

[REDACTED]

Subject: Week 8 learnings

Team

This week I spent a few meetings on people discussions.

People discussions are front and center in every company and institution. People issues add up to 100, 15 % attrition and 85 % disengagement.

People want to be challenged and do good work. Their leaders play a very important role in both. The challenge must be to lift the sights of the employee and not to destroy his confidence. In my experience, sometimes employees are not able to see the limitations of their ideas and keep arguing a weak idea. That's when both the manager and employee must step back and see more examples and scenarios.

The challenge with engagement is that employees want it on their terms. Every engagement, at least the sustainable engagement initiatives cannot be a person led activity. Over a period of time, the team needs to imbibe that spirit of engagement.

[REDACTED] Engagement comes through acknowledging communication sent in the group as a first step. [REDACTED] The paradox is that every employee wants engagement with his/her boss but does not acknowledge or reach out to the peer group in the same enthusiastic way. [REDACTED]

ISB gathered the top CHROs and the best OB professors for a daylong seminar this week on Human capital. I had to speak to the group on the relevance of the MBA degree, managing career and the research needed from B schools on careers.

Here is what I said :

- India has 3600 B schools out of a total of 12,000 globally. Only 7 % of MBAs are employment worthy. So, our problem is quality, not quantity.
- The top schools across the world are getting more applications, the mid-tier schools and bottom tier ones are the ones where enrolment is dropping
- The case study method is a useless method in today's complex world as MBAs tend to use the same framework and they play god. This must give way to a consultancy approach with industry, working on real problems.
- I challenged the professors to give me a genuine concept that has come from academics in the last 10 years. The last one I can think of is Bottom of the pyramid by CK Prahalad. Most new thinking is coming from practicing CEOs.
- Professors talk of diversity. There is diversity in the MBA class but there is little diversity amongst the teachers themselves. The best school will have 25 % representation of women in faculty!
- I urged the professors to look at ratio of digital work in various jobs in an organization and come up with a different approach to capability and job banding

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Wr, feedback welcome

shiv