



## HIGHLIGHTS OF THIS ISSUE



**EMPLOYEE ENGAGEMENT: THE MAGIC RECIPE** Tanmoy Bandyopadhyay shares his insights



**EMPLOYEE ENGAGEMENT – A NEED OF THE HOUR** Mohanish Choudhari highlights the new success mantra



**STEPPING INTO LEADERSHIP**  
Atyaasaa case study



## TÊTE-À-TÊTE

Tanmoy Bandyopadhyay

# EMPLOYEE ENGAGEMENT: THE MAGIC RECIPE



Tanmoy is an accomplished HR professional with about 15 years of rich and varied work experience as an organization development specialist, strategic business partner, HR operations leader, coach, mentor and trainer. He has worked with both Indian and foreign multinationals. He brings in, a strong global perspective having successfully led Global Tiger Teams across APAC, EMEA and Americas on key HR transformational challenges.

Employee engagement is not just about employee satisfaction or employee happiness but beyond that. It is about involvement and commitment with the organization and work at a higher emotional level. Employee engagement does not operate in a legal or statutory framework. The legal framework just gives a guideline of the benefits that can increase employee satisfaction and comfort but may not drive employee engagement. To feel a part of the organization the employees need to connect at an emotional level, be committed and involved in the organization. They should feel proud of what they do and where they work.

Some of the key drivers of employee engagement are:

- Type of work
- Organization culture
- Policies and processes of the organization
- Great work relationships with manager and team
- Professional and career development opportunities
- CSR and a greater cause

## THE EDITOR'S BOARD



**Shubhangi Bhosale**, Consultant, Atyaasaa Consulting Private Limited, is an enthusiastic Human Resource professional with 2 years of experience in the field of Training and Development, Assessment Centre, Employee Engagement and Organization Development. She is an avid researcher and writer and has worked on various research projects with world class companies.

'Employee engagement' has been a burning topic in the corporate circles. It's a buzz phrase that has captured everyone's attention. It is a topic that employers and employees alike think they understand, yet can't fathom in its true sense. Knowledge Beans focuses on how employee engagement is the need of the hour'



**Neha Pant** is the Head of the Project Management team at Atyaasaa Consulting Private Limited. She is a Science graduate from Delhi University and a post-graduate in HR and marketing. She has worked in Delhi as a high end skill trainer, and has looked after the learning and development initiatives of different corporates for about three years. At Atyaasaa she manages projects on HR consulting, training and OD.

Share with us your views and opinions on the theme – "Managing Gen Y." Do send us a 300 word article sharing your views and opinions on the theme, along with your photograph in jpeg format and brief profile.

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

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For information : [info@atyaasaa.com](mailto:info@atyaasaa.com)

For contributing articles : [atyaasaaeditor@atyaasaa.com](mailto:atyaasaaeditor@atyaasaa.com)

For suggestions : [feedback@atyaasaa.com](mailto:feedback@atyaasaa.com)

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Employee engagement is like a mix of spices. If you have the right mix in the right proportion it adds to the taste. Some people leave people and some leave organizations. It mainly happens because some of the spices are missing. They feel the taste outside is much better than the taste inside.

Organizations approach employee engagement in very prescriptive manner and offer a slew of training programmes, fast promotion and attractive benefits to retain an employee. Programmes just for the sake of it will not keep the employee engaged. Employee engagement initiatives have to be really deep and catering to the needs of the employees. It's important to understand how to create an emotional connect and increase involvement of the employee. Communication is the key and the manager plays a very important role in keeping the

employees engaged. They are close to the action and know how to involve and connect with their team members at an individual level. The HR business partners can play a very important role in building manager capabilities and helping business leaders increase employee engagement through various initiatives.

Having fun and social activities does connect and involve employees but their commitment may still be lacking if they don't connect with the organizational goals and their own development. A few things that keep the employee engaged are:

- Internal job rotation/transfers to enable growth within the organization
- Challenging projects and job assignments
- Professional and career development support
- Recognition and reward mechanisms to inculcate success behaviour patterns
- Open and innovative culture
- Continuous and open channels of communication
- Mentoring and coaching programmes

There is no magic recipe for employee engagement. Every organization's challenge is different. It is very important to understand the organization dynamics, employee need and the limitations while making a customised engagement programme. Employee engagement is continuous process and leaders will have to continue working on it in this dynamic market place and changing employee expectations.

Inventa Electro systems (N) Pvt. Ltd., Nashik is a multi product venture holding a brand "Om-X LED lighting solutions." Employee retention and engagement plays a vital role in the organization as in manufacturing job becomes monotonous in nature.

Employees' positive or negative attachment towards the job, colleagues and organization profoundly influences their willingness to learn and perform at work. This is crucial for reducing attrition and retaining employees for the betterment of the organization. Thus employee engagement is distinctively different from employee satisfaction and motivation.

Out of the total workforce, only 31% of employees are actively engaged in their jobs. These employees work with passion and feel an intense connection with the organization thus helping it grow.

Research on employee engagement indicates that:

- 88% of highly engaged employees believe that they can positively impact the quality of their organization's products, compared to 38% of the disengaged employees
- 72% of highly engaged employees believe that they can positively affect customer service, as against 27% of the disengaged employees



**OD CONNOISSEUR'S ORATE** Mohanish Choudhari

## EMPLOYEE ENGAGEMENT - A NEED OF THE HOUR



*Mr. Mohanish Choudhari shares his experience in the field of people management with the Editorial team of Knowledge Beans. Mohanish is a passionate Mechanical Engineer with an extensive experience in marketing and operations at senior management level in auto component industry. He currently holds the position of Director at Inventa Electro systems Pvt. Ltd.*

- 68% of highly engaged employees believe they can positively impact costs in their job or unit, compared to 19% of the disengaged employees

Employee engagement deals with activities which improve employee perceptions of job importance, clarity of job expectations, career development opportunities, regular feedback and dialogue with seniors. Engaged employees demonstrate the willingness to stay with the organization and commit time and effort to help the organization succeed. It helps to improve the relationships with peers, superiors, and subordinates, perceptions of the ethos and values of the organization.

At Inventa the following initiatives are taken to encourage employees:

- Recognition of employees with awards, appreciating and motivating them to perform better
- Encourage proper dialogues with the seniors, finding out the expectations from the employee by the company in order to develop a bonding with the organization
- Recruiting through employee references
- Creating a learning work culture
- Celebrating festivals and distributing gifts at every function
- Encouraging and initiating employee development activities

CASE STUDY

Atyaasaa

# STEPPING INTO LEADERSHIP

A product company typically faces lot of employee attrition issues as the employees continue to work on the same product for years together. These organizations follow strategies that involve increasing employee engagement through investment in technological advancement. In the Indian context, stagnation occurs as a result of performing the same job for many years with no visible vertical growth. The only means for growth is moving up the value chain by building leadership capabilities to improve confidence levels.

Atyaasaa developed a unique leadership intervention where employees were encouraged to believe that they had the potential to influence people to bring about a change. This intervention was designed to enhance the belief in people to empower them to perform better. It focused on breaking the misconception that leadership involves the task of just 'reporting' to someone above.

**Intervention:**

The design was developed to build the capabilities of the employees and bridge the expectation gap. The intervention entailed the following:

- Gather insights from experiences of the employees to design ideal leadership characteristics, expected behaviour patterns and conflict resolution strategies to build high engagement teams
- Develop a deep sense of self discovery and build leadership capabilities combining their existing capabilities with comprehensive learning methods compromising awareness, reflection and experimentation
- Diagnosing the root cause accurately to gain more clarity of the problem and find the right solution

**Andragogy:**

The intervention involved participation from employees with 7 to 8 years of work experience and 1st line managers with no leadership experience. Employees were encouraged to take up opportunities to perform new skills and implement them in real life scenarios. Employee engagement occurs through a process of empowering individuals to proactively create succession planning.

**Challenges in implementation:**

The biggest challenge faced was to redefine the concept of development. This was done by smashing the belief that development of an employee can happen only through promotions. The other major challenge was to overcome attitudes of the participants concerning fixed statutory levels that define growth and development.

**Outcomes and insights:**

The success of the workshop was clearly demonstrated through an increased sense of self confidence and morale in the leadership team.

- Initially, people believed they were not given opportunities at work and resisted any further technical training. This formed a void in the minds of the employees. The design of this intervention filled this void
- The tools provided to them during the workshop helped them enhance their effectiveness on the job

The intervention revolutionized the definition of leadership through the concept 'STEPPING INTO LEADERSHIP'



## PSYCHOMETRIC PROFILING

A psychometric profiling tool is based on seven highly researched professional competencies. It aids in exploring your latent strengths and weaknesses and maps your competencies around your personality type. This is a standardized tool validated across multiple geographies and cultures.

**Find the link to this tool here:**

<http://psychometricprofiling.atyaasaa.com/>

This is not a paid service. Your feedback on the tool will be highly appreciated and will help further improve this service.

## BEANSTATEMENT

*"Don't look at them as just as employees, but indispensable assets of the organization"*