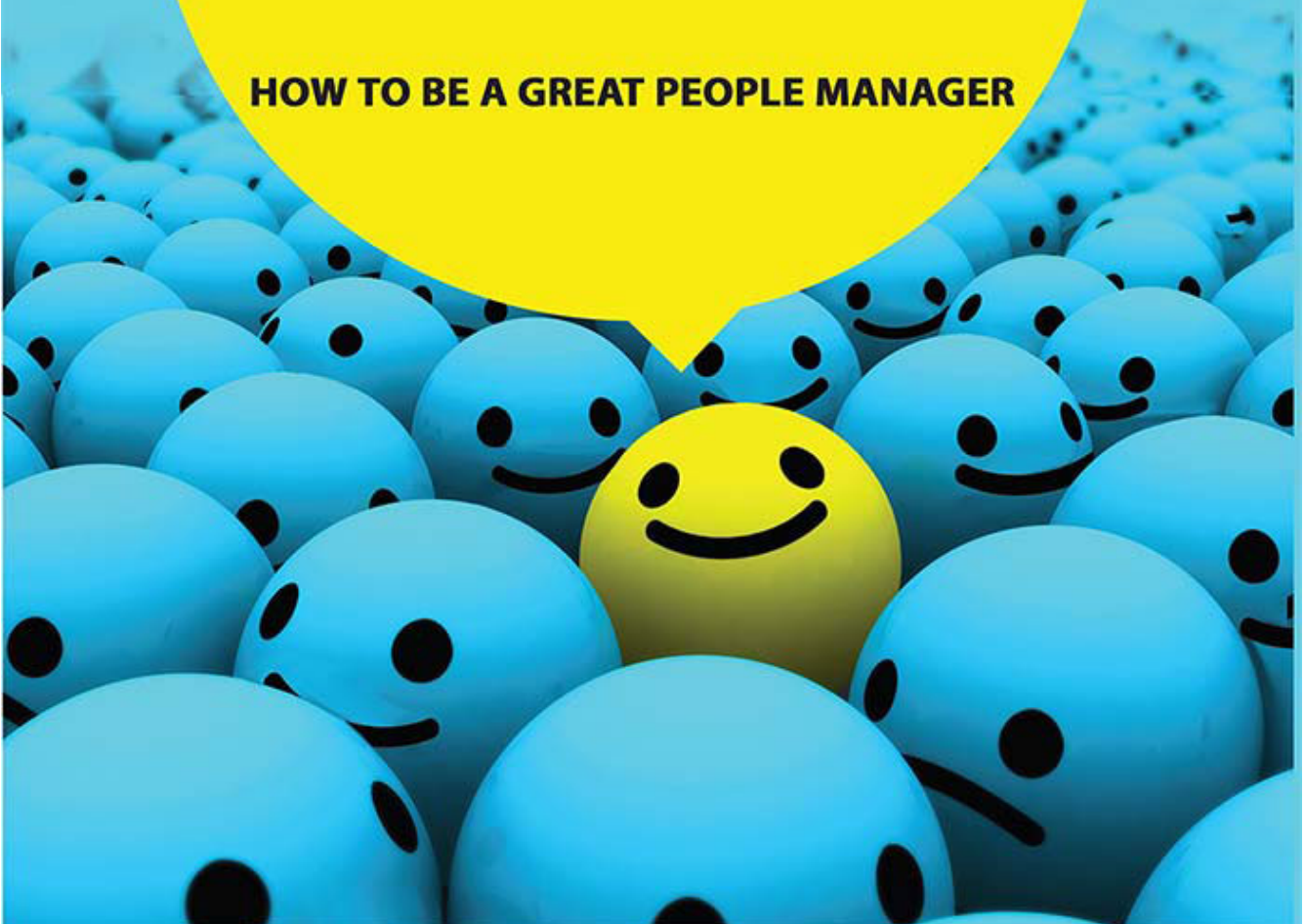


# Samwad

## Path to Excellence

**HOW TO BE A GREAT PEOPLE MANAGER**





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## Chairman's Message

SAMWAD means: Conversation, Interlocution, News Information, Message and Dialogue

In order to achieve excellence across our Group companies, we need to change the way we think, react and decide; the way we take care of our assets (material, human, intellect).

This requires a paradigm shift in our approach to life. SAMWAD provides a platform to arrive at a shared vision towards managing ourselves.

I hope over a period of time the required change will form a part of our DNA.

We all want our companies to perform well and while doing this, we all want that work environment should become stress-free and that all individuals also should prosper as the company prospers.

In most companies the conventional wisdom remains deeply entrenched and even when many of us disagree with some of them, we are still not able to breakaway from the same.

Hence, there is a need to re-engineer our way of working. SAMWAD is nothing but a facilitating agent to achieve this.

This organisational development intervention will be unfolded over next few months. We have already begun this initiative across the enterprise.

I would be eager to have your feedback and suggestions on a regular basis. I am sure together we can achieve this and there by make Essel Group a better place to work.

**- Dr. Subhash Chandra**



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# समवाद in English means “EFFECTIVE CONVERSATION”

## Samwad Philosophy fosters:-

- ✓ Creating of a Great Workplace.
- ✓ Creating Great Managers to drive excellence.





The SAMWAD philosophy has 12 key expectations, that when satisfied, form the foundation of strong feelings of engagement.

Comparisons of engagement scores reveal that those Managers with high Q12 scores exhibit lower employee turnover, higher employee sales growth, better employee productivity, better customer loyalty and other manifestations of superior performance.

Throughout the book various references have been made of the practice which supports various aspects of SAMWAD, a summary of which is as follows:

Ref Qs no.	SAMWAD Questions	Concept/ Application to HR Processes	Reference Page No.
1	Do I know what is expected of me at Work?	Orientation and KPI Dictionary	22
2	Do I have the materials and equipments I need to do my work right?	Empower, Employee Life Cycle Touch Point (30-60-90)	22
3	At Work, Do I have the opportunity to do what I do best every day?	Select for Talent	10
4	In the last seven day, have I received recognition or praise for doing good work?	Garv Hai card, Reporter of the Month and Employee of the month	39
5	Does my supervisor, or someone at work, seem to care about me as a person?	Zee Care and Fun@Work	39, 40
6	Is there someone at work who encourages my development	Learning & Development	37
7	At work, do my opinions seem to count?	Town Hall, Suggestion Box, Idea Bank and Employee Life Cycle Touch Point (30-60-90)	22, 23
8	Does the mission /Purpose of my company make me feel my Job is important	Linkage of all KPI's to Commitment 2016	31
9	Are my co-workers committed to doing quality work	Trust	40
10	Do I have a best friend at Work?	HR Spocs and Buddy System	43
11	In the last Six months, has someone at work talked to me about my progress	Monthly Performance Review, Half Yearly Appraisals and Annual Appraisals.	32
12	In last one or two years, have I had an opportunity at work to learn and grow?	Learning & Development	34

Through various practices of Human Resources we ensure that People Manager's support satisfaction of each of these expectations in their respective domains.



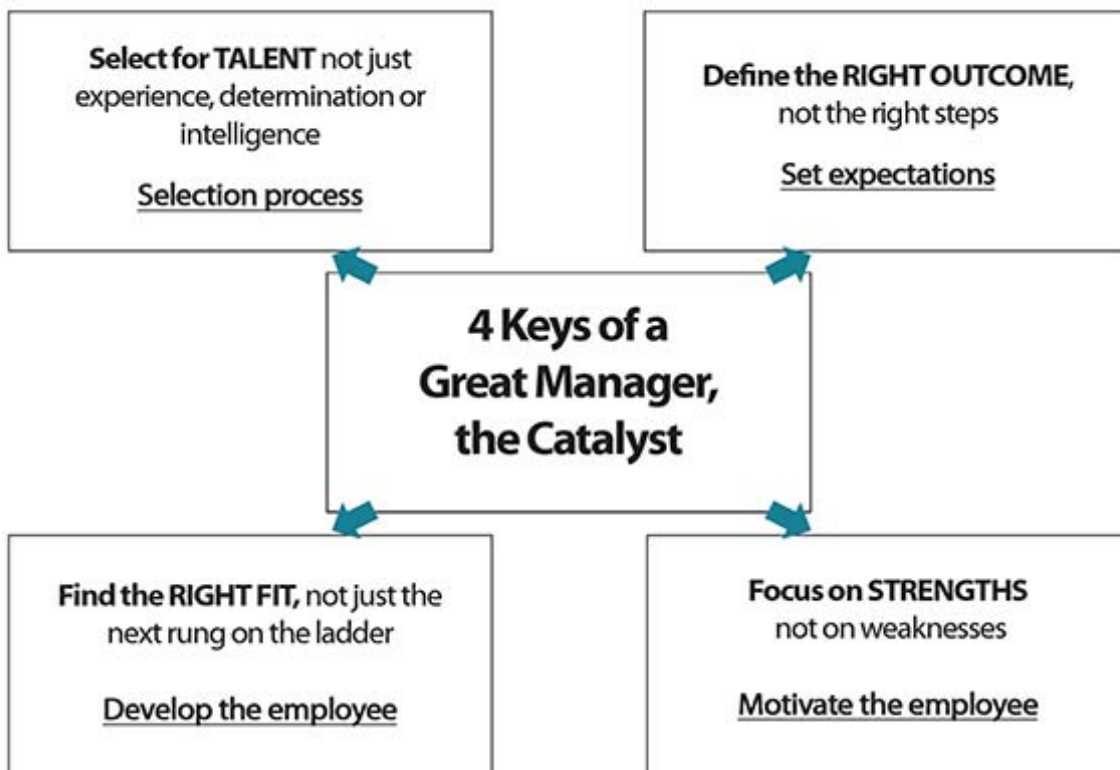
## Great Managers Know

- ‘ People don’t change that much. Don’t waste time trying to put in what was left out. Try to draw what was left in. That is hard enough. ’
- ‘ A great deal of the value of a company lies between the ears of its employees. The key to success is growing that value by listening to and understanding what lies in their hearts. ’
- ‘ A Manager has got to remember that he is on stage everyday. His people are watching him. Everything he does, everything he says, and the way he says it, sends off clues to his employees. These clues affect performance. So, never forget that you are on stage. ’



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## 4 KEYS OF A GREAT MANAGER





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## THE THREE ELEMENTS OF PERFORMANCE

There are three distinct elements of an employee's performance. They are:

### Skills

- A skill is a learned capacity to carry out pre-determined results often with the minimum outlay of time, energy or both.
- Can be taught by breaking total performance into steps.
- "How to do" of a role
- Transferable

### Knowledge

- Knowledge is familiarity with someone or something, which can include information, facts, descriptions or skills acquired through experience or education.
- Can be taught and is transferable
- Factual Knowledge is what you know
- Experiential Knowledge is what you pick up along the way

### Talent

- Talent is a naturally recurring pattern of thought, feeling or behaviour that can be productively applied.
- Cannot be taught
- 4 lane highway of a person's mind

**SKILLS** can be acquired, **KNOWLEDGE** can be transferred, hence, hire keeping in mind the **TALENT** required for the job.

**Talents are of four kinds:**

1. **Relating Talents** : How they relate with people.
2. **Impacting Talents** : How they move others.
3. **Striving Talents** : Internal Motivation.
4. **Thinking Talents** : How they think.





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## Types of Talents:

RELATING	IMPACTING	STRIVING	THINKING
<b>Communication</b> - They like to explain, to describe, to host, to speak in public, or to write.	<b>Command</b> - They take charge.	<b>Achiever</b> - A relentless need for achievement.	<b>Analytical</b> - "Prove it. Show me why what they are claiming is true."
<b>Empathy</b> - They can sense the emotions of those around them.	<b>Competition</b> - They have a need to outperform their peers.	<b>Activator</b> - "When can we start?" is a recurring question in their life.	<b>Arranger</b> - They are conductors
<b>Harmony</b> - They look for areas of agreement.	<b>Developer</b> - They see the potential in others.	<b>Adaptability</b> - Can live in the moment.	<b>Connectedness</b> - They know that we are all connected.
<b>Inclusiveness</b> - "Stretch the circle wider." they can to include people and make them feel like part of the group.	<b>Maximizer</b> - Excellence, not average, is their measure.	<b>Belief</b> - They have certain core values that are enduring.	<b>Consistency</b> - Balance is important to them.
<b>Individualization</b> - They're intrigued by the unique qualities of each person.	<b>Positivity</b> - They are generous with praise, quick with smile, and always on the look out for the positive in the situation.	<b>Discipline</b> - Their world needs to be ordered and planned.	<b>Context</b> - They look back to understand the present.
<b>Relater</b> - They derive a great deal of pleasure and strength from being around their close friends.	<b>Woo</b> - They win others over.	<b>Focus</b> - Their goals are their compass.	<b>Deliberative</b> - They identify, assess, and reduce risk.
<b>Responsibility</b> - They take psychological ownership for anything they commit to, and they feel emotionally bound to follow it through to completion.		<b>Restorative</b> - They love to solve problems.	<b>Futuristic</b> - "Wouldn't it be great if ..." The future fascinates them.
		<b>Self-assurance</b> - They have faith in their strengths.	<b>Ideation</b> - They are fascinated by ideas.
		<b>Significance</b> - They want to be very significant in the eyes of other people.	<b>Input</b> - They collect information - words, facts, books and quotations.
			<b>Intellection</b> - They like to think, they like mental activity.
			<b>Leamer</b> - They love to learn.
			<b>Strategic</b> - They create alternative ways to sort through the clutter and find the best route.

Only the presence of talents can explain why, all other factors being equal, some people excel in the role and some struggle.

Everyone can Change and Everyone can learn. But the language helps the manager to identify where radical change is possible and where it is not.



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## Some Important concepts of SAMWAD:

### Competency (Gallup)

- It is part skill, part knowledge & part talent lumped together haphazardly, where some characteristics can be taught & some cannot.

### Habits

- Not second but your first nature, they are enduring
- They are your talents, they are tough to change

### Attitude

- Managers select for positive, team-building or service –oriented attitude
- They are part of mental filter...they are Talents

### Drive

- Is part of mental filter ...they are STRIVING talents

### Common Myths Dispelled

- Talents are rare and special.
- Some roles are so easy, they don't require talent.

### Talent

- Relating
- Impacting
- Striving
- Thinking



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## Talent Acquisition Process

### Samwad Ref-Qs 3: At work, do I have the opportunity to do what I do best every day?

Our robust talent acquisition process selects people for talent to match career aspirations of individual employees with their potential. Select them for roles which would give them opportunities to challenge themselves and do their best every single day.

### KEY 1: SELECT FOR TALENT

#### Step 1: PRE SELECTION

##### Manpower Requisition

- Requisition to be raised by the Department Manager.
- Manpower Requisition goes through the approval process.
- The approval is sent to the Talent Acquisition Team.
- Talent Acquisition Team initiates Talent search.

##### Job Description

Manager to ensure that a proper Job Description for the position is prepared as per the format detailing the Talent required for the role.

##### Talent Map

Talent Identification: Manager to identify the talents which are most critical for the position. Identify only 1 or maximum 2 talents in each category.

- Relating
- Impacting
- Striving
- Thinking

Refer to table on next page.

Manager to study the talent maps of their high performing team members doing similar role to identify talent requirements. A sample document is available with Human Resources Department you could refer to the same for your ready reference.



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## Talent Index - Sample

		Team Member - Sales		Team Member - Sales
	TALENTS		TALENTS	
RELATING TALENTS	COMMUNICATION EMPATHY HARMONY INCLUSIVENESS	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	INDIVIDUALIZATION RELATER RESPONSIBILITY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
IMPACTING TALENTS	COMMAND COMPETITION DEVELOPER	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	MAXIMIZER POSITIVITY WOO	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
STRIVING TALENTS	ACHIEVER ACTIVATOR ADAPTABILITY BELIEF DISCIPLINE	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	FOCUS RESTORATIVE SELF-ASSURANCE SIGNIFICANCE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
THINKING TALENTS	ANALYTICAL ARRANGER CONNECTEDNESS CONSISTENCY CONTEXT DELIBERATIVE	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	FUTURISTIC IDEATION INPUT INTELLECTION LEARNER STRATEGIC	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>



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## Step 2: SELECTION:

### Sourcing and Initial Screening of Profiles:

1. On receipt of approved employee requisition form, Talent Acquisition Team to refer to the documented Job Description for the position and source candidates accordingly.
2. The team can use the following sources of recruitment:
  - a. Internal Job Postings
  - b. Internal Database / Online Portals / Print Advertisements
  - c. Employee Referrals/Consultants
3. Initial Screening of profiles – The Talent Acquisition Team to do an initial screening of the profiles from CVs available, on the basis of skills and experience.

### Behavioural Event Interviewing: (Annexure 2)

The premise of “Behavioural Event Interviewing” is that recurring past behaviour is the predictor of future behaviour. These past behaviours are reflecting the talents in each individual.

1. Preliminary Interview – The Talent Acquisition Team to do a preliminary interview with the shortlisted candidates. Shortlisted candidates to be put for next round of interview with reporting manager / department head. The areas to look for are skills, knowledge and talents. Document the same in the defined annexure.
2. Interview by Department Head – Department Head to interview the candidates shortlisted by Talent Acquisition Team. Shortlisted candidates to be put for next round of interview with the functional / regional head. The areas to look for are skills, knowledge and talents. Document the same at the second stage of selection.
3. If the manager finds the candidate fitment in this role on skills, knowledge and talents, manager must communicate the expected outcomes of the position to the candidate to enable the candidate also to take a well informed decision.



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### **Reference Check of the Selected Candidate:**

1. Talent Acquisition Team to do a reference check of the selected candidates within two days of the selection. (Annexure 3)
2. Reference check should be done from atleast three sources – must include superiors, peers and vendors.
  - a. References cannot be friends or relatives.
  - b. In case of freshers, reference check can be done from their college principal / professors.
3. While doing reference check, mention the talents. Ask for specific feedback on these talents.
4. Talent Acquisition team to share the reference check form with the concerned department head.
5. A defined process of reference check which has been laid down by HR function, the same must be followed.

### **Salary Negotiation and Offer**

1. Talent Acquisition Team to negotiate compensation with candidates whose reference check is positive.
2. They must negotiate on the basis of the candidate's last drawn compensation (to be established by verifying previous three month's salary slip and last increment / appointment letter), experience and qualification. The fitment of salary should be based on budget for the position and internal benchmarks.
3. Once the candidate agrees on the compensation, the joining date should be finalized and offer letter should be issued.

### **Notice Period Buyout**

1. The company does not encourage notice period buyout.
2. In case of any exceptions, the required approvals need to be obtained.
3. An employee whose notice period has been bought out, must sign an indemnity that if he / she leaves the company within six months of joining, the money paid towards his notice period buyout will be recovered from his / her final settlement.

### **Offer to joining – Keeping in touch with the selected talent:**

1. In today's times of intense competition in talent acquisition, it is of utmost importance to keep talent engaged during the period from offer to joining.
2. In the initial weeks, the talent acquisition team to be in touch with the candidate atleast once a week.
3. In the week just before joining, the onboarding team to take over and get in touch with the candidate.



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## **Behavioural Event Interview Process:**

Behavioural Event Interviewing takes time and focus, but, as with any art, time and focus are required to cultivate the art of interviewing for talent.

### **A. Talent interview should be a stand-alone activity**

1. The purpose of this interview is only and only identifying talent in the candidate i.e. discover whether the candidate's recurring patterns of thought, feelings or behaviour match the job.
2. Manager to set aside a definite amount of time for the interview – about 30 to 45 minutes.
3. The purpose should be made clear to the interviewee at the beginning of the interview.
4. This interview should be more structured and more focused

### **B. Interviewer to ask a few open ended questions and then allow the interviewee to speak**

1. Give various situations to the candidate similar to what he will face on his job every day and observe how he consistently responds to them.
2. The direction that the candidate takes spontaneously and repeatedly is his most predicted future behaviour.

### **Tips on framing and asking relevant questions:**

Interviewer must know what to listen for:

1. Develop atleast 5 to 6 questions that will help in identifying the requisite talent in the candidate.
2. Questions should be such where the interviewer knows how his top performers respond.
3. To develop these questions, he must first ask these questions to his top performers and some others. If the top performers and the others answer these questions differently, then it is a good question.
4. Repeat these questions with the interviewee and note down his response. If it is in line with the response of the best employees, the right talent has been identified.



### **C. Interviewer must look for specific and recurring behaviour:**

1. Identify specific details mentioned by the candidate. Generic responses are not recurring in nature.
2. Response has to be specific - by response, by time or by event. Response has to be top of mind.

#### **Sample Open Ended Questions – Sales Interview:**

1. Manager should refer to talents identified for concerned position as per the Talent Map. Talents identified for Team Member - Sales are Achiever, Problem Solving and Interpersonal.
2. Basis these talents, manager to frame open ended questions to solicit information from the candidate and gauge whether he demonstrates these talents in a specific and recurring manner.
3. Some sample questions that can be asked:
  - a. Tell me about a time when your client was very upset due to unsatisfactory performance and how did you handle the situation.
  - b. What according to you, is achievement? Can you share with me some of your achievements?
  - c. Tell us about a situation where good interpersonal skills helped you turnaround a sticky situation and converted into sales.

#### **Important to note:**

1. All interviewers must assess the candidate's talents on a BEI sheet for Grade M4 and above.
2. Time taken between consequent interviews should not exceed three days.
3. Talent Acquisition Team to email regret letter to candidates who are not shortlisted within 48 hours of the last interview done with the candidate.

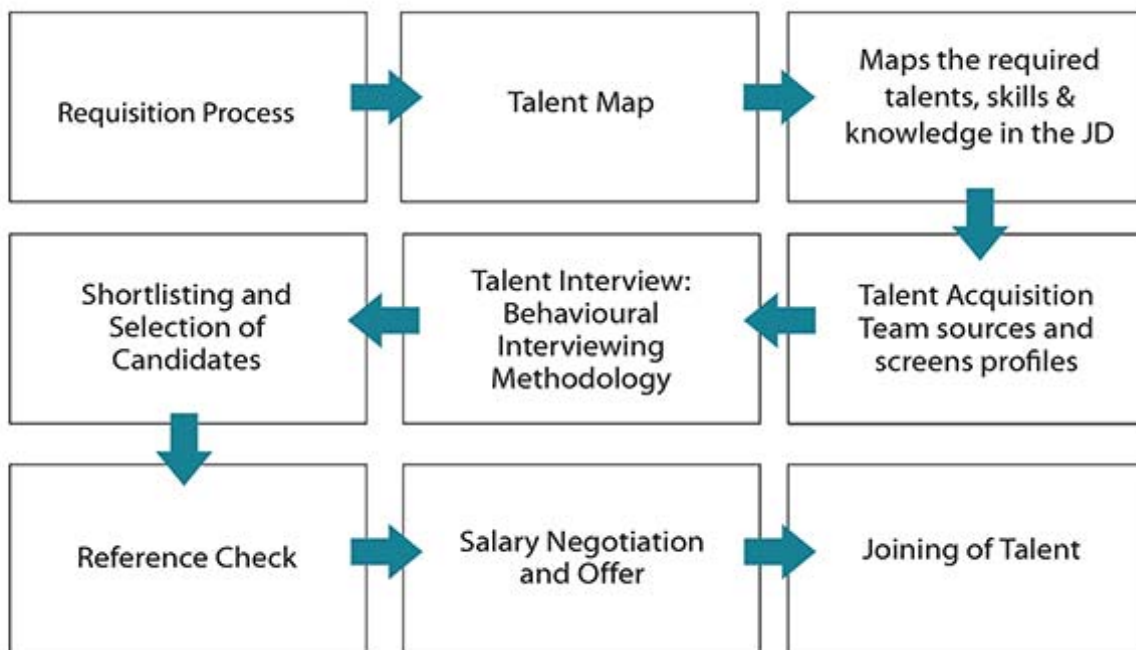




**Step 3: POST SELECTION:  
ON THE JOINING DAY:**

1. Issue of Appointment letter.
2. Ensure proper onboarding/induction is planned and implemented.
3. Defining outcomes - Fill the KPI Sheet (Ref ANNEX - 3).
4. Confirmation plan - Define Do's, Don't, define process of confirmation.

**Overall Process Flow of Talent Acquisition**



Annexure - 1

**Interview Assessment Sheet**

Name:		Position / Grade:						
Present Organization:		Source / Reference:						
Qualification:		Experience:						
TCTC (Iacs p.a.)		Existing:	Joining time:					
Expected:								
<b>SECTION A : SKILLS ASSESSMENT</b>		<b>TA TEAM</b>	<b>IMMEDIATE SUPERVISOR</b>	<b>FUNCTIONAL HEAD / NOMINEE</b>	<b>HR HEAD / NOMINEE</b>	<b>CEO / GROUP CEO</b>	<b>CHAIRMAN</b>	<b>REMARKS</b>
Technical Skills:								
Technical Exposure to technology/ content of work as per defined role								
Verbal Communication Skills:								
Written Communication Skills:								
Negotiation Skills:								
REMARKS								
<b>SECTION B : KNOWLEDGE ASSESSMENT</b>		<b>TA TEAM</b>	<b>IMMEDIATE SUPERVISOR</b>	<b>FUNCTIONAL HEAD / NOMINEE</b>	<b>HR HEAD / NOMINEE</b>	<b>CEO / GROUP CEO</b>	<b>CHAIRMAN</b>	<b>REMARKS</b>
Qualification								
Experience years of experience in good pedigree organization, relevant to the job role								
Domain Knowledge								
No of years relevant experience desired for the role								
REMARKS								

KINDLY TICK ONES REQUIRED FOR POSITION BEFORE HAND REQUIRED FOR THE ROLE	SECTION C: TALENTS ASSESSMENT ( Please tick only two each section which are soul of the role)							REMARKS
	TA TEAM	IMMEDIATE SUPERVISOR	FUNCTIONAL HEAD / NOMINEE	HR HEAD / NOMINEE	CEO / GROUP CEO	CHAIRMAN		
<b>RELATING TALENT</b>								
<input type="checkbox"/>	<b>Communication</b> - They like to explain, to describe, to host, to speak in public, or to write.							
<input type="checkbox"/>	<b>Empathy</b> - They can sense the emotions of those around them.							
<input type="checkbox"/>	<b>Harmony</b> - They look for areas of agreement.							
<input type="checkbox"/>	<b>Inclusiveness</b> - "Stretch the circle wider," they can to include people and make them feel like part of the group.							
<input type="checkbox"/>	<b>Individualization</b> - They're intrigued by the unique qualities of each person.							
<input type="checkbox"/>	<b>Relater</b> - They derive a great deal of pleasure and strength from being around their close friends.							
<input type="checkbox"/>	<b>Responsibility</b> - They take psychological ownership for anything they commit to, and they feel emotionally bound to follow it through to completion.							
<b>IMPACTING TALENT</b>								
<input type="checkbox"/>	<b>Command</b> - They take charge.							
<input type="checkbox"/>	<b>Competition</b> - They have a need to outperform their peers.							
<input type="checkbox"/>	<b>Developer</b> - They see the potential in others.							
<input type="checkbox"/>	<b>Maximizer</b> - Excellence, not average, is their measure.							
<input type="checkbox"/>	<b>Positivity</b> - They are generous with praise, quick with smile, and always on the look out for the positive in the situation.							
<input type="checkbox"/>	<b>Woo</b> - They win others over.							

KINDLY TICK ONES REQUIRED FOR POSITION BEFORE HAND REQUIRED FOR THE ROLE	SECTION C : TALENTS ASSESSMENT ( Please tick only two each section which are soul of the role)	TA TEAM	IMMEDIATE SUPERVISOR	FUNCTIONAL HEAD / NOMINEE	HR HEAD / NOMINEE	CEO / GROUP CEO	CHAIRMAN	REMARKS
<b>STRIVING TALENT</b>								
<input type="checkbox"/>	<b>Achiever</b> - A relentless need for achievement.							
<input type="checkbox"/>	<b>Activator</b> - "When can we start?" is a recurring question in their life.							
<input type="checkbox"/>	<b>Adaptability</b> - Can live in the moment.							
<input type="checkbox"/>	<b>Belief</b> - They have certain core values that are enduring.							
<input type="checkbox"/>	<b>Discipline</b> - Their world needs to be ordered and planned.							
<input type="checkbox"/>	<b>Focus</b> - Their goals are their compass.							
<input type="checkbox"/>	<b>Restorative</b> - They love to solve problems.							
<input type="checkbox"/>	<b>Self-assurance</b> - They have faith in their strengths.							
<input type="checkbox"/>	<b>Significance</b> - They want to be very significant in the eyes of other people.							
<b>THINKING TALENT</b>								
<input type="checkbox"/>	<b>Analytical</b> - "Prove it. Show me why what they are claiming is true."							
<input type="checkbox"/>	<b>Arranger</b> - They are conductors							
<input type="checkbox"/>	<b>Connectedness</b> - They know that we are all connected.							
<input type="checkbox"/>	<b>Consistency</b> - Balance is important to them.							
<input type="checkbox"/>	<b>Context</b> - They look back to understand the present.							
<input type="checkbox"/>	<b>Deliberative</b> - They identify, assess, and reduce risk.							
<input type="checkbox"/>	<b>Futuristic</b> - "Wouldn't it be great if ..." The future fascinates them.							
<input type="checkbox"/>	<b>Ideation</b> - They are fascinated by ideas.							

KINDLY TICK ONES REQUIRED FOR POSITION BEFORE HAND REQUIRED FOR THE ROLE	SECTION C: TALENTS ASSESSMENT (Please tick only two each section which are soul of the role)	TA TEAM	IMMEDIATE SUPERVISOR	FUNCTIONAL HEAD / NOMINEE	HR HEAD / NOMINEE	CEO / GROUP CEO	CHAIRMAN	REMARKS
		<input type="checkbox"/>	<b>Input</b> - They collect information – words, facts, books and quotations.					
<input type="checkbox"/>	<b>Intellection</b> - They like to think, they like mental activity.							
<input type="checkbox"/>	<b>Learner</b> - They love to learn.							
<input type="checkbox"/>	<b>Strategic</b> - They create alternative ways to sort through the clutter and find the best route.							
PLEASE CAPTURE THE REMARKS OF TALENT ASSESSED BY THE INTERVIEWERS IN RESPECTIVE INTERVIEWERS BLOCK: e.g. I SEE THE CANDIDATE HAVING THREE TALENTS SUCH AS ACHIEVR, VISON, CREATIVE ETC. SINCE THIS WOULD BE VETTED EVEN AT LATER STAGES, PLEASE ENSURE APPROPRIATE TALENTS ARE CAPTURED OF CANDIDATES IN BLOCK BELOW.								
IMMEDIATE SUPERVISOR		TA TEAM			FUNCTIONAL HEAD / NOMINEE			
Name:	Date:	Name:	Date:	Name:	Date:	CHAIRMAN		
HR HEAD / NOMINEE		CEO / GROUP CEO						
Name:	Date:	Name:	Date:	Name:	Date:			
REMARKS: Please write the comment on the talent that candidate has displayed for which candidate should be hired.								

## Annexure - 2

### Reference Check

Name of Candidate: _____	Position: _____
Name of the Referee: _____	Company & Designation of Referee: _____
Date: _____	Contact details of Referee: _____

1. What is the context in which you've known the candidate? (Company, Role and Org Structure)
2. What was the reason for the candidate leaving the organization?
3. Did the candidate deliver results as per the expectations from the role? (based on KPI's )
4. What were the key strengths displayed by the candidate at work?
5. What were the areas of development that you would recommend for the candidate?
6. How would you rate / describe the candidate's interpersonal skills? (with superiors, team and peers)
7. How would you describe him/her as a person?
8. How would you describe his/her value systems (honesty, integrity)
9. If given an opportunity would you want to rehire the candidate?
10. We are in the process of considering him/her for XYZ role. Would you like to give any input that will help us in the decision-making process?
11. Follow the ref process of third party ref check on all positions critical to the business.

#### **REFERENCE CHECK DONE BY:**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_



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## Onboarding:

### Samwad Ref-Qs 2: Do I have the materials & equipment I need to do my work right?

**Empower:** At Zee we care and value our employees, new joiners are given adequate support at the time of on boarding that includes workstations, laptop / desktop and any other equipment they may require to conduct the role better.

**Employee Life cycle Touch Point:** To know more about the employee's well being in the organization, HR conducts one to one interaction with every new joiner on 30-60-90 days in order to track their overall satisfaction level and to keep a check on basic hygiene and facilities over a span of 3 months from the date of joining.

In the event there are certain issues with the above then their concerns and suggestions are shared with the respective stakeholders for an immediate resolution.

### Samwad Ref-Qs 1: Do I know what is expected of me at work?

#### Orientation to the Organization:

- On the employee's day of joining, the onboarding team to spend atleast half a day with the employee orienting them to the organization - its culture, key people, the Samwad philosophy and setting expectations.
- Objective is to help the employee in associating with the big picture and find a cultural fit.

#### Orientation to the Business:

- The Human Resources team enables the orientation of the new employees with all the other functions and channels in the organization at the end of every month.
- During the monthly Induction Program, functional head/Team leader orients the new joiners to the specifics of their business – its functioning, strengths, challenges, best practices and any other detailed information that is necessary for the employee to know.



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## Orientation to the Role (Annexure 3)

On the day of Joining –The employee is given a KPI dictionary of their role and function and a signoff is taken.

Within one week of the employee's joining, the Immediate Reporting Manager enables a discussion with Employee on the KPI's assigned and clearly spells out the expectation from the Individual

## Confirmation (Annexure 4)

- On completion of the probation period, immediate Manager to have a conversation with the employee about performance, expectations, competence and fill remarks in the confirmation appraisal form.
- Give employee feedback form of twelve questions (for the first time), at this stage and after the employee has filled in the same, the great managers will have to discuss the same with the employee.
- Send duly filled form along with the feedback to Onboarding team for the necessary formalities.

## Samwad Ref-Qs 7 : At work, do my opinions seem to count?

**Town Hall :-** To enable an open feedback culture, the essence of SAMWAD. We conduct town hall sessions once in month to enable employees to have a candid discussion with the senior management and raise their concerns. It also aligns individuals with the Organization's vision and plans going forward. It gives everyone a chance to contribute towards the development of the organization.

**Suggestion Boxes :-** To enable employees to give suggestions on how to make Zee Media a Great Place to Work, suggestion boxes have been placed at all locations (Pan India) where employees can drop their ideas, views, suggestions or feedback on improving the existing interventions.

**Idea Bank :-** It is a unique online space where any employee can post their Ideas and view other's Idea also. At the end of the month, top 3 ideas are felicitated with a gift voucher.



Annexure - 3

Key Performance Indicators (KPI)

KEY DELIVERABLES			
EMPLOYEE NAME			
DESIGNATION			
REPORTING MANAGER			
FUNCTION			
CHANNEL			
KEY ACCOUNTABILITY			
	KPI	MEASURES	TARGET
FINANCIAL			
CUSTOMER			
INTERNAL BUSINESS PROCESS			
LEARNING AND GROWTH			

## Annexure - 4

### Confirmation Appraisal

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Sap ID: \_\_\_\_\_ D.O.J: \_\_\_\_\_

Grade: \_\_\_\_\_ Department: \_\_\_\_\_

Location: \_\_\_\_\_

#### I. Report on Performance in present position (Functional)

A.	EXCELLENT	VERY GOOD	GOOD	UNSATISFACTORY	POOR
<b>1. Volume of Work</b> Volume of acceptable work produced; consistency and regularity of output.	<input type="checkbox"/> Output of work exceptionally high, much more than required of the job. <u>Always / Consistently</u>	<input type="checkbox"/> High output of acceptable work. <u>Often</u>	<input type="checkbox"/> Produces required volume of work in his job. <u>Sometimes high</u>	<input type="checkbox"/> Output of job required is sometimes low	<input type="checkbox"/> Output of job required is sometimes low
<b>2. Quality of Work</b> Thoroughness, Judgement, Accuracy and general excellence of output consistency under varying conditions.	<input type="checkbox"/> Consistently thorough and accurate in his work under all conditions	<input type="checkbox"/> Does a thorough and accurate job often	<input type="checkbox"/> Produces work of acceptable quality sometimes high	<input type="checkbox"/> Produces work, which at times is not satisfactory	<input type="checkbox"/> Work consistently below required standard. Makes no effort to improve
<b>3. Cost Consciousness</b> Endeavor towards optimum utilization of available resources and elimination of waste. Generating money-making ideas.	<input type="checkbox"/> Always makes optimum utilization of resources, constantly reduces cost, eliminates waste and makes suggestions to improve profitability	<input type="checkbox"/> Generally makes optimum utilization of resources, and endeavors to reduce cost and wastage	<input type="checkbox"/> Utilizes resources well and is conscious of eliminating waste	<input type="checkbox"/> At times wasteful in utilization of resources	<input type="checkbox"/> Wasteful in utilization of resources and not interested in cost reduction

II. APPRAISEE'S ATTRIBUTES				
Rating Scale : kindly keep the rating scale explained alongside in mind when rating the appraisee on the attributes given below.	<b>EXCELLENT</b>	<b>VERY GOOD</b>	<b>GOOD</b>	<b>UNSATISFACTORY</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Outstanding or exceptional performance consistently / always.	Definitely better than normally expected, producing results which exceed the requirements of the position often	Consistently meets requirements of position. Requires marginal improvement in a few areas.	Performance at times does not meet satisfactory level.

B.	RATING			
	EXCELLENT	VERY GOOD	GOOD	UNSATISFACTORY
1. Job Competence Level of competence and results achieved during appraisal period. Ability to look beyond routine execution of the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Efficiency & Effectiveness Ability to execute assignments within deadlines to the satisfaction of the superior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Communication Skills Ability to communicate effectively both verbal and written.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Customer Orientation Ability to understand the needs of the customer, both internal and external. Ability to respond to customer expectation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Team Spirit Is a good member of the team. Has the ability to build a team a) Within the Function b) To network across Functions. Ability to develop and maintain healthy interpersonal relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Motivation Exhibits energy, enthusiasm and resourcefulness for the achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. (Contd.)	RATING			
	EXCELLENT	VERY GOOD	GOOD	UNSATISFACTORY
7. Creativity Exhibits the capacity to contribute practical new ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Adaptability Readiness to confront uncertainties and willingness to change. Functions well under stress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Dependability and Sincerity A sense of responsibility, care, concern and discipline in the job entrusted; trustworthy and loyal; upholds principles of confidentiality, discretion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. APPRAISEE'S ATTRIBUTES		
Integrity		Low (give comments) (a) <input type="checkbox"/> (b) <input type="checkbox"/>
a) Keeping Company secrets Financial matters, etc.	<input type="checkbox"/> High	
b) Strength of character, professional/ Intellectual honesty etc.	<input type="checkbox"/> High	



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**IV. Potential :**

1. Specify whether the appraisee has required attributes for a job in the next grade, and kindly list those attributes.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Mention the areas where he would need to be trained and developed so as to prepare him for the next grade.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of Appraiser: \_\_\_\_\_ Signature: \_\_\_\_\_

**Review by Business / Functional Head**

A) Comments of the reviewer / recommendation :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of Reviewer: \_\_\_\_\_ Signature: \_\_\_\_\_



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<p>V. C. Analysis of performance – Analyze the elements of performance appraisal in Step "A" and "B" and record significant findings:</p>	
<p>1. Strengths – Evidenced by specific examples of unusually good performance or the kind of work he does best.</p>	<p>2. Weakness – List areas in which his performance can and should be improved (be specific)</p>
<p>D. Identify Improvement and Development Needs:</p>	
<p>1. Specific work areas, related experience, rotational assignment, etc.</p>	<p>2. Training needs – indicate areas of training.</p>

**APPROVALS**

Initiating Manager: \_\_\_\_\_

Head Of Department: \_\_\_\_\_

Head HR: \_\_\_\_\_



## KEY 2: DEFINE THE RIGHT OUTCOMES

Talent is only potential . This talent cannot be turned into performance in a vacuum. Great talents need great managers if they are to be turned into performance. Therefore, great managers focus, recognise and develop the talents they have so carefully selected..

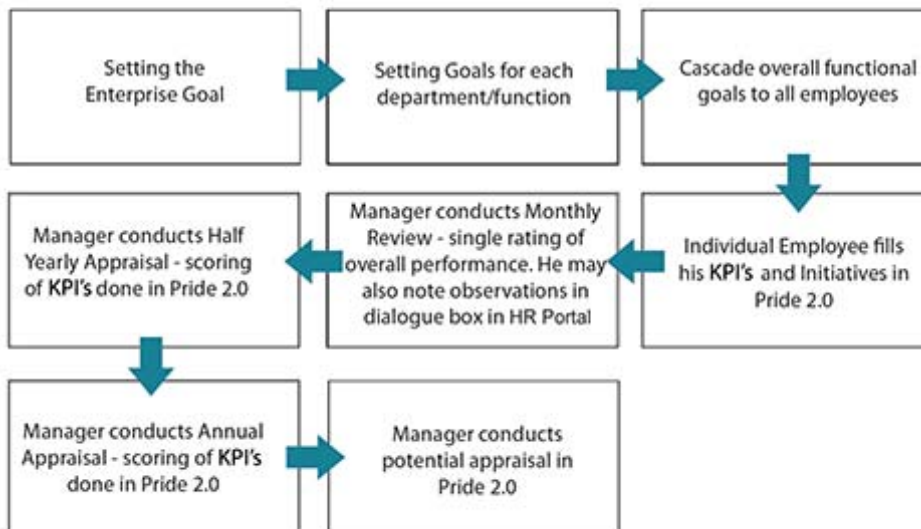
### Samwad Ref-Qs 1: Do I know what is expected of me at work?

#### Performance Management System

**Great Managers know that their challenge is not to perfect people, but to capitalize on each person's uniqueness.**

Getting focused on outcomes is one thing. Figuring out which outcomes are right is something else entirely. Every outcome has an inbuilt:

1. Customer – If a customer thinks that a particular outcome isn't valuable, it isn't.
2. Company – Outcomes must be in line with the company strategy. It should be flexible and change according to the changing business climate.
3. Individual – Identify a person's strength and define outcomes that play to those strengths.



The Company uses Balanced Scorecard as the tool for Performance Management.



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**Step 1: Enterprise Goal Setting**

Balanced Score card is set for the organization goals at the enterprise level.

**Step 2: Cascade of overall enterprise score card to functional / departmental score card**

1. On the basis of the enterprise level score card, the HR Team alongwith the respective HOD's to prepare the scorecards for individual departments.
2. The Department Heads to fill their KPI's in Pride 2.0 keeping the departmental scorecard as the reference point.

**Step 3: Cascade overall functional goals to all employees**

1. Functional goals are cascaded down to each employee to keep the deliverable aligned in a scorecard format in the Pride system.
2. The Individual to fill their KPI's in Pride 2.0 keeping their scorecard as the reference point.

**Step 4: Goal Setting for individual employees in Pride 2.0**

1. Be sure that the KPI's are SMART (S – Specific; M – Measurable; A – Action Oriented; R – Realistic; T – Time Bound).
2. Their achievement would have a direct positive bearing on ZMCL, your department and your performance
3. KPI's to be assigned by objectives/perspectives, weightage, unit of measurement and target to be achieved by the year end.
4. Employee to discuss these KPI's in detail with his appraiser and obtains approval.
5. Employee to enter the approved KPI's in PRIDE 2.0. The employee to also fill the Initiative column in the goal sheet in Pride 2.0. The Initiatives are the means that the employee is going to use to achieve the outcomes.

**Samwad Ref-Qs 8: Does the mission/purpose of my company make me feel my job is important?**

All the KPI's in the organisation are linked to the organisations goals. which are as follows:

- Increase the revenue / Bottomline Performance
- Achieve a Brand rank and Viewership share
- Be ranked among the 'Best Places to work' through institutionalising 'SAMWAD'
- Increase the global reach through local content creation





**Define the right outcomes and then let each person find his own route toward those outcomes.**

**Samwad Ref-Qs 11: In the last 6 months, has someone at work talked to me about my progress?**

This method has multiple benefits:

1. Each individual is different. By standardizing the ends prevents the manager from standardizing the means. Employees are free to choose their own path to reach the destination.
2. This method is supremely efficient as the most efficient way to turn someone's talent into performance is to help him find their own path of least resistance towards the desired outcomes.
3. It encourages the employee to take responsibility.
4. Employees are not only appraised for their KPI's but also for their potential which enables them to set personal goals for their future.

#### **Step 5: Monthly Review**

1. Manager to meet the employee for monthly review at the end of each month and give a rating in HR portal to the employee on the basis of his performance.
2. Both the manager and the employee, have an option to express their views, observations, comments on each KPI in the dialogue box provided. As soon as a dialogue is initiated by any party, the other person gets an email alert.

#### **Step 6: Half Yearly Appraisal**

1. At the end of September (half year end), Manager and Employee to meet for the half yearly appraisal.
2. Manager to rate the employee on each KPI.

#### **Step 7: Annual Appraisal**

1. At the year end , the Manager appraises his Team Member on each KPI & on potential.
2. These ratings of all the members of the team are further vetted by the Reviewer.
3. Basis the Reviewer ratings , all team members are ranked in the descending order of ratings & a bell curve is drawn by the system.
4. Normalized score or final score of every employee is derived from this pre-defined bell curve.
5. Employee with lowest final score is reviewed closely and may be put on a Performance Mentoring Plan.



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### **Tips on conducting effective Performance Dialogue:**

1. Great Managers follow a monthly routine to give performance feedback to their employees.
2. They keep performance feedback simple allowing them to concentrate on what to say to each employee and how to say it.
3. The monthly performance review forces frequent interaction between the Manager and the Employee enabling detailed feedback on timely basis. Also they are motivated to concentrate on events as they occur, because they know that a forum for discussing these events is available. It makes it easier for the Managers to raise the sensitive subject of employees' area of improvement. He can refer to recent, vivid examples. This will ensure that conversation is productive.
4. The Monthly Performance review is focused on the outcomes. The first fifteen minutes of the meeting may be used for review, the rest of the time on discussing on the way forward. These kinds of conversation more energetic, more productive and more satisfying.
5. The Monthly Performance Review asks the employee to capture major achievements and major misses in an online form. This will enable the employee to take responsibility for their own performance.

### **Samwad Ref-Qs 3: At work, do I have the opportunity to do what I do best every day?**

Once managers have discussed about the knowledge and skills required to do a job, they are then encouraged to discuss the what the employee's next step would entail and why they think they would excel at it.

### **The following career discovery questions can be used to prompt the employee's thinking:**

1. How would you describe your success in your current role? Can you measure it? Add comments
2. What do you actually do that makes you as good as you are? What does this tell you about your knowledge, skills and talent?
3. Which part of your current role do you enjoy the most? Why?
4. What would be a perfect role for you? Imagine you're in that role. What are you likely to enjoy the most?

These questions scattered throughout the year, will function as cues to get the employee thinking in detail about their performance and also help in charting their career path better so as to optimise their capabilities.



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## KEY 3: FOCUS ON STRENGTHS: Learning and Development

Focus on each person's strengths and manage around their weaknesses. Don't try to fix the weaknesses. Don't try to perfect each person. Instead do everything you can to help person cultivate their talents.

**Samwad Ref-Qs 12: At work, have I had opportunities to learn and grow?**

**Samwad Ref-Qs 6: Is there someone at work who encourages my development?**

### At ZEE we drive capability building

The mission of Zee is to augment the existing knowledge and skill base of employees so as to gear them up for the challenge of the future. Provided each one has the right fitment as per the talent one possesses. So get set for the journey into the skies!





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- Foundation - Basic functional skill programs. For e.g - MS Excel, MS Powerpoint workshops.
- Fast Track - Functional progress to enhance the performance of an employee. For e.g workshop on Programming, Negotiation Skills etc.
- Nurture – Targets programs which are behavioral in nature. For e.g – Outbound program for improving inter personal relationships within the team.
- Coffee with Leaders - This is a series of expert forums. Experts from industry/outside industry interacts with audience to share insights. This is followed by a Q&A session.
- Emerging Leaders Program - A talent mangement program which focuses on identifying and catering to developmental needs of potential leaders.
- Zenith – For Leadership Team. These programs are aimed at enhancing their leadership abilities.

## How to treat your best talent

### Definition of Talents in the organisation

#### Expands his/her runway

The nominee should possess the ability to undertake responsibilities larger in scope and scale than those they have been hired for & to be able to execute them successfully.

#### Comprehends his/her manager

The nominee should be familiar with the thought process of their reporting manager. This understanding would aid the nominee in effectively contributing to their department and eventually to the business.

#### Value Creation

Contributes to the business by creating something significant and reflects strategic thinking mind.



### **Objective**

1. To groom Talents for key roles, higher responsibilities
2. To prepare them for future leadership roles in ZMCL
3. To retain, develop & reward Talents

### **Scope**

Program covers employees who fulfill the following –

1. Have completed at least one year of service in ZMCL
2. Have completed at least one appraisal cycle in ZMCL employees
3. Applicable to all grade

### **Nomination**

1. HR team seeks nominations for the Talents program from the HODs
2. Nomination by an HOD does not ensure inclusion of the nominee in the Program
3. Nominee is subjected to three rounds of selection

### **Selection**

#### **1. First Validation by HR Panel**

Nominee is assessed by the Employee Capability Building (ECB) Team against the following:

- a. Adherence to the selection criteria
- b. Assessment of past performance
- c. Assessment of talents through SrengthsFinder

#### **2. Finalization by Execo Members**

- a. Nominees finalized by ECB Team scrutinized by Execo members

#### **3. Approval by Chairman**

- a. Nominees finalized by Execo scrutinized by the Chairman
- b. Delivers the final verdict
- c. Transparency is maintained post selection. The list & process details communicated to all employees.



## KEY 4: FIND THE RIGHT FIT:

### A Rung Too Far

Managers often encounter this question from employees: "Where do I go from here?"

- Companies give signals that higher is better with increase in compensation & benefits with increase in rung.
- Employee invariably only wants to move up.
- Most employees are promoted to their level of incompetence. It's inevitable. It's built into the system.

### The PROBLEM with climbing the ladder

- One rung does not necessarily lead to another.
- The conventional career path creates competition and conflict.
- There are more losers than winners in this competition
- Why not create heroes in every role?
- Conventional 'wisdom' programmes employees to hunt for marketable skills and experience to climb to the next rung. This thinking is often flawed.

### Create HEROES in every role

- Set up Levels of achievement for EVERY role
- Broad banding Pay: top-end of lower-level role overlapping bottom end of role above
- Set up 'creative acts of revolt' (special projects)

In the endeavor to find right fit an employee is moved to an alternate role, however the role of the manager does not end here.

Great managers play the following roles to support an employee in their new career.

**Level playing field** - Techniques to ensure that money & prestige are spread throughout the organization - both vertically & horizontally. This is done by:

- Creating heroes in every role
- Broad banding



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**Monthly Performance Review** by regularly giving feedback

- Constantly- atleast for 20 mins a month
- Each session begins with review of past performance
- Shift to future & how to capitalize on unique styles
- To be always given in private

**Safety net** - Managers want to encourage career learning in new role and promote active self discovery. So they devise career safety nets i.e. Trial periods.

Trial periods are not substitute for selection, move people with talent & interest for new role.

Clarify the following before assigning the new role:

- Duration of trial period
- Factors to assess fitment & frequency of feed back sessions
- Where will employee go in case there is misfit in the new role

"Before you promote someone, Manager to look closely at the striving, thinking, relating and impacting talents needed to excel in the role.

After scrutinising the PERSON and the ROLE, Manager may still choose promotion.

Since each person is highly complex, Manager may still end up promoting someone into a position where they struggle. No manager finds the perfect fit every time.

But at least Manager will have taken the TIME to weigh the FIT between the DEMANDS of the role and the TALENT of the person"



## Employee Engagement:

### **Samwad Ref-Qs 4: In the last 7 days, have I received recognition or praise for good work?**

Knowing that “someone cares” for efforts is a great motivator. People need to know that leaders know their contributions and efforts and are appreciated and valued. A little appreciation goes a long way toward making people feel like they are part of the team and giving them encouragement to do their best work. In order to encourage positive behaviors in the organization leaders can appreciate these behaviors by way of giving ‘**Applause**’ to the employee who has displayed it. The behaviors which can be appreciated but are not restricted to:

- High Level of Commitment
- Proactiveness
- Energy Displayed At Work
- Collaboration with Other Departments or Team Members
- Initiative taken to train a teammate or someone from another team

### **Samwad Ref-Qs 5. Does my supervisor, or someone at work, seem to care about me as a person?**

**Privilege Corner:** This program aims at extending special offers and discounts to our employees because they work at Zee.

**Health and Wellness:** We understand that the health of employees and their families is of utmost importance. We also understand that the cost of medicines is continually on the rise.

Hence we have tied up with various renowned hospitals to enable employees undergo an annual health check-up facility once in a year (absolutely free of cost) and the same service also have been extended to the employees family members at discounted rates.

**Expresso yourself:** At Zee we care about our employees, therefore we encourage our employees to come forward and share their concerns, career aspiration and future expectations with the CPO in a candid manner over a cup of coffee.

Expresso yourself is a feedback platform provided to the employees at ZMCL to have a chat with the CPO in a candid manner.





**Fun@ work :** ZMCL believes “Happy people are productive people”. To keep the employees engaged, HR organizes various monthly fun activities to increase creativity and communication.

- Monthly Birthday Bash filled with fun games
- Monthly Fun Activities Day @ ZMCL - Ice-Cream day @ work, Nariyal Pani Day, Caricature Day and many more
- Monthly Engagement Activities – Go Green Week, Health Week, Quiz Competition, Sports Day and Many more

**Knowledge Ocean’s** endeavor is to build knowledge and capability of employees. To enable this, the Company has tied up with Kwench. It is a library solutions provider, bringing a paradigm shift to the concept of corporate libraries. An employee can select the book of their choice from the Kwench website and they will deliver it to the employee’s work place before end of next working day.

#### **Samwad Ref-Qs 10: Do I have a best friend at work?**

The organization defines a best friend as someone a person could speak to, share issues and seek guidance and create their own network of friends. We have tried to create multiple forums to foster this feeling of trust among employees:

**HR Spocs** - HR Resources PAN India act as a friend to all the employees to enable them share their professional Issues. Each HR Resource has one channel /or a department /or a location allocated to them and for better transparency, employees can walk up to HR anytime to discuss their issues and concerns.

**Buddy Program** - Each New Joiner on the day of joining gets associated with the Buddy from his/her department which acts like a friend to the New Joinee.

The purpose of this program is to help the new employee integrate with the company in terms of culture, attitude and expectations

#### **Samwad Ref-Qs 9: Are my co-workers committed to doing quality work?**

Managers can influence the extent to which employees respect one another by selecting conscientious employees, providing some common goals and metrics for quality, and increasing associates’ frequency of opportunity for interaction.

Through various initiatives taken to select for talent, meticulous goal setting and performance management system as also by increasing informal cross functional interaction we ensure that not only are people committed to their work but can also see the commitment of their co-workers.



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These questions work better if the most important question is asked first since they are the foundation of a great place. It can be described as an act of climbing mountain.

Its almost like climbing the mountain, one cannot run to the mountain but it can be carefully conquered in stages.

**Base Camp:** When you start a new role, your needs are pretty basic, you want to know what is going to be expected of you? Will you have a office, a desk? Even a phone? At this stage you are asking - What do I get from this role?

**Camp 1:** You climb a little higher, your perspective changes. You are focused on your contribution and other people's perception of it. These questions address the issue of your self esteem and worth. At this stage your questions center around – What do I give?

**Camp 2:** You keep climbing your perspective widens, at this stage of the climb you really want to know if you fit. You look around and ask – Do I belong here?

**Camp 3:** This is the most advanced stage of the climb, you want to make things better – to learn, to grow, to innovate. At this stage, you are impatient for everyone to improve asking – How can we all grow?

**The Summit:** If you can answer positively to all the questions, you have reached the summit. Your focus is clear, you feel the recurring sense of achievement as though the best of you is being called upon and the best you responds every single day.

As a manager key to building a strong & vibrant team lies in where employees at level 1 & 2 have been successfully achieved. This is the first stage to focus energy. If employees need at this stage are not met, all effort would be in vain and go waste in pooling resources for the next level of camp.



## PATH TO EXCELLENCE

Thank you for going through the document in great detail. The idea behind the Manager's Handbook is to help each Manager gain a clearer perspective of Samwad philosophy and follow the principles of Samwad in people management and driving HR processes.

