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**Sent:** Monday, February 13, 2017 7:17 AM  
**Subject:** Week 167 Learning's

[REDACTED]

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Dear Friend and Colleague,

[REDACTED]

Today, according to a lot of studies, less than 25 % of employees are fully engaged at work. That is an alarming number. Review mechanisms like Glassdoor help us pinpoint areas of improvement. The five areas where we need to improve according to Glassdoor feedback :

1. Management code, i.e. behaviour and work values of all leaders in the company
2. Work Culture
3. Stability in organization
4. Salary Hike
5. Work Hours

Why do people hate their Jobs? From my experience:

Most people hate their jobs because of colleagues and the poor atmosphere at work. This happens when colleagues are non-cooperative, hoard information and speak poorly of colleagues behind their back. This is usually labelled a 'toxic' atmosphere. The second big reason for hating the current job is the feeling that their talents are not being fully utilised and they can do better. In a sense, no one listens to them or cares for them with respect to work. This is where 'engagement' comes in. The third reason people hate their jobs is meaningless pressure and unrealistic time lines. This is where 'work life balance' and 'clarity of management asks' comes in. The fourth is 'favouritism' at the work place and a lack of transparency around key people decisions. If you look at the areas of improvement needed from PepsiCo according to Glassdoor inputs, three of the five fall in this area : Management Code, Work culture and Work Hours. As leaders, we have to improve a lot more if we want our employees to be in love with their jobs.

Which brings me to my experience with the opposite question: Why do people love their Jobs?

People love their jobs when they have friends ahead of colleagues at work. They learn from each other and contribute to each other without forming groups or playing special interest politics. And friends is not just their own department or function but beyond that, across other functions in the company. This is important for work to get done seamlessly across functions in a company. They love their jobs when they are proud of the company they work for and they are clear what is expected of them in the context of the company direction and objectives. They love their jobs when they feel rewarded and recognised for the work they do. They love their jobs when they are empowered, they are learning and feel challenged. If we look at the top 5 positives of PepsiCo in the Glassdoor feedback :

1. Learning
2. Growth
3. Environment
4. Work Culture( figures as a strength and also as an area for improvement, which means that culture is not uniformly felt in one way across the company)
5. Opportunities

In terms of their personal characteristics, people who love their jobs tend to be CONFIDENT and are comfortable with FAILURE. Both are important in a fast changing world. Things change and we cannot maximise all variables and smart people recognise that faster than others who don't. People who love their jobs are dispassionate about issues while still being passionate about their jobs. They don't take everything to heart and are not 'personal' about issues. This goes back to CONFIDENCE.

I would really like to see every employee in love with his or her job. I am proud of a number of things we stand for and am equally cognizant of the areas we need to improve significantly. Last week, I went to chat with an energy company on Diversity. I want you to know that we are an equal pay master. We have 15 pay bands in the company. In 6 of the pay bands, the average woman's salary is higher than the man's salary. In 8, the average man's salary is higher than the woman's salary. However, the gap in all bands is not more than 3 or 5 % in either direction. So, we must be one of the few companies that has similar salaries for men and women in the company. That is something I am sure most people are not aware of but is something we should all be proud of.

All the best

Wr,

Shiv