

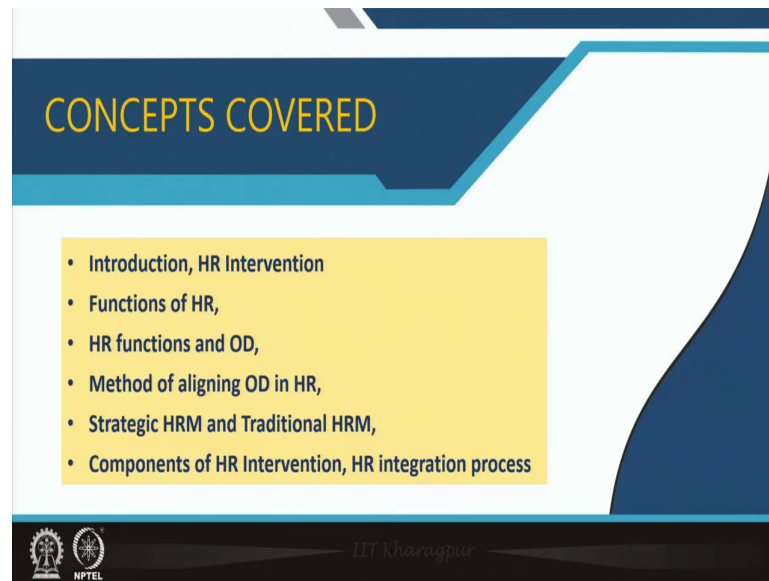
Organizational Design Change and Transformation
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Indian Institute of Technology, Kharagpur

Module - 12
Lecture - 59
Human Resource Intervention

Welcome to the course on Organizational Design Change and Transformation. We are here on week 12 today where we are discussing on the different aspects of organizational development, generations of organization, development, organizational turnaround, transformation and interventions.

We have already discussed about technological intervention. Today we are going to discuss on another intervention which is the HR Intervention. So, let us see what is there in today's discussion.

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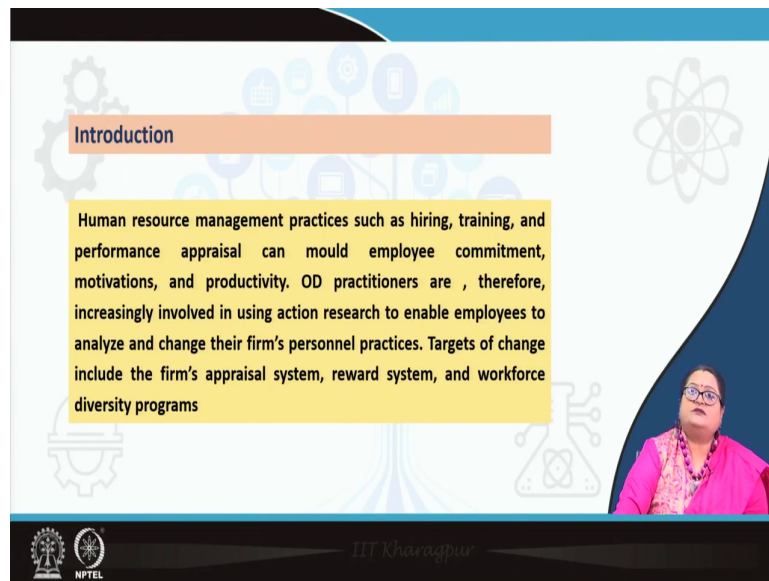
CONCEPTS COVERED

- Introduction, HR Intervention
- Functions of HR,
- HR functions and OD,
- Method of aligning OD in HR,
- Strategic HRM and Traditional HRM,
- Components of HR Intervention, HR integration process

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In today's discussion we will be going through the introduction and HR intervention functions of HR, HR functions and OD, method of aligning OD in HR, strategic HRM and traditional HRM, components of HR intervention and HR integration process. Let us begin.

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The slide features a light blue background with various icons representing business and technology, such as gears, a smartphone, a laptop, and a network diagram. A prominent orange atom-like symbol is on the right. The text is presented in a yellow box. At the bottom left, there are logos for IIT Kharagpur and NPTEL. A small inset video of a woman in a pink top is visible in the bottom right corner of the slide.

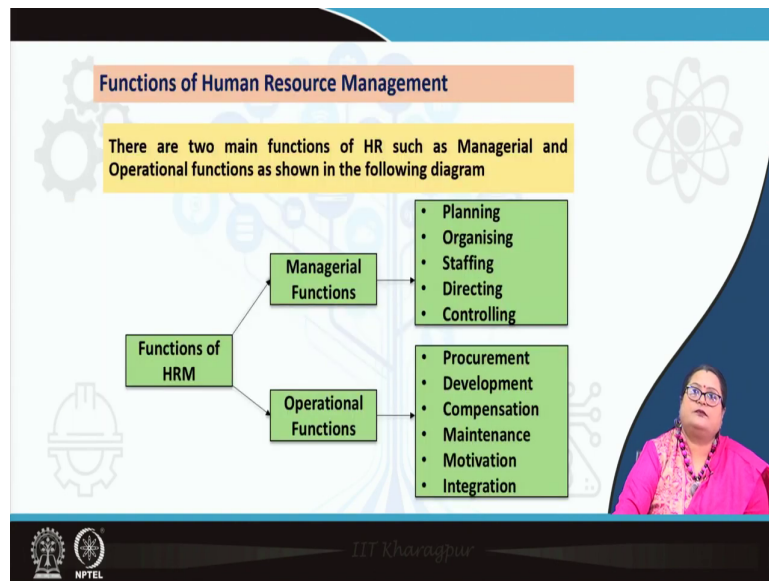
Introduction

Human resource management practices such as hiring, training, and performance appraisal can mould employee commitment, motivations, and productivity. OD practitioners are , therefore, increasingly involved in using action research to enable employees to analyze and change their firm's personnel practices. Targets of change include the firm's appraisal system, reward system, and workforce diversity programs

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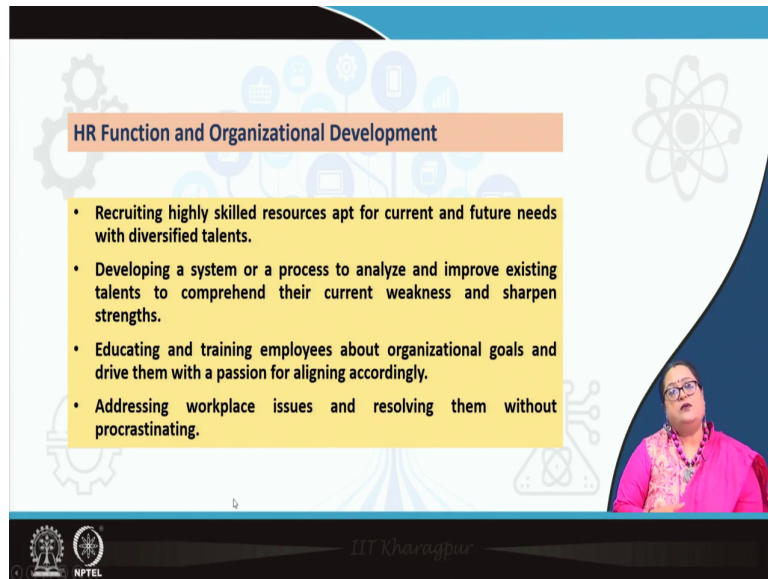
Human resource management practices such as hiring, training and performance appraisals can mould employee commitment, motivation, and productivity. OD practitioners are therefore, increasingly involved in using action research to enable employees to analyze and change their firm's personal practices. Targets of change include the firm's appraisal system, reward system and workforce diversity programs.

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Now, what are the functions of human resource management? There are two main functions of HR such as managerial and operational functions as shown in the following diagram. The managerial functions include planning, organizing, staffing, directing and controlling and the operational functions include procurement, development, compensation, maintenance, motivation and integration.

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HR Function and Organizational Development

- Recruiting highly skilled resources apt for current and future needs with diversified talents.
- Developing a system or a process to analyze and improve existing talents to comprehend their current weakness and sharpen strengths.
- Educating and training employees about organizational goals and drive them with a passion for aligning accordingly.
- Addressing workplace issues and resolving them without procrastinating.

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Now, how organizational development and HR functions are related? Recruiting highly skilled resources apt for current and future needs with diversified talents. Developing a system or a process to analyze and improve existing talents to comprehend their current weaknesses and sharpen their strengths.

Educating and training employees about the organizational goals and drive them with the passion for aligning accordingly. Addressing workplace issues and resolving them without procrastinating. So, this is how the OD gets connected with the different HR functions.

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The slide features a title bar at the top with the text "HR Function and OD: Performance Management". Below the title, a yellow box contains a bulleted list of five points. In the bottom right corner, there is a small video inset showing a woman with glasses and a pink top. The slide background is light blue with faint icons of gears and a network diagram. At the bottom, there are logos for IIT Kharagpur and NPTEL.

HR Function and OD: Performance Management

- Making assure to treat performance goals like fundraising goal.
- Creating an environment of accountability where success is measured
- Measure what matters in the organizational development.
- Developing and implementing a plan to close performance gaps at the Individual, Team, Department, and Organizational levels
- Stopping to ignore low performers. Demand improvement or design an exit plan to make way for like-minded.

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We will discuss performance management in details because it is a very important area where there is lot of issues of scope of employee development leading to organizational development, scope of feedback, role of leader as a mentor and a coach and the giving performance feedback.

So, it is a very important area for OD. It is to making assured to treat performance goals like fundraising goal, creating an environment of accountability where success is measured, measure what matters in an organizational development. Developing and implementing a plan to close performance gaps at the individual level team, department and organizational levels. Stopping to ignore low performers, demand improvement or design and exit plan to make way for the like minded.

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The slide features a title 'HR Function and OD: Development Management' in an orange box. Below it, a yellow box contains four bullet points. The background is light blue with various icons like gears, a lightbulb, and a person. A speaker in a pink top is visible in the bottom right corner. The footer includes the IIT Kharagpur and NPTEL logos.

HR Function and OD: Development Management

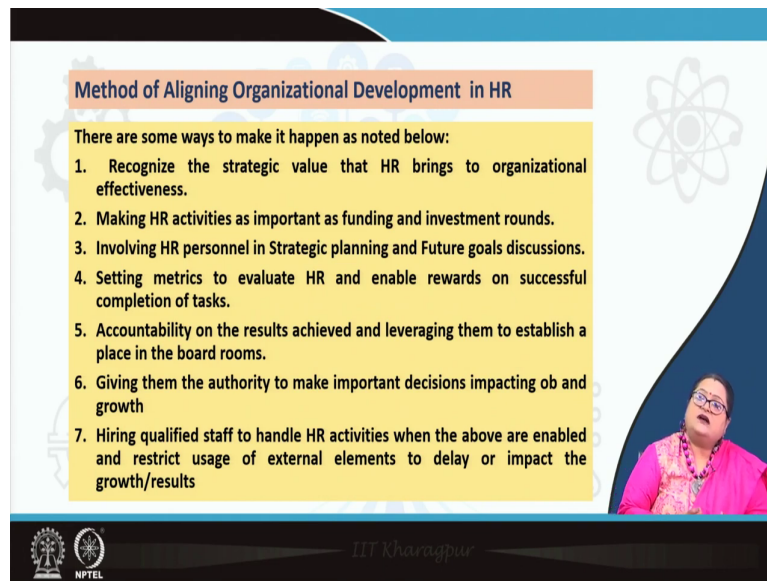
- Finding resources for training and professional development.
- Focusing on learning that is directly connected to mission delivery.
- Training staff to be experts in their areas of focus. Leverage internal resources (i.e. other staff), Board, community partners, business professionals to augment learning.
- Regularly educating staff on the business of the organization including financial metrics and industry trends and/or best HR practices.

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Finding resources for training and professional development is one of the major related areas in another of the very very important area where OD is related to HR function is that of development management. So, development management is again integrated and ingrained part of performance management also.

So, here after finding resources for training and professional development, we need to focus on learning that is directly connected to mission delivery. Training the staff to be experts in their areas of focus. Leverage internal resources that is other staff, both community partners, business professionals to augment learning. Regularly educating staff on the business of the organization including financial metrics and industry trends and or best the in the HR practices in the industry.

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Method of Aligning Organizational Development in HR

There are some ways to make it happen as noted below:

1. Recognize the strategic value that HR brings to organizational effectiveness.
2. Making HR activities as important as funding and investment rounds.
3. Involving HR personnel in Strategic planning and Future goals discussions.
4. Setting metrics to evaluate HR and enable rewards on successful completion of tasks.
5. Accountability on the results achieved and leveraging them to establish a place in the board rooms.
6. Giving them the authority to make important decisions impacting ob and growth
7. Hiring qualified staff to handle HR activities when the above are enabled and restrict usage of external elements to delay or impact the growth/results

The slide features a yellow background for the list, a blue header, and a speaker in a pink top in the bottom right corner. Logos for IIT Kharagpur and NPTEL are visible at the bottom.

What are the after we have discussed about performance management and development management? It is very important to know about the methods of aligning organizational development in HR.

There are some ways to make it happen like recognize the strategic value that HR brings to organizational effectiveness. Making HR activities as important as funding and investment rounds. Involving HR personnel is strategic planning and future goals discussions. Setting metrics to evaluate HR and enabled rewards on successful completion of tasks.

Accountability on the results achieved and leveraging them to establish a place in the board rooms. Giving them the authority to make important decisions impacting the organization

growth and the behavior. Hiring qualified staff to handle HR activities when the above and enabled and restrict use of external elements to delay or impact the growth results.

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Strategic HRM and Traditional HRM		
Issues	Traditional HRM	Strategic HRM
Responsibility	Staff specialists	Line managers
Focus	Employee relations	Partnership with internal and external customers
Role of HR	Transactional, change followers and respondent	Transformational, change leader and initiator
Initiatives	Slow, reactive, fragmented	Fast, proactive, integrated
Time horizon	Short term	Short, medium long (As necessary)
Control	Bureaucratic-role, policies, procedures	Organic-flexible whatever is necessary to success
Job design	Tight division of labour, independence, specialization	Broad, flexible, cross training, teams
Key investment	Capital, products	People, knowledge
Accountability	Cost centre	Investment centre

There is a difference between the mindset, the philosophy whenever we are talking of strategic HRM and whenever we are talking of traditional HRM. Here we will try to differentiate both of them. So, that we get to understand the focus of strategic HRM and how like because of strategic the HRM with the perspectives of strategic HRM it can be like it can become an ingrained part of organizational development and HR interventions become very very important for organizational development.

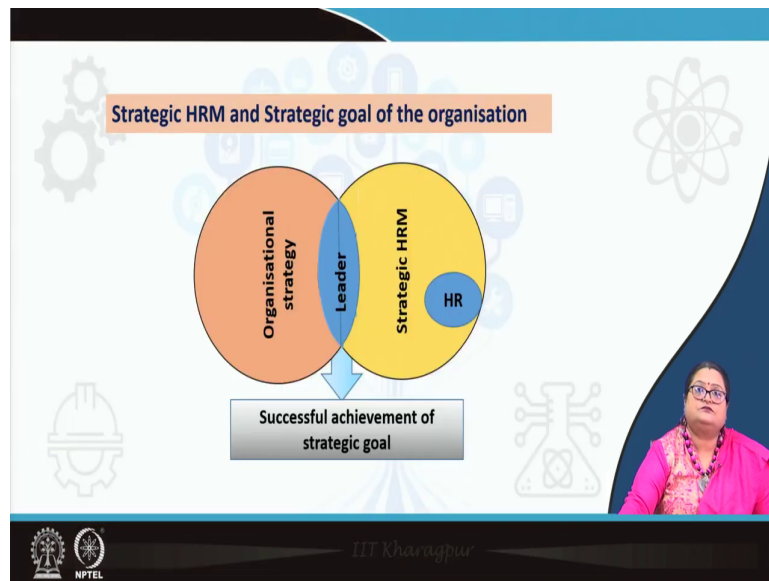
So, the issue is responsibility in traditional HRM we think it is the staff specialist in strategic HRM it is the line managers. Focus of traditional HRM is an employee relations focus on strategic HRM is partnership with internal and external customers. Role of HR. Transactional

change followers and respondents. In terms of traditional HRM in strategic HRM it is transformational change leader and initiator. The initiatives in traditional HRM is slow reactive and fragmented.

In strategic HRM it is fast proactive and integrated. The time horizon in traditional HRM is short term in strategic HRM is short medium or long term as necessary. The control in traditional HRM is bureaucratic role policies and procedures. In strategic HRM it is organic and flexible whatever is necessary to success. The job design in traditional HRM it is style division of labour independence specialization.

In strategic HRM it is broad flexible cross-training teams. The key investment in traditional HRM is capital and the products. In strategic HRM it is the people and knowledge. The accountability issue in traditional HRM is cost centre. In strategic HRM it is an investment centre.

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So, we can see like if you see this picture when you are talking of organizational strategy and strategic HRM there is a clear overlap of all these two things and when there is a complete blend it is the leader who is responsible a visionary leader a transformational leader an empowering leader an ethical leader who is responsible for the successful achievement of the strategic goal and like the HR also has a major role to play in that.

So, when the organization strategic HRM is able to blend with the organizational strategy and they find take a leadership role in like translating the organizational strategy into action. Because it is the people who are going to people performing in a like context people embedded in a situation is going to translate the strategy into reality. So, this blend is very important for successful achievement of strategy.

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Components of HR Intervention

HR Interventions have some important components which are -

- Employee selection
- Compensation and Benefits
- Motivation (Incentives and Rewards)
- Performance Appraisals
- Assessment Centers and Competency Training
- Succession Planning and Career Pathing
- Leadership and Executive Development
- Management and Supervisory Development
- Literacy
- Retirement Planning
- Health and Wellness

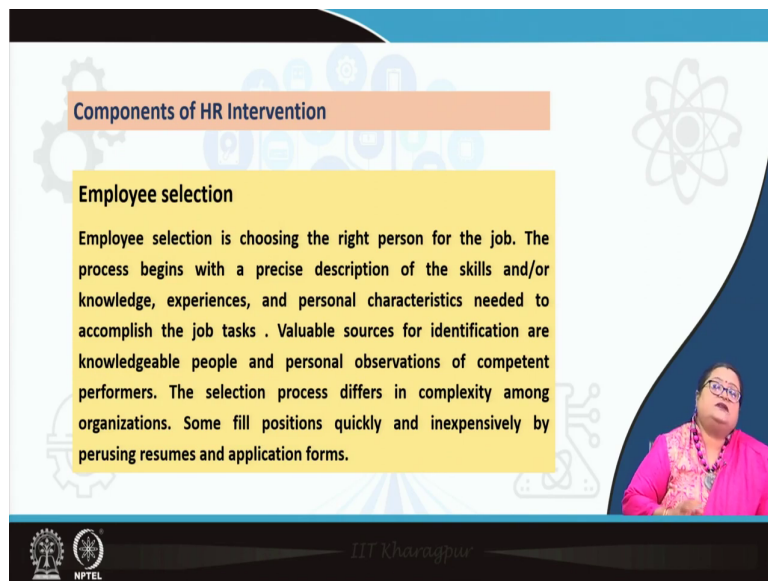
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What are the components of HR intervention is like first is employee selection, compensation and benefits, motivation in terms of incentives and rewards, performance appraisals, assessment centers and competency training, succession planning and career pathing, leadership and executive development, management and supervisory development, literacy, retirement planning, health and wellness.

So, we can see it is a over encompassing strategy starting from the selection then the rewards benefit survival, development, career development growth in terms of learning and wellness and well being and also like post retirement. So, taking care it is a life cycle journey starting from when you enter and when you may be exit the organizational life and relationship continues still after that.

So, in terms of retirement planning, health and wellness so, it is try to look into the employee as a holistic human being and the it is a bond that the organization is forming with the employee. And there are HR interventions at each of these steps so, which makes the employer as a like, employer with whom the employee would love to work with.

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The slide is titled "Components of HR Intervention" and features a yellow box with the heading "Employee selection". The text in the box describes the process of choosing the right person for a job, starting with a precise description of skills and knowledge. It mentions that valuable sources for identification include knowledgeable people and personal observations of competent performers. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom, and a small inset image of a woman in a pink shirt.

Components of HR Intervention

Employee selection

Employee selection is choosing the right person for the job. The process begins with a precise description of the skills and/or knowledge, experiences, and personal characteristics needed to accomplish the job tasks . Valuable sources for identification are knowledgeable people and personal observations of competent performers. The selection process differs in complexity among organizations. Some fill positions quickly and inexpensively by perusing resumes and application forms.

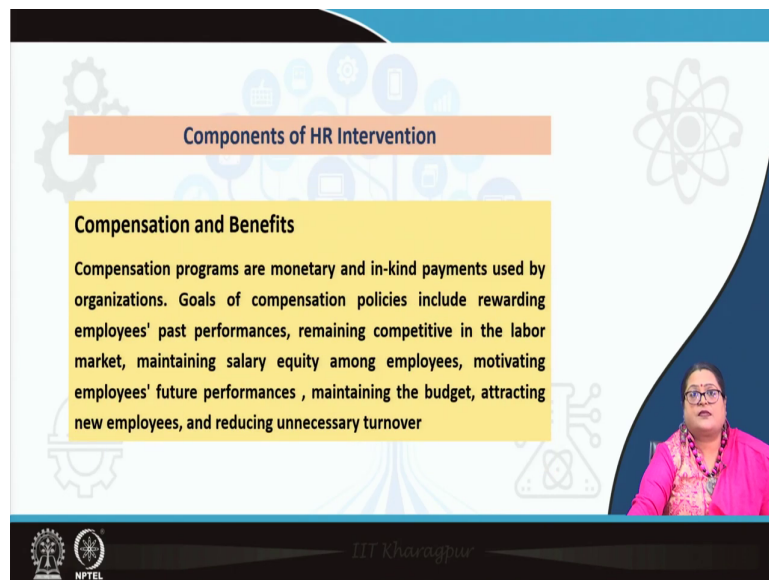
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We will focus on each of these to some details as possible employee selection. Employee selection is choosing the right person for the job. The process begins with the precise description of the skills and knowledge experiences and personal characteristics needed to accomplish the job task.

Valuable sources for identification are valuable sources for identification are the knowledgeable people and personal observations of the competent performers. The selection

process differs in complexity among the organizations. Some field positions quickly and inexpensively by perusing resumes and application forms.

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The slide features a light blue background with various icons representing HR and business concepts. A dark blue curved shape is on the right side. A woman in a pink top is visible in the bottom right corner. The slide content is as follows:

Components of HR Intervention

Compensation and Benefits

Compensation programs are monetary and in-kind payments used by organizations. Goals of compensation policies include rewarding employees' past performances, remaining competitive in the labor market, maintaining salary equity among employees, motivating employees' future performances, maintaining the budget, attracting new employees, and reducing unnecessary turnover

Logos for IIT Kharagpur and NPTEL are at the bottom left, and 'IIT Kharagpur' is written at the bottom center.

Compensation and benefits: Compensation programs are monetary and in kind payments used by the organizations. Goals of compensation policies include rewarding employees past performance, remaining competitive in the labor market, maintaining salary equity amongst the employees, motivating employees, future performance, maintaining the budget, attracting new employees and reducing unnecessary turnover.

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The slide features a title bar 'Components of HR Intervention' in an orange box. Below it, a yellow box contains the text for 'Motivation'. The background is light blue with icons of gears, a location pin, and a network diagram. A woman in a pink top is visible in the bottom right corner. The footer includes the IIT Kharagpur and NPTEL logos.

Components of HR Intervention

Motivation

Incentives link pay with a standard of performance. They are future-oriented with the objective of inducing desired behavior. They can be short or long term , and they can be tied to individual and/or group performance. There are variations in incentives. Monetary incentives include salary, differential pay, allowances, time off with pay, deferred income, loss-of-job coverage, and other perquisites

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Motivation is a very important part of HR intervention. Incentives link pay with standard of performance. They are future oriented with the objective of including desired behavior. They can be short term or long term and they can be tied to individual and or group performance. There are variations in incentives. Monetary incentives include salary, differential pay, allowances, time off with pay, deferred income, loss of job coverage and other perquisites.

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The slide is titled "Components of HR Intervention" and features a yellow box with the heading "Performance Appraisal". The text in the box describes how performance appraisals help individuals manage their performance through feedback and lists benefits such as increased self-esteem, job clarification, and better communication. A presenter is visible in the bottom right corner of the slide frame.

Components of HR Intervention

Performance Appraisal

Performance appraisals help individuals manage their performance by providing them with feedback. Organizations also have performance appraisal programs that provide criteria for salary decisions, promotion, and improving job performance. Scholars discussed the many potential benefits of regular performance appraisal: increase in employee self-esteem and motivation to perform effectively, job clarification, communication between employee and rater, clearer organizational goals, and better human resource planning

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Performance appraisal is another HR intervention which is a very crucial intervention and people's perception based on like how they will be appraised and the feedback, the way the feedback is given help them to perform better or if the feedback or if the feedback is not given properly, it may be stressful for the employees also. So, it is a very sensitive intervention and requires to be dealt with properly.

Performance appraisal helps individuals manage their performance by providing them with feedback. Organizations also have performance appraisal programs that provide criteria for salary decisions, promotions and improving job performance.

Scholars discuss the many potential benefits of regular performance appraisal like increase in employee self esteem and motivation to perform effectively job clarification, communication

between the employee and the rater, clearer organizational goals and better human resource planning.

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The slide features a blue header with the title 'Components of HR Intervention'. Below it, a yellow box contains the sub-section 'Assessment and Competency Test'. The text in the yellow box defines an assessment center as a place where standardized selection procedures are applied to separate management from non-management candidates and executive candidates from middle managers. The slide is decorated with various icons: a gear, an atom, a hard hat, a tree, and a circuit board. A small inset photo of a woman in a pink top is visible in the bottom right corner. At the bottom, there are logos for IIT Kharagpur and NPTEL.

Components of HR Intervention

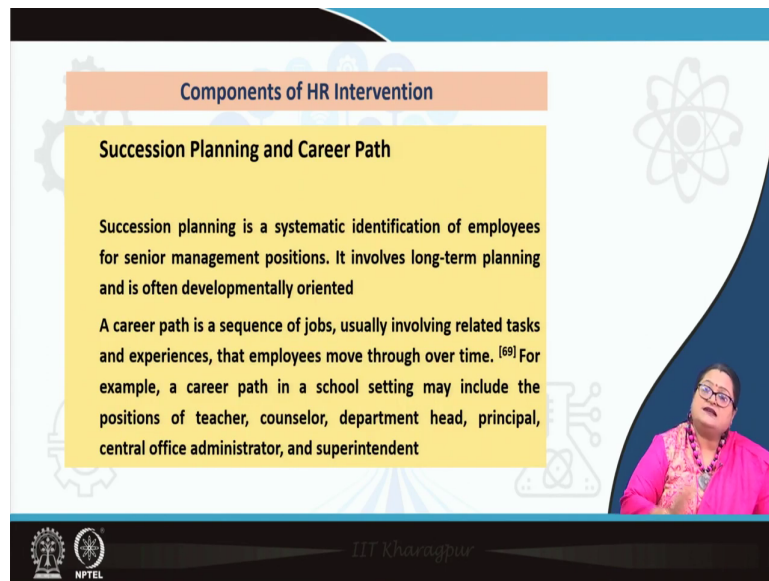
Assessment and Competency Test

An assessment center is "a place where standardized selection procedures are applied, usually to separate management from non-management candidates and executive candidates from middle managers"

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Assessment and Competency Test: An assessment center is “a place where standardized selection procedures are applied, usually to separate management from non-management candidates and executive candidates from middle managers. So, here it is a test assessment center is a collection of tests which is given to find out your competency level for not only the present job that you are performing, but your suitability to take up future important roles also.

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Components of HR Intervention

Succession Planning and Career Path

Succession planning is a systematic identification of employees for senior management positions. It involves long-term planning and is often developmentally oriented

A career path is a sequence of jobs, usually involving related tasks and experiences, that employees move through over time. ^[69] For example, a career path in a school setting may include the positions of teacher, counselor, department head, principal, central office administrator, and superintendent

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Succession of planning and career path is another very sensitive HR intervention. It is a systematic identification of employees for senior management positions. It involves long term planning and is often developmentally oriented. A career path is a sequence of jobs usually involving related tasks and experiences that employees move through over time. For example, a career path in a school setting may include the positions of teacher, counselor, department head, principal, central office administrator and superintendent.

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The slide is titled "Components of HR Intervention" and features a sub-section "Leadership and Executive Development". It contains two bullet points: "Leadership development is necessary at all levels of an organization. High-potential employees receive special training and experience that translate into personal and professional growth" and "Executive development deals with the organization's vision, values, and business strategies, and the goal is to develop leaders who can ensure the strategic development of the organization". The slide also includes logos for IIT Kharagpur and NPTEL at the bottom.

Components of HR Intervention

Leadership and Executive Development

- Leadership development is necessary at all levels of an organization. High-potential employees receive special training and experience that translate into personal and professional growth
- Executive development deals with the organization's vision, values, and business strategies, and the goal is to develop leaders who can ensure the strategic development of the organization

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Leadership and executive development is again a very important issue of HR intervention. Leadership development is necessary at all levels of an organization. High potential employees receive special training and experience that translate into personal and professional growth.

Executive development deals with the organizational vision values and business strategies and the goal is to develop leaders who can ensure the strategic development of the organization.

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The slide features a blue header with the title 'Components of HR Intervention'. Below it, a yellow box contains the sub-section title 'Management and Supervisory Development'. The main text in the slide reads: 'Management development is "the education, training, knowledge transfer, and, ultimately, skills demonstration of those individuals who are defined as managers by their respective organizations"'. The slide is decorated with various icons including gears, a lightbulb, a network diagram, a hard hat, and a chemical flask. A small inset video shows a woman in a pink top speaking. At the bottom, there are logos for IIT Kharagpur and NPTEL.

Management and supervisory development. Management development is the education training knowledge transfer and ultimately skills demonstration of those individuals who are defined as managers by their respective organizations. Management development supervisory development these are very important for people to understand the demands of the role and prepare them themselves well for the role expectations and also at the present role and also develop their potential for the next upcoming roles.

If these things are done regularly like the management development programs, supervisory development programs, then the pipeline of the like organization in terms of the talent pipeline. We will remain, we will never dry up, it will remain ever flowing. So, that needs to be an regular activity of the organization to focus into these development aspects.

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Components of HR Intervention

Retirement Planning

- Current gerontological thinking suggests some new terminology for retirement such as reorientation, recommitment, reinvention, reinvovement, regeneration, renewal, renovation, redirection, reinvestigation, replenishment, re-exploration, and more.
- Retirement planning is usually part of a benefits package

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Retirement Planning: Current gerontological thinking suggests some new terminology for retirement such as reorientation, recommitment, re-invention, re-involvement, re-generation, renewal, renovation, re-direction, re-investigation, replenishment, re-exploration and more.

So, these are the terms used because sometimes if we need people to come back as a mentorship role, as the coaching role as a employees who can be attached for a on a project where some people may be retiring, but they may be cognitively very sound, they may be physically sound. To take up newer assignments, they will be happy to take up newer assignments.

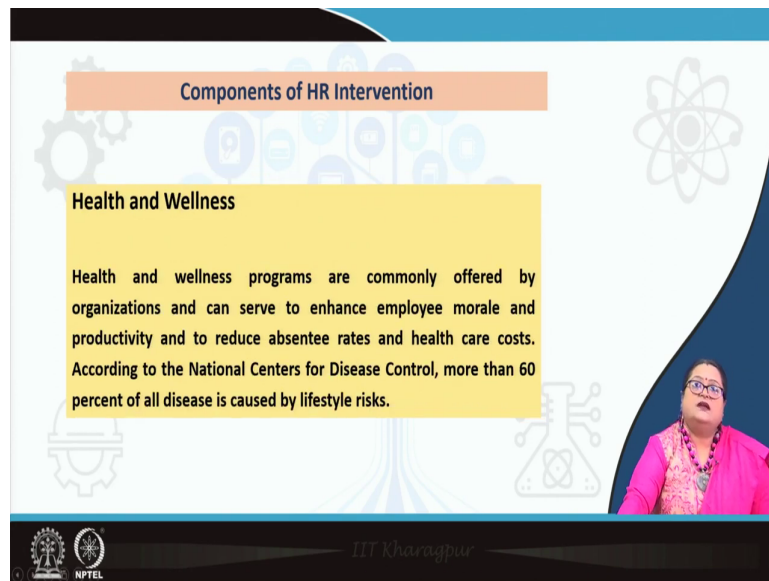
So, retirement, we can tell retirement it is only from the present job role. But that does not mean like the person is becoming obsolete. So, the redefining of retirement as reorientation, re-commitment opens up a new horizon where we can think of re-employment of the people,

of the aged people for specific activities for time-based projects where they will be contributing their experiences required, they will be contributing and they can be very productive in nature and they will be happy to contribute also and as a result the bond with them like remains forever.

So, retirement planning is usually a part of benefit package in terms of monetary orientation that is considers which will focuses on to the like wellness and well-being aspect of the individual. However, re-stating retirement in terms of the above terms that we have mentioned, it helps the person to find out the new meaning, redefined meaning in terms of both work and work-life balance also.

Like after retirement it is a new journey discovering ones own potentials, hobbies, like nurturing some hobbies, we cultivating oneself in that. So, it is starting a second innings, right, trying to flourish in that also instead of thinking like I am no longer valued in the society or I cannot contribute in a positive way either to the organization or to the family or even to myself. So, that transformation in thought about retirement is also very important.

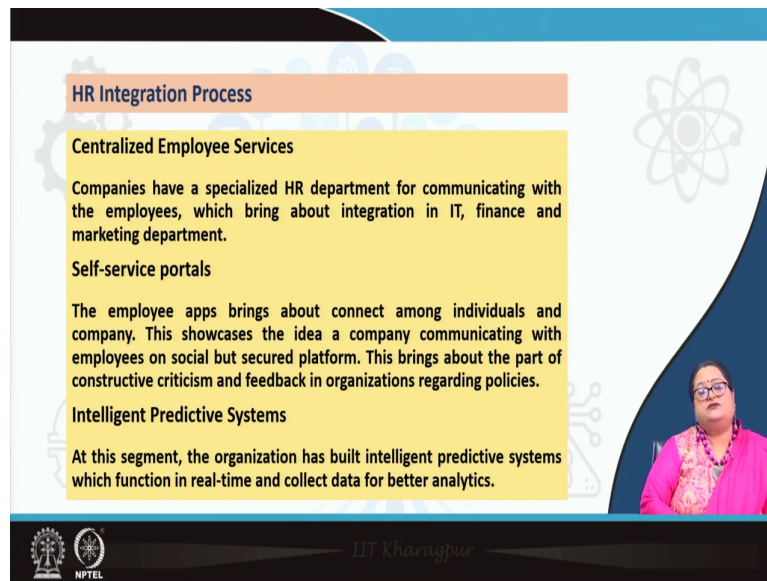
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The slide is titled "Components of HR Intervention" in an orange header. Below the header, a yellow box contains the text: "Health and Wellness. Health and wellness programs are commonly offered by organizations and can serve to enhance employee morale and productivity and to reduce absentee rates and health care costs. According to the National Centers for Disease Control, more than 60 percent of all disease is caused by lifestyle risks." The slide features a background with various icons like gears, a lightbulb, and a person. A woman in a pink top is visible in the bottom right corner. The footer includes the IIT Kharagpur and NPTEL logos.

Health and wellness, health and wellness programs are commonly offered by organizations and can serve to enhance employee morale and productivity and to reduce absentee rates and health care costs. According to the national centers for disease control, more than 60 percent of all diseases are caused by lifestyle risks.

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HR Integration Process

Centralized Employee Services
Companies have a specialized HR department for communicating with the employees, which bring about integration in IT, finance and marketing department.

Self-service portals
The employee apps brings about connect among individuals and company. This showcases the idea a company communicating with employees on social but secured platform. This brings about the part of constructive criticism and feedback in organizations regarding policies.

Intelligent Predictive Systems
At this segment, the organization has built intelligent predictive systems which function in real-time and collect data for better analytics.

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So, it is very important like these are taken care of. Now, we will look into the HR integration processes. Centralized employee services: Companies have a specialized HR department for communicating with the employees which bring about integration in IT finance and marketing department.

Self service portal. The employee apps bring about connect among individuals and the company. This showcases the idea a company communicating with employees on social, but secure platform. This brings about the part of the constructive criticism and feedback in organizations regarding policies. Intelligent predictive systems: At this segment the organization has built some intelligent predictive systems which function in real time and collect data for better analytics.

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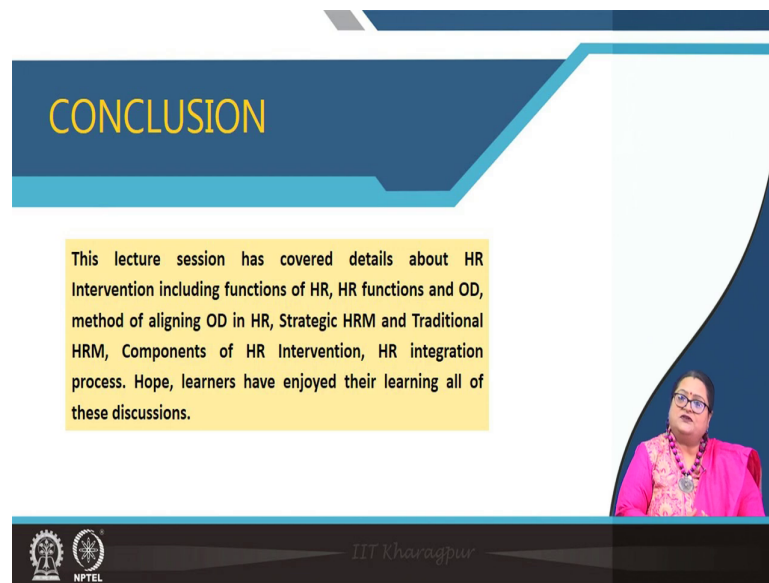
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So, these are the references that we have used for this lecture.

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CONCLUSION

This lecture session has covered details about HR Intervention including functions of HR, HR functions and OD, method of aligning OD in HR, Strategic HRM and Traditional HRM, Components of HR Intervention, HR integration process. Hope, learners have enjoyed their learning all of these discussions.

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The slide features a dark blue header with the word 'CONCLUSION' in yellow. Below the header is a yellow text box containing the summary text. To the right of the text box is a video inset showing a woman in a pink top. At the bottom, there is a black bar with the IIT Kharagpur and NPTEL logos on the left and the text 'IIT Kharagpur' in the center.

So, in conclusion we can say that this lecture has covered details about HR interventions including functions of HR, HR functions and OD. Methods of aligning OD in HR, strategic HRM and traditional HRM. Components of HR interventions, HR integration processes. Hope, the learners have enjoyed the learning for all of these discussions. We will be meeting you next with some other interventions and exciting discussions.

Thank you. Bye bye.