to create synergy between various divisions and departments through a transparent and robust mechanism to achieve the highest performance levels for the company.

Need for synergy in business with HR

IndianOil today is the largest corporation in our country and placed at 94th rank in the global Fortune 500 listing. With a total strength of more than 32000 employees across divisions in the petroleum sector, the business is driven by ever-growing demand and intense competition. Hence, it is of prime importance for the IOC to continue to maintain the leadership position it occupies in the years to come.

The sales function, especially Retail, IB, Lubes, LPG, LNG, and Petrochemicals compete with many OMCs, including MNC and private players. Digitising of sales activities is happening due to increased customer demand and new business opportunities. Lubes is facing the maximum competition due to free market

pricing (no govt control in pricing) and unlimited private and MNC operators who have flooded the Indian market.

Our Servo brand of lubricants was launched in 1972 to support the cause of localisation against MNC products, especially for the Defence Sector, which was controlling the Indian lube market during that period. Over more than 50 years, Servo established itself as a homegrown brand, replacing many international brands from Mobil, Shell and other players to be the no. 1 brand of lubricants in India. Today, Servo the Masterbrand commands a market share of about 27% and is the leading supplier in the industrial and retail market. Due to intense competition from MNC players and major PSU companies in India, Lubes Marketing teams must constantly engage with customers and all stakeholders, which requires regular upgradation of knowledge of lubricants, the dynamic market and the latest technologies available in various fields. Technical Services team at Head Office, along with L&D and Retail Academy organise regular training for upgradation of knowledge of field officers to equip them to face the very competitive market and customers.

Due to the above-mentioned factors specialisation in domain knowledge is very much desired for the marketing and technical services teams in Lubes, where quality of specialised manpower can help the company to retain the high market share and high profitability currently being recorded in Lubes through sales of Servo lubricants. In this regard, business synergy with HR is the need of the hour as HR can play a stellar role in identifying the right candidates for key lube positions in Technical Services and Lube Marketing. Training and development of such specialised teams can be taken up as per the need for domain expertise.

Domain expertise is used to evaluate the inputs, guide the process, and evaluate the end products within the context of value and validity. The following segments are required to be investigated while we focus on domain knowledge:

1. **Organizational Knowledge** – “Understanding how your company really works,” gained through tenure.
2. **Product Knowledge** – “Knowing the ins and outs of your product,” which can help build empathy and trust between you, your team, and your end-users.
3. **Industry Knowledge** – “The most important of these three areas of knowledge, because it represents a deep and thorough understanding of customer problems that remain unsolved,” Also, competitor information on products and technologies being updated globally are key points in this context.

Process of HR and Business Synergy

To develop a synergistic HR strategy in the company for implementation the following points need to be taken care of:

- Involve the Junior most employees with engagement and seeking his / her feedback.
- Getting Real-time feedback from all stakeholders. Including customers, institutions, dealers, and competitors.
- Getting feedback from select officers in leadership positions in the company after connecting to the HOD of each department.
- Online feedback from all employees regarding existing HR practices in the company and grievances if any.
- Running a mentorship programme in the company for non-performing employees.

Challenges envisaged

However, there will be some potential people-related challenges for the implementation of a renewed HR Strategy programme:

- Screening suitable employees in the recruitment process with proper aptitude and positive attitude.
- Identifying potential high-performing employees in each department.
- Filling up key expert positions, especially upon transfer or retirement of employees.
- Sharing of relevant knowledge and valuable inputs across the company. (Swadhyay is in place already)
- Developing existing employees by training -building relevant skills and competencies across the company. (L&D process)
- Keeping a high level of engagement with all employees..
- Dealing with various generations in the company, especially millennials.
- Motivating higher potential employees.
- Onboarding new employees in the company after recruitment and guiding them through mentors in the initial phase.
- Identifying suitable mentors for select employees. (Especially non-performers)
- Managing resistance from collectives in case of allotment of new profiles to some employees who are resistant to change.

However, after a necessary brainstorming process and

deliberations with various departments, HR may design a new template for HR business synergy. This can be implemented across divisions through Corporate HR and further fine-tuning can be done based on real-time feedback, which can be documented.

Smart Recruitment

Having identified key positions for specialisation in various departments the existing recruitment policy can be updated to have additional requirements in terms of quality and attitude of the desirable candidates for the new vacancies that will be published. Apart from having a professional degree like B.Tech or MBA, a candidate who is desirous of joining IOC needs to qualify in a psychometric test, which can check his/her attitude and sincerity. This can go a long way in ensuring that the right candidates are recruited who will take the company forward in earnest. This is more important because in a PSU company a candidate once recruited cannot be shown the door due to his inefficiency or poor attitude. Hence, the recruitment of the right candidates is key to the performance of the company.

Recruiting the best talent available for the industry and retaining them is a big challenge for any HR department today as new opportunities have come up

in various streams for all professions be it Engineers, MBAs, or other degree holders. The following factors are typically evaluated by an applicant for recruitment into IOC or any other company

- Salary and perks
- Job profile
- Initial place of posting
- Career prospects
- Opportunities for upgrading skills and competencies.
- Working conditions and leaving the facility.
- Options for working from home in some cases.

After recruitment, proper training and onboarding of the employees needs to be done as per the new HR template established in IOC. Their career path may be structured as per departments and needs identified in the template. With such a synergistic approach in HR with business requirements in place, we can be confident that the IOC will continue to be in a leadership position not only in India but also will be a force to reckon with as a strategic global company in times to come.

Data-Driven Play: Leveraging Analytics in Gamified Hiring



By - NALIN SHARMA, IOCL
sharmanalin@indianoil.in

Author information

Graduated in Civil Engineering from IIT Roorkee and completed an MBA from IIM Lucknow, the author has worked extensively in the field of downstream Oil&Gas construction projects and is currently associated with IndiaOil's business expansions in Africa and MENA regions. The author is an avid traveller and has completed multiple National Himalayan treks.

Abstract

Industry 4.0 has revolutionized multiple processes and has contributed to exponential growth in many sectors. Even the so-called 'hard' sectors such as Manufacturing, Mining, and Oil & Gas are leveraging to optimize their processes. Gamification coupled with data analytics in the recruitment process is an interesting concept and has the potential to gain a holistic understanding of candidates, reduce bias, and make informed hiring decisions. Gamification in recruitment was first experimented by Google, and the concept has come a long way since then. The concept promises a lot of significant advantages, but one important question remains – Should we use Artificial Intelligence to hire Human Intelligence? That call as humans we have to consider how much we should allow AI to control our lives.

Analytics and Gamification, however, have significant advantages over the traditional hiring processes, including removal of biases, reduction in time to hire, and unveiling of candidate's insights among others.

Main Content:

1. Introduction

I still vividly remember getting caned at home for playing the bike-racing computer game -RoadRash. Computer games and any sort of recreational activity on the sacred "computer" were considered taboo back then. The freshly minted AMD processor was supposedly meant only to process the external information buzzing through a 56kbps Sify dial-up modem and menial requirements of a modest Office suite, whilst the system ran on a classic Windows 95.

In such a period, who would have thought that "Gamification" would attain its peak in Gartner's Hype Cycle in 2011 and would continue to mystify the world with its potential even two decades later?

But how does Gamification relate to Recruitment? Recruitment is considered a painstakingly serious business wherein one's professional journey is at stake, and gamification is considered to be a rather casual timepass!

2. Why do we need recruitment processes??

Recruitment and recruitment processes in an organizational context have been conceptualized to ascertain the fitness of the human resource with the organizational alignment.

The vision and mission of any organization are quite similar to the Brand Mantra wherein the Points-of-parity and points-of-differentiation are built around the core concepts of these few words and what drives it.

According to an article published by Forbes, employees are more important to an organization's success than customers. The parallel can be drawn with the Type-I and Type-II errors in the statistics wherein the Type-II error – acceptance of a situation which was wrong is considered more lethal as compared to the Type-I error – rejection of a correct situation. Contrasting the concepts of Statistics with HR, just like a Type-II error, acceptance of a wrong candidate can put the entire HR machinery in overdrive, not to mention the tangible and intangible losses that the incorrect candidate would do.

Thus, it is quite pertinent that a corporation must have a clear and effective recruitment process in place to avoid Type-II errors and select candidates as per the requirements and more importantly, job fitment.

3. What is Gamification?

Gamification is a concept, which uses game theory, mechanics, and game designs to digitally engage and motivate people to achieve their goals. Gamification has already been in use for quite some time now as a part of our learning management systems and

tools. IndianOil has an in-house LMS – Swadhyaya, which boasts 1800+ learning modules with varied interactivity levels and has revolutionised the learning ecosystem of the corporation.

The first instance of gamification was seen in the classical S&H Green Stamp loyalty program. The program used stamps as customer rewards back in 1896. Thus, gamification is not new, but with advancements in data storage and processing capabilities, it surely has gained a significant amount of traction. As a technology, “Gamification” is currently [as of 2022] positioned on the plateau of productivity in Gartner’s Hype Cycle, declining from its peak in 2011 (Thomas, 2023).

Alternate definitions of Gamification:

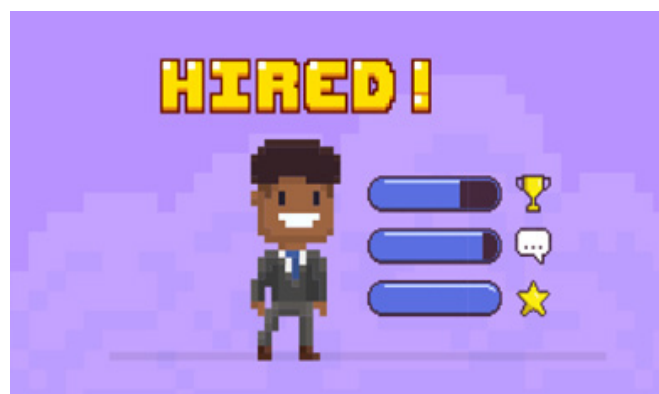
- Gamification is a design process where elements or mechanics in gaming are added to a non-game application or system (Sebastian Deterding, 2011).
- Kevin Werbach of the University of Pennsylvania defines gamification as “the use of design techniques from games in a business context or some other non-game context” (Werbach, 2013).
- In layman’s terms, the concept of gamification can be described as follows: remodel daily routine and assignment – from employee training and recruiting to quality control and other activities – to be more game-like and interactive, eventually augmenting work experience to be more engaging, fulfilling, fun and productive.

Despite being on the plateau of productivity as per Gartner’s Hype Cycle, the gamification industry showed exceptional growth with an increase in market size from \$14.87 billion in 2022 to \$18.63 in 2023 at a CAGR of 25.3%, the gamification market is further expected to grow to \$46.44 billion in 2027 at a CAGR of 25.6% (Coppens, 2023).

4. Gamification and Recruitment:

The very first attempt at recruitment through gamification was made by the tech giant – Google with their famous “billboard mathematical riddle”. Through this revolutionary attempt, Google invited people to solve a series of mathematical problems and equations; the ones who followed the challenge with correct answers made great candidates. This early adoption of gamification proved an important point – a win-win. On one hand, the candidates would enjoy the game and maybe land a job, and on the other hand, Google would easily attract pre-screened, high-quality applicants (Bika, n.d.).

The core idea behind using gamification in recruitment is to harness the intrinsic motivation and engagement that games evoke to enhance various aspects of



the hiring journey. By incorporating elements like competition, challenges, rewards, and progression, employers can create an immersive experience that goes beyond the traditional CV-based evaluation.

5. Key components of Gamification in Recruitment

5.1. Data Analytics

Data Analytics is central to the gamified hiring approach – it provides the means to measure, assess, and optimize the impact of gamification. Data analytics allows recruiters to gather valuable insights on candidate behaviour, performance, preferences, and interactions throughout the gamified process. These insights provide a nuanced understanding of candidates’ strengths, weaknesses, and potential fit for the role and the organization. Data analytics engines use the prowess of Industry 4.0, including the techniques of Artificial Intelligence, Machine Learning and Predictive analytics.

5.2. Performance Metrics

Analytics track candidates’ progress, scores, completion rates, and time spent on each task. Recruiters can assess which challenges the candidates excel in and identify areas where they might need additional support. They can further fine-tune the challenges, skill set and skill levels required to ascertain the candidate’s fitment in the job and organization.

5.3. Decision-Making Patterns

Recruiters can also analyse the choices the candidates make within scenarios in the game to gain a deeper understanding of their decision-making processes, problem-solving skills, and adaptability. These can then be attached with the candidate’s profile as a base reference.

5.4. Engagement Levels

Analytics provide information about candidates’ engagement levels, helping recruiters understand which elements of the gamified process are most appealing and motivating.

6. Advantages of Gamification in Recruitment

6.1. Mitigating Bias and Enhancing Diversity

One of the most promising aspects of data-driven gamification is its potential to mitigate bias in the hiring process. Analytics-driven gamification shifts the focus from personal characteristics to objective performance metrics. This approach promotes a fairer evaluation and allows employers to attract a more diverse talent pool based on skills and potential rather than the traditional markers.

6.2. Leverages Behavioural and Cognitive Neuroscience

Gamification in recruitment leverages behavioural and cognitive neuroscience to enhance the candidate assessments. The years of research done around the domains of behavioural and cognitive neuroscience also go into the development of the gamification-based recruitment system. Gamification activates the brain's reward system, stimulating motivation and engagement.

Gamification further creates a low-stress environment, allowing the candidates to perform at their best. The real-time data collection from the gamification engine offers great insights into the cognitive abilities and decision-making processes of the candidate.

6.3. Reduced Time to hire

Gamification expedites the hiring process by making assessments more efficient and engaging. Traditional methods often involve lengthy resume reviews and interviews. Gamification streamlines this by offering dynamic, interactive assessments that quickly reveal a candidate's abilities. It provides real-time data on performance, allowing recruiters to make swift, informed decisions. Additionally, the competitive and engaging nature of gamification tends to attract candidates who are genuinely interested and well-suited for the role. This reduces the time spent on evaluating less qualified applicants.

6.4. Unveiling Candidate Insights

Data-driven gamification offers a wealth of candidate insights that extend far beyond what a resume can reveal. Gamified scenarios mirror actual job tasks, revealing natural behaviour and work style. Here are some ways in which data analytics enhances the gamified hiring experience:

- **Behavioural Insights:** The sequence of actions candidates take during gamified challenges can reveal behavioural traits such as perseverance, creativity, and strategic thinking..
- **Comparative Analysis:** Data-driven gamification enables the creation of benchmarks and

comparisons between the candidates, allowing the recruiters to make more informed decisions based on quantifiable data.

6.5. Iterative Refinement

Data analytics empowers recruiters to refine the gamified hiring process iteratively. By analysing the data generated, the employers can identify the pain points, opportunities for improvement, and the aspects that resonate most with the candidates. This ongoing optimization ensures that the gamified experience remains dynamic, relevant, and aligned with the evolving needs of the organization.

7. Challenges

7.1. Ethical Considerations

While using an analytics-driven hiring process, we are essentially using artificial intelligence to hire human intelligence. Ethics, especially data privacy is a major area of concern while deploying any AI-based tool. Deploying gamification, ensuring data privacy, avoiding discriminatory practices, and providing a transparent and inclusive experience are crucial aspects that must be upheld throughout the gamified hiring journey.

7.2. Resource Requirement

Developing a robust and effective gamified hiring process would require quite a significant amount of internal and external resources for any corporation. Apart from developing a base recruitment process, the organization shall also be required to study and update the process and methodology regularly.

8. The Future Landscape

Ever since Google's "billboard mathematical riddles", companies such as Siemens, Formaposte and Marriott have used gamification in their hiring process. As technology continues to advance, the future of data-driven play in hiring looks promising. The integration of virtual reality (VR), augmented reality (AR), and artificial intelligence (AI) promises to create even more immersive and personalized gamified experiences. These innovations will further enhance the accuracy and depth of candidate assessments.

Leveraging analytics in gamified hiring heralds a new era in recruitment. By combining the engaging nature of gamification with the insights provided by data analytics, employers can gain a holistic understanding of candidates, reduce bias, and make informed hiring decisions. As the landscape continues to evolve, embracing this fusion of technology and psychology promises to shape a more effective and equitable hiring process

Bibliography

BasuMallick, C. (2021, Decmber 16). Gamification in Recruitment: All You Need to Know. Retrieved from Spiceworks: <https://www.spiceworks.com/hr/recruitment-onboarding/articles/gamification-in-recruitment-all-you-need-to-know/>

Bika, N. (n.d.). Gamification in recruiting: How and why to give it a shot. Retrieved from Resources for Employers: <https://resources.workable.com/stories-and-insights/gamification-in-recruiting-effectiveness>

Coppens, A. (2023, March 20). Gamification trends for 2023. Retrieved from Gamification Nation: [https://gamificationnation.com/blog/gamification-trends-for-2023/#:~:text=\(According%20to%20markets%20and%20markets,\(CAGR\)%20of%2025.3%25.](https://gamificationnation.com/blog/gamification-trends-for-2023/#:~:text=(According%20to%20markets%20and%20markets,(CAGR)%20of%2025.3%25.)

IQRA OBAID, M. S. (2020). Gamification for Recruitment and Job Training: Model, Taxonomy, and Challenges. IEEE Access, 65164-65178.

Michael Shane, L. W. (2020). Implementing Gamification on a Web-Based Recruitment System using Marczewski's Gamification Framework: An Overview. International Journal of Advanced Trends in Computer Science and Engineering, 2667-2672.

Sebastian Deterding, D. D. (2011). From Game Design Elements to Gamefulness: Defining "Gamification". Proceedings of the 15th International Academic MindTrek Conference: Envisioning Future Media Environments.

Spinify. (2023, March 3). Gamification in Recruiting. Retrieved from Spinify: <https://spinify.com/blog/gamification-in-recruiting/>

Thomas, A. (2023, August). Gamification bites for beginners: Is gamification still a trend? Retrieved from LinkedIn: https://www.linkedin.com/posts/alisha-thomas_gamification-bites-for-beginners-is-activity-7094975610388660224-rrVs/

Trakstar. (2018). Gamification in Recruiting. Retrieved from Trakstar Hire: <https://hire.trakstar.com/blog/gamification-in-recruiting>

Werbach, K. (2013). Exclusive Interview: Kevin Werbach, Gamification MOOC by StudentAdvisor.com. Retrieved from Youtube: <https://www.youtube.com/watch?v=7F19VN48uDo>

Zielinski, D. (2015, Nov 1). The Gamification of Recruitment. Retrieved from SHRM: <https://www.shrm.org/hr-today/news/hr-magazine/pages/1115-gamification-recruitment.aspx>

Diversity & Inclusion: An Enduring Legacy in India's Journey"



By - Kriti Chowdhury, IOCL
chowdharyk@indianoil.in

Introduction:

In the quest to redefine the hiring recipe and recruit candidates beyond the resume, one integral aspect that should not be overlooked is Diversity & Inclusion (D&I). The concept of D&I is not a recent phenomenon but has roots deep in India's rich history, dating back to ancient times. This article will traverse through various epochs of India's history, from ancient to modern times, and draw inspiration from freedom struggles and contemporary ethical organizations, including Fortune 100 companies, to showcase how diversity and inclusion have been an enduring and transformative force.

Ancient India:

Ancient India was a melting pot of diverse cultures, languages, and religions. The concept of diversity was not just accepted but celebrated. The Mauryan Empire, under the reign of Emperor Ashoka, is a prime example of embracing diversity and practising inclusion. Ashoka's edicts promoted religious tolerance, and his administration consisted of officials from different regions and backgrounds, emphasizing the importance of diversity in governance.

Medieval India:

During the medieval period, India continued to be a diverse and inclusive society, with various dynasties ruling different parts of the subcontinent. The Mughal Empire, in particular, stands out for its inclusive policies. Emperor Akbar's Din-illahi was an attempt to bring together people of various religions and foster cultural harmony. This policy demonstrated how diversity can lead to a more prosperous society.

Modern India:

India's journey towards diversity and inclusion continued into the modern era. Mahatma Gandhi's leadership during the freedom struggle exemplified inclusivity as people from all walks of life, irrespective of caste, creed, or gender, came together to fight for independence. The Constitution of independent India, drafted by Dr. B.R. Ambedkar, enshrined the principles of equality and social justice, laying the foundation for a diverse and inclusive nation.

Freedom Struggle:

The Indian freedom struggle was a testament to unity in diversity. Leaders like Jawaharlal Nehru, Sardar Patel, and Maulana Abul Kalam Azad emphasized the importance of inclusivity in the post-independence era. India's commitment to diversity and inclusion was reflected in its policies, including reservation for marginalized communities, ensuring that the benefits of development reached all sections of society.

Modern Ethical Organizations:

In the corporate world, modern ethical organizations have recognized the value of diversity and inclusion. Tata Group, an iconic Indian conglomerate, has consistently embraced diversity in its workforce. With a presence in various sectors, the Tata Group has set an example for other companies by promoting gender diversity, hiring individuals with disabilities, and fostering an inclusive work culture.

Fortune 100 Companies:

Several Fortune 100 companies operating in India have also championed D&I. Microsoft, for instance, has implemented inclusive hiring practices that focus on skills and potential rather than pedigree. The company actively encourages diversity in its workforce and strives to create an environment where employees from all backgrounds can thrive.

Conclusion:

India's history, from ancient times to the present day, showcases the enduring legacy of diversity and inclusion. It is a testament to the idea that embracing differences and fostering inclusivity can lead to a more vibrant, prosperous, and equitable society. As organizations evolve their hiring strategies, they can draw inspiration from India's historical journey and the practices of ethical organizations and Fortune 100 companies to create a workforce that truly represents the diverse world we live in today. Embracing diversity and inclusion is not just a strategy for success; it is a reflection of our shared human values and aspirations.

Words have Power



By - **Dr. Ciny Mathew Philip, IOCL**
philipcm@indianoil.in

Author information

Dr. Ciny Mathew Philip is a Corporate Communications professional with 20+ years of experience in Indian Oil Corporation Ltd. and is currently posted at Gujarat Refinery. With a PhD in Journalism & Communication, she has rich experience in internal & external communications, brand building, and media relations with an in-depth understanding of the Oil & Gas sector, socio-economic environment and developmental issues for strategic communications and advocacy.

Abstract

The profound impact of words on individuals and organizations is undeniable. Effective communication in the workplace is pivotal in shaping relationships, driving collaboration, and inspiring actions. Mark Pagel's TED talk underscores how language implants ideas and influences perception. Apt words have changed the course of history, exemplified by Martin Luther King Jr.'s "I Have A Dream" speech. Mindful communication creates a healthy work culture, inspiring commitment, trust, and teamwork. Leadership relies on motivating language, while constructive feedback and conflict resolution depend on well-chosen words. Gratitude and recognition uplift, while harsh criticism, micromanagement, and apathy demotivate. In the digital age, spoken words remain a potent force, essential for fostering alignment with an organization's values and vision, from onboarding to retirement. The choice of words, as Robin Sharma aptly states, can either inspire or destroy, leaving us to ponder how we wield this powerful tool.

Main Content:

Words have Power!

While scrolling through a social media page recently, I came across a quote which not only halted the scrolling but also made me ponder. The quote by Bill Treasurer, the author of the international best-seller 'Courage Goes To Work' said, "Always remember that leadership is a privilege. When you're in a leadership role, your influence may affect the trajectories of people's entire careers (and, often, their lives!). When you do it right, you create a legacy of other leaders who can bring their goodness into the world. "The statement made me realise the sheer magnitude of the power of words on people.

Communication is the cornerstone of any successful workplace. It ensures that information flows seamlessly, fosters collaboration, aligns teams and ultimately drives the achievement of shared goals. The words we choose to communicate have immense power to shape relationships, inspire actions, and influence outcomes. "Words have power" underscores the importance of using words wisely within a professional setting.

In a 2013 TED talk, "Does Language Bring Us Together or Pull Us Apart?" Dr. Mark Pagel explains that language can "implant our ideas" into another's mind. Language provides the rails on which thoughts ride. The words we use — and how we use them — matter immensely because they shape how we perceive the world and participate within it.

The world has witnessed how apt, passionate words, delivered at the right moment, sometimes change the course of history. The world still remembers the words from the speech of Martin Luther King Jr. — I Have A Dream, one of the most powerful speeches in human history

Harnessing the power of words through mindful and positive communication can foster a harmonious and productive work environment:

Create healthy work culture: Our workplace interactions play a pivotal role in shaping the quality of our relationships with colleagues and superiors. When we employ words thoughtfully and with respect, we forge trust and build rapport, thereby enriching collaboration and teamwork. Considerate language manifests empathy and regard, cultivating an environment in which individuals sense their worth and feel heard. Even the simplest gestures, such as expressing gratitude with a "thank you" or acknowledging achievements with a "great job" have the power to significantly elevate morale and foster camaraderie.

Choosing words that promote inclusivity, appreciation, empathy, and respect can build and sustain a positive work culture, leading to higher collaboration, productivity, employee loyalty, and wellness. When leaders recognise talent and appreciate and celebrate achievements through appropriate words, people believe that they matter and will be inspired to do more by moving from mere compliance to commitment.

Inspire and motivate: Leadership is not merely about authority and guidance; it is the art of influencing, inspiring, and motivating individuals toward shared objectives. A leader's choice of words can either elevate teams to greatness or steer them toward demotivation. Effective leadership hinges on clear, positive communication, fostering innovation, dedication, and trust. The most effective leaders are those who consider how to inspire their team. Thoughtless language impedes progress, whereas mindful words inspire success.

Constructive feedback: "You're doing it wrong" is not constructive feedback. It is far more effective to focus on improvement and collaboration rather than criticism by saying something like, "I believe there's room for improvement, and here's how we can work on it together." We all know that constructive feedback addresses specific issues to foster improvement and open dialogue, while negative feedback tends to criticize without offering solutions.

Conflict resolution & persuasion: Well-chosen words can effectively manage and resolve workplace conflicts. Words like "I understand your feelings", and "Let us find a solution together" can douse conflicting views and make people consider a more collaborative means to work together. In the same way, the choice of words can make a substantial difference in how receptive people will be to your ideas. Using words that reflect the organisational values and collaborative approach can help win support and inspire action.

Gratitude Etiquette: Making a habit of generously and genuinely using 'thank you', 'please', 'you are welcome', 'take care', etc, at the workplace will keep the workplace environment brimming with good vibes, gratitude and positivity.

On the other end of the spectrum are harsh and insensitive words which can demotivate people leading to employee disengagement and organisational slump in the long run:

Lack of Recognition: Employees can become demotivated when their efforts and achievements go unnoticed or unappreciated, making them feel undervalued. Avoid saying, "You are just doing your work" or "Anyone can do what you have done". It must always be kept in mind that people thrive in

an environment where they are acknowledged and encouraged to do their best.

Unconstructive Criticism: Negative feedback without offering specific suggestions, such as saying, "I don't see any productive work from you" or "You have very poor management skills", can demotivate employees. They would feel unappreciated, lost and unsupported in their work. It is important to use words that offer clear and constructive feedback for higher employee engagement and productivity. Feedback should have direction or guidance, like saying, "I noticed errors in the report. Please review thoroughly. Your attention to detail will greatly enhance the overall quality of the report."

Micromanagement Language: Most often, people need guidance and trust from their superiors. Instead, managers, many times, without realising constantly monitor and instruct every detail through words that can convey a lack of trust in the person's abilities. Words like "I need you to send me a status update every hour on this project. I want to know exactly what you're doing" stifles creativity and autonomy, leading to feelings of disempowerment and frustration.

Apathy: Words that reflect indifference or self-centeredness such as "That's not my problem", or "I am too busy", can lead to reduced morale and isolation of employees. It is important to take the time to listen actively, ask follow-up questions, and offer support when someone shares their problems or concerns with you. Doing so can lead to a cohesive and supportive work environment.

Even as technology permeates all aspects of our lives, the spoken word still has the biggest stronghold on our emotions and actions. It's the basic form of communication that will always be used, no matter where digitalisation or AI takes us. From onboarding to retirement and beyond, spoken words elevate, motivate and inspire people to belong and align with the organisation's values and vision.

As bestselling author and leadership expert Robin Sharma says about the power of words, "*Words can inspire. And words can destroy. Choose yours well*". The question to ponder is: How are we making use of this power?

Rational Recipe To Recruitment: Future Of Hiring



By - Viraj, IOCL
viraj@indianoil.in

Author information

Fresh Campus recruit from NIT Surathkal (2022) was earlier placed in one of the leading private banks as a Data Scientist. Have a particular interest in Machine learning and Artificial intelligence. Currently posted in SME Support plant IndianOil Explosives, Baghmara as officer marketing.

Abstract

"The change" is no longer constant but rather accelerating, and with this acceleration comes the fear of uncertainty. The World Economic Forum report on "Future of Jobs" states that 65% of students in grade school now will be working for technologies that aren't invented yet. Now when such an unprecedented future awaits us, what are the skills a company should look for during the process of hiring the future workforce? How can the recruiters ensure the "skills of tomorrow" in candidates they hire? The solution to this "tech-given" problem is "tech-driven". By using scientifically designed shortlisting assessments like Pymetric, companies can ensure the required relevant skills in a candidate they recruit. Being a fresh campus recruit, I have shared my experience with two MNCs that deployed technology to streamline their recruitment process.

Main Content:

The popular notion that "Change is constant" is slowly losing its significance in this fast tech-driven world. "The change" is no longer constant but rather accelerating, and with this accelerating pace comes the fear of an uncertain future. The World Economic Forum report on "Future of Jobs" states that 65% of students in grade school now will be working for technologies that haven't been invented yet. With such an unprecedented future ahead of us, when the future jobs and market scenarios are unknown, are conventional technical skills listed on resumes enough to gauge the competency of a candidate while recruiting the future workforce of the company? Certainly not. With such uncertain market scenarios ahead, the recruitment process will play an important role in deciding the future of the company as these recruits will have to shoulder the responsibility of manoeuvring the company around uncertain and fast-

accelerating times to come.

But then if the future is so unpredictable then what are the skills that these recruits should be judged upon? What are these "skills of tomorrow" and how do we filter out these in candidates?

The answer to the first is simpler than it looks, "Soft Skills". When the future is so uncertain, soft skills like creativity, adaptability, communication skills, etc, are the only way to deal with whatever the future throws at us. Only a creative, adaptable and emotionally intelligent mind can be comfortable with uncertainty and at the same time come up with logical solutions to move around difficult hurdles.

The answer to the second "tech-given" problem - How do we ensure these skills in a candidate? is "tech-driven". By using scientifically designed assessments like Pymetric, many MNCs have revolutionised the recruitment process. Sharing my personal experience in this regard will be more helpful in understanding this new method.

I joined IndianOil on September 26, 2022, via campus placements, and while close to my one-year anniversary with this esteemed organisation, I am reminded of my placement days (Not so long ago) when waking up and giving interviews had become a routine. Of all the interviews and shortlisting exams I gave, my experience with these two big banks, particularly, was amazing. Both of these banks were big names in the sector, and the way they leveraged technology in their recruitment process deserves a mention. A little background at this point seems necessary. I was appearing for the role of data scientist, dealing in machine learning and artificial intelligence. At first glance, this seems highly sophisticated and technical (which, of course, it is). but I was shocked that my technical skills were not the centre of the entire selection process. The first phase of the shortlisting required us to give a Pymetric assessment.

A Pymetric assessment is a set of neuroscience-based online games that gauges a person's soft skills based on behavioural data gleaned from how they play the games. Companies often use this assessment to diversify their workforce by eliminating the inherent bias in judging candidates based on resumes and

cover letters. The best part of this assessment is that there is no right or wrong answer. The candidate is required to tick the option that best defines him/her. Based on answers given by the candidate, the software plots our various data points, which are then used to derive the nature of the candidate. I think an example at this point would be good: Of all the games I played, this one particular game has stuck with me; it's called the "Stop game". In this assessment, red and green circles will flash on your screen, and you'll be tasked with hitting the spacebar as fast and accurately as you can only when the red circle shows up. This is testing your decision-making, measuring whether you fall more on the instinctive side or the deliberative side. What a scientific, logical and futuristic approach to recruitment! The recruiter can similarly filter out candidates, which have the required soft skills based on the role he offers.

Since the company had shortlisted candidates with the required soft skills, eliminating a major chunk

of the crowd, further stages were just to ensure the candidate's basic technical skills and his/her career aspirations for which it relied on classic group discussion and personal interview. Interestingly, the majority of questions asked to me in my interview were non-technical, normal daily life problem-solving questions testing my ability to deal with uncertain and unknown situations. Technical questions constituted roughly 20% of the questions asked.

While it is not viable for top companies to recruit employees by conducting an SSB-like- 6-day long interview process followed by the defence forces to recruit the best of the best officers, technological solutions like these are also proving to be a rational recipe for the recruitment process

References:

World economic forum report on "Future of Jobs"
https://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_Jobs.pdf

The 'Feedback Fridays'



By - Pawan Kumar, IOCL
kumarp65@indianoil.in

Author information

Pawan Kumar, an impassioned author, embodies perpetual learning and constant betterment. His insatiable curiosity fuels diverse exploration. Setbacks are stepping stones, and his vibrant writing mirrors his boundless thirst for knowledge. A proactive advocate of lifelong learning, he nurtures a community that embraces growth in our ever-changing world.

Abstract

This anecdote sheds light on a remarkable journey of cultural transformation within a struggling startup. Faced with issues of employee engagement, performance, and retention, the company's leadership introduced a revolutionary practice known as "Feedback Fridays." The objective was clear: to shift the culture from one of reluctance to open communication and accountability.

At the outset, employees hesitated to provide constructive feedback and were unaccustomed to sharing positive feedback outside of annual reviews. The initial discomfort gave way to an environment of trust and vulnerability. Employees learned that feedback, when specific and focused on behaviours, offered opportunities for personal and professional growth.

As "Feedback Fridays" became ingrained in the company's culture, remarkable changes took place. Teams aligned more closely, problems were addressed collaboratively, and accountability flourished. The startup's performance soared, with increased productivity and a boost in innovation.

This anecdote serves as a powerful illustration of the transformative impact of organizational development initiatives. By prioritizing open communication, accountability, and a culture of continuous improvement, the company experienced a remarkable turnaround, highlighting the potential for positive change through intentional cultural shifts.

Main content

In the heart of a once-struggling startup, a pivotal moment emerged that would ultimately transform the company's fortunes and culture. Like many young organizations, they were grappling with issues of

employee engagement, performance, and retention. The leadership recognized the need for a radical shift in the way they operated, and thus, "Feedback Fridays" was born.

1) Setting the Stage

At the startup, the prevailing culture had been one of reluctance when it came to feedback. Employees were hesitant to share constructive criticism, fearing it might be taken personally, and positive feedback was often reserved for annual performance reviews. The leadership team sensed that this culture was stifling growth and innovation and decided it was time for a change.

2) Introducing 'Feedback Fridays'

The concept was simple yet profound: Every Friday, employees would gather, either in person or virtually, to openly share feedback with their colleagues. The guidelines were clear - feedback should be specific, constructive, and focused on behaviours or actions, not personal traits. At first, there was scepticism and apprehension about this weekly exercise. Would it lead to tension? Could it make a difference?

3) The Transformation Begins

In the early weeks of "Feedback Fridays," there were moments of discomfort. Some employees found it challenging to offer constructive feedback, and others were taken aback by the sudden influx of information. However, over time, something remarkable happened.

4) Trust and Vulnerability

As employees became more accustomed to the practice, trust began to build. People realized that their colleagues' feedback was well-intentioned and aimed at collective growth. Slowly, the startup's culture shifted from defensiveness to vulnerability. Employees started to see that receiving feedback, whether positive or constructive, was an opportunity for personal and professional development.

5) Alignment and Accountability

"Feedback Fridays" also brought about a newfound sense of alignment. Teams began to better understand the impact of their actions on one another and the organization as a whole. Issues that had previously

gone unaddressed were now brought into the open, leading to collaborative problem-solving.

Accountability soared as well. Knowing that their actions and contributions were subject to regular scrutiny, employees became more conscientious about their work and its impact on their peers.

6) Cultural Transformation

Over time, the "Feedback Fridays" practice became ingrained in the company's culture. It was no longer just a weekly ritual; it was a way of life. Employees started to appreciate the power of feedback in driving personal and collective growth. The once struggling startup began to thrive.

7) Results and Impact

As a direct result of "Feedback Fridays," the startup saw a remarkable turnaround in employee engagement,

performance, and retention. Productivity increased, turnover decreased, and innovation flourished. Employees became more adaptable, better at collaborating, and more open to change.

Conclusion

The "Feedback Fridays" initiative at this startup illustrates the transformative power of organizational development. By shifting the culture from one of hesitation and silence to one of openness and accountability, they not only improved the working environment but also the company's bottom line. It serves as a reminder that simple yet intentional practices can lead to significant organizational change and success.

Redefining the hiring recipe: Recruiting candidates beyond the resume!



By - **Mousom Some, IOCL**
somem@indianoil.in

Author information

An accomplished Chemical Engineer who emerged from the National Institute of Technology, Durgapur. Mr Some's career is closely woven with the fabric of Indian Oil, where he has made substantial contributions to the renowned Petrochemical unit at Panipat Naphtha Cracker Complex and Paradip Refinery.

His expertise transcends traditional roles, encompassing a profound understanding of Refining & petrochemical operations Integration, Development, Planning, and Optimization of Petrochemical products. Fuelled by an unwavering passion for his field, Mr. Some is dedicated to pushing the boundaries of excellence, constantly seeking innovative solutions and strategic improvements.

At the core of his professional journey lie the guiding values of Nation First, Care, Innovation, Passion, and Trust. These principles drive his every endeavour, shaping his commitment to delivering exceptional results and fostering collaborative growth. Mr. Some's mission extends beyond personal achievements; he aspires to create a lasting, positive impact wherever his expertise takes him.

Abstract

In the ever-evolving landscape of talent acquisition, a paradigm shift is underway—a transition from conventional hiring practices to a holistic approach that transcends the boundaries of resumes. This article explores the redefinition of recruitment as it navigates the crossroads of innovation, cultural alignment, and the fusion of skills and values. From the importance of holistic hiring to the foundational role of soft skills and the resonance of cultural fit, this journey leads us to the strategies of aligning recruitment with an organization's core values, mission, and vision. Through the lens of exemplary Fortune 100 companies, we uncover the blueprint for a new era of recruitment—one that elevates character over mere credentials, and values over skills. This article paints a compelling picture of a transformative landscape where success is orchestrated not just by qualifications, but by the symphony of shared values and purpose.

Main Content

Introduction to Changing Hiring Landscape

In an era where talent and innovation propel businesses forward, the conventional hiring landscape finds itself at a crossroads. The predictable procession of sifting through resumes is giving way to a new era of recruitment—one that seeks to unlock the uncharted potential of candidates beyond the lines on paper. As the corporate world accelerates into a realm of rapid change and unprecedented challenges, the need to decipher the multifaceted brilliance of individuals becomes paramount. Welcome to the dawn of holistic hiring—a paradigm shift that goes beyond the surface and peers into the very core of a candidate's capabilities, passions, and compatibility. In this exploration, we unveil the art of recalibrating our approach to talent acquisition, illuminating a path that promises to not only reshape the dynamics of our workplaces but also redefine the essence of success itself.

Importance of Holistic Hiring

In the symphony of modern organizations, talent acquisition is no longer a mere transaction; it's a harmonious blend of selecting the following:

- Attitude
- Brain
- Character
- Dependability

The traditional approach of assessing candidates through the lens of a resume has begun to pale in comparison to the vivid landscape that holistic hiring paints.

At the heart of this transformation lies the realization that qualifications alone no longer suffice to fuel a company's ascent. In a world characterized by rapid change, unforeseen challenges, and dynamic opportunities, modern organizations require individuals who can not only execute tasks but also navigate ambiguity, collaborate seamlessly, and

ideate beyond the boundaries of a job description. A comprehensive approach to hiring recognizes that the qualities that truly matter are often concealed behind qualifications—qualities such as resilience, adaptability, and the ability to harmonize with a Company's Ethos and Core Values.

By delving into the intangible attributes that define a candidate's fit, organizations cultivate a culture that resonates with authenticity and Shared Values. As the gears of a business turn, the alignment of an individual's aspirations with those of the company becomes a catalyst for mutual growth. This alignment isn't solely based on skill sets; it extends to a candidate's potential to shape and be shaped by the company's trajectory, making the hiring process a reciprocal journey.

Holistic hiring, therefore, stands as the bridge between

- Culture
- Competence

It allows organizations to discern candidates who possess the promise to not only thrive but also lead within the ever-evolving landscape.

Soft Skills are not “Soft”, but it builds the “Structure”

In the ever-evolving canvas of modern workplaces, the brushstrokes of soft skills—

- Teamwork
- Adaptability
- Problem-solving
- Communication

These compose a masterpiece of unparalleled success. These skills aren't just additional; they are the foundation upon which thriving organizations are built.

Consider the software development team that transformed a complex project into reality. It wasn't solely their technical prowess that stood out, but their seamless communication that bridged the gap between developers, designers, and stakeholders. This cohesion elevated their project to excellence.

Picture the sales team that achieved remarkable success not just by pushing products, but by crafting connections. Their adeptness in communication made clients feel understood and valued, nurturing lasting relationships that translated into enduring partnerships.

And then there's the example of a start-up that faced a series of unforeseen challenges. It wasn't their expert problem-solving algorithms that saved the day, but their ability to pivot, adapt, and innovate in the face of uncertainty. This adaptability ensured they not only survived but emerged stronger than before.

Integrating soft skills assessment into hiring isn't just an enhancement; it's a revolution. It's about realizing that those who truly flourish in their roles are individuals who navigate not only tasks but also the human interactions that underpin them. As we move ahead, let's reshape our hiring landscape to cultivate a workforce not only of skills but of champions who transform challenges into triumphs.

Cultural Resonance: The Key to Unleashing Employee Excellence

Amidst the dynamic landscapes of modern organizations, the compass guiding employee engagement and long-term retention finds its true north in cultural alignment. The impact of this alignment is profound—it's not just a checkbox on the HR list; it's the secret sauce that nourishes a workforce's commitment and fuels their enduring journey of success.

Imagine a workplace where each individual's values seamlessly intertwine with the organization's essence. It's more than just sharing an office space; it's about becoming part of a collective heartbeat—a symphony of values, a camaraderie of purpose. This cultural harmonization ignites a spark of shared dedication, resulting in a symphony of continuous commitment.

Peering through the lens of cultural fit assessment, we unveil a treasure trove of strategies that illuminate this harmony. Behold the impact of behavioural interviews—an artful dance where candidates unveil their values through narratives, vividly painting their alignment with the organization's spirit. Witness the transformational potential of scenario-based questions, inviting candidates to navigate situations mirroring the very challenges the company faces.

A crucial dimension unfurls as candidates interact with potential team members. This candid rendezvous unveils the cadence of synergy—the rhythm of collaboration, the harmony of shared vision. It's an insight into how their essence weaves into the existing team tapestry, setting the stage for a collective crescendo of success.

Amid this revolution, certain attributes emerge as catalysts, redefining the recruitment process..

- **Attitude**, a fusion of positivity and adaptability, becomes the guiding star for navigating uncharted waters.
- **Brain**, the wellspring of innovation and creativity, becomes the lighthouse that guides the organization's evolution.
- **Character**, the bedrock of ethics and authenticity, forms the cornerstone of trust.

- **Dependability**, the anchor of consistency, ensures unwavering support for growth.

In this symphony of transformation, a paradigm shift resounds: '**Hire Character and Train Skill.**' This mantra heralds a new dawn where character becomes the compass and skill is the journey. It's an acknowledgement that talents can be nurtured, but core values remain the foundation.

As we embark on this odyssey, let's recognize that cultural fit isn't just a recruitment strategy—it's the soul of an organization. It's the gravitational force that draws kindred spirits, the elixir that fuels mutual prosperity. Embracing this evolution, we craft a future where each note in our collective symphony resounds with unity, innovation, and shared purpose.

Unlocking Excellence: Recruitment Aligned with Purpose

The best Talent acquisition process is the alignment with Core Values, Mission, and Vision that takes centre stage. The script of success is no longer just about finding candidates; it's about discovering the torchbearers who resonate with an organization's essence.

Enter the symphony of consistent Fortune 100 companies—a chorus of visionary leaders who have mastered the art of aligning recruitment with purpose. Their recruitment philosophies are not just blueprints; they're blueprints infused with

- The hues of Core Values.
- The cadence of Mission.
- The foresight of Vision.

Alphabet's recruitment process emphasizes innovation, impact, and collaboration. Candidates are assessed based on their alignment with Google's Mission to organize the world's information and make it universally accessible. The company's Core Value of 'Do the right thing' guides the selection of candidates who resonate with ethical conduct.

Apple (Innovation, Design, and Customer Experience): Apple's selection process is designed to identify candidates who are not only technically proficient but also share the company's passion for innovation, design excellence, and commitment to delivering exceptional customer experiences. Behavioural questions and situational assessments focus on a candidate's ability to think creatively, solve complex problems, and showcase their passion for Apple products and its design philosophy.

Amazon (Leadership Principles and Customer Obsession): Amazon's selection process is rooted in its Leadership Principles, a set of core values that guide

the company's culture. Through behavioural interviews and case studies, Amazon evaluates candidates based on their alignment with principles such as customer obsession, ownership, bias for action, and long-term thinking. This ensures that candidates share Amazon's customer-centric approach and demonstrate the ability to lead in a dynamic environment

Facebook (Global Connectivity and Impact): Facebook's selection process is aimed at identifying candidates who are aligned with the company's mission to connect people and build communities globally. Behavioural interviews assess candidates' passion for making a positive impact, their adaptability to a fast-paced environment, and their ability to collaborate effectively. The process also evaluates candidates' alignment with Facebook's values of being open, bold, and focused on impact.

Shell (Safety, Integrity, and Sustainability): Shell's recruitment process is designed to identify candidates who share the company's commitment to safety, integrity, and sustainability. Behavioural interviews and assessments focus on candidates' alignment with these core values, as well as their technical expertise and problem-solving abilities. Shell aims to select candidates who demonstrate a strong ethical compass and a dedication to responsible energy practices.

ExxonMobil (Integrity, Safety, and Technical Excellence): ExxonMobil's selection process reflects its emphasis on core values such as integrity, safety, and technical excellence. Behavioural interviews and technical assessments evaluate candidates' alignment with these values, along with their decision-making skills and technical knowledge. The process also considers candidates' adaptability and willingness to uphold the company's standards in the energy industry.

Tesla (Sustainable Energy and Innovation): Tesla's selection process focuses on candidates who are passionate about sustainable energy solutions and innovation. Technical assessments, problem-solving challenges, and interviews assess candidates' alignment with Tesla's mission to accelerate the transition to sustainable energy. Tesla seeks individuals who share the company's commitment to pushing the boundaries of technology and driving positive change.

Total (Responsibility, Innovation, and Performance): Total's selection process is tailored to identify candidates who align with the company's values of responsibility, innovation, and performance. Competency-based interviews evaluate candidates' alignment with these values, along with their ability to adapt in a global context. Total seeks individuals who demonstrate a commitment to responsible energy practices and a willingness to drive innovation in the industry.

BP (Safety, Teamwork, and Sustainability): BP's selection process is aligned with its core values of safety, teamwork, and sustainability. Behavioural interviews and technical assessments assess candidates' alignment with these values, as well as their technical expertise and collaborative skills. BP aims to select candidates who prioritize safety, thrive in diverse teams, and contribute to sustainable energy solutions.

Across these exemplary narratives lies a truth: Core Values, Mission, and Vision aren't just buzzwords—they're the compass guiding recruitment decisions. These companies recognize that a workforce united by shared values is an unstoppable force, driving innovation and growth.

Bottom Line Redefined: The Fusion of Skills, Values, and Culture

1. **Holistic Hiring Paradigm:** The traditional approach of evaluating candidates solely based on resumes is evolving into holistic hiring. This new paradigm goes beyond credentials and delves into a candidate's multifaceted brilliance, uncovering qualities that go beyond qualifications.
2. **Qualities Beyond Credentials:** Modern organizations require individuals who possess qualities like adaptability, collaboration, and alignment with company values. Qualifications alone are no longer sufficient to drive a company's success in a world of rapid change and dynamic challenges.
3. **Soft Skills as Foundation:** Soft skills, including teamwork, adaptability, problem-solving, and communication, form the foundation of

unparalleled success in modern workplaces. These skills are not mere additions but are vital for effective collaboration, innovation, and navigating ambiguity.

4. **Cultural Alignment and Engagement:** Cultural resonance is a key factor in fostering long-term employee engagement and retention. Behavioral interviews, scenario-based questions, and interactions with potential team members are strategies to assess cultural fit, ensuring candidates align with the organization's values and mission.
5. **Alignment with Core Values:** Consistent Fortune 100 companies exemplify the alignment of their recruitment process with core values, mission, and vision. By focusing on attributes like attitude, brain, character, and dependability, these companies have revolutionized their hiring approaches, emphasizing character and values over mere skills.

Conclusion:

In the symphony of modern recruitment, the harmonious blend of qualifications, soft skills, and cultural alignment takes centre stage. The evolution from traditional hiring to holistic approaches reshapes the very essence of how organizations thrive. As we stand on the threshold of this transformative shift, the mantra '**Hire Character and Train Skill**' rings true. It's not just about finding candidates; it's about crafting a workforce that resonates with Core Values, Mission, and Vision. This isn't merely a change—it's a revelation that will redefine the future of business, where success is composed not just of skills, but of the symphony of shared values and purpose.

Are you sleeping well?

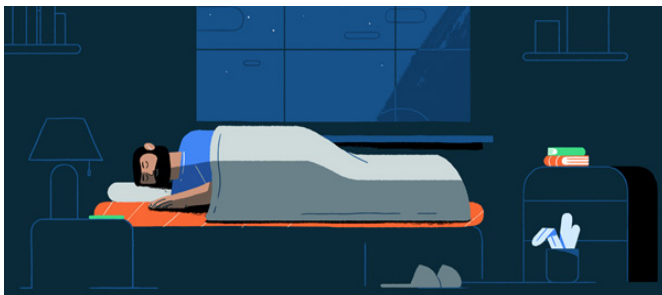
Sleep Health: The Cornerstone of Wellbeing



By - Milton Bain, IOCL
bainm@indianoil.in

Abstract

Sleep is a fundamental aspect of human life, as essential to our well-being as nutrition and exercise.



Yet, in our fast-paced, 24/7 world, many people neglect the importance of sleep health. Adequate, quality sleep is vital for physical health, cognitive function, emotional balance, and overall quality of life. In this article, we will delve into the science of sleep, explore the consequences of sleep deprivation, and provide tips for improving sleep health.

Main Content

The Science of Sleep

Sleep is a complex and dynamic process that consists of several stages, including rapid eye movement (REM) and non-REM sleep. Each stage plays a unique role in the restoration and maintenance of our body and mind.

- **Restoration:** During sleep, the body undergoes crucial restorative processes. Cellular repair and growth occur, and the immune system strengthens. Sleep also supports brain function, aiding in memory consolidation and emotional regulation.
- **Cognitive Function:** Sleep is closely linked to cognitive abilities, including attention, problem-solving, creativity, and learning. It's during sleep, especially REM sleep, that the brain processes and organizes information acquired during the day.
- **Emotional Health:** Sleep plays a vital role in regulating emotions and mood. Chronic sleep



deprivation can lead to irritability, anxiety, and even depression.

The Consequences of Sleep Deprivation:

When we consistently fail to get enough quality sleep, the consequences can be severe and wide-ranging:

Cognitive Impairment: Sleep-deprived individuals often experience difficulties with concentration, decision-making, and memory.

Physical Health Risks: Sleep deprivation is associated with an increased risk of chronic conditions such as obesity, diabetes, cardiovascular diseases, and a weakened immune system.

Emotional Disturbances: Mood swings, irritability, and increased stress levels are common outcomes of insufficient sleep. Chronic sleep deprivation may contribute to the development of mental health disorders.

Accidents: Fatigue from lack of sleep is a leading cause of accidents, especially in transportation and heavy machinery operations.

Tips for Improving Sleep Health

To ensure you get the sleep your body and mind need, consider the following tips:

- **Establish a Consistent Sleep Schedule:** Go to bed and wake up at the same time every day, even on weekends. This helps regulate your body's internal clock.
- **Create a Sleep-Friendly Environment:** Make your bedroom comfortable, cool, and dark. Invest in a



comfortable mattress and pillows.

- **Limit Exposure to Screens:** The blue light emitted by phones, tablets, and computers can interfere with your sleep. Try to avoid screens at least an hour before bedtime.
- **Watch Your Diet:** Avoid large meals, caffeine, and alcohol close to bedtime. These can disrupt your sleep.
- **Regular Physical Activity:** Regular exercise can improve sleep quality. However, avoid vigorous exercise close to bedtime.

- **Relaxation Techniques:** Practise relaxation techniques like deep breathing, meditation, or yoga to reduce stress and promote better sleep.
- **Limit Naps:** While short power naps can be beneficial, long daytime naps can interfere with nighttime sleep.
- **Manage Stress:** Stress and anxiety can disrupt sleep. Consider stress-reduction techniques like mindfulness or therapy.
- **Seek Professional Help:** If you constantly struggle with sleep despite trying these tips, consult a healthcare professional. You may have an underlying sleep disorder that requires treatment.

Conclusion:

Sleep health is not a luxury but a necessity for a happy, healthy life. Prioritizing good sleep hygiene and making sleep a non-negotiable part of your daily routine can have profound effects on your physical, cognitive, and emotional well-being. Remember that sleep is a natural, restorative process that your body and mind require to function at their best.



Eat Healthy, Stay Healthy, Think Healthy...Feel WEALTHY!

Six Thinking Hats- A Decision Making Technique



By - Dinesh Kumar, IOCL
kumar_dinesh@indianoil.in

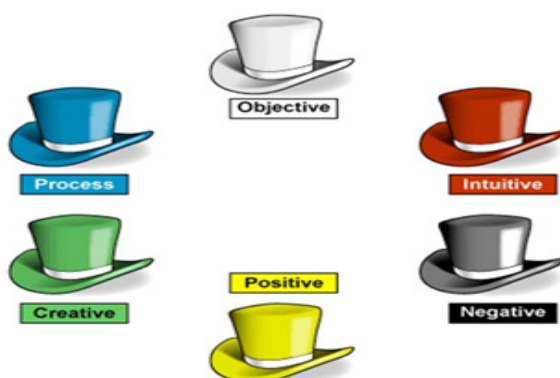
Often, it is seen that people are confused about making the correct decision. To overcome this difficulty, a technique, Six Thinking Hats, was developed by Dr. Edward de Bono. This technique examines Decisions from All Points of View so that a person may make the correct decision.

'Six Thinking Hats' is an important and powerful technique. It is used to look at decisions from several important perspectives. This forces you to move outside your habitual thinking style and helps you to get a more rounded view of a situation.

Many successful people think from a very rational, positive viewpoint. This is part of the reason that they are successful. Often, though, they may fail to look at a problem from an emotional, intuitive, creative, or negative viewpoint. This can mean that they underestimate resistance to plans, fail to make creative leaps, and do not make essential contingency plans.

Similarly, pessimists may be excessively defensive, and more emotional people may fail to look at decisions calmly and rationally.

If you look at a problem with the 'Six Thinking Hats' technique, then you will solve it using all approaches. Your decisions and plans will mix ambition, skill in execution, public sensitivity, creativity, and good contingency planning.



How to Use the Tool

You can use Six Thinking Hats in meetings or on your own. In meetings, it has the benefit of blocking

the confrontations that happen when people with different thinking styles discuss the same problem.

Each 'Thinking Hat' is a different style of thinking. These are explained below:

•White Hat:

With this thinking hat, you focus on the data available. Look at the information you have and see what you can learn from it. Look for gaps in your knowledge, and either try to fill them or take account of them.

This is where you analyse past trends and try to extrapolate from historical data

•Red Hat:

'Wearing' the red hat, you look at problems using intuition, gut reaction, and emotion. Also, try to think about how other people will react emotionally. Try to understand the responses of people who do not fully know your reasoning.

•Black Hat:

Using black hat thinking, look at all the bad points of the decision. Look at it cautiously and defensively. Try to see why it might not work. This is important because it highlights the weak points in a plan. It allows you to eliminate them, alter them, or prepare contingency plans to counter them.

Black Hat thinking helps to make your plans 'tougher' and more resilient. It can also help you to spot fatal flaws and risks before you embark on a course of action. Black Hat thinking is one of the real benefits of this technique, as many successful people get so used to thinking positively that often they cannot see problems in advance. This leaves them under-prepared for difficulties

•Yellow Hat:

The yellow hat helps you to think positively. It is the optimistic viewpoint that helps you to see all the benefits of the decision and the value in it. Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.



•Green Hat:

The Green Hat stands for creativity. This is where you can develop creative solutions to a problem. It is a freewheeling way of thinking in which there is little criticism of ideas. A whole range of creativity tools can help you here.

•Blue Hat:

The Blue Hat stands for process control. This is the hat worn by people chairing meetings. When running into difficulties because ideas are running dry, they may direct activity into Green Hat thinking. When contingency plans are needed, they will ask for Black Hat thinking, etc.

A variant of this technique is to look at problems from the point of view of different professionals (e.g. doctors, architects, sales directors, etc.) or different customers.

Example

The directors of a property company are looking at whether they should construct a new office building. The economy is doing well, and the amount of vacant office space is reducing sharply. As part of their decision, they decide to use the 6 Thinking Hats technique during a planning meeting.

Looking at the problem with the **White Hat**, they analyze the data they have. They examine the trend in vacant office space, which shows a sharp reduction. They anticipate that by the time the office block is completed, there will be a severe shortage of office space. Current government projections show steady economic growth for at least the construction period.

With **Red Hat** thinking, some of the directors think the proposed building looks quite ugly. While it would be

highly cost-effective, they worry that people would not like to work in it.

When they think about the **Black Hat**, they worry that government projections may be wrong. The economy may be about to enter a 'cyclical downturn', in which case the office building may be empty for a long time. If the building is not attractive, then companies will choose to work in another better-looking building at the same rent.

With the **Yellow Hat**, however, if the economy holds up and their projections are correct, the company stands to make a great deal of money. If they are lucky, maybe they could sell the building before the next downturn or rent to tenants on long-term leases that will last through any recession.

With **Green Hat** thinking, they consider whether they should change the design to make the building more pleasant. Perhaps they could build prestige offices that people would want to rent in any economic climate. Alternatively, maybe they should invest the money in the short term to buy up property at a low cost when a recession comes.

The **Blue Hat** has been used by the meeting's Chair to move among the different thinking styles. He or she may have needed to keep other members of the team from switching styles or from criticizing other people's points.

Conclusion

one can easily apply the above technique to make the best decisions. Looking at problems from different aspects is used to give out-of-the-box thinking and help to decide in a better way.

The Power of Attitude: Why Employers Seek the Right Mindset



By - Sparsh Tandon, IOCL
tandonsparsh@indianoil.in

In today's competitive job market, employers face the challenge of finding the perfect candidate who not only possesses the required skills and qualifications but also fits well within their company culture. While professional and academic qualifications are important, an increasing number of employers are recognizing the significance of hiring individuals with the right attitude. This article explores why employers prioritize attitude over traditional qualifications, the benefits of hiring for attitude, and strategies for identifying candidates with the right mindset.

The Shift from Skills to Attitude

Traditionally, job postings have focused on listing the specific skills and experience required for a position. However, employers have come to realize that skills can be taught and developed over time, while attitude is more inherent and difficult to change. This shift in perspective has led to a greater emphasis on hiring candidates with the right mindset.

The Importance of Attitude

A positive attitude brings numerous benefits to both employees and employers. Individuals with a good attitude are more adaptable, resilient, and open to learning and growth. They have a strong work ethic, take initiative, and are motivated to succeed. Additionally, employees with the right mindset tend to be more collaborative, fostering a positive work environment and contributing to the overall success of the organization.

The Numbers Speak: Attitude Over Experience

Research and surveys have consistently shown that hiring for attitude yields positive results. Studies conducted by LeadershipIQ have revealed that employees with excellent attitudes are more likely to succeed in the long run, regardless of their prior experience. In fact, only 19% of new hires with the right attitude succeed over the long term, while 46% of new hires without the right mindset fail within 18 months.

Furthermore, the same studies indicate that nearly 90% of new hires who don't last lose their jobs due to attitude-related issues such as lack of coachability,

poor emotional intelligence, low motivation, or a bad temperament. This highlights the significance of attitude in determining employee success and retention.

The Future of Work: Skills Disruption

As industries evolve and new technologies emerge, the future of work is characterized by skills disruption. According to the World Economic Forum's Future of Jobs Report, companies predict that 44% of workers' skills will be disrupted in the next five years. This rate of disruption has stabilized since the COVID-19 pandemic, which caused significant disruptions to the labour market.

Core Skills in Demand

Analytical thinking and creative thinking are consistently identified as core skills required by workers today. These cognitive skills are crucial for problem-solving, innovation, and adapting to changing work environments. Other self-efficacy skills such as resilience, flexibility, agility, motivation, self-awareness, and curiosity are also highly valued by employers.

While core skills may vary across industries, empathy, active listening, leadership, social influence, and quality control are among the top skills desired by employers. These skills reflect the importance of collaboration, customer service, and attention to detail in the workplace.

Reskilling and Upskilling Strategies

With skills disruption on the horizon, businesses are focusing on reskilling and upskilling their workforce. Training programs that bridge skills gaps are being designed and scaled up to ensure employees are equipped with the necessary skills for the future.

Companies are prioritizing cognitive skills, such as complex problem-solving and creative thinking, as they recognize the increasing importance of these skills in the evolving workplace. Additionally, self-efficacy skills like curiosity, resilience, and motivation are emphasized to foster a culture of lifelong learning and adaptability.

Strategies for Hiring the Right Attitude

Identifying candidates with the right attitude requires a strategic approach to the hiring process. Here are some strategies that can help employers find individuals with the desired mindset.

Define the Ideal Attitude

Before starting the recruitment process, clearly define the attitude and values that align with your company culture. Identify the specific attitudes and behaviours that are crucial for success in the role and within the organization.

Behavioural Interviews

Incorporate behavioural interview questions into the hiring process to assess candidates' attitudes and behaviours in real-life situations. Ask about past experiences, challenges, and how they handled difficult situations to gauge their problem-solving skills, adaptability, and collaboration.

Assess Cultural Fit

Evaluate candidates' compatibility with your company culture by exploring their values, work style, and preferred working environment. Consider conducting group interviews, team-building activities, or cultural fit assessments to gauge their fit within your organization.

Refine Job Descriptions

Craft job descriptions that highlight the desired attitude and mindset rather than solely focusing on skills and qualifications. Clearly communicate the

importance of attitude and the company's values to attract candidates who align with your organization's culture.

Utilize Assessments and Tests

Consider using psychometric assessments or personality tests to gain insights into candidates' attitudes, motivations, and working styles. These tools can provide valuable information to assess their compatibility with the role and organization.

Conclusion

In a rapidly changing world, employers recognize that the right attitude is a powerful asset. While skills and qualifications are important, hiring individuals with the right mindset can lead to long-term success, employee retention, and a positive work environment. By prioritizing attitude, employers can build a team of adaptable, motivated, and collaborative individuals who contribute to the overall growth and success of the organization.

References

- 1-World Economic Forum: The Future of Jobs Report 2023 https://www3.weforum.org/docs/WEF_Future_of_Jobs_2023.pdf
- 2- Why New Hires Fail(The Landmark "Hiring For Attitude" Study Updated With New Data) <https://www.leadershipiq.com/blogs/leadershipiq/35354241-why-new-hires-fail-emotional-intelligence-vs-skills>

Redefining the hiring recipe: Recruiting candidates beyond the resume!



By - **Navneeth Venkateshwaran, IIM Amritsar**
navaneeth.mbaba03@iimamritsar.ac.in

The conventional resume is no longer sufficient to find the appropriate candidate in today's fast-paced and competitive employment market. Employers are seeing the need to change how they approach hiring and to go beyond the two-dimensional CV. A more thorough review of candidates' abilities, principles, and potential is part of the new hiring formula for success. Let's examine how employers can locate job candidates who are the perfect fit for their company by looking beyond the résumé.

Interviews based on behavior:

While resumes can describe what a candidate has done in the past, behavioural interviews focus on their motivations and methods. You can learn more about a person's capacity for problem-solving, their aptitude for working in a team, and their willingness to adapt by providing open-ended questions that examine their past experiences. Employing this method, you may determine whether a candidate is a good fit for the culture of the company and the particular requirements of the position.

Assessment of Soft Skills:

Soft skills, like as leadership, flexibility, and Soft skills, such as leadership, flexibility, and communication, are frequently just as essential as technical skills. Consider employing personality tests or situational judgment tests to evaluate these traits. These tools can assist you in finding applicants who have the personality traits and interpersonal skills required for success in your firm.

Evaluation of Skills:

A resume simply gives a brief overview of a candidate's abilities. Consider using exams or evaluations of abilities relevant to the job role to acquire a more thorough understanding. These tests can be utilized to evaluate a candidate's aptitude for practical work, capacity for problem-solving, and performance in real-world situations. It's simpler than ever to evaluate a candidate's skill set objectively because of online testing tools and platforms.

Internships:

Offering candidates a trial period or internship can be an effective way to assess a candidate's suitability for tasks that are difficult to evaluate using conventional methods. With this approach, candidates may demonstrate their skills in a practical context while providing your organization a chance to assess their performance and team fit.

Assessments of cultural fit:

Hiring people who share the values and culture of the company is essential for long-term success. Assessing a candidate's cultural fit with your organization's fundamental values and mission can be done using means other than the resume. With this strategy, you can make sure that new staff members will flourish in your workplace and improve the dynamics of your team.

Illustrations of work and portfolio:

A portfolio demonstrating their work, rather than a CV, can be more telling for professions that need creative or technical talents, such as designers, authors, or developers. Encourage candidates to provide work examples, such as writing samples, design projects, or code snippets. This personal evidence of their abilities might provide a far clearer picture of their strengths and prospective contributions to our team.

In conclusion, when it comes to hiring the right personnel, the typical CV is only the tip of the iceberg. Consider using a variety of approaches that incorporate skills tests, behavioural interviews, portfolio reviews, cultural fit assessments, soft skills evaluations, and even trial periods or internships to identify the ideally suited individuals for your firm. We can ensure that we're making well-informed judgments and establishing a team that will drive our company's long-term success by changing our hiring strategy and going beyond the CV.

Recruiter's Dilemma: Getting hold of the pain points in prevailing strategy is the key to restructuring the hiring recipe



By - B Mithlesh, IIM Amritsar
b.mbahr03@iimamritsar.ac.in

The labour market in the context of the knowledge economy is a neverending crisis. The constantly changing market requires constant innovation from the recruiter's perspective. The World Economic Forum's report on "Future of Jobs 2023" emphasises upon the urgent need to look into the recruitment process and preparedness of the organizations to tackle the impact of technological changes in the labour market and jobs. The report forecasts that 23% of the jobs will change globally in the next 5 years, and 69 million new jobs are expected to be created across 45 economies, covering 673 million workers.

Pervading recruitment strategy: Current era

Recruitment is the process of generating a pool of qualified candidates for a particular job. After the emergence of artificial intelligence, HR professionals have started utilizing AI to shortlist candidates. Artificial intelligence uses various methods to shortlist candidates. Some of the methods are:

- **Keyword shortlisting:** These parsers are a type of AI tool that searches for keywords, patterns, and phrases in a CV.
- **Based on Grammar:** A grammar-based parser attempts to add context to a CV by searching for words and phrases according to set grammatical rules.
- **AI Focus:** Parsers featuring an AI focus use machine learning algorithms to learn how to read certain types of text more accurately over time.

Is it justifying the cause?

HR professionals heavily rely on AI-Resume shortlisting, as it takes less time to shortlist compared to Human shortlisting. Yet research and domain experts are pointing out "n" number of pain points in this recruitment ideology. The following points briefly touch upon those issues

- AI shortlisting is based on the premise of prewired data, if the resume of an individual isn't resonant

with the AI's search engine optimization, then a perfect candidate can also be rejected.

- The data for the shortlisting are programmed by humans. This paves the way for biased data input, leading further to improper shortlisting.
- Certain job characteristics can't be clearly defined, like emotional intelligence, creativity, personality, etc. In this scenario, it will be nearly impossible for the AI to read between the lines to understand these hypothetical constructs. In totality, this negligence from the AI may lead to the temporally stable phenomenon, that is, "The Principal agent problem".

To overcome this issue, recruiters are partially focusing on behavioural assessment.

Behavioural assessment a costly panacea:

A behavioural assessment is a pre-employment test that evaluates how well applicants might fit a specific open job position and then behave in the workplace. They evaluate a candidate's personality traits, motivations, and behavioural habits to predict their likelihood of succeeding on the job.

This behavioural assessment can be used to understand the candidate's basic disposition, creativity level, leadership skills, etc. By putting them in a situational/self-report inventory test.

Like every test, behavioural assessment also has its limitations. It can be in terms of:

- Reliability and Validity
- Cognitive biases.

Reliability and Validity are aspects that aren't in the control of the recruiter. So, in this article, Cognitive biases and their impact on behavioural assessment will be touched upon.

Do biases penetrate behavioural assessment?

Representative heuristics is a mental shortcut that is used by humans to make a quicker decision by

comparing with the already existing prototype (that is formed based on prior experience and nurture factors). Whenever a person is put to a situational test, the recruiters might have the tendency to prefer men over women in the context of managerial posts as it is already aligned with their preconceived prototype. This is one of the biases that can be pertinent during the hiring process, and there are “n” number of biases still attached to behavioural assessment.

Do all soft skills have community wide accepted clear definitions?

No, there are certain constructs, like creativity, emotional quotient, intelligence quotient, etc., that don't have a clear-cut definition that is widely accepted in the psychologist's community. In this context to utilize behavioural assessment will be quite tricky and difficult as there are no obvious measurement criteria. For example, Sternberg defines creativity differently compared to Osborn's way of defining creativity.

The two-pronged strategy:

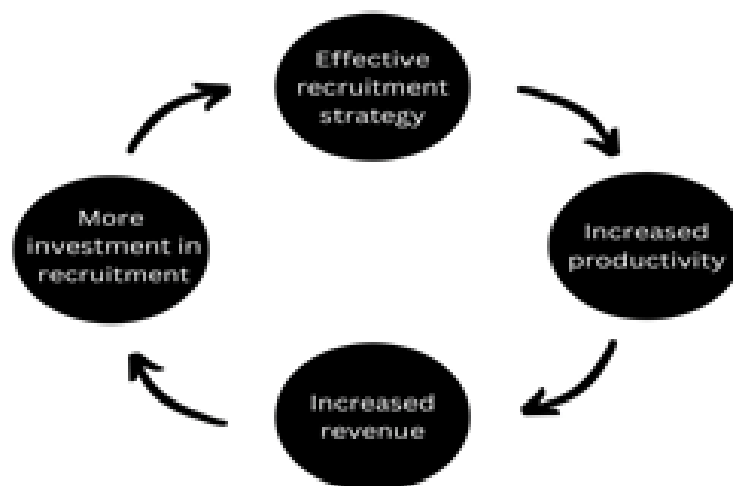
The above-discussed methods are the prevailing ones in the current era, regardless of blatantly ignoring this for future needs. A blend of both with some tweaks can be useful in managing the future hurdles in the

changing job and labour market.

- AI- Resume shortlisting can be strictly used to shortlist candidates based on basic qualifications required for the job rather than emphasise more on keywords that match the job description
- Using Critical incident techniques to do job analysis and utilizing the similar behavioural traits required for the job to create a simulation. This simulation can be used as a selection tool to understand the candidate's disposed behaviour.
- Utilizing marketing principles to enhance the employee value proposition to attract the best talents in the industry.

The above-stated methods aren't the ideal solutions, but they can be used by experts as a base reference to customize it to their industrial needs.

The future is going to be driven by technology. One of the beneficial things for organizations is the increased productivity fostered through technology. So, rather than solely focusing on the negatives associated with technological growth, firms should invest heavily in R&D to form an effective recruitment strategy to form a virtuous cycle.



Ego – Pursuit of Dominance



By - **Ashwini Malaiya**
malaiyaa@indianoil.in



By - **Himanshu Thakur, IOCL**
hthakur@indianoil.in

Author information

Ashwini and Himanshu are enthusiastic learners with a keen interest in delving into various aspects of organizational effectiveness, human resource management, and digital transformation. Ashwini brings prior experience in sales, engineering, and operations, while Himanshu has a background in the digital domain before transitioning to HR.

Abstract

With the idea of exploring interpersonal relations, we delve into the behaviours and actions of individuals under the influence of ego. The discussion introduces the concept of the "3Ds" - Define, Defend, and Dominate - as a structured framework for understanding ego-driven behaviour.

Main Content

Have you ever wondered why some people emphasize their position first when introducing themselves? What drives individuals to place their salutations and fancy designations at the forefront of their self-introduction? The common reasons for these behaviours could be the pride we possess in our achievements, the desire to receive respect upfront, or the urge to showcase our position and power. These interactions may be uncomfortable at times and would lead us to label the individual as a person with ego issues. It's a well-known fact that ego can be detrimental, but few are willing to acknowledge possessing it. However, certain actions and behaviours can reveal the presence of an ego.

We define these traits as the "3Ds" – Define, Defend, and Dominate. Somehow, it becomes easy to grasp a concept when explained with the help of fancy abbreviations. A candid conversation with one of our colleagues resulted in the formulation of the 3D behaviour of a person with an ego. The 3D behaviour is a 3-step process followed by someone with ego, knowingly or unknowingly.

Define - Typically, the icebreaking phase involves defining one's status, listing their achievements, and

showcasing accolades. Metrics such as fancy job titles, degrees from prestigious institutes, or multimillion-dollar revenues are often used by people to establish their initial context. However, this tendency to define one's stature can inadvertently create emotional distance and lead to unnecessary hesitation during subsequent interactions.

Defend - Once the context is set, the person starts defending the pre-set standards, thoughts, and viewpoints. Regardless of the facts, the person would inadvertently hold onto the initial viewpoints and stated opinions. The defensive nature would lead to the use of past references (no matter how unrelated) and inadequate facts. The urge to prove the opinion is not only to win the argument but also to defend the stature set during the initial stage. The person would act aggressively to defend the position.

Dominate – The last weapon in the arsenal is to demolish the opponent's position (considered at this stage). The objective is to dominate the argument and switch off the listening mode completely. The use of a high tone, irrelevant references, reiteration of position, etc., are a few behaviours that are followed by a person under the influence of ego. The silence or passive acknowledgement of the receiver is considered a win and is eventually used as a trigger to escalate and point out mistakes. These actions would not only minimize the chances of any future engagement but also create a lasting impression. As a result, the person is stamped as someone with enormous ego issues.

Professionals may find themselves on either side of the conversation, depending on the situation. Hence, it is advised to be mindful of the words and aware of the track of conversations. Small conduct such as appreciating the other's viewpoints, not bragging about stature and position, acknowledging mistakes or unawareness, etc., can help foster healthy and fruitful interactions and result in positive lasting relationships. In the pursuit of meaningful interactions and lasting relationships, let us remember that humility and understanding can be the bridges that connect us, far more effectively than the towers of ego ever could.

Nothing Official About It



By -Karan Gupta, IOCL
karang@indianoil.in

The beauty of life lies in its pace that ensures that we are majorly absorbed in our present life issues— be it of professional nature, personal responsibilities, health issues of self and near ones, traffic woes, etc.

So, in this edition of the Adventures of My Official Life, I thought let me take you away from these official corridors, cubicles, cabins and even colleagues and delve deep into that part of our personal lives that somehow has taken a back seat to accommodate our official and personal commitments. And so here I want to take you to the most innocent years of your life – Your Childhood.

During our childhood, how many of us aspired to be in these corporate jobs— covered in these business suits trying to excel in Excel (I mean Microsoft, no pun intended) and be presentable for these presentations (Microsoft again?) At least I didn't, and I'm sure I can vouch for many of my readers too. We would agree

that our childhood aspirations were very different from these corporate corridors, ranging anywhere from becoming a cricketer to a pilot, an actor to an astronaut or whatnot, especially when during those times, our thoughts and aspirations were not carrying any undue baggage with them, and sky used to be our limit.

Then we entered our corporate lives - A beautiful journey that led most of us a thousand miles away from our homes but played a vital role in shaping our careers, achieving numerous professional and personal milestones and during this voyage, gave us awesome colleagues-cum-friends for a lifetime.

This time, I'm writing about this incident that has almost no official connection but still, it somehow created a beautiful bond between my personal and professional life.



Now, in this 7th edition, I'm sure most of you already know about my initial posting at Rajkot (a colourful city in the heart of Gujarat). Those were the days when I used to travel home a maximum of twice a year, considering the geographical aspect involved. I used to travel from the western part of the country to the northern part to be at home, in the truest sense. With around 1,700 KMs from Rajkot to Jammu (my hometown), every trip was extremely eventful with the journey starting with a bus ride from Rajkot to Ahmedabad and then a couple of flights firstly from Ahmedabad to New Delhi and subsequently from New Delhi to Jammu.

This exhaustion of an almost 15-20-hour journey, however, never took any toll on me considering it was homecoming. I'm sure this must be a common feeling for anyone who stays that far from his/her home and such home visits just bring a deep sense of calm and serenity.

The time spent at home is always special. Meeting friends and family, having numerous close-to-heart conversations, eating your favourite street foods, visiting your hangout places, and finally spending some quality leisure time at home. Moreover, through these visits, I also got the opportunity to spend some time with myself, which used to take me down memory lane to those amazing childhood days. One thing I always did during such visits was go through my old stuff that used to bring back so many childhood memories.

I used to check on my coin collection, reading material (including my favourite novels, comics and journals) and other stuff that used to stay in the same condition in my room always. I feel the child in me, somehow, makes me forget my professional self and relieves me of all my responsibilities.

While doing so, this time, I stumbled upon an old brown wallet, a gift from my father. I never used to take that wallet out, but it was always the custodian of all my earnings, the sources include my pocket money, festivities and those numerous 10-20 rupee notes that elders give to kids saying, "Chocolate kha lena." (Have some sweets.)

The wallet was with me for numerous years, but this time, I noticed something that had never caught my attention before. I was surprised as it brought an unexpected smile to my face. A different emotion emerged from nowhere as it read out the name of my employer, "IndianOil".

My father must have got it under some marketing initiative of the respective Retail outlet. However, as a kid, I never noticed this, but today while working for this great organization, when I saw this, a sense of pride and joy automatically surrounded me.

In this visit to the past, I found something that is a part of my present and future. In fact, while searching for my old memories, I created a new one. A beautiful feeling that has literally – ***"Nothing official about it"***

Miracle of Stress



By -R.Vengadasalapathy
vengadasalapathy@indianoil.in

Author Information:

The author is currently working as a senior production engineer in IOCL Gujarat Refinery and has a work experience of over twenty years at Panipat Refinery IOCL. The author is also a trained counsellor.

Abstract

In the modern rushed life, everyone is saying they are stressed. But they should be aware of the beautiful reality behind stress and how stress has an important role to play in ups and downs and growth in our lives. This article is going to explain the basics of stress, and the type of stress, i.e., Eustress and Distress. Where and how it initiates and grows, for instance, benefits of eustress, bad effects of distress, physical health issues due to the distress, and management of distress.

Stress

To do any activity, human beings need to strain to some extent physically and mentally. That time the body becomes alert and triggers the stress chemical to prepare the body to do action through increased blood circulation which in turn makes the muscles get ready to do so. However, it has a threshold limit, if the strain is within the limit, there is no issue. But beyond that limit, depending on the intensity of the stress, like how much time the body is in the same condition and how much time it takes to revert to the normal condition may impact mental and physical health.

Everyone from childhood to old age is making some effort to manage the situation and to move forward in life. It certainly brings some changes to mental and physical health. If every time we are doing the same activity or slowly increase the intensity with time within the limit or activity with proper rehearsal, then there is no issue. But putting efforts out of the threshold limit without practice may create problems not only physically, but mentally also. As mentioned above, every effort needs strain or stress, however, based on the cause and effect, becomes eustress or distress.

In simple terms, eustress (good stress) is the stress which is developed by the effort to meet our fulfilment of high-level satisfaction and growth. In eustress, the chemical is properly used and is completely diluted.

Distress (bad stress) is the stress which is developed by effort that does not give satisfaction, success, or favourable changes in life.

In both of the above-mentioned stresses, the stress chemical is the same. The body's stress response system is usually self-regulated. The stressful situation gets normal when a perceived threat has passed, and in turn hormones (stress chemical adrenaline and cortisol) return to their respective typical levels. As adrenaline and cortisol levels drop, your heart rate and blood pressure return to normal levels. Other systems go back to their regular activities as well.

When stressors (factors of stress) are continuous, then we always feel the pressure. The stress response fight-or-flight reaction stays turned on continuously. The long-term activation of the stress response system and too much exposure to cortisol and other stress hormones can disturb all the body's processes. This puts you at higher risk of many health problems, including psychological and psychosomatic disorders. Scientists are not sure about the causes of psychosomatic symptoms. Some believe that stress releases hormones and chemicals in the body that cause damage or dysfunction.

Many different types of stressors can lead to stress. These include unexpected changes such as loss in health, relationships, work, family, friendships, lifestyle, and financial resources, which are often involved in these changes. High levels of stress or chronic stress can lead to anxiety and depression. Ongoing anxiety and depression are huge stressors.

Benefits of eustress

Eustress supports (pushes) us to do a new activity or hobby, learn new skills, and even step outside our comfort zone. It makes us feel good when we work toward our goals, go through positive (notable) life changes, and help us to kick-start a new chapter in our lives.

Proactiveness, productivity, creativity, adventures, control, motivation, resilience, coping with stressful situations, good focus, and concentration are some of the profound benefits of eustress.

Bad effects of distress

Studies have found many health problems are related to distress. Distress seems to worsen or increase the risk of conditions like obesity, heart disease, Alzheimer's disease, diabetes, depression, gastrointestinal problems, and asthma. "Stress causes higher levels of the hormone cortisol," says Winner, "and that seems to increase the amount of fat that's deposited in the abdomen."

Stress isn't only a feeling. "Stress isn't just in your head," Winner says. It's a built-in physiologic response to a threat. When you're stressed, your body responds, and your blood vessels constrict, your blood pressure and your pulse rise. Also, you tend to breathe faster, and your bloodstream is flooded with hormones such as cortisol and adrenaline. "When you're chronically stressed, those physiologic changes, over time, can lead to health problems." Winner tells Web MD.

Management

The following stress management technique is very helpful in a distress condition

Breathe deeply.

Just a few minutes of deep breathing can calm you and bring you down to control the physiologic stress response, Winner says. While building in a specific time to relax each day is a good idea, one advantage to deep breathing for stress relief is that you can do it anywhere -- at your desk or in your (parked) car, for instance.

Winner recommends that as you breathe out, you relax a specific muscle group. Start with the muscles in your jaw. On the next breath out, relax your shoulders. Move through the different areas of your body until you're feeling calm.

Focus on the moment.

When you're stressed, you're probably living in the future or the past. You're worried about what to do next or are in regret about something you've already done. To get some stress relief, instead, try focusing on what you're doing right now. "You can calm yourself by bringing yourself back to the present moment," says Winner. "If you're walking, feel the sensation of your legs moving. If you're eating, focus on the taste and the sensation of the food."

Reframe the situation.

So you're already running late and then find yourself stuck in terrible traffic. Getting worked up is a natural reaction, but it won't help you at all. Rather than swearing and pounding the steering wheel, get a different perspective. Look at that time as an opportunity -- a few minutes to yourself when you

don't have any other obligations.

Keep your problems in perspective. It might seem Pollyannaish (optimistic), but the next time you're feeling stressed out, think about the things for which you're grateful. "We get stressed when we focus so much on a specific problem that we lose perspective," says Winner. "You need to remind yourself of the basic ways in which you're lucky -- that you have family and friends that you can see, that you can walk." It can be a surprisingly effective method for stress

While these stress management techniques can help at the moment, you can also make a few larger changes to your way of life. Regular exercise is key to long-term stress management, says Winner. People who exercise tend to have better moods and more energy than people who don't. What's more, regular exercise will independently lower your risk for many health problems.

Relaxation techniques

Learning some relaxation techniques, like JPMR (Jacobson's progressive muscle relaxation technique) meditation or yoga will help with stress management too. Getting good at any of these approaches will take a little time and practice, but the payoff -- for your short-term mood and long-term health -- could be substantial.

Be realistic about what you can and can't control. Exercising regularly and listening to music help cope with stress.

In a 2013 study, participants took part in one of three conditions before being exposed to a stressor and then taking a psychosocial stress test. Some participants listened to relaxing music, others listened to the sound of rippling water, and the rest received no auditory stimulation. The results suggested that listening to music had an impact on the human stress response, particularly the autonomic nervous system. Those who had listened to music tended to recover more quickly following a stressor.

Treatment.

Sometimes psychological stresses adversely affect physiological (somatic) functioning to the point of distress. It is a condition of dysfunction or structural damage in bodily organs through inappropriate activation of the involuntary nervous system and the glands of internal secretion. This is called Psychophysiological, which is also called psychosomatic disorder.

Several treatments can help people with somatic pain symptoms, including:

- Cognitive behavioural therapy.

- Mindfulness-based therapy.
- Medications, such as antidepressants.
- Referral to a specialist in mental health (for example, a psychiatrist or psychologist).
- Regular contact with your primary care provider. GP

Conclusion

The overall summary of this article is stress created beyond the limit becomes distress that may lead to psychological and psychosomatic disorders. The threshold limit in stress depends on the individual's stamina in physical and mental conditions and how the person (the person should) practise (rehearse) oneself to face the critical situation, how (learn) to change the distress to eustress by positive thinking, how (learn) to manage the issue. Practising to be calm, developing good listening skills, systematic planning, and mindfulness-based activities are the best methods to avoid distress.

Reference:

- Encyclopedia Britannica
- Medically Reviewed by Joseph Goldberg, MD on April 01, 2014 Written by R. Morgan Griffin in WebMD
- Psychosomatic disorder from Cleveland Clinic
- Chronic stress puts your health at risk by healthy lifestyle by mayo clinic
- How Listening to Music Can Have Psychological Benefits in verywell mind by Kendra Cherry, MSEd
- Take the Stress out of Your Life - Jay Winner in mind tools. <https://www.mindtools.com/avprqp7/take-the-stress-out-of-your-life>
- memorialcare.org, <https://www.memorialcare.org/blog/winning-over-stress>

Good mental health supports physical health and wealth.

