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U&I

The InspireOne Newsletter

July - September 2017

PERFORMANCE,
INSPIRED

Corporate
Heroes



From the Editor's Desk

As we look back on all the people and organization development interventions that we have partnered with organizations for across industries in the past 2 decades in India, there are a few vital insights that emerge.

The articles of this issue of U&I elucidate some of those insights.

The cover story expounds on our key insight / response to the question “What were the critical success factors” in the initiatives that did well?” Apart from the traditional CSFs of having measures of success, leadership sponsorship, energy and the right business reason for doing the interventions, we realized that key CSF was the hitherto unrecognized role of the HR leaders. Sustainable business impact was only achieved in projects where the HR leaders engaged with a business mindset, drove us (literally up the wall at times!) for contextualization, applicability and measures, cajoled their own leadership team to stay the course, influenced leaders across levels and held equity and credibility with the business.

The role of Human Resource leader - the ones who want to create business impact and emerge as business leaders themselves - is nothing short of that of a Superhero.

And no mean superhero - superhero with multiple superpowers - strategic insight, business acumen, inspirational, influential, ability to align customer and employee value propositions and to be heard and listened to by all critical stakeholders! Being a partner / consultant / support function is passé, HR leaders need transform into business leaders.

The other stories will focus on the emerging trend of “Customer Oriented” way of selling to create force multipliers in terms of sales capacity and capability, a business transformation journey of an automobile company based on the deployment of a talent framework.

The atomic Power hero - InspireOne technology's Master-O technology talks about the power source of effortless skilling through byte size learning.

All of the above can be leveraged based on the role played by the HR leaders. The newsletter, therefore, above all is an acknowledgment of the contribution of the unsung and emerging heroes of corporate transformation - the HR leaders.

Emerging Timeless Heroes	Mitochondrial Ninjas at your Service	Master-O: Evolving Skills in the Digital Age	Arming the Modern Samurai Heroes with TACK Solutions
A tribute to the new emerging human resource professionals who are not just surviving but rather have evolved and are driving the businesses to perform by building multi-generational human capital.	The gratifying business results empowered by employee engagement is enlivened through the “Mitochondrial Ninjas at your Service”.	Know how digital technologies will continue to make skill development effective, engaging and effortless.	Responsible for top line business performance, the sales force heroes come alive through “Arming the Modern Samurai Heroes with TACK solution”.
Talent Framework Case Study			
Business transformation journey of an automobile company.			

Emerging Timeless Heroes

The Human Resource Leader

“Human Resources Isn't A Thing We Do. It's The Thing That Runs Our Business.” - Steve Wynn

The quote above, precisely elucidates the transition that the HR function and leaders need to make to ensure sustainable customer and employee competitive advantage for their organizations. Empirical research suggests that the few HR leaders who made this transition, have enabled transformation, enhanced employee value proposition and thereby enhanced customer and shareholder value for their organizations.

The exception now has to become the norm. This transition is no longer a choice for HR leaders, it is a compelling objective, if the function has to leverage its potential as an enabler of strategy vis-à-vis an administrator.

Discerning customers spoilt for choice, a fiercely competitive market place, innovation and communication at lightening speeds, all, require organizations to be agile and responsive. The pivotal resource for bringing in agility and responsiveness is the Human Resource.

The CEO and the CHRO, therefore, share a focus on one essential question: How do we architect a human capital strategy that is aligned with business priorities and capable of rapidly adapting to a shifting competitive landscape?

The opportunity therefore is not just for the HR leaders to transform into business leaders it is also for all business leaders to lead with a strategic HR mindset. This Cross pollination of leaders and mindsets will be the game changer.

*The HR function and leaders have to take center stage and **play lead roles**. They have to grab the opportunity to be the “heroes” and not restrict themselves any longer to the realm of being “the support cast” (function).*

They have the unique advantage of having talent and business related insights and having a place on the table. The share of voice on the table has to be increased. As per a research conducted by [Henley Centre for HR Excellence](#), right skills and human capital seem to be the number one concern of a CEO.

Considering the competitive edge that right workforce brings to the market place makes it the most critical to business. Expectation from the human resource leader is to go beyond the functional agenda and on to more strategic organization agenda.

Adopting a Systemic Approach

In contrast to the functional view of HR, a systems perspective reemphasizes aligning the entire human resource strategy to the organization strategy.

“HR leaders have to grab the opportunity to be the ‘heroes’ and not restrict themselves any longer to the realm of being ‘the support cast’ (function).”

Establishing the interrelationship between the Customer Value Proposition and the Employee value proposition.

The proposition to be delivered to the customers will decide the type of employees who will be able to deliver that proposition. Talent acquisition should therefore, focus on sourcing and assimilating the desired talent. Talent development should focus on the competencies required to deliver that proposition. Subsequently, the performance management and incentive compensation system must define desired employee behaviors and reward those behaviors in meaningful ways when goals are achieved. Equally important, the goals and desired employee behaviors developed and rewarded by the HR system are entirely focused on achieving critical business priorities. The business aligned HR leader will also deploy the right Employee value proposition to ensure engaged and value creating talent.

For a firm's HRM system to have a strategic impact, to be a source of shareholder value, therefore, it is, crucial that HR leaders develop the capacity for systems understanding.

Empirical work and experiences suggest that the failure to appreciate these “subtle interactions and unintended consequences,” are the single greatest challenge facing traditional HR managers as they make the transition. Organizations have often witnessed star performers hired from other companies not achieving the same level of success in their environments. Let's take the case of a multi-national recruitment for a Category head. One of the key requirement was that the prospective employee should be from one of the Top 10 Business schools with experience in a fortune 500 company. After intensive search Human resources finds a “star performer”. With the right track record the new employee has all the makings of repeating his stellar performance. However, the new product, the market place and the organizational culture somehow does not enable that success and a discouraged and disgruntled “star performer” finally leaves after a short tenure. A lose-lose outcome for the individual and the organization.

Finding and retaining the right people for an organization is easy when every activity is aligned to the Business Goal. The systemic big picture is to attract, develop and nurture a workforce mapped to your business strategy.

Evolution of the Human Resource Leader as a Business Leader

HR leaders have traditionally reported to the COOs or the CFOs and lacked real influence in the C-suite. Today, they often report directly to the CEO and are the CEO's key advisers. Companies while searching for HR leaders now focus on higher-level leadership abilities and strategy skills.

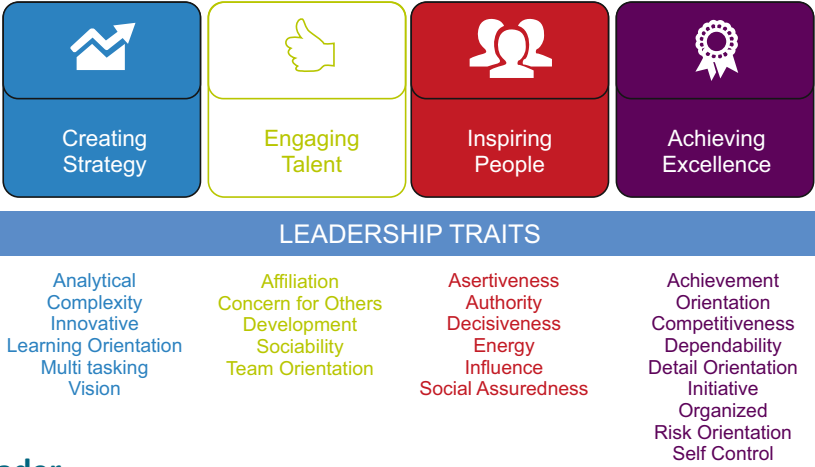
Dave Ulrich, a University of Michigan professor and a leading consultant on organization and talent issues conducted research with several C- Suite candidates across industries for almost a decade. The research team examined scores on three categories: leadership style, or how executives behave and want to be perceived in group settings; thinking style, or how they approach situations in private; and emotional competency, or how they deal with such things as ambiguity, pressure, and

“Most HR professionals struggle for credibility in eyes of their senior management and are rarely recognized as strategic business partners.”

risk taking. The prevalence of their abilities was gauged among the different types of executives.

The Key finding: Except for the COO the executive whose traits were most similar to those of the CEO was the CHRO.

“Developing Talent” and “Relationship building” behaviours traditionally touted as being key competencies for HR leaders are now hygiene level competencies. High Performance behaviours for HR leaders now include strategic thinking and problem solving, Business Acumen, Influencing and Achievement related behaviours. All competencies required for Business Leadership not functional leadership.



The Big Challenge - Oblivious to the Paradigm Shift

Most HR professionals struggle for credibility in eyes of their senior management and are rarely recognized as strategic business partners. The gravity of the situation however lies in the fact that many HR professionals are themselves oblivious to the paradigm shift that is taking place with respect to their profession.

As is said after every low there is a high. The big challenge itself poses the big opportunity to change the game. HR can choose to lead by example and can continue to be the “emerging and the here to stay” super heroes of their organizations.

The Big Opportunity - Heroes of Organization Performance

In spite of the historic bias against the CHRO function, the rising status of HR leaders is not entirely surprising. Over the past 20 years Jim Collins and other management theorists have focused on talent strategy as the prime determinant of corporate success.

The global corporate canvas today is filling up with examples of HR leaders who have moved into business roles and business leaders who have moved into HR roles recognizing the potential of impacting business as an HR hero.

“Ultimate responsibility of CEOs is to make sure that what they initiate will continue and that they develop the men and women who will carry on the work. So for me, it's very logical to have former CHROs as CEOs, because they have experience developing people.” Bernard Fontana has served as CEO of the Swiss cement company Holcim since 2012 - and earlier in his career he spent three years as the chief human resources officer at ArcelorMittal,

While words have power but real actions speak even louder. The real HR heroes are already playing a very critical role in shaping their Organization's Performance in recent times. Few of them share their journey here (in this edition of U&I). The case in point they discuss is where through Human Resource interventions a business challenge was transformed and contributed to the organization's success through inspiring performance.

Impacting the Eco-System to show EBITDA Result through Competency Development

An infrastructure giant wanted to develop its general managers to be able to perform as strategically oriented and inspiring leaders. It was felt that the growth envisaged for the company would be possible only if the leaders were able to develop a strategic view to innovation and problem solving and inspire higher level of performance from their teams. While the mandate focused on the development of the leaders, the HR leader Pankaj was very clear that the right eco-system that supports the behavior development also needed to be created. His incisive understanding of his leaders and the ecosystem and the drivers and barriers to their development, enabled InspireOne to create a comprehensive development journey aimed to ensure and sustain business results. Pankaj's involvement and insights helped InspireOne to build and implement the journey and create the desired business impact on the EBITDA and desired proficiency levels for the leaders on strategic thinking and inspiring. As an HR leader who was connected to the business needs, the ecosystem and his talent profile, he was able to keep development and business goals aligned.

Achieving Business Performance through Sales Force Training

A major player in the agri business wanted to develop its sales force to enable growth in sales through a service approach. It was felt that a major differentiator for the company would come through the level of service that it can provide even during the sales process. Kalpesh, organisation development leader with the company was very clear about and exacting of the solution that InspireOne was designing. He collaborated with IO with his insights on what the actual customer experience should be and also on what his sales team must experience during the development process. His intervention helped build relevance and business insight into the entire solution. His uncompromising stand on the quality and applicability of the solution ensured that business results were evident in early days. Adaption of the change by the sales team was therefore faster and enduring. The power packed workshops were efficacious in achieving the objectives for both sales and service alike. Through Kalpesh's and InspireOne's joint collaboration some of the best modules in Sales and customer care for the agri industry have been created.

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Case Study

Inspiring Performance - (InspireOne) IBM Talent Framework™ (MFG 6.0)

About the Company

Named as one of the most innovative Indian companies by Wall Street Journal, this automotive manufacturing company is one of India's leading organizations. From total quality management award to garnering highest customer satisfaction index (CSI) it ranks right up as one of the most respected organizations of the country.

Current Scenario

The Key Challenge

In line with their strategy of business growth, the organization was considering solutions to impact their talent deployment. The organization realized that while the past was glorious, sitting on the ancient laurels is not a progressive attitude in a volatile business environment. Given the new market scenario, the past success formula was no longer relevant. The external context had changed and hence, the internal change to align with the external change for competitive advantage was required. Talent was recognized as the key driver of this internal change. The gap identified was - a need for a more scientific talent framework and process. As a large conglomerate with multiple products lines the roles and responsibilities were becoming more complex. While the leadership competencies were defined, in particular, the technical roles and competencies were not in place. Getting the best out of people was not possible without a scientific base that defines and measures all competencies expected of that role.

Taking the lead, the Organization and Development team explored multiple options that would fit their need. The team was looking for a standard framework that would accurately correspond to the roles and levels that exist within the company for present and future contexts. Ideally, the framework needed to be benchmarked with international companies and competitors, as the organization also operated in a global environment.

Other Challenges

Some of the other challenges that the company was facing were - articulating job descriptions, defining



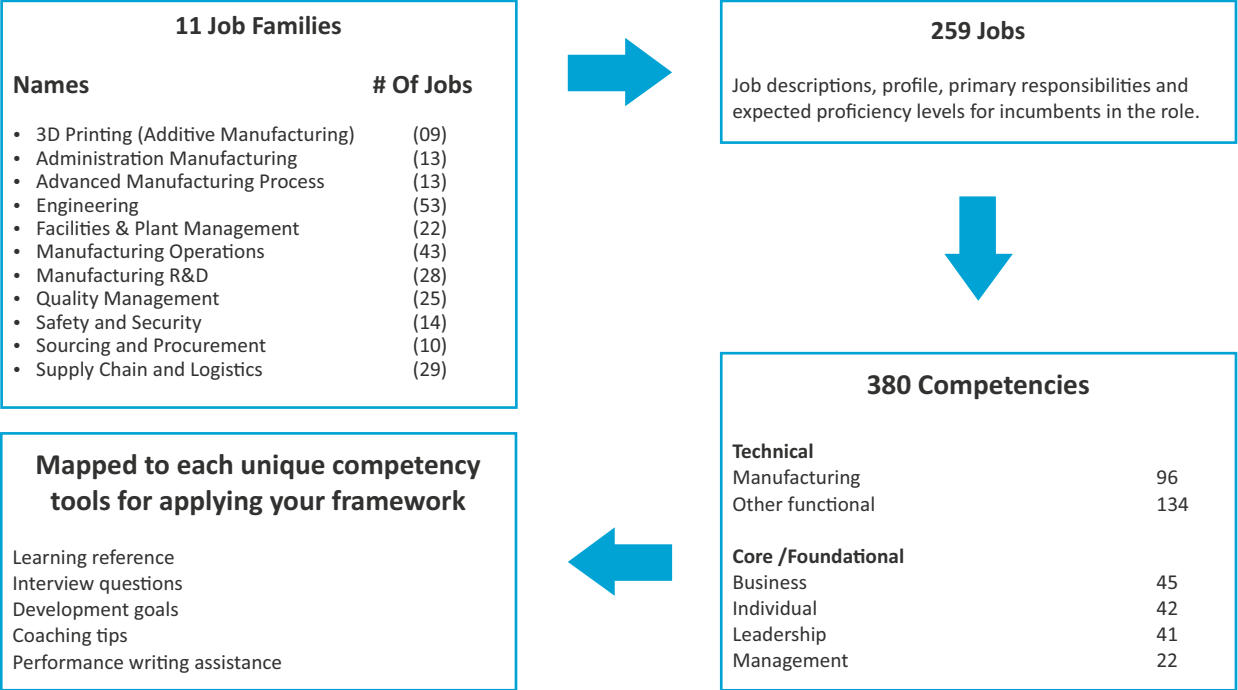
competencies and mapping proficiency levels for new and future roles. Additionally, the current LMS and other ERP systems needed to get integrated with a robust talent framework, so that there is a strong integration via technology that the organization had invested in. This would also help in linking with direct needs of the business.

Yet another other challenge was that of time -, the team realized, that to internally build the framework and implement a solution from scratch, would require minimum investment of 12 to 18 months with multi-skilled and efficient resources. This would also result in a huge opportunity cost, hence was not workable.

The Solution

Under this backdrop the IBM Kenexa Talent Framework became a more viable option. Since IBM Kenexa leads the field in competency-based, job specific, functional skills profiles, the Talent Framework enables organizations to drive better business outcomes by quickly and clearly communicating what 'great' looks like. Additionally, the Talent Frameworks are internationally benchmarked. With ready-to-use skills infrastructure in place, the Talent Frameworks allows companies to focus on iteration and validation in customizing it to their organizational needs, rather than developing content from ground zero. Utilizing the IBM Kenexa Talent Frameworks saves considerable time and money.

To meet this specific requirement of the organization, InspireOne offered the IBM - Talent framework™ for manufacturing job skills. The Manufacturing Talent Framework contains the following:



Arming the Modern Samurai Heroes with TACK Solutions

The “Customer Focused” Sales landscape - undeniably the only way to grow.

The volatility and complexity in the business environment are creating high levels of uncertainty for buyers and sellers alike. The Corporate Executive Board reports that globally, most leaders expect a major change in their environment in the coming six months. The already fierce world of sales becomes even more treacherous. If that was even possible!

The objective remains unchanged - enhance revenues. But the rules of the game have changed.

Like the samurais whose armour is designed for mobility in the battlefield; a strong sales team too needs to be armed with skills designed to give flexibility in the sales playfield. Additionally the ‘sales team’ may no longer be restricted to the ‘sales people’ it encompasses the ENTIRE ORGANISATION. The sales capacity and capability becomes the multiplier just by shifting the paradigm to *“every one sells in a customer focused way”*.

TACK's focus on the last few years has been to create, design and deploy solutions that allow that flexibility of sales skills and also focus on the non-sales people as being the game changers. Some of the solutions that TACK has worked are shared here.

1. The customer's first moment of truth is the sales interaction. Promises are made in that moment of truth, competitive advantage is established, trust is established, value commitment is made. The major breakdown in delivery happens in the transition between what is promised and what is delivered. The sales force have to be aligned to the Customer Value Proposition and the authentic delivery of it. The sales person has to take on the responsibility of the “delivery of the promise” vis-à-vis being the “charming suitor” alone.

2. Existing Customers create higher value than new customers. Nothing earthshattering there. How existing customers can be converted into customers for life, involves cross pollination of the service mindset in the sales force and the sales mindset in the service and delivery sales force.

a. Repeat sales is enabled by the sales team through a customer oriented approach - to understand the pulse of the customer, the pain points and the strategy of the customer. Relevant customer focused cross and upselling moving away from “this is what we have to offer” towards “this is what will help you be successful”.

b. Repeat sales is also enabled through the delivery team that understands that responsiveness and customer focused problem solving will largely decide if the customer is going to buy again. So *delivery has to have a goal of repeat sales.*

“The ‘sales team’ may no longer be restricted to the ‘sales people’ it encompasses the ENTIRE ORGANISATION.”

A global, enterprise communication giant undertook an organisation wide initiative for its delivery managers. To understand and deliver on their roles as partners for upselling and cross selling, through the trust, value and insights established during the process of delivery.

Client Speak



We at Kaspersky Lab, South Asia, are primarily a Sales & Marketing unit that deals with customers around the clock. Continuous communication with our customers and business negotiations are critical. Undertaking the Communication & Negotiation workshop through TACK International (InspireOne) helped us to identify improvement areas and also take the corrective steps in plugging the gaps thereby enabling us more capable in handling customers, customer issues and in negotiating with our customers to our advantage. The fact that the IO team had a thorough, in-depth insights of stakeholder need, background and market conditions coupled with TACK's subject matter knowledge helped in making the programme very practical, relatable, bespoke and thereby... very successful.”

MD South Asia, Kaspersky Labs

Master-O: Evolving Skills in the Digital Age

“To think protectionism is becoming prevalent in an increasingly digital (and borderless) age is quite paradoxical!”

Governments across the globe are rebalancing growth by focusing more on domestic demand rather than on global requirements.

At the same time, the pace of digital transformation continues to disrupt traditional industries implying that a skill development initiative is likely to fail if it does not have a digital approach at its core. The current state of the job market demonstrates this aptly.

A farmer in rural China cannot afford to not have a smartphone with Internet access to find weather updates and El Nino conditions and it's impact to the crop yield. A job aspirant wanting to interview with IBM's cloud computing business in India would be well advised to learn a course on Machine Learning. A new relationship manager at a bank ought to understand how blockchain can transform his bank's transactions making financial services more secure and dynamic.

Changing Landscape of Skills

It is no wonder then, that many traditional skills are now facing a very real and imminent existential crisis. To put this in context, the latest report titled “The Future of Jobs” by the World Economic Forum cited that on average, by 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today.

In the case of technology related skills, for fields such as autonomous driving, augmented /virtual reality, machine learning, many believe that the full impact of these technologies to business models and hence employability skills is evolving at a fast pace but is yet to be fully realized. This would imply that for a vast number of traditional technology skills, their relevance would fast decay, as also mentioned in Deloitte's 2017 Global Human Capital Trends report.

Yet, while certain hard skills would lose importance over time, other types of skills are likely to evolve because of technological disruptions, such as robotics and machine learning.

Such disruptions that completely replace existing occupations and job categories are likely to substitute specific tasks, freeing workers to focus on new tasks and leading to rapidly changing core skill sets in these occupations.

“By 2020, more than a third of the desired core skill sets will be comprised of skills that are not yet considered crucial to the job today.”

For instance, in professional services, the ability to build a story through data analysis and collaborate across virtual interactions with peers will be the key to increasing the revenue per employee metric - a critical productivity metric in the industry.

Hence while demographic and technology transformations will render a whole list of traditional skills as irrelevant, a vast number of skills will evolve over time and some may continue to have perennial importance.

How does this Affect Skill Development in the Future?

In addition to the changing landscape of skills and advances in technology, the key factor that is also disrupting how employees develop skills is the perceived lack of time.

According to behavioral psychologist B J Fogg at Stanford University, time is a critical factor in our perception of how to complete a task. A task such as skill development is likely to be perceived as a “never ending task” or a “task which takes a long time to complete.” This is also evident in the seemingly low completion rates of various MOOCs despite them providing courses from the best professors and practitioners across the globe.

To further exacerbate the “perception of time” problem, we perceive ourselves to be increasingly more busy today than we have ever felt in the past:

1. Some studies suggest our attention span is actually less than a goldfish at eight seconds
2. In certain jobs, a worker has as little as one to three minutes of idle time which appear throughout the day in 10 to 15 instances
3. We spend as little as 1% of our time on learning, amounting to just 24 minutes in a week!

In such a scenario, not only are our requirements to learn new skills perennial, but our time to learn is increasingly shrinking!

Fortunately, learning approaches are rapidly evolving from relying on just fitting learning content into any carryable or wearable device to approaching learning from a multi-disciplinary perspective.

For instance, the concept of bite sized learning has been around since the advent of eLearning (or at least since the initial drawbacks of eLearning were identified). However, only now have we realized that true bite sized learning is not just about reducing content to fit within a device, but equally about how user experience influences the way content is consumed, how game design blends with learning content to increase engagement and also how behavioral psychology helps to nudge a learner to complete a goal in small, and incremental steps.

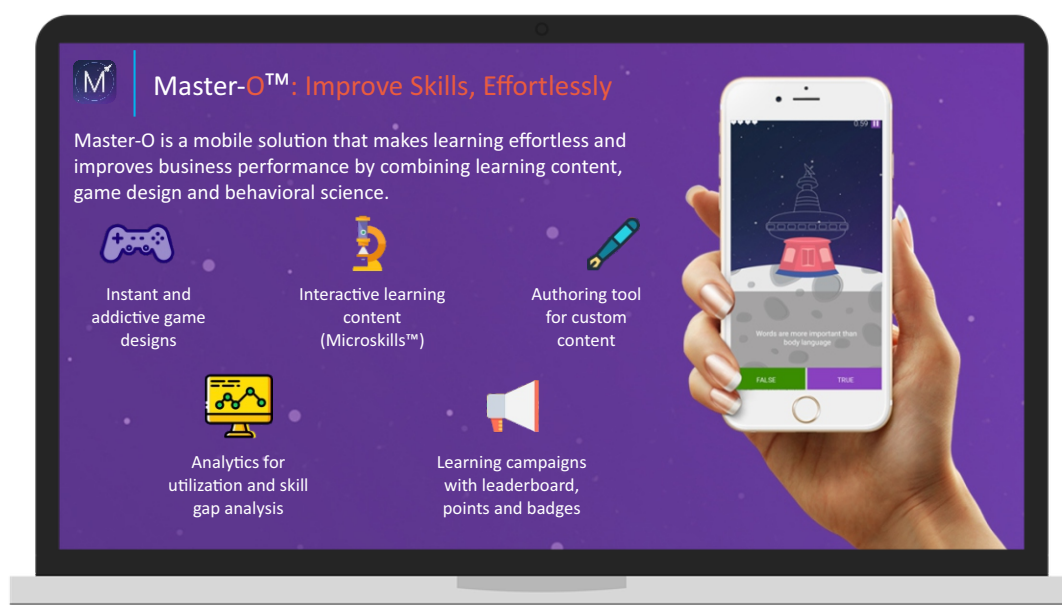
To that end, Fitbit is a great example of how a product can blend wearable technology with behavioural science to help improve fitness. After all, fitness can also be viewed as a skill through which you can achieve your goal of losing weight, increasing muscle, etc.

In a similar manner, skill development for nearly every discipline will have to take three things into consideration:

1. How to reduce the perceived lack of time (think behavioral science)?
2. How to make learning a fun activity rather than an “added chore” (think game design)? and
3. How to increase the relevance of a skill instantly rather than imminently (think microlearning or what I like to call microskills)?

“Studies suggest our attention span is actually less than a goldfish at eight seconds”

As the concept of lifelong learning takes centerstage, governments, companies, individuals and learning providers will continuously evolve their approach towards skill development to take advantage of the underlying changes in the skills landscape. To further fast track this approach, digital technologies will continue to provide new found advantages that have the potential to make skill development more effective, engaging and possibly ... effortless.



Visit us at www.masteroapp.com learn more or write to us at hello@masteroapp.com and we would be delighted to connect with you.

Scan the QR code to get a live experience of Master-O from your phone



Mitochondrial Ninjas at your Service

The powerhouse - engaged & inspired employees

"Mitochondria is the powerhouse of the cell"

Mitochondria are tiny organelles living inside our cells. Tiny looking, but of massive significance. They are responsible for producing most of the cell's energy through a chemical process. What would life be without them? Well, scientifically speaking, there wouldn't be any because without mitochondria, higher animals like us would possibly not exist as our cells would be incapable of producing the oxygenated energy.

So what are the Mitochondria for organisations? Engaged and inspired employees. While knowing that answer may not involve rocket science, knowing how to keep employees engaged and inspired needs a supernatural ability to gauge the pulse of this mitochondria, unique insights basis what the pulse communicates and then the agility to respond and act. The stakeholders uniquely positioned to have all these "superpowers" - the HR leaders - the emerging and timeless heroes.

Engaged Employees - The Mitochondrial Ninjas of Organizations

It is estimated that 80% of the market value of businesses is now accounted for by its "non-physical intangible assets". When these assets - the people - are engaged at work, they become the powerhouse of any organization. However, the lens that we adopt for unravelling the problem of why employee engagement practices do not

get embedded or create impact in the organization's ecosystem is that of a 20th century context. The idea of an employee engagement intervention is that of it being a top-down initiative, commanded, controlled and hierarchically distributed among the top leadership alone. The demerit of such an approach lies in its mechanistic view. This results in the change being perceived by people as something that is 'done to them' and hence, is resisted.

"80% of the market value of businesses is now accounted for by its "non-physical intangible assets."

Most organizations compulsively focus on the culture change itself at the expense of recognizing what, in principle, engages people and creates real value with customers. Employee engagement, more often than not, gets personified as a parent-child relationship, and like a petulant or mischievous toddler, people do not want to play and disengage.

The Future is here - Enter the Millennial Ninjas

Of course, it is more complex than that. We now have millennials occupying 70 per cent of the workforce. They are demanding more collaborative workspaces that give them greater autonomy and responsibility. They are looking for work that makes a difference and is linked to larger purpose.

This necessitates us to re-look and re-organize our ways of working that take into consideration how we engage into more adult-to-adult conversations and relationships at our workplace,



different organisational cultures and structures, that align with how people really are, rather than what they do.

We need a paradigm shift that recognizes the significance of the mitochondrial ninjas and puts them first. The results of such a shift can be gratifying to the organization's business results. And it can be done. All it takes is courage and leadership that is transformational.

Putting People First™

As early as in the 1980s, British Airways' chief executive, Sir Colin Marshall, foresaw what is still unrecognized by most. Sir Colin Marshall recognized that the heart of engagement & productivity lies in putting his people first (derived from TMI's concept of **Putting People First™**). What followed was unparalleled business results that transformed British Airways from a loss-making state enterprise into the world's largest and most profitable international airline. (Grugulis and Wilkinson, 2001)

In more recent times, HCL Technologies adopted a similar philosophy to transcend business results. With their 'Employees first, customer second' business philosophy, Vineet Nayar, CEO, has turned the traditional management hierarchy upside down.

So how can we Move Employee Engagement From Being a Mirage to a Reality at all Times?

Enablers of engagement have researched for decades and are known to all and sustainable engagement is still a mirage. While the volumes of research indicates the drivers of engagement, what they do not take into account is that the playing field has changed. Engagement can no longer be restricted to being an "annual event", triggered by a survey and followed by action planning for the rest of the year. The mitochondria of today's organisations are far more dynamic, they need constant stimulation and what stimulates or engages them is also dynamic.

Therefore the critical success factors for engagement in yester years are no longer relevant.

"We can't solve problems by using the same kind of thinking we used when we created them."
- Einstein

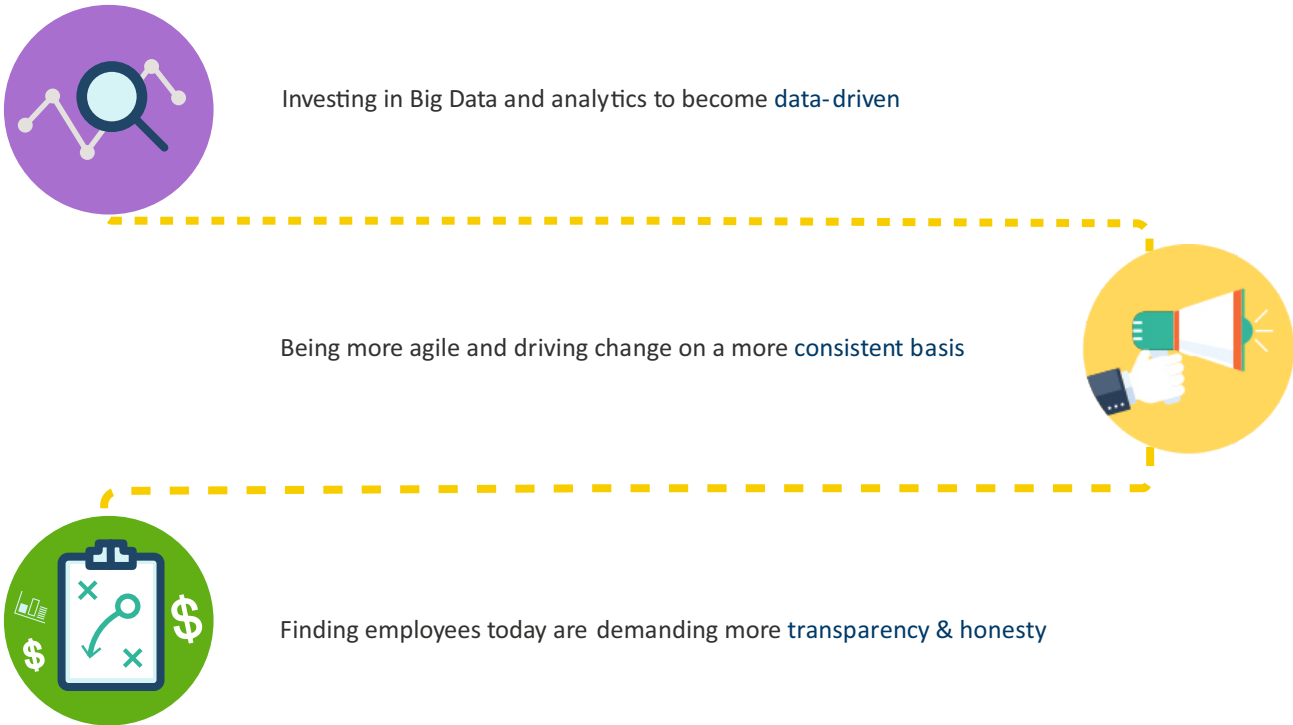


Engagement and inspiration is almost like a real time ongoing relentless agenda. Annual Surveys are not enough, constant pulse checking - LISTENING to the VOICE of the employee at all times is a must. One time root cause analysis will not work, ongoing ANALYSIS is the need. One time action planning is ineffectual, constant response and ACTIONS are needed.

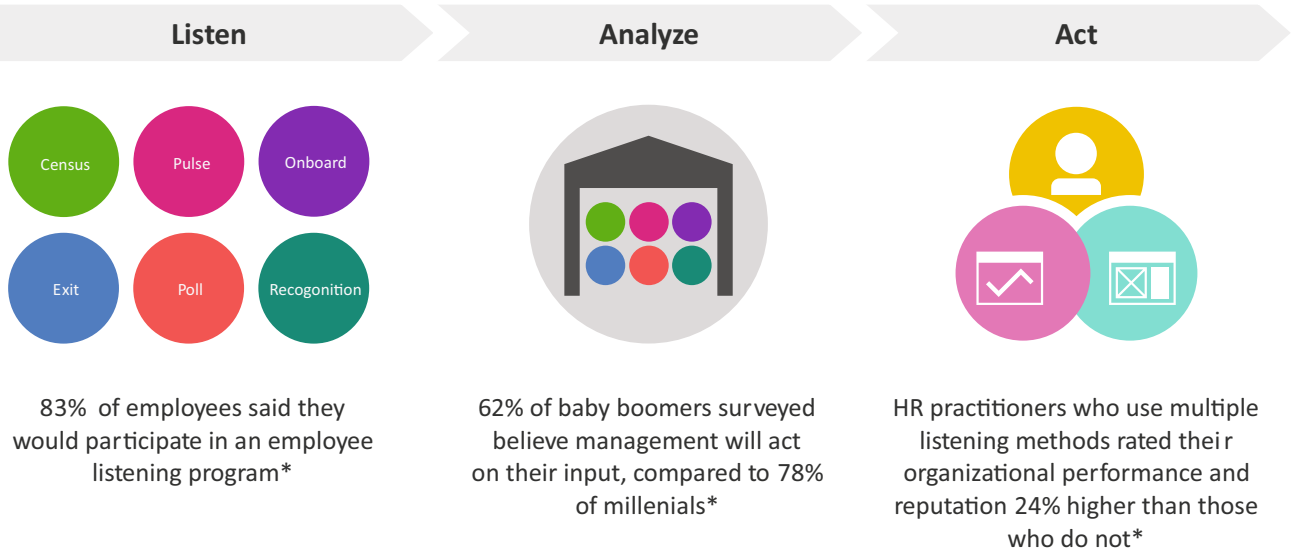


Transcending Business Results through your Mitochondrial Ninjas

Organizations are:



InspireOne | IBM
Employee Voice



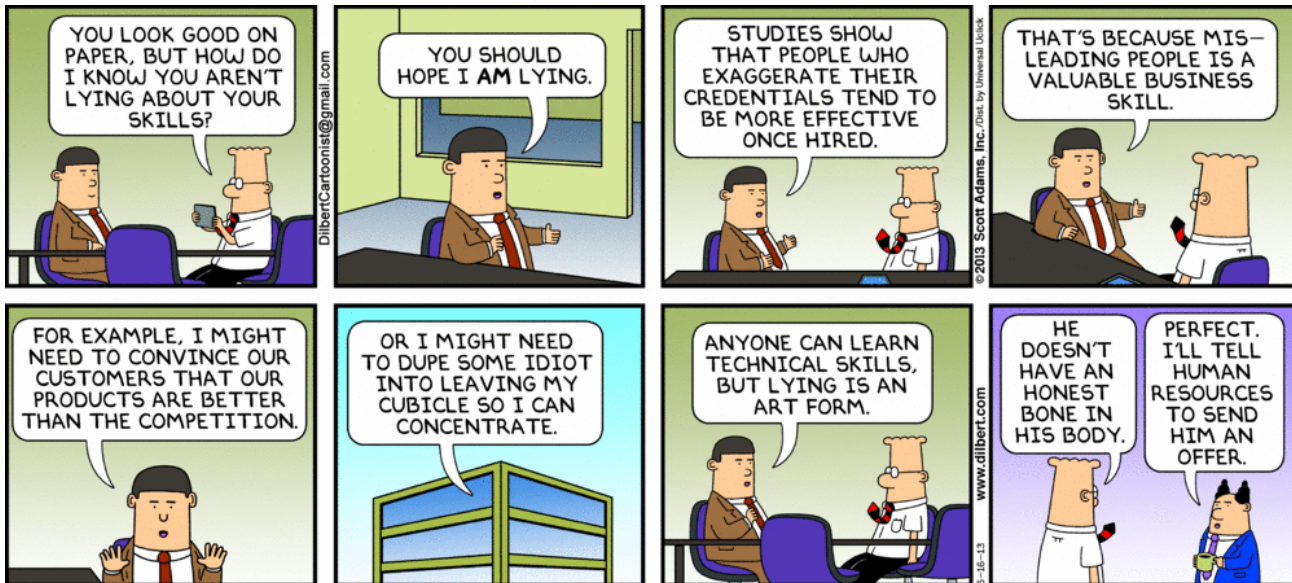
Continuously listen, analyze and act on employee insights to improve business performance.

*"Amplifying employee voice: How organizations can better connect to the pulse of the workforce," IBM Institute for Business Value and IBM Smarter Workforce Institute, October 2015.

Learn more about creating your workforce of mitochondrial ninjas by partnering with InspireOne | IBM Engagement Surveys - <http://inspireone.in/employee-engagement-survey/> or scan the QR code

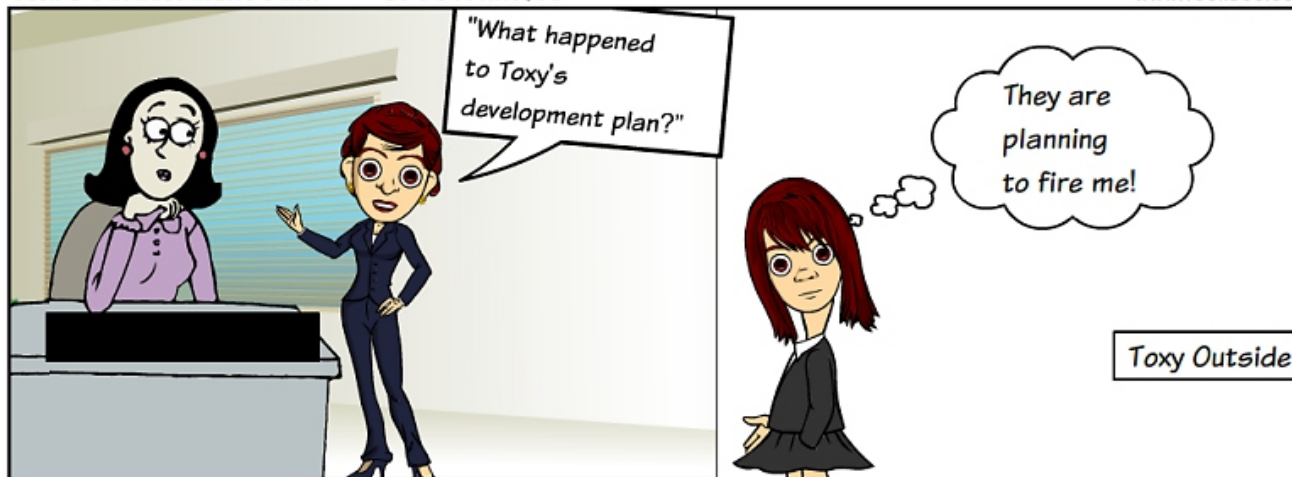


Unwind with Dilbert and Toxy



TOXY'S DEVELOPMENT PLAN - BY POOPAN1978

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