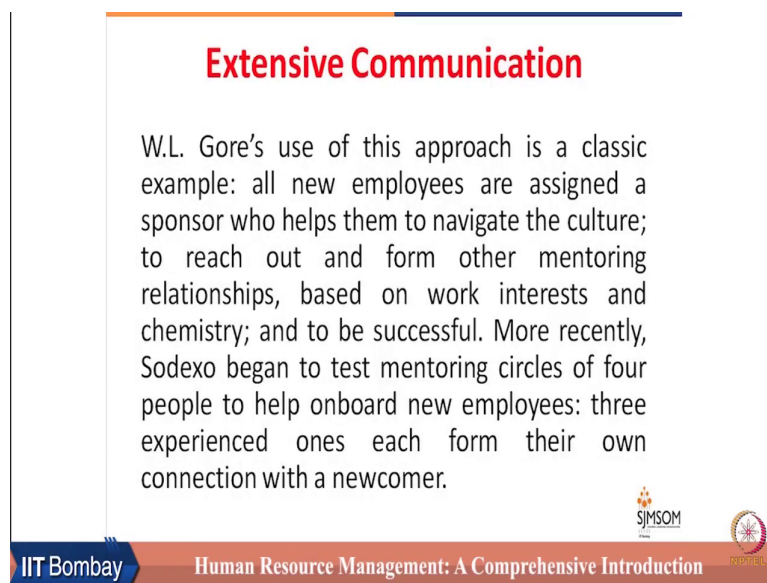


Advances in Strategic Human Resource Management
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Multiple Generations at Workplace
Lecture - 06 E
Ways of Enhancing Intergeneration Synergy

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Extensive Communication

W.L. Gore's use of this approach is a classic example: all new employees are assigned a sponsor who helps them to navigate the culture; to reach out and form other mentoring relationships, based on work interests and chemistry; and to be successful. More recently, Sodexo began to test mentoring circles of four people to help onboard new employees: three experienced ones each form their own connection with a newcomer.

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Communication as such is a very important step in enhancing the intergenerational synergy. They give example of a company of WL Gore's, they use this approach as a classic example. All new employees are assigned a sponsor who helps them to navigate the culture. This sponsor also help them to reach out and form other mentoring relationship. It is based on the work interest and chemistry both. More recently there is another company SODEXO.

Many of us must have heard its name they are famous for the food coupons. They begin to test the mentoring circles of four people to help on board new employee. So, at the time of on boarding itself they have the four, they identify the four mentors for this new employee.

Three x out of these four, three happen to be experienced one and one has happens to be the newcomer one. So, that is a very interesting policy developed by SODEXO to enhance the communication across generation.

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Culture of Mentorship

For example, last year Barclays started up a young leaders' resource group called Emerge. Its primary goal is to help the company's most recent hires accelerate their careers through opportunities to develop skills, to network, and to manage projects through "extracurricular" initiatives inside or outside the company.

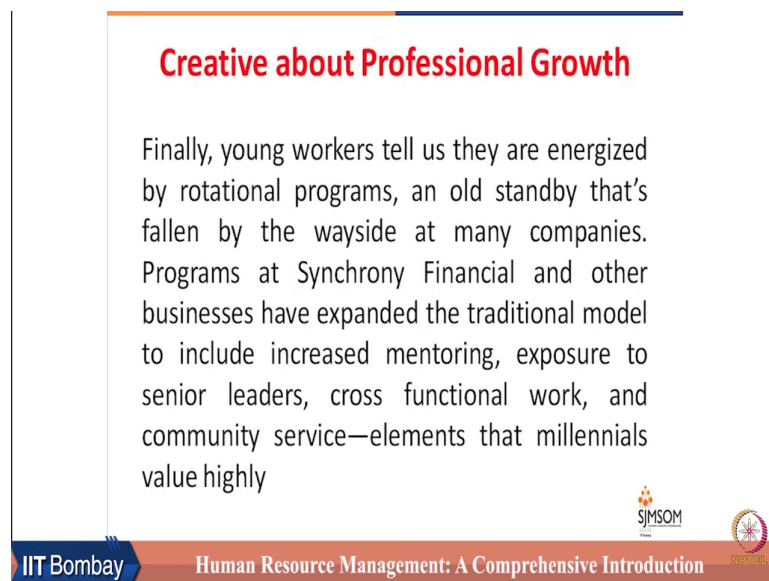
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Third way of enhancing synergy across generation authors have identified in the McKinsey study is culture of mentorship. So, they give example of Barclay. Barclay started up a young leader's resource group called Emerge. Its primary goal is to help company's most recent hires, accelerate their career through opportunities to develop skills.

So, they help the employee through the informal group for employee to grow up in the organization and identify what are the capabilities this person has to build to grow up career wise in the organization.

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Creative about Professional Growth

Finally, young workers tell us they are energized by rotational programs, an old standby that's fallen by the wayside at many companies. Programs at Synchrony Financial and other businesses have expanded the traditional model to include increased mentoring, exposure to senior leaders, cross functional work, and community service—elements that millennials value highly

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Organizations need to be creative about the professional growth. They need to create multiple opportunities to enhance the professional growth and that is the another point identified in this study. Young workers tell us that they are energized by the rotational program. They want to move from one job to another get as much exposure as possible about the functioning of organization.

So, program at synchrony, another synchrony financial another organization and there are some other organizations also being mentioned in this article. They have expanded the traditional model to include increase mentoring and they enhance the exposure to the senior

leaders cross functional work community service all these contribute to the professional growth of employee. And these initiatives are very much valued by the millennial workforce.

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Flexibility

Flexibility is also important to millennials starting families: many young women, and a growing number of young men, cite their families as a top priority and want more family-friendly policies at work. Netflix has instituted an unlimited parental-leave policy allowing employees to spend more time with their newborns and to choose return dates balancing their responsibilities at home and at work. For many companies, paid parental leave would be a long-overdue first step.

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Flexibility as we discussed millennials love flexibility, they love their autonomy it is very important for them. One example they give is of the Netflix they have instituted an unlimited parental leave policy allowing employees to spend more time with their newborns and to choose return dates balancing their responsibilities at home. So, for many organizations now are giving paid parental leave and that is a very important initiative to keep the millennials engaged at workplace.

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Shape midlevel managers into leaders.

For example, Danone has created an innovative internal training program that brings together leaders of different generations so that each can better understand how the others work (and to stamp out stereotypes).

Citigroup requires every manager to undergo coaching training before working with an intern or a participant in a rotation program. It's a form of recognition for mentoring ability

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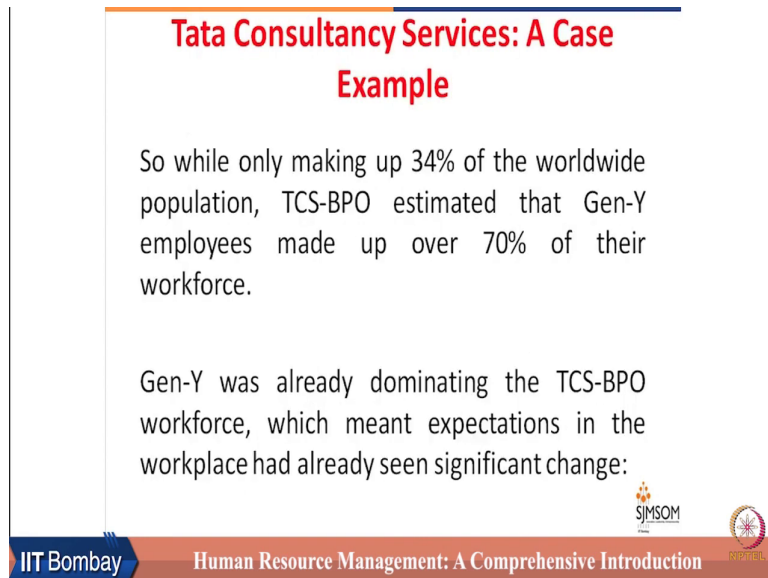
Middle managers need to be developed as leaders. In many cases middle managers belong to the generation before millennials. In order to work with the millennials and get best output from them at workplace they need specific training. Danone and Citigroup Danone and Citigroup are the two examples.

Danone has created an innovative internal training program that brings together leaders of different generations so, that each can better understand how other works and that helps them to surpass get out of the stereotyping of the people about generations.

Second example is of the Citigroup. In Citigroup every manager has to undergo coach training program before working with an intern or participate in the rotation program or to work with any other participant of the rotation program. This is considered as a recognition

for the mentors as well because this is the recognition of their mentoring capabilities. So, these are some examples where organizations shape the middle level managers into leaders.

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Tata Consultancy Services: A Case Example

So while only making up 34% of the worldwide population, TCS-BPO estimated that Gen-Y employees made up over 70% of their workforce.

Gen-Y was already dominating the TCS-BPO workforce, which meant expectations in the workplace had already seen significant change:

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Now, we will look at example of an Indian company TCS. This example is very useful for our understanding about the multi generation engagement at workplace is because the millennials and Gen-Y they constitute 70 percent of their work force. So, in the worldwide that that percentage might be 34, but it is more than double in the TCS BPO.

So, Gen-Y has already dominating the TCS BPO work force that meant the expectation in the workplace has already seen significant change. They have identified certain principles.

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Inter Generational Dialogue and Engagement at TCS: Basic Principle

In 2020 the proportion of the workforce from Gen-Y at TCS-BPO was expected to hit its peak at 92%. These numbers were so high that at TCS-BPO terms like Gen-Y retention and Gen-Y engagement were often synonymous with overall employee retention and engagement.

1. Empower associates at all levels
2. Create a problem solving culture
3. Encourage decision making at the lowest possible level
4. Make associates feel valued and build their trust in the organization
5. Provide a platform for employees to express their opinions and concerns.

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Those principles are the basis of identifying the initiatives about intergenerational dialogue and engagement. What are those principles? Those principles are empowering associates at all levels that is related to empowerment as well as transparency. Create a problem solving culture. Help people to solve their problems.

Help the system to solve their problems encouraging decision making at lowest possible level. Making the associates feel valued and build their trust in the organization and provide a platform for employees to express their opinion and concern. These are the five principle are the foundation for TCS to enhance their intergenerational dialogue and engagement.

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Inter Generational Dialogue and Engagement at TCS: Few Initiatives

TCS-BPO developed different programs to meet the needs of an ever changing, and increasingly Gen-Y workforce. They had set out several different initiatives described as the mPower platform.

1. **Propel** –A forum for managing change and taking ownership
2. **Catalyst Program** –A nominated person from the operations team goes through a structured program to become a “go-to” resource among the operations teams for people and policy related issues. They champion the HR cause from the Operations side.
3. **Hi Pot Program** –A program to augment the skills of high potential employees
4. **DAWN** –Enhance diversity and inclusivity
5. **Associate Connect** –Breakfast meetings, One on One Connects and town halls
6. **Coach Protégé** –senior leaders mentor and develop high performers and solid citizens
7. **Just Ask** –Social networking platform to act as an informal setting at work in order to network and to ask formal and informal questions and interact with colleagues on matters of common interest

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So, based on these principles many interesting initiatives are taken up by TCS HR. These initiatives are given different names like Propel, Catalyst program etcetera. Propel is the forum for managing change and taking ownership. So, that is about the new initiatives, new change process in the organization and people can talk and have conversation, get information about these changes at this platform.

There is a catalyst program. The catalyst program is where a nominated person from operations team goes through a structured program to become go to resource among the operations team for people and policy related issues. So, this person is trained as catalyst and this person other than HR becomes the go to person for other team members. They people they are the resources which champion the HR cause from operations side.

There is also a HI Pot program. This program is to augment the skills of high potential employees. This is this works as development as well as recognition program. There is a program with the acronym Dawn that enhances the diversity and inclusivity of all kinds. So, the Dawn under the Dawn program diversity initiatives are taken up for the different forms of diversity. Associate connect program that is a breakfast meeting one on one connect and town halls with the senior most leaders of the organization.

Coach Protege program. Coach Protege program is where senior leaders mentor and develop the high performers and solid citizens of the organization. Just ask program. This is a social networking platform to act as an informal setting at work in order to network and to ask formal and informal questions. This is a interactive platform with the colleagues on matters of common interest and that can be about finding a good paying guests in the nearby area to knowing about the certification program available in particular technology.

So, we can see that multiple generations are working and they will continue to work at work place. This can be looked at as a potential. This can be this can provide this strength to the organization provided synergy is created and more robust communication is established across the generations.

There are certain principles each organization need to identify to enhance the synergy across the generation and based on these principles the principles related to empowerment, respect, acknowledgement, communication going beyond stereotyping based on these principles each organization has to identify their own initiatives.

Right initiatives build on appropriate principles with the genuine concern to enhance the intergenerational communication will result into synergizing the talents across generation as well as it will enhance the employee engagement.