

Commitment to Cause
the new avatar of Employee Loyalty



for a cause....

Rehoboth

When we found her next to the gate of a temple at Anumanthapuram, she had been there for six months.

The students led us to her... that frail figure resting on a small bundle of clothes for a pillow, with a plate and a glass next to her. A family that came in a car to worship at the temple had left her behind...

Since then she had spent all her time in the same spot, without uttering a single word to anyone. Years of chaining and malnutrition had led to this girl developing a hunchback and Tuberculosis (T.B.)

Krishnaveni, this mentally challenged girl in her early twenties is healthy and cheerful now.

Who will lead us to all the other Krishnavenis on the streets, desperately waiting to be rescued?

Realising that there are few services available for adults who are mentally challenged, **Rehoboth was started to meet the immediate need of a residential center for the desolate mentally challenged women.**

Rehoboth at present shelters 13 mentally challenged women providing them with food, clothing and health care. The medical coverage includes the treatment for seizures, visual or hearing impairment, motor in-coordination and other associated problems.

Most of them are picked up from the streets with severe injuries and infections and being young women, they are vulnerable to exploitation when found wandering on the streets.

Our primary objective at Rehoboth is to imbibe a sense of belonging - all efforts are made to encourage the residents to involve themselves in the day-to-day activities of the home.

Some of our residents help in cleaning and maintenance of a kitchen garden. Ornamental gardening, backyard poultry rearing with turkeys, lovebirds and Aquarium fish rearing also act as therapy.

Avocational rehabilitation project of wire bag making and envelope making is also functional.

The rehabilitative programs help to improve the potential and skill of our residents, helps them to become socially and economically independent, besides the fruits of their labour help in self-sustenance.

'Rehoboth'- Home for the Mentally Disabled
No.22, Viswasa Nagar, Paraniputhur,
Chennai - 602 101.
Ph.: +91-44-25011357 /24767763
Email: zoresam@yahoo.com

Dear Friend,

We are back with our next issue of Under the Bonnet.

In this issue we write about - Employee Loyalty.

Is it an epitaph you may ask, for in the minds of many employee loyalty is long dead.

We at totus consulting are more hopeful than that. We certainly believe that the subject is important and serious enough that an issue of UTB be dedicated to its understanding, exploration and analysis, albeit too late.

We researched the subject, spoke to a lot of people and also did a lot of reflection. At the end of our exploration- which is hardly complete - we have come to the regretful conclusion that employee loyalty in its bodily form is dead, but we believe that the spirit is still alive and has taken a new avatar called “Commitment to Cause”.

This issue is therefore sitting on the thin wedge of being both historic and futuristic and the debate is hardly closed.

As always, we would be pleased to know your views on the subject and your interpretation of the shape it will take in the years to come.

Happy reading!



Ganesh Chella

Here is a quick test!

If we were to tell you that Mr. X is a very loyal employee, what is the first impression and image that comes to your mind about Mr. X?

We asked this question to scores of people and the responses were fairly identical!

To most people, Mr. X came through as old, long serving in one Organisation, low on competence and having nowhere to go!

Sad and strange but true. This is the extent to which we seem to have debased the concept of employee loyalty, at least in our minds.

Cut over now to Chennai's Spencer Plaza store of Foodworld for a moment.

I was there shopping a few days ago when I was greeted quite enthusiastically by a young man who seemed like an employee of the store. He introduced himself as Rajashekar and reminded me that I had hired him in 1996 as a front-line employee for the first Foodworld store. (I was the HR Head of the Retail business of RPG at that time). He went on to tell me that he was now the Store Manager of the Spencer Plaza store, a flagship store for Food World in Chennai. I was filled with joy and pride. He quickly pointed out that all the training and inputs given to him in the early years had helped him in his progress.

Is Rajashekar loyal? If he is, he does not fit our first impression of a loyal employee!

Cut over now to the cabin of my good friend, the HR Head of a medium sized Organisation who had one of her Function Heads with her when I went to visit her. She had just issued the salary increase letters for the year. The function head was there to tell her that his best guy had decided to quit after receiving the letter. Feeling responsible but not defensive, she went to

great lengths to explain the fact that the employee in question was part of the "lister group" carefully hand picked after the last assessment centre and earmarked for future opportunities. In fact his pay increase was significantly differentiated, in keeping with their pay policy of differentiated pay for high performance high potential employees. Now, all this seemed to be of no avail.

Did this employee lack loyalty? Are we saying this just because he does not meet the original profile of a "loyalist" outlined by us?

Finally, something very stunning and shocking from a recent newspaper report about what two soldiers from the US army in Iraq had to say.

Specialist (Spc.) Eric Martin of the US Army's third infantry division is quoted by the New York Times (source: The Hindu, July 20, 2003) as saying this when he heard of his tour of duty in Iraq being extended indefinitely "When I found out, I just went out and broke down". Martin has even disclosed details of his postponed wedding, the rent for the reception hall and the cancelled hotel bookings.

His colleague, Sergeant Jeffrey Lujan says, "We feel betrayed. It was like a big slap in the face when we found we were staying. Our morale is not low... it is non-existent".

Are Martin and Jeffrey disloyal for having even thought this way, leave alone having spoken to the press about it?

What indeed is employee loyalty? Do we have a definition? Has the definition changed? Is it a good or a bad thing today? Do we need it at all? Do we have it at all?

These and a set of related issues will be the focus of this issue of UTB.



Context

The context for this exploration is almost obvious - almost. All of us are witness to significant changes to the way we have understood the employment contract tenure, expectations, roles, relationships and so on.

Traditionally, retention or tenure was always seen as an important measure of loyalty.

These changes are so radical that there is need to revisit many of our traditional concepts and beliefs about employment and the management of employees. The one value among these, which has become much maligned and misunderstood, is the value of loyalty.

It is not true that we have abandoned the value of loyalty all together. In fact, Organisations continue to strive hard to build customer loyalty all the time. These same Organisations are however not sure if they value employee loyalty the same way. It would therefore be important to understand how and why the meaning of employee loyalty has been redefined and where it stands in today's Organisations.

Meaning of Employee Loyalty

Let's start by first defining loyalty.

Loyalty is defined as the act of binding oneself (intellectually or emotionally) to a course of action. Loyalty also seems to be defined as devoted allegiance. Loyalty implies trust and faith.

When we look at customers, loyalty seems to be defined as the ability to derive lifetime value from the customer through such measures as retention, repeat business and referral.

Now, how do we define employee loyalty?

Traditionally, **retention** or **tenure** was always seen as an important measure of loyalty. The longer one stayed with the Organisation, the more he or she was considered loyal. While customer loyalty also meant retention, it was not expected to be complete, the

customer always had the choice to go elsewhere at least temporarily for some of his or her needs, be it end consumers or industrial customers.

On the other hand, employee loyalty always meant complete loyalty. There was no going away at all.

What is not understood by many is the fact that the meaning of and expectation from employee loyalty did not stop with tenure. There was a lot more that was piled up onto the meaning of loyalty!

Pride and referral
Latitude for Organisational shortcomings
Delayed gratification
Consistent contribution despite constraints
Tenure

There were four other important attributes of loyalty, in addition to tenure.

1 Consistent contribution despite constraints
A loyal employee was seen as one who gave his best despite constraints of resources, infrastructure, Brand name and so on. A loyal employee never complained.

2 Delayed gratification
A loyal employee was one who would contribute today with expectations of rewards coming by in the long run. Loyal employees were almost selfless in many ways. In fact, we call it the **e (employee) - loyalty reward points** (just the way loyal customers accumulate reward points). Loyal employees were happy accumulating these reward points in the hope that they can redeem them at an appropriate time.

3

Latitude for Organisational shortcomings

Loyal employees also gave their Organisations significant latitude for their failings. Delayed pay increases, being passed over for promotions, failure to communicate, inadvertent discrimination and so on would never be taken seriously by loyal employees beyond the momentary despair.

4

Pride & Referral

The most visible aspect of a loyal employee was the fact that the Organisational identity meant a lot to him. His name board at his home would not just carry his name but also the name of his Organisation.

The wedding invitation of his son would surely carry the name of his Organisation - never mind if he was just an assistant there.

He was recognised in his neighbourhood by the Organisation he worked for.

They would quite proudly refer the Organisation to their friends.

For a long time, this was the meaning of employee loyalty and interestingly enough, many Organisations got a lot of it too from their employees.

Even today, there are several Organisations small and large that continue to enjoy the benefits of these dimensions of employee loyalty in good measure.

This is because loyalty as a value is inherently present in all of us. The extent to which we live by it and demonstrate it might of course be a function of many enabling factors.

One of the important drivers of employee loyalty in the early days was the Organisation's latitude towards the employees' shortcomings.

The driver of Employee Loyalty

One of the important drivers of employee loyalty in the early days was **the Organisation's latitude towards the employees' shortcomings**. This was an unsaid but important aspect of the traditional meaning we attached to loyalty. What this meant was that the Organisation was quite forgiving of failures and competence gaps. This latitude on both sides helped build trust and a strong sense of allegiance. Obviously, this was possible to do in an environment of monopoly and little competition and reasonable economic stability.

How the value of Employee Loyalty changed over time

While the changing value towards employee loyalty has been a gradual process it has been recognized only recently. Let us try and understand the factors that have influenced this change.

The onset of competition, the pressure on productivity and performance meant that Organisations had to look within and critically evaluate their capabilities to manage in the new order.

The first thing they did in this process was to do away with latitude for employee shortcomings! Perform or perish was the slogan. This change in the very fundamentals of the value of loyalty was perhaps a very significant but little understood shift.

Started over a decade ago, the process continues even to this day. Organisations are continuously assessing their employees to define the ones that fit into the new capability framework and the ones that don't.

For many Organisations, this has been an inevitable process since the latitude for shortcomings became a breeding ground for incompetence and resistance to change and learning.

Once this changed, the very foundation of loyalty - tenure came crashing down too. Organisations needed to separate those that did not find a place in their new scheme of things and also had to go out and secure new talent from outside urgently. Lateral hiring, unheard of for a long time soon became an Organisational reality.

Once this basic fabric of loyalty was disturbed, the new entrants and those that survived saw no value in delayed gratification. Under pressure to fix the gaps, Organisations had slowly abandoned yet another dimension of loyalty.

Organisations are slowly realising the new values that they have set in motion. This however seemed to be the only way out and more and more Organisations are embracing it, all over the world.

Under pressure to explain and justify this, Organisations have started referring to loyalty as a useless thing of the past, a value that bred incompetence. New substitute phrases like “engaged employees”, and “corporate citizens” are being offered.

Organisations are however continuing to expect some of the five traditional dimensions of loyalty even today like the need to contribute consistently despite constraints (in fact, this is expected more now than ever before), the expectation of latitude for the Organisation’s shortcomings and the expectation of pride and the service of referring prospective employees.

Tenure redefined

It is tenure that has undergone dramatic redefinition today.

The first and most glaring reality is that Organisations are not any longer able to offer “tenure” to all their employees, even if the employees want it!

The changing skill requirements, changing business realities, need for high energy and flexibility is leading to a situation where tenure is not necessarily a strength.

The first and most glaring reality is that Organisations are not any longer able to offer “tenure” to all their employees, even if the employees want it!

In fact this is so strong that employees at middle to senior levels have to work very hard to protect their tenure.

Organisations have started to become a lot more cautious in terms of the group of employees from whom they want tenure. They do not want all employees to serve long tenures. It is this core group that Organisations want to retain for a reasonable period. As for the others, Organisations are happy if they are able to pay back the investment made in them through their work contributions.

Dramatic as it may sound, these swift changes have significantly altered the fabric of loyalty today.

Fallouts from this shift

Has this shift in the concept of loyalty been managed smoothly by Organisations and employees? Has the transition to the new arrangement been smooth?

Far from it. If loyalty implied trust, it has been damaged on both sides.

Just take a look at the business conduct guidelines of the average Organisation to understand this. Clauses on non-disclosure, non-compete, confidentiality, conflict of interest and secrecy abound.

Employees too play their cards close to their chests. The boss who traditionally played a very influencing role in creating and sustaining loyalty is no longer in a position to do so. With increasing spans of control and transactional relationships, the boss has very little influence on his team members.

All this is compounded by western HR policies like high flier lists, fast track programs, significantly differentiated pay and so on which seem to do more harm than good.

There were two other important contributing factors to the destruction of the loyalty equilibrium, so to speak.

1

The death of development

The belief that we could go out and get talent when we wanted led to Organisations failing completely to train and develop their employees. What they forgot completely was the fact that even the talent that they went out and got yesterday, needed training and development today and tomorrow. The assumption of “permanence of competence from outside hires” was a fatal assumption. The outside hires quite often reached the same stage to entropy.

2

The outsourcing age

The convenience of opting for outsourcing arrangements to fulfill organisational tasks lead to a significant part of the organisational workforce consisting of employees who worked for you but did not belong to you. They were quite often paid less, treated not so well and were subject to no HR processes at all.

Most importantly, the e-loyalty reward points that loyal employees accumulated seem to have become irredeemable in the new scheme of things.

“Commitment to Cause” the new avatar of Employee Loyalty

Obviously, there are lessons to learn from history but we need to move on and design the future we prefer. So, what is the new meaning of loyalty? What will determine its presence in Organisations? What can we

do to build and sustain it?

Given the enormous changes that we have witnessed, a lot of which we have written about, there is obvious need for not just a new meaning but also new terminology. From the new meaning that we are making, the phrase that we see as appropriate is **“Commitment to Cause”**.

What Organisations can realistically expect today is this **commitment from their employees to the cause that they are pursuing**.

Commitment to Cause signifies interdependence, flexibility and individual ownership, all of which are so characteristic of workplace relationships today. Most importantly it redefines the meaning of tenure.

Let us try to understand the new meaning a little better.

It is now well understood that the meaning of “cause” will keep shifting and evolving for an Organisation all the time.

In the early start-up days or days of trouble, Organisations expect employees to take the “leap of faith”. They look for employees who truly believe in the entrepreneurial idea and are willing to go all out to make it a reality.

Quite often, Organisations at this stage are looking for trust, some level of delayed gratification, ability to do with less and put in the best efforts.

In fact, Organisations even trade off to some extent competence for this blind faith. In fact, employees work without job descriptions, formal goals and work hours.

Contrary to this, in the growth phase, commitment to cause signifies commitment to competence and institutionalization.

What Organisations can realistically expect today is this commitment from their employees to the cause that they are pursuing.

The truth is that Organisational cause will mean different things at different stages of its evolution, though the end objectives will be the same.

It is expected that employees understand this and learn to cope with and embrace these changes.

It may sound strange but parting ways professionally may be the final act of commitment to cause in the days to come! (like it happens in a lay off)

Obviously it would be important that the Organisation communicates this shifting definition powerfully and persuasively to its employees.

So, what then are the measures of commitment to cause?

What is the bare minimum that Organisations should behaviorally expect by way of commitment to cause?

We can no longer expect tenure the way we used to. That seems for sure. What then is the minimum that Organisations can ask of employees, by way of commitment to cause? The list is of course a function of level and seniority.

Let us first look at the transactional expectations of commitment - the bare minimum to start with:

Transactional commitment

- ▣ Serve a decent notice period and complete work before leaving and not fax resignation letters
- ▣ Avoid absenteeism that is unplanned and tardiness that is unacceptable
- ▣ Offer a fair tenure of at least 2 to 3 years
- ▣ Refrain from unethical acts
- ▣ Take ownership for work without warranting supervision
- ▣ Protect the image of the organisation in the eyes of customers
- ▣ Refer prospective employees to the organisation

Just like satisfied customers are not necessarily loyal, satisfied employees are not

Deep commitment

At more senior levels, the expectations would obviously go beyond transactional elements and include the following:

- ▣ Report bad news
- ▣ Express dissent without fear
- ▣ Institutionalize systems that are not person dependent
- ▣ Train and develop other people
- ▣ Produce financial results that are sustainable
- ▣ Give people time and respect

The new meaning of tenure at senior levels

Since hiring at senior levels tends to be strategic in nature because business plans and implementation of systems are dependent on the people hired for it, tenure would imply that these people stay on at least till these initiatives are institutionalized or the new products and services are launched and stabilized or teams are built to sustain and manage it. Leaving half way would mean poor commitment to cause. Leaving after the cause is served would be fine!

Drivers of Commitment to Cause

We will now divert our attention to try and understand the factors that will help nurture this “commitment to cause”. In other words, what builds commitment to cause?

Service businesses for a long time believed that happy customers were loyal customers. They now realize that happy customers are not necessarily loyal.

Similarly, traditional wisdom told us that satisfied employees contributed to a productive workplace, helped improve results and ended up being loyal.

Like in the case of customers, this belief too has turned out to be fallacious. Just like satisfied customers are not necessarily loyal, satisfied employees are not necessarily committed to the cause.

The limitation of satisfaction

All employees live in an open system and are subject to the same influences and compulsions that the Organisations are. The pressure on competence and the lack of latitude for error, the opportunity for instant gratification and the high risks of employment have led to constant comparisons and a constant state of “**relative dissatisfaction**”.

Ask any HR Manager and he will tell you that despite “trying to satisfy employees”, commitment to cause is not forthcoming.

The turn of events in the software industry in the years 2000 and beyond explain this very well.

Organisations during this period were leaving no stone unturned to create innumerable units of satisfaction - interviews in pubs, salary increase before coming on board, birthday cakes, honeymoon gifts, concierge services, stock options and so on were all given a try. Nothing seemed to work for most.

In the last couple of years when the industry has been facing pressures of profitability and many of these trappings have been done away with and entry level pay has actually been reduced, tenure at least seems to have increased!!!

This realisation has led Organisations to even redesign the traditional satisfaction surveys that they invested in for many years.

What then are the new drivers of commitment to cause?

From satisfaction to empowerment

If satisfaction does not necessarily lead to commitment to cause, then it follows that the traditional drivers of satisfaction like pay, working conditions, clarity of role, existence of standards of excellence, recognition, feedback and freedom to act are all important but are not adequate to secure commitment to cause. These drivers only secure

transactional commitment. In fact, employees understand the market forces that drive aspects like pay and are at least internally quite realistic about it.

What we find important and missing are three rather fundamental drivers of commitment. These to us would need to be the focus of Organisations in the coming years. We call it the **empowerment trio** the three critical elements which empower employees and commit them to the cause that the Organisation is pursuing.

The three important elements are:

- ☒ **Organisational integrity**
- ☒ **Employee development**
- ☒ **Respect for employees**

Let us examine these in some detail.

☒ ***Organisational Integrity***

Organisational integrity would refer to the attitude of the Organisation towards its customers, its care in making claims that it can fulfill, the honesty in its transactions with all stakeholders, its commitment to keeping its word with its employees and its suppliers, its ability to pay its bills on time, its genuine long-term interest in the business, the tenure of its CEO and so on.

Integrity would also be a function of perceived congruence between espoused and practiced values.

Another important measure of integrity would be the Organisation's investment for the future.

Most importantly, greed at the top and disproportionately high pay for a few seniors and exploitative pay at entry levels will certainly be seen as lack of integrity.

Employees find it very hard to work in Organisations, which lack in integrity. They see the reputation rubbing off on them. They feel apologetic about their identity. Don't we have enough evidence of this in recent months? Frequent mergers and acquisitions, changes in top management have a negative influence

not just on the employees in that Organisation but also hamper the overall credibility of all corporates.

On the other hand, an honest and transparent Organisation is able to secure unprecedented commitment to its cause from its employees and even other stakeholders.

▣ **Employee Development**

In an ever-changing world, the constant investment in employee development is a must. Yesterday's star performer can become today's failure if he does not get to acquire additional skills and new knowledge.

However selective, investment in employee development has a significant impact on employee commitment to the cause in addition to enhancing productivity.

Employee development leads employees to feel salient and elite. Employees who feel value added are more likely to stay committed to the cause in addition to being more productive. Serious employee development has taken a back-seat in the last few years and we have a lot of catching up to do in this area today.

▣ **Respect for Employees**

Sounds strange but true. The pressure of doing business is making employers less and less respectful in their dealings with employees.

Change is implemented and managed with little regard for employee self worth and dignity.

Misplaced policies and programs that over-promote employees or declare a few as "fast-track" or force "weeding out the bottom", are likely to distort the respect that the Organisation has for good solid average performers. Most end up believing that average is bad.

The actions of a few, naturally lead to increasing levels of apathy among other employees and vitiate the labour market in general.

Employer rights come with huge responsibilities and the biggest of them is the preservation of respect. We were witness to violent industrial action when employee rights were violated. While today's knowledge workers may not react in the same manner, their anger will be no less.

Respect is also a function of the amount of honest communication that the Organisation invests in. Communication is a sign of how much the Organisation values its people and sees it necessary to take them into confidence about the cause they are working for.

The myth of selectivity

In the field of customer service, it is now believed that Organisations may not want all their customers to be loyal to them. They may want to choose to make only the most profitable customers loyal. Maybe it will work for Organisations, maybe it won't. Especially since the most profitable customers are also the sharpest ones and know where they can extract best value.

This certainly does not apply to employees. It is fallacious to believe that Organisations can choose a core group of employees from whom alone they need expect commitment to cause and can leave alone the rest from whom they need not expect this.

We believe that this is most fallacious.

Hundreds of employees in an Organisation make contact with customers and impact and influence the image of the Organisation. Every

one of them needs to demonstrate commitment to cause.

Organisations may not want tenure from all of them but should certainly expect commitment to cause from each one of them.

Organisations may not want tenure from all of them but should certainly expect commitment to cause from each one of them.

The challenge of Commitment to Cause in an outsourced culture

Outsourcing is not a new phenomenon to India. In fact, for ages factories have used large numbers of outsourced skills for their work.

FMCGs have always used the services of “intermediary sales representatives to sell their good and services.

International Airlines have always used general sales agents to run their travel offices in various parts of the country.

In all these cases, the employee had a dual identity. One as an employee of the original employer and one as the representative of the Brand owner.

The Brand owners always tried hard to build commitment to their cause in a variety of ways. Getting hired by the brand owner was the ultimate symbol of this recognition.

Where it worked well, it was because of the constant face to face interactions of either groups and the commonality of interest that brought them together. It was not a mere contract to supply “labour”.

The system existed quietly without much ado, because it was managed that way.

Organisations in the modern age, which are very heavily dependent on outsourced people, are still grappling with the challenge of building this commitment to cause among all their constituents. The problem is compounded when the benefactor is invisible.

We believe that the realization is there but results are not fully evident.

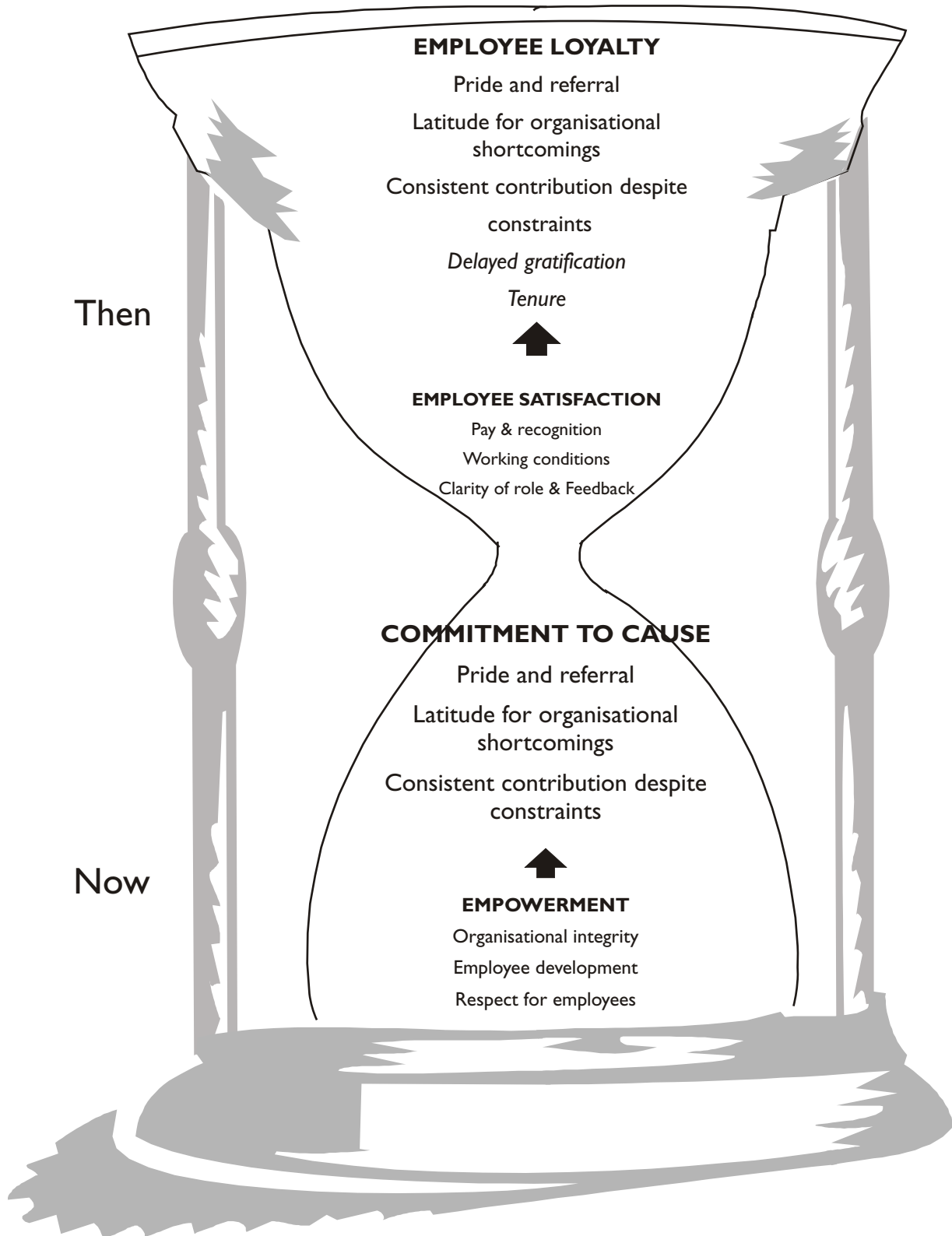
This will be the single largest challenge for Organisations in the coming years.

In closing

This article was intended to be the first step in building consensus about a rather nebulous subject and also offer a new language that is anchored in today's Organisation reality. It is not the purpose of the article to offer ways of improving the climate conducive for commitment, at least not yet.

We hope to come back with empirical evidence about the concept and the way Organisations seem to be managing it.

The new avatar of Employee Loyalty





a participative search event

totus consulting is pleased to present
“Employment 2010 a participative
search event”
to be held on September 6th 2003
at Chennai

“Employment 2010” is a bold initiative designed to bring all key stakeholders together to look at the past and present trends of employment in India and on that basis pick up the mega trends that are likely to emerge in the next 7 years. The event will also help identify the critical implications of these trends and evolve actions that can be collectively pursued to manage these trends as they emerge.

It is believed that the outcome of the event proceedings will serve as an important reference point for anyone who has anything to do with employment in India.

Context

The health of a nation, the measure of individual success and the wellspring of all economic activity are a function of the nature and level of employment. The effectiveness of this employment itself rests on the nature of the “employment contract”.

The “employment contract” symbolizes and embodies the terms of endearment or the basis on which employees agree to engage with Organisations to deliver value. This “employment contract” has economic, social and psychological dimensions.

Environmental changes, which have been a constant phenomenon over the years, have had a natural impact on this very employment contract.

The role of the Government, the culture of the country and the state of its economy have had a significant role in managing the effects of the changes to the employment contract, especially

when the implications were adverse.

All along however, these changes were restricted to national boundaries and had little or no impact across the seas.

The emergence of the global economy, the economic reforms process in India, and the more recent development of India becoming the back office to the rest of the developed world has had an unprecedented impact on the nature and shape of the “employment contract”. Never before has so much changed about employment in so little a time.

These changes are in many ways irreversible and bear long-term implications.

These changes point to some significant future trends likely to emerge in the next 7 years, bearing a significant impact on the education system, the meaning that the youth of our country will attach to careers, work life balance, Organisational life and employer-employee relationships and so on.

Human Resource management thinking which is based on traditional assumptions about the work place will need to alter significantly in the wake of the new emerging realities.

Families will need to redefine the meaning of Organisational identity, especially in the Indian context where Organisations are an important part of an individual's social identity.

Concepts of security, autonomy, satisfaction, empowerment, loyalty and commitment will need to be rewritten.

Organisations, which were heaving a sigh of peace

The youth entering the labour market in the coming years will do so with an entirely different set of beliefs and expectations as opposed to those already in the market.

So, what are these macro trends that seem to be poised to define the future of employment in India? How accurately can we predict these trends based on today's experiences? What is the basis for some of these predictions? Are there early warning signals that we need to wake up to?

Well, this is the purpose of “**employment 2010 - a participatory search event**”.

Event Format

This will be a participative search event.

Unlike the usual seminar format where some people are considered more knowledgeable than others and are given 'dais status' and a large number of others given 'audience status', this event starts with the belief that:

- Whoever is present is an expert and a knowledgeable person on the subject.
- Whoever is invited and chooses to be present does so out of a genuine interest and commitment to the subject under deliberation
- Whatever is said, is about all that can be said about the subject now

Event Size & participant profile

The event will consist of about 40 select participants only.

The participants will represent the “whole system” and will include:

- CEOs / Leaders / Employing Organisations
- HR professionals
- Trade Union Leaders
- Industrial Psychologists
- Placement consultants
- Employees with over 10 years experience
- Industry forum representatives

In addition, students from select educational

My contribution to Employment 2010 ...

If “Employment 2010” appeals to you and you would like to play a part in co-creating the future here is how you could be involved in this project :

- Be considered for participating in the event on September 6th 2003
- Share your views on the topic (we shall send you a questionnaire)
- Write an article on the topic

So go ahead log onto www.totusconsulting.com and fill in the form or mail us at tellus@totusconsulting.com indicating

- Your Area of involvement
- Your Contact Details

Looking forward to hearing from you !

about totus

totus consulting is a specialist HR Consulting Company with expertise in conceptualising, designing and implementing end-to-end HR solutions in a variety of business contexts. Thought leadership and implementation excellence are the two pillars on which totus builds its solutions.

HR@work,

the core end-to-end offering from totus, addresses the needs of the following clearly defined customer groups:

Interim support for start-ups:

totus has expertise in providing interim HR support to start-ups of any size and complexity.

Institutionalization support for small & medium sized enterprises:

totus has been working closely with the CEOs of SMEs to provide them strategic and operational solutions meant to help institutionalize their HR and organisation building processes.

Improvement support for all Organisations:

totus has been working with the CEOs of a wide variety and size of Organisations to assist them in their Organisational restructuring, change management and other process, performance and Organisation improvement efforts.

An HR@work engagement would typically last from three to twelve months depending on the complexity involved and the maturity of existing systems. The scope is highly customized to meet the organisations's needs and covers a wide spectrum of human resource initiatives including

- organisation design
- work force management
- compensation and benefits
- service quality
- job design and capability performance
- performance management
- staffing

Learning@work

Learning@work is totus consulting's learning solution and includes customised leadership development programs, top management workshops to address a variety of inquiry situations, coaching programs and industry specific learning systems to facilitate multi-location distributed learning.

The People Project

The people project is a unique "learning experience" designed specifically to meet the Human Resource Management needs of the professional entrepreneur.

1 to1 Facilitation

"1 to1 Facilitation" is a Coaching solution designed to meet the need of Small Business Owners, People Managers and Seniors Executives.

"1 to1 Facilitation" is a collaborative alliance between a coach/facilitator and an individual to help the individual establish and clarify purpose and goals and to develop a plan of action to achieve the goals.

"1 to1 Facilitation" can be used to address a variety of performance improvement needs.

Small Business Owners can use "1 to1 Facilitation" to help grow their business, People Managers can use "1 to1 Facilitation" to enhance their people management capabilities and Senior Executives can use "1 to1 Facilitation" to acquire critical skills needed for their career development.

Essense - Employee Survey & Sensing Solutions

Employee Surveys

totus designs and implements customised employee survey solutions to meet the specific needs of the client Organisation

360 degree feedback systems

Strong behavioral capabilities and not merely functional mastery is recognised and accepted as critical to develop and demonstrate leadership in Organisations today. More and more Organisations are beginning to link career progression to the acquisition and demonstration of behavioral capabilities.

totus designs and implements 360 degree feedback systems to help employees understand where they stand on these capabilities. By creating the internal competence to handle the feedback process, totus helps improve the level of openness, collaboration and supporting behaviour in its client Organisations.

totus has the capability to deliver these Surveys on paper or on-line.

totus consulting services (p) limited

No.5, Sarangapani Street, T.Nagar, Chennai 600 017.

Tel: 91 - 44 - 2834 3794 / 2834 3795 / 5202 4154

E-mail: utb@totusconsulting.com Website: www.totusconsulting.com