

AMA RESEARCH

How Hybrid Work Affects Career Advancement

See page 16

OTHER HIGHLIGHTS

REMOTE WORK IS AN IMPERATIVE FOR WOMEN

Page 22

POWERFUL COMMUNICATION TOOLS FOR WOMEN LEADERS

Page 32

HOW DIGITAL LEADERSHIP IS(N'T) DIFFERENT

Page 36

DOES HYBRID WORK STIFLE CAREER ADVANCEMENT- PARTICULARLY FOR WOMEN?

Page 49

UNCONSCIOUS BIAS: WOMEN IN THE HYBRID TECH WORKPLACE

Page 52

HOW TO USE SKILLS TO FURTHER YOUR CAREER

Page 55

100
1923 - 2025

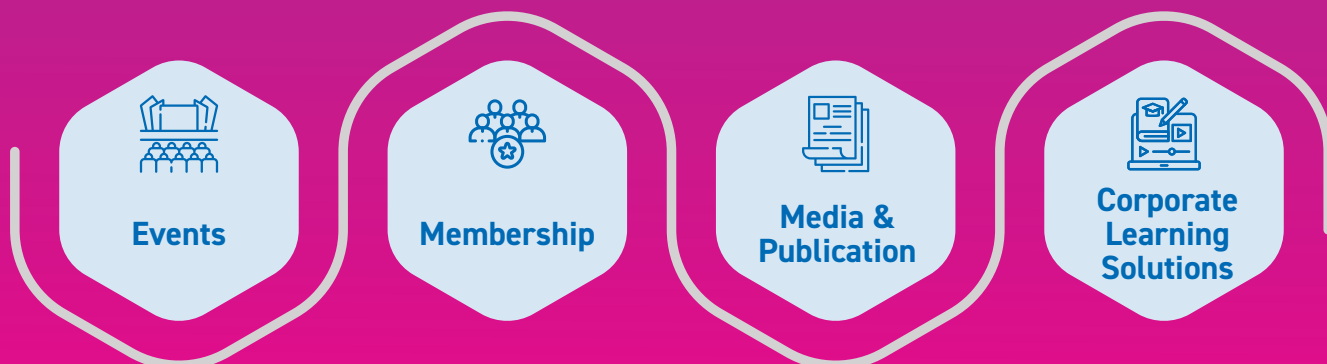
AMA Celebrates 100 Years of
Improving Performance

American Management Association (“AMA”) is a world leader in professional development, advancing the skills of individuals and organizations to drive business success. AMA's approach to improving performance combines experiential learning—learning through doing—with opportunities for ongoing professional growth at every step of one's career. AMA supports the goals of individuals and organizations through a complete range of products and services, including classroom and virtual seminars, webcasts/webinars, podcasts, conferences, corporate and government solutions, assessments, and learning journeys. Since 1923, organizations worldwide, including the majority of the Fortune 500 companies, and most government agencies, have turned to AMA as their trusted partner in professional development and draw upon its experience to enhance skills, abilities and knowledge with noticeable results from day one.



AMA South Asia is the South Asian division of the American Management Association.

Business Verticals



AMA RESEARCH

How Hybrid Work Affects Career Advancement

An AMA survey has found discrepancies in how men and women are benefiting from these work arrangements and the effects on team building.

Page 16



52 Unconscious Bias: Women in the Hybrid Tech Workplace



36 How Digital Leadership Is(n't) Different



FEATURES

12 Dr. Neema Agarwal

13 NIET BUSINESS SCHOOL

14 Culture of Coaching is Your Most Powerful Source of Competitive Advantage

20 Redefining Payroll Transformation

22 Remote Work is an Imperative for Women

26 INDIA'S DPI: Eureka Moment with Tech Innovation and AI

30 Leadership in Motion: Leading with Purpose, Trust, and Agility

32 Powerful Communication Tools For Women Leaders

39 Driving Sustainability Through Innovation

40 From Talent to Trust: How HR is Redefining Pharma's Reputation

42 Leadership in Hospitality: Balancing Tradition and Innovation

44 Research-Based Leadership Curriculum & Blended Journeys: Building Collective Success in Organizations

46 High Performance Culture: What You Permit, Is What You Promote

49 Does Hybrid Work Stifle Career Advancement— PARTICULARLY FOR WOMEN?

55 How to Use SKILLS to Further Your Career

58 The Emergence of Empathy-as-a-service (Eaas) is Revolutionizing Travel BPOs

60 Data Tea Cups on an Excel Tray Stuck between Logic and Logistics

62 Leadership in the Age of Digital Disruption: Redefining Learning for a Future-Ready World

65 Human-Centric Hybrid Models: Reinventing Work, Well-being, and Inclusion

68 It's All About the Words Redefining Diversity

71 Impact of AI on HR

76 Blended Journeys of Women's Leadership: Form WWII to 2025 and Beyond

78 Employee Loyalty in the Age of Change: How Recognition Fuels Retention

80 Losing Leads to Weak Sales Calls?

83 The Importance of Cultural Due Diligence in M&A and Impact of AI

DEPARTMENTS

4 Honorary Editorial Board

5 FROM CEO's DESK

8 Events, Membership and CEO & CXO Roundtables in AMA

4 AMA RESEARCH
How Hybrid Work Affects Career Advancement

Honorary Editorial Board

A distinguished panel of thought leaders, visionaries, and change-makers



Vandana Khare

CHRO
RBI



Gurucharan Singh Gandhi

CHRO
Vodafone India Limited



Mohit Kumar

President HR & Head of Learning
Hindalco Industries Limited



Vivek Jain

Chief of Staff
BSE



American Management Association – South Asia

If someone is 40 years old today, the rate of change they experience in 2040, when they are 60 years old, will be four times what it is now. What feels like a year's worth of change by today's standards will occur in three months. A 10-year-old today will experience 60 years' worth of change in just 11 days when they turn 60. – Michael Simmons

Change is only going to get faster – so expect your feelings of cognitive dissonance – the feeling that something doesn't make sense and conflicts with what we already know, is only going to increase.

In the corporate world when the rate of change around us is faster than the rate of change within us, the two roles become most critical, one that drives the business and one that enables deliveries for business. I share my thoughts on how the role of HR & CEO's is evolving in this scenario but before that a quick check on should you invest time to read this note further now or leave it for later.

1. Do you have your next 3-to-5-year business plan detailed to the T?
2. Do you have an equally detailed people capability plan?

If not, then you need to invest your time to read this note now.

Future of the Workforce - Evolving Role of HR & CEOs

One of the key reasons for us to choose TECH-HR as a theme for our events has been the rapid technological advancements, demographic shifts, and evolving societal expectations, which significantly impacts the role of HR & business Leaders. Both must navigate unprecedented disruption, foster continuous learning, and champion a culture of adaptability to ensure organizational resilience and growth.

While business leaders need to equip themselves with the required knowledge for leveraging technological advancements & drafting an agenda for HR. On the other hand, HR needs to align the capability needs of the business as visualized from the corner room. However, for HR this doesn't stop here but begins from here, they need to address growing anxiety amongst the workforce about technology, equip & align talent management strategy to business needs, make sure that the organization is ready to develop people capability with speed, scale and consistency. Ignoring or underestimating this ask can prove to be costly for both stake & shareholders.

HR's Role

Technological Disruption and Automation

By 2025, it is expected that up to 60% of jobs will be automated or augmented by technology, particularly artificial intelligence (AI). This shift is not limited to routine tasks; even complex roles are being reimaged. While automation can boost productivity, it also creates a pressing need for new skills and a redefinition of traditional job roles.

Demographic Changes

The workforce is becoming more diverse, not just in terms of gender and ethnicity but also age. Older workers are the fastest-growing segment, bringing valuable experience but also requiring organizations to address ageism and adapt roles to suit multigenerational teams.

Competency based approach to Skill based approach

Younger generations, such as Millennials and Gen Z, prioritize stability, meaningful work, and professional development. They are increasingly attracted to skilled blue-collar jobs in emerging fields like robotics and AI, which may not require traditional degrees but demand advanced, adaptable skills.

Societal and Economic Pressures

Issues like gender equity, mental health, and organizational anxiety are at the forefront. Closing the gender gap could boost global GDP by 20%, yet women still face barriers due to inflexible policies and lack of curated capability development programs on women specific leadership challenges. Meanwhile, economic uncertainty and frequent layoffs contribute to organizational anxiety, making talent

retention and employee well-being critical priorities.

AI Integration and Digital Transformation

HR departments are lagging in AI adoption, with only 12% regularly using generative AI. However, those that embrace AI can significantly improve productivity, streamline recruitment, and personalize employee experiences. HR must foster a culture of AI literacy and responsible use, positioning itself as a driver of digital transformation.

Skills-First Approach and Workforce Development

The future demands a shift from job-based to skills-based workforce planning. HR must:

- Deconstruct traditional roles into core skills and competencies.
- Upskill and reskill employees for more complex, creative, and strategic tasks.
- Offer relevant training, particularly in emerging fields, to attract and retain top talent¹.

Employee Engagement and Well-Being

Traditional engagement surveys are no longer sufficient. HR must focus on addressing fundamental employee needs, fair pay, clear communication, mental health support, and flexible work arrangements—to foster a resilient and motivated workforce.

To conclude HR's role from a future perspective, I must say first step will only begin with HR moving from just seat on the table to voice on the table. Over my 25 years interacting with the HR community, including being part of it, I see a huge opportunity for leaders to strengthen the voice of HR. In most organizations that I have had an opportunity to be a talent partner I have observed that HR's role as people and capability specialist is quite underleveraged. HR may have got a seat on the table but not the voice on table. One of the most common examples is prioritizing business investments over people investments while one focuses on immediate results, the other secures long term future but unfortunately, it's the future that is compromised. By the time businesses realize this it's not only late but the cost to fix it is also enormous. Initiatives such as, Transformation, Parivartan, Reengineering, New Horizon.... name them whatever but somewhere also reflects the cost of missed opportunities.

The CEO's Role

The phrase "What got you here will not get you there" encapsulates the CEO's challenge. Past successes do not guarantee future growth. CEOs must:

- Unlearn outdated habits and embrace new leadership competencies.
- Foster a growth mindset, viewing challenges as opportunities for innovation.
- Engage in lifelong learning to stay ahead of technological and market shifts.

Driving Digital and Cultural Transformation

CEOs are responsible for setting the vision and leading the charge on digital transformation. This includes:

- Staying informed about AI, automation, and other disruptive technologies.
- Championing a culture of innovation, experimentation, and continuous improvement.
- Ensuring the organization is agile and responsive to changing market dynamics
- Building Support Networks and Collaborative Cultures

Mentorship and collaboration are vital for organizational success. CEOs must model and encourage knowledge sharing, cross-functional teamwork, and diverse perspectives to drive creativity and problem-solving.

Talent Strategy and Workforce Resilience

CEOs must prioritize workforce development as a strategic imperative. This involves:

- Advocating for upskilling and reskilling initiatives.
- Supporting HR in implementing skills-first talent strategies.
- Ensuring that the organization attracts, develops, and retains top talent in a competitive landscape.

Navigating Economic and Societal Shifts

CEOs are increasingly expected to address broader societal issues, from sustainability to mental health. They must balance profitability with purpose, ensuring the organization contributes positively to society while remaining competitive.

The Imperative of Upskilling and Continuous Learning

Why Upskilling Matters - Upskilling is no longer optional; it is essential for business survival. Organizations that invest in workforce

development report higher productivity, innovation, and economic optimism. CEOs who lead in upskilling are more confident in future growth and revenue prospects.

Challenges and Solutions

- **Skills Mismatch:** Many organizations struggle to identify the skills needed for future roles. A skills-first approach, supported by robust data and analytics, can help bridge this gap.
- **Access and Equity:** Training must be accessible to all employees, regardless of background or location. Digital platforms and microlearning can democratize learning opportunities.
- **Measurement and Accountability:** Success requires clear metrics and accountability. CEOs and HR must track progress, celebrate milestones, and continuously refine strategies.

Collaborative Efforts

Workforce transformation is a shared responsibility. Governments, educators, and business leaders must collaborate to reskill over a billion people by 2030, ensuring that economies remain competitive and inclusive.

The Future Business Landscape: Disruption as Opportunity

Understanding Disruption

Disruption is not just a threat—it is a catalyst for growth and innovation. Organizations that embrace change, encourage experimentation, and maintain strategic agility will thrive¹.

Platform Business Models

The rise of platform businesses (e.g., Amazon, Airbnb, Spotify) is reshaping industries. These models facilitate interactions between multiple user groups, creating network effects and new revenue streams. Companies serving platforms—such as app developers and content creators—can also leverage these ecosystems for growth.

Strategic Agility

To remain competitive, organizations must:

- Embrace innovation and encourage employees to explore new ideas.
- Analyze industry trends and respond proactively to market shifts.
- Maintain flexible business models that can pivot quickly in response to disruption¹.

HR and CEO: Partners in Shaping the Future

Shared Vision and Collaboration

The future demands a strong partnership between HR and the CEO. Together, they must:

- Set a clear vision for workforce transformation.
- Aligning people strategies with business objectives.
- Foster a culture of continuous learning, diversity, and innovation.

Leadership Development

Both HR and CEOs must model lifelong learning and adaptability. By investing in their own development, they set the tone for the entire organization and inspire others to follow suit¹.

Driving Organizational Resilience

Resilience is built through proactive talent management, robust upskilling programs, and a commitment to employee well-being. HR and CEOs must work together to anticipate challenges, mitigate risks, and seize new opportunities.

Best Regards



Anand Dewan

President & CEO
American Management Association South Asia



Events, Membership and CEO & CXO Roundtables in AMA

BY NIDHI THAKUR

With a legacy spanning over 100 years in management training and leadership development, the American Management Association (AMA) is redefining professional growth in South Asia. Through a combination of curated events, transformative membership programs, exclusive CEO & CXO roundtables, research, and thought leadership publications, AMA is shaping the future of leadership and organizational excellence in the region.

A DIVERSE AND IMPACTFUL EVENTS ECOSYSTEM

AMA is far more than an events association—it is a knowledge partner, ecosystem builder, and community catalyst. Across South Asia, AMA has curated a portfolio of flagship forums, CXO summits, learning conclaves, and sector-specific

leadership events, covering critical domains such as:

- **Human Resources & Workforce Transformation**
- **Technology & Digital Leadership**
- **Banking, Fintech & Financial Services**
- **Education & EdTech**
- **CEO & Board-Level Strategy Sessions**

These events go beyond visibility to create real impact, bringing together decision-makers, thought leaders, startups, enterprises, and policy influencers in collaborative spaces that foster dialogue, innovation, and actionable insights.

Stakeholders can explore a growing calendar of regional summits, leadership roundtables, academic collaborations, and innovation showcases, all designed to deliver tangible value.

AMA UPCOMING EVENT CALENDAR (2025–2028)

American Management Association (AMA) is proud to announce its upcoming series of conferences and community summits scheduled across major Tier 1 and Tier 2 cities from 2025 to 2028. Spanning across dynamic destinations such as Bangalore, Hyderabad, Chennai, Mumbai, Delhi —and extending to emerging hubs like Indore, Jaipur, Amravati, Pune, Ahmedabad, Kolkata —the calendar reflects AMA's commitment to building a pan-India (and global) network for learning, collaboration, and growth.

Each edition will feature interactive Panel Discussion, Roundtables, keynote sessions and networking opportunities designed to foster knowledge exchange and celebrate excellence in leadership, innovation, and sustainability.

Upcoming Event Calendar - 2025 - 2028	
Nov-25	Bangalore
Feb-26	Ahmedabad
May-26	Hyderabad
Aug-26	Chennai
Nov-26	Pune
Feb-27	Kolkata
May-27	Srilanka
Aug-27	Jaipur
Nov-27	Delhi
Feb-28	Coimbatore
May-28	Mumbai
Aug-28	Amravati

CEO & CXO ROUNDTABLES: INTIMATE, HIGH-IMPACT LEADERSHIP DIALOGUE

AMA's CEO & CXO Roundtables offer an invitation-only forum for board-level executives and functional leaders to:

- Share strategic insights and sector-specific best practices
- Explore emerging business models and innovation trends
- Foster actionable collaboration and cross-industry partnerships

Each roundtable is meticulously designed to deliver **focused, outcome-driven discussions**, supporting leadership development at both the **individual and organizational levels**.

RESEARCH AND THOUGHT LEADERSHIP

AMA's research initiatives provide data-driven insights, benchmarking studies, and sector analyses across industries. Complemented by the AMA Quarterly Magazine, which reaches over 1 lakh global members in digital and hardcopy formats, AMA offers leaders a platform to share ideas, explore trends, and influence the professional community.

MEMBERSHIP: A TRANSFORMATIONAL JOURNEY

AMA membership is **experiential and empowering**. Beyond networking, members gain access to:

- **Open Programmes and curated industry toolkits**
- **Quarterly magazine features and research insights**
- **Zone-wise member meet-ups and sector-specific summits and many more**

By integrating **membership with events, research, and publications**, AMA transforms professional participation into continuous growth opportunities, equipping leaders to stay ahead of **emerging trends and strategic imperatives**.

EXPAND YOUR REACH. ELEVATE YOUR IMPACT – BECOME AN AMA MEMBER

Many leading organizations have already joined the **American Management Association (AMA)** community, recognizing its value in keeping them at the forefront of **management thought and industry innovation**. AMA membership offers **exclusive access to emerging trends, expert insights, and a dynamic network** of professionals and industry leaders.

As a **premier body for management excellence and a key trade association for the global exhibitions and events sector**, AMA serves as a vital platform for the exchange of transformative ideas, innovative strategies, and actionable insights across industries.





Flexible Membership Plans

Plan	Benefits
1-Year	Quick engagement and access to exclusive insights
2-Year	Deeper engagement with enhanced visibility, including opportunities to participate in exclusive panels at flagship events
5-Year	Long-term collaboration with featured participation in both panels and keynote sessions at AMA community events

WHAT YOU GAIN AS AN AMA MEMBER

- **Global Community Access:** Connect with over 100,000 professionals, leaders and academics from multiple sectors.
- **Professional Growth:** Participate in expert-led webinars, certifications, learning journeys, and skills assessments for continuous development.
- **Flagship Events & Forums:** Receive priority invitations to AMA's renowned events across HR, Tech, FinTech, Renewable Energy, Education, and Steel sectors.
- **Premium Content & Publications:** Access exclusive quarterly journals, research whitepapers, trend reports, and curated media content.
- **Visibility & Recognition:** Feature in AMA member spotlights, publications, and media, representing your organization at the highest level.

AMA SOUTH ASIA EVENT CALENDAR 2025–2026

Community Summits



Bangalore, India

Futurescape: Innovation, Intelligence, and Impact Across Industries



Date: 27th November 2025



Ahmedabad



Feb 2026

Flagship Summit



Hyderabad



May 2026

A platform to bring together industry leaders, innovators, and decision-makers for insights, collaboration, and actionable strategies.

Industries We Influence

- HR
- Technology
- Education
- Renewable Energy
- Public Policy
- Steel
- FinTech
- Human Capital
- Real Estate

AMA stands at the intersection of knowledge, networking, and innovation, shaping the future of management globally.

CEO & CXO ROUNDTABLE SERIES 2025–2026

6 Exclusive Sessions for Companies

AMA's **Roundtable Series** is an invitation-only, company-specific forum designed to:

- Facilitate high-level **boardroom discussions**
- Enable **strategic insight** sharing across industries
- Build **collaborative solutions** for business challenges
- Engage in elite CXO networking with top decision-makers and global business leaders.
- Gain strategic insights into growth, digital transformation, and competitiveness.
- Participate in sector-specific dialogues offering actionable frameworks and real-world strategies.
- Explore future-ready roadmaps that combine international best practices with regional impact.

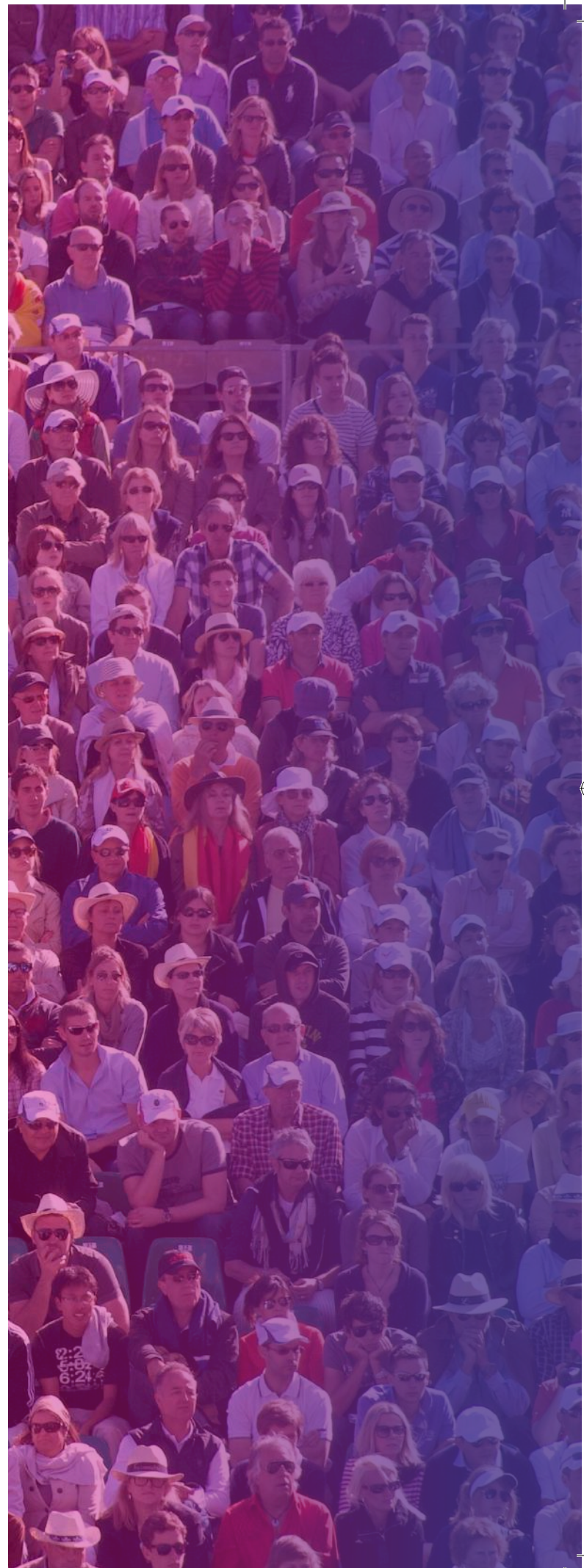
Each session is **tailored for individual companies**, focusing on sector-specific strategies, leadership challenges, and actionable outcomes.

Join the Legacy. Shape the Future.



Nidhi Thhakur

Director – Events & Marketing
AMA South Asia
nidhi.thhakur@amasouthasia.org





**Dr. Neema Agarwal, Additional Managing Director,
Noida Institute of Engineering & Technology,
Noida Institute of Engineering & Technology (Pharmacy Institute),
NIET Business School**

Dr. Neema Agarwal, Additional Managing Director of the Noida Institute of Engineering & Technology (NIET), NIET Pharmacy Institute, and NIET Business School, stands as a remarkable blend of academic vision, leadership, and compassion. An eminent radiologist and educationist, she is widely recognized as an “Educator with a Healing Touch”, seamlessly balancing her commitment to healthcare, education, and social impact.

A LEGACY OF LEADERSHIP AND INSPIRATION

Coming from a family deeply rooted in service and professional excellence, Dr. Agarwal draws her inspiration from her parents — Dr. O.P. Agarwal, Managing Director of NIET, and Dr. Sarojini Agarwal, Chairperson of NIET. Her father, a renowned physician, entrepreneur, and visionary educationist, and her mother, a distinguished gynecologist, social leader, and respected politician, have been instrumental in shaping her values and vision. Their unwavering dedication to education and community service has served as the cornerstone of Dr. Neema’s own journey.

It is this legacy that inspires her to balance multiple roles with grace and determination — as a healthcare professional, institutional leader, and changemaker.

A VISIONARY LEADER IN HIGHER EDUCATION

As Additional Managing Director of the NIET Group, Greater Noida, Dr. Neema Agarwal envisions the institution as a global center of excellence—a place that nurtures complete individuals through a perfect integration of technology, innovation, and human values.

Under her leadership, NIET has emerged as one of India’s premier institutions, known for academic rigor, industry-driven innovation, and a strong student-centric approach. With over two decades of experience in higher education management, Dr. Agarwal has been instrumental in shaping NIET’s journey across academics, research, placements, and international collaborations.

Through the collective perseverance of Dr. O.P. Agarwal, Dr. Sarojini Agarwal, and Dr. Neema Agarwal, NIET has reached remarkable milestones since its inception in 2001 — establishing itself as a hub for nurturing talent and fostering technological excellence.

COMMITMENT TO ALTRUISM AND SOCIAL IMPACT

Beyond academics, Dr. Agarwal’s leadership is deeply rooted

in the philosophy of inclusivity and social responsibility. A firm believer in gender equity and community development, she champions initiatives that create tangible societal impact.

Under her guidance, NIET runs several philanthropic ventures, including the Rainbow School, which provides free education to underprivileged children, in alignment with the national vision of “Padhega India Tabhi Toh Badhega India.” Another initiative, the Khushiyaan Baaton Club, led by NIET’s students, engages in community service activities across the institution’s adopted villages, fostering empathy, awareness, and civic responsibility among youth.

Dr. Agarwal’s approach to education extends beyond classrooms — emphasizing values, compassion, and a strong sense of social commitment.

ACADEMIC EXCELLENCE AND GLOBAL PERSPECTIVE

Dr. Neema Agarwal holds an MD in Radio Diagnosis from Jawaharlal Nehru Medical College, an MBBS from Kasturba Medical College, and an MBA in Leadership and Strategy from NMIMS. Her diverse academic background — spanning medicine, management, and strategic leadership — enables her to blend analytical rigor with visionary thinking in institutional governance.

HER MESSAGE TO THE YOUTH

In her message to the youth, Dr. Agarwal emphasizes the importance of innovation and entrepreneurship in driving India’s progress. She believes that *“The youth of today must become creators of change — building enterprises, innovating solutions, and contributing towards making India a developed nation by 2047.”*

With her steadfast dedication to education, innovation, and service, Dr. Neema Agarwal continues to inspire generations of students and educators, steering NIET toward a future of excellence, empowerment, and enduring impact.



NIET BUSINESS SCHOOL

(Get Future Ready With AI Driven PGDM)

NIET BUSINESS SCHOOL: BUILDING TOMORROW'S ETHICAL AND AGILE LEADERS

At the heart of NIET's academic excellence lies the **NIET Business School**, home to its prestigious **Post Graduate Diploma in Management (PGDM) program**. Designed with precision and purpose, this flagship program aims to transform aspiring professionals into dynamic, responsible, and agile leaders who are prepared to lead in an ever-evolving business world.

The NIET PGDM program enjoys **national and international recognition**, holding accreditations from the **National Board of Accreditation (NBA)** and the **All India Council for Technical Education (AICTE)**, along with **AIU equivalence to an MBA**. The institute's inclusion in the NIRF B-School Rank Band of 101–125 (2024) further validates its academic excellence. Adding to its global credentials, NIET Business School is also a proud **member of the AACSB Alliance**, symbolizing its commitment to world-class standards in management education.

THE VEDA PHILOSOPHY: A GUIDING FRAMEWORK FOR HOLISTIC LEARNING

What truly sets NIET's PGDM apart is its forward-looking curriculum, rooted in its guiding philosophy, **"VEDA" – Vidya (Knowledge), Ekagrata (Focus), Dharma (Responsibility), and Abhyasa (Practice)**.

This unique framework ensures that management education at NIET is not only industry-aligned but also deeply ethical and human-centric, producing leaders who think globally and act responsibly.

AI-DRIVEN PGDM: PREPARING STUDENTS FOR THE BUSINESS LANDSCAPE OF TOMORROW

In alignment with the vision of **"Get Future Ready with AI-Driven PGDM,"** NIET integrates cutting-edge technologies and digital transformation principles into every facet of learning. The curriculum blends **artificial intelligence, data analytics, and digital decision-making** to empower students with next-generation skills.

Through specialized certifications, AI-enabled business simulations, and data-driven projects, students gain a future-oriented skill set that positions them as innovation-driven professionals ready for Industry 5.0.

DUAL SPECIALIZATION: EXPANDING CAREER HORIZONS

NIET's **dual-specialization structure** allows students to gain mastery in two key functional domains simultaneously, ensuring versatility and cross-functional expertise. This structure is further enhanced through **industry-integrated certifications**, equipping graduates with practical and high-demand competencies relevant to today's competitive job market.

GLOBAL EXPOSURE AND EXPERIENTIAL LEARNING

To foster a truly international perspective, NIET emphasizes **immersive global learning experiences**, including participation in **Global Virtual Teams (GVT)**. In this unique initiative, students collaborate with peers from across the world to solve complex business problems, sharpening their skills in **cross-cultural leadership, digital collaboration, and remote project management**.

Practical learning remains the cornerstone of NIET's pedagogy. From **live industry projects and social internships to global collaborations**, every experience at NIET is designed to bridge the gap between theory and practice. The institute's strong industry linkages and international tie-ups ensure that students gain both global exposure and real-world insights.

EMPOWERING LEADERS WITH NEXT-GEN INTELLIGENCE

The NIET PGDM program represents a rare blend of **ethical grounding, applied knowledge, technological empowerment, and global immersion**. It is not merely a program—it is a transformational journey that empowers students to think critically, act responsibly, and lead confidently in an increasingly digital and interconnected world.

At NIET Business School, the mission is clear: **to create leaders who don't just adapt to the future—but define it.**

Article by:

Noida Institute of Engineering & Technology (NIET)

Culture of Coaching is Your Most Powerful Source of Competitive Advantage

An AMA (Ask Me Anything) Interview
with Mr. Sandeep Budhiraja



Sandeep Budhiraja

Co-Founder, Master Trainer and
Executive Coach - BYLD Group

Sandeep Budhiraja is an organizational leadership coach (PCC) and believed that a coaching culture is a mandatory part of any long-lasting competitive advantage an organization can have in the future.

Traditional leadership models are being outpaced by the demands of agility, innovation, and human-centred workplaces specially when a lot of work will be done by AI and tools. At the heart of this shift lies a transformative idea: building a coaching culture.

We sat down with Sandeep Budhiraja, Chief People Officer and Co-Founder of BYLD Group and advocate for organizational coaching, to unpack why coaching culture is more than just a trend—and how it could be the most powerful source of competitive advantage for modern organizations.

Q: Why do you call coaching culture the “most powerful source of competitive advantage”?

Sandeep Budhiraja:

“Because it’s about people. Strategies, technology, and even financial resources can be replicated. But a culture where leaders and employees engage in meaningful, growth-oriented conversations every day? That’s unique, sustainable, and very hard to copy. When you embed coaching into the DNA of your organization, you’re not just managing people—you’re unlocking their full potential.”

Q: What kind of impact does coaching culture have on people and performance?

Sandeep Budhiraja:

"The impact is profound. On one hand, it reduces burnout and stress. Coaching helps individuals reframe challenges, build resilience, and find purpose in their work. On the other hand, it fuels collaboration and innovation. When employees feel heard and supported, they naturally bring more creativity and initiative to the table."

Data from the International Coaching Federation (ICF) reinforces this. A 2023 ICF-HCI study found that organizations with strong coaching cultures see coaching as essential for initiatives like upskilling (92%), well-being (90%), DEI (80%), and ESG (73%).

Sandeep adds:

"This isn't soft stuff—it's strategic. Coaching delivers measurable business outcomes."

Q: Could you share some real-world examples of coaching culture in action?

Sandeep Budhiraja:

"Absolutely. Look at OQ Group in the Middle East: after building an internal coaching program, they reported an 86% increase in leadership confidence, 85% in employee satisfaction, and saved over \$270,000. Another case is AstraZeneca, where nearly nine out of ten employees reported improved skills and personal development through coaching.

And perhaps the most striking example is Ireland's Health Service Executive. Their coaching initiative not only improved teamwork and reduced sick leave—it actually contributed to lowering patient mortality rates. That's the power of coaching—it saves lives as well as businesses."

Q: What are the building blocks of a strong coaching culture?

Sandeep Budhiraja:

"There are five essentials:

1. Framework & Measurement – You need a plan and you need to measure progress. Coaching must be intentional.
2. Access & Accreditation – Coaching should be accessible to all levels, supported by professional accreditation and digital tools.
3. Leader as Coach – Leaders must model coaching

behaviors. It starts at the top.

4. Growth Mindset Everywhere – Conversations should focus on learning, feedback, and curiosity.
5. Inclusion & Sustainability – Coaching should support DEI and ESG goals—it must reach everyone, not just a select few.

If you get this right, coaching doesn't feel like an initiative anymore. It becomes how the organization lives and breathes."

Q: Why is this especially urgent now?

Sandeep Budhiraja:

"The workplace has changed forever. Hybrid teams, rapid upskilling needs, the pressure of ESG commitments—leaders can't solve these with old tools. Coaching equips people to adapt, connect, and grow in this uncertainty.

More importantly, employees today want purpose and support, not just pay checks. Coaching meets that expectation. That's why I say: a culture of coaching is not optional anymore—it's the most powerful source of competitive advantage."

Q: If a company is just beginning this journey, where should they start?

Sandeep Budhiraja:

"Start small but start now. Encourage leaders to shift from telling to asking—make curiosity the norm. Offer pilot coaching programs and gather data. Partner with organizations like ICF for frameworks and credibility. And, most importantly, celebrate the wins along the way.

Remember, this is not a one-time project. It's a culture shift. And culture takes time, but once established, it becomes the strongest driver of performance you'll ever have."

Closing Note

As organizations confront the twin challenges of uncertainty and opportunity, the message is clear: investing in coaching culture is investing in sustainable success.

Or as **Sandeep Budhiraja puts it:**

"Your competitors can copy your products. They can match your pricing. But they can't copy your culture of coaching. That's your real edge."

How Hybrid Work Affects Career Advancement

BY DAVID CASE



Hybrid and remote work options remain popular, but an AMA survey has found discrepancies in how men and women are benefiting from these work arrangements and the effects on team building.

The American office has changed. Several years after the pandemic emptied offices around the world, and about 300 years after the construction of the first “modern” purpose-built office building, desks remain stubbornly vacant, hovering around 50% occupancy of pre-COVID levels in major U.S. cities.

Despite high-profile efforts by companies such as Amazon and JPMorgan Chase to push return-to-the-office policies, occupancy rates have barely budged in a year. The rise of hybrid and remote options represents a precipitous shift, affecting many millions of workers and significantly changing office culture. Most white-collar workers are staying close to home for at least

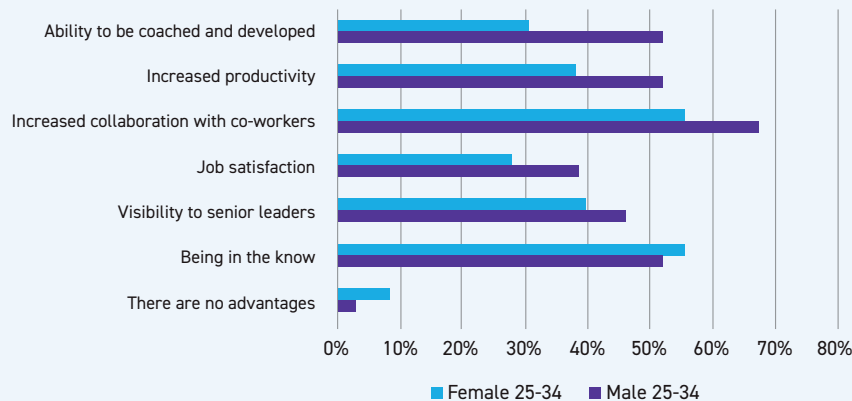
part of the week, interacting digitally from dens, bedrooms, and coffee shops. Perhaps never again will it be normal for most people to commute five days a week.

Instead, organizations are engaged in a dialogue with their employees about when, where, and under what circumstances they fulfill their responsibilities. The notions of being in the same office, the same country, or even what it means to be an employee are being challenged. Rather than meeting in conference rooms and chatting by the coffee machine, the digital cloud has now become the connector for many. On the other hand, attending in-person meetings, having lunch with co-workers,

or stopping by a leader’s office helps build relationships for those who are working in the office.

These changes are having a profound impact, one that organizations need to manage and adapt to. To get a better sense of the effects—particularly on women, but on workplace dynamics more generally—the American Management Association (AMA) conducted a wide-ranging survey of 1,000 U.S. knowledge workers. Respondents split roughly into thirds when reporting that they work in an office five days a week, three or four days, or two or fewer days, and there was a negligible difference between respondents and their supervisors. Surprisingly, for such a

Advantages of Working in the Office for Early-Career Male vs. Female



radical change, we received a lot of positive news.

The results of the survey are summarized in the whitepaper *How Hybrid Work Affects Career Advancement with Disparities Based on Gender and Age*, available from AMA.

In addition, the findings were presented and discussed at the recent briefing *Success in a Hybrid World: What It Takes to Advance Your Talent*, held in New York City and hosted by the AMA Women's Leadership Center. The briefing specifically highlighted survey data that reflected the impact of hybrid work on career advancement for women, with an expert panel moderating an in-depth discussion among guests from a wide range of industries sharing their own experiences with hybrid work.

AMA found that hybrid work enjoys broad support among women and men, across every age group and with senior and junior employees alike. Hybrid is especially valued by mid-career women, who shoulder an excess burden of caring for children and aging parents, as many family and household duties still fall on them.

But AMA also uncovered evidence of unsettling discrepancies. Notably, we found meaningful differences between how men and women are benefiting from the new, more fluid work arrangement, and in how they regard the office. Among the biggest concerns we uncovered:

- Far more young men than women said they were advancing by working from the office.

- Men are significantly more likely to derive key benefits from in-office work.
- Collaboration and rapport building have suffered setbacks.
- Although training is booming, many organizations are falling behind in preparing managers for the workplace shift and training ambitious employees.

To this point, Kelly Botti, president and chief executive officer of TruMark Financial Credit Union, commented at the New York briefing that the pandemic made clear that many managers are just managing and not leading their people, saying, "Leadership isn't about you, it's about them."

Organizations that fail to manage such discrepancies could jeopardize the progress they have made in promoting equity and could find themselves at a competitive disadvantage.

Men recognize more advantages of working in an office than women

Some of our most striking findings pertain to the critical differences between how men and women perceive office-based work. This is particularly true for early-career men, who generally spend more time in the office than women.

Fifty-two percent of men aged 25 to 34 work from the office at least four days a week, compared to 46% of their female counterparts, and fewer work two or fewer days from home (28% of men vs. 37% of women).

When asked about the advantages of working in the office, early-career men

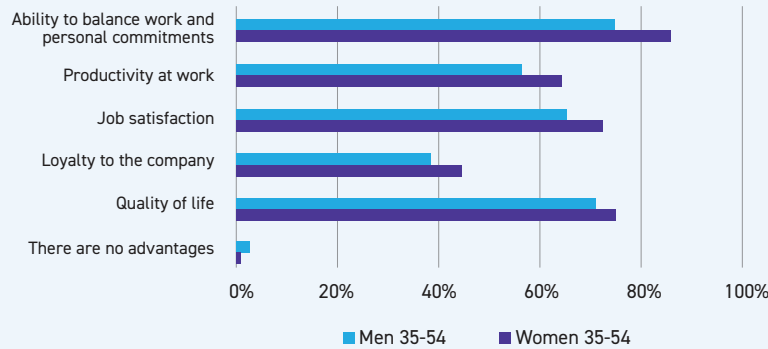
were more likely than women of the same age to report greater visibility to senior leaders (46% for men vs. 40% for women) and substantially more likely to say it improved their job satisfaction (39% vs. 28%), productivity (52% vs. 38%), and ability to collaborate with co-workers (67% vs. 56%).

Most poignantly, early-career men widely believe that they are getting ahead by working in the office: 52% said it improved their ability to be coached and developed, compared to just 30% of women in the same age group.

There are different ways to interpret this 22-percentage-point discrepancy. One possibility is that women don't believe they need to go to the office to advance. In companies with intentional mentoring initiatives or well-developed diversity, equity, and inclusion (DEI) programs, this may be the case. In the context of historic biases, however, a more likely interpretation is that young women are simply not getting the same advancement opportunities—either in or out of the office—and that systemic gender inequity will persist for yet another generation unless organizations proactively address it.

Given the broad advantages cited by early-career men in the workplace, the most likely conclusion is that the office tends to be an inherently male playing field, more palatable to men and therefore favoring their success. They feel less motivated when working remotely. Men generally feel more at ease in offices, more productive, and more connected and are better able to advance their careers.

Advantages of Hybrid Work for Mid-Career Men and Women



This suggests that although women prize workplace flexibility (as we discuss below), the office may be acting as a springboard for young men, helping them advance more quickly. This could be exacerbating the “broken rung” effect, in which fewer women become leaders because they are disproportionately overlooked for critical early-career promotions, from entry level to manager.

Some, but not all, of the stark differences between how early-career men and women viewed the advantages of working in the office persisted for older workers. Men aged 35 to 44 said that working from the office provided significantly greater visibility to senior leaders (50% vs. 37%) and enhanced job satisfaction (40% vs. 27%).

If organizations are going to continue hybrid work—and there are compelling reasons for them to do so, as we discuss below—they need to do a better job of balancing coaching and development across genders. They need to ensure that women are equally comfortable and recognized in the workplace.

This same theme was echoed in the New York briefing. According to one of the expert panelists at the event, Pamela Booker, head of education, Fragrance & Beauty for Chanel, “We had to amp up our ability to listen to our employees. Ask questions and listen closely to them to see what they need.”

The bottom line: If men prefer the office, and it offers them greater advancement opportunities, organizations that favor office work could alienate women and be dominated by men. This would result in

backsliding on DEI and keep more men at the top of the corporate ladder.

Hybrid and remote work affect team-building capabilities

Teamwork is everything in the modern economy. It’s the bond that keeps organizations functioning effectively, the machine that gets work done, and the magic that turns ideas into innovations. Team building depends on the ability of employees to collaborate effectively and develop rapport with one another. Yet we found that the post-pandemic work arrangement has had an adverse impact on rapport and collaboration.

About half (51%) of respondents who work remotely at least one weekday said remote work hinders rapport building. The proportion jumped to two-thirds (67%) for those who go to an office daily. The more senior the employee, the greater the struggle in building rapport with remote workers, with 65% of executives citing it as an issue. Men reported greater difficulty with this than women, particularly men aged 25 to 34 (67%) and 45 to 54 (57%).

In addition to rapport-building challenges, many respondents (43%) also said that remote work hinders collaboration. Like rapport building, this was more commonly an issue for men (49%) than women (38%) and for more senior employees (65% of executives).

Of course, collaboration and rapport have changed radically since the pandemic, and yet they are integral to the effective functioning of a competitive organization. These days, employees are expected to have both traditional

team-building skills and the self-direction to effectively collaborate from afar.

AMA believes that collaborative success depends on four factors:

- Developing trust, which in a hybrid environment needs to be achieved without face-to-face interaction
- Leading with influence to support teamwork with “soft power,” meaning by inspiring rather than directing
- Working fluidly across boundaries by learning colleagues’ approach to work, collaboration style, and cultural references
- Demonstrating global awareness, so that an individual can be an active, informed teammate and leader.

Our experience has shown that these skills can be developed with the proper training.

In the New York briefing, panelist Marissa Wells, associate director, leadership and learning excellence at Johnson & Johnson, commented, “We aimed to get really intentional with the skills we valued as an organization. Our key categories are effective communication, influencing with and without authority, developing yourself and developing others, and strategic leadership.”

Hybrid enjoys broad support, particularly for mid-career women

Despite the challenges previously discussed, respondents overwhelmingly cited advantages to a hybrid work environment.

A large majority said that it had improved their organization’s culture (48%) or had not changed it (36%), leaving only 15% who said it had a negative effect. Bosses are on board as well. Among respondents who work remotely at least one weekday, only 11% said their supervisor did not support hybrid work. And the vast majority of workers cited numerous benefits of hybrid work. Roughly three-quarters said it helped them balance work and personal commitments (79%), enhanced quality of life (73%), and improved job satisfaction (70%). Additionally, 6 in 10 (62%) said hybrid work made them more productive.

There was strong support for hybrid work at all levels. Consistent with other studies that found that senior employees

want flexibility, executives expressed strong support for hybrid work. They were slightly more likely than average to say it improved their productivity (68% of executives vs. 62% on average) and their loyalty to the company (46% vs. 43%). Of the 1,000 respondents to our survey, only a small number (23) failed to cite any advantages to hybrid work. The support for hybrid work was so strong that organizations could benefit from carefully honing their flexible working policies to improve the employee experience and optimize recruiting and retention.

We found that hybrid work was particularly important to women aged 35 to 54. In this critical mid-career age bracket, many employees have children and/or aging parents to look after. Other recent surveys have confirmed that this burden falls disproportionately on women. An April 13, 2023 Pew Research Center study, "In a Growing Share of U.S. Marriages, Husbands and Wives Earn About the Same," concluded that "husbands spend more time on paid work and leisure, while wives devote more time to caregiving and housework."

Women in this age group reported in greater numbers than their male counterparts that hybrid work improves productivity (65% for women vs. 57% for men), job satisfaction (73% vs. 66%), loyalty to the company (45% vs. 39%), and quality of life (74% vs. 70%).

Most significantly, this group said that remote work improved their ability to balance work and personal commitments (87% vs. 75%). These results suggest that a thriving hybrid culture is essential to supporting workplace gender equity. While companies cannot directly affect the balance of household labor and caregiving, by implementing flexible work policies they may improve overburdened women's ability to remain on the career path and avoid the burnout that comes from juggling too many demands. It helps the organizations they work for as well. An October 2023 report from McKinsey & Company, "Women in the Workplace 2023," shows that low burnout rates are critical to success. It's important to emphasize, however, that workplace flexibility is not a panacea for the "broken rung" problem, in which



too few early-career women are getting promoted to manager, compared to men.

As for working in the office, we found lukewarm support but far less enthusiasm. Ease of collaboration (63%) and "being in the know" (51%) are the only two advantages reported by a majority of respondents. Otherwise, the benefits of working from an office were underwhelming. Fewer than half said it helped with visibility to senior leaders (42%), coaching and development (36%), productivity (37%), and job satisfaction (26%). About 1 in 10 (11%) said there were no advantages.

The training gap: Many organizations need to do more to support career advancement

The new normal of flexible work has profoundly changed workers' daily routines. Often, "commuting" now means stumbling from the breakfast table to a home office. Some may be working in their pajamas. Distractions—the refrigerator, a pet, the TV, or even bed—are close at hand. How is this affecting the drive to get ahead?

We found that ambition is alive and robust in the age of hybrid work. More than three-quarters of respondents (77%) said they have a "strong desire" to advance their career. On average, men were somewhat more driven than women (85% vs. 72%), and the desire to advance declines with age. Respondents who work two or fewer weekdays in the office were slightly less likely to want to advance.

Workers are clearly ready to get to the next level, and fortunately most

organizations are doing a better job of harnessing this ambition. Slightly fewer than three-quarters of respondents (73%) said they were being provided with career-building training and development opportunities. As a professional training organization, AMA was encouraged to see such a high proportion. This raises concerns for organizations that are not providing such opportunities: Can they remain competitive? Can their employees keep up? And can they recruit the talent they need without promising them training and development? More to the point, we found that about 1 in 5 respondents (21%) who said they had a strong desire to advance were not receiving training and development. This amounts to a lost opportunity for organizations to get more from employees and could diminish loyalty in a still-tight job market.

To promote equity and ensure that hybrid work achieves its potential, organizations will need to take steps to address this and the other challenges we uncovered. Managers and leaders play a vital role in guiding their organizations through these changes, and now more than ever, they have the responsibility of making sure their organization's employees are being developed, coached, and provided with opportunities of advancement equally across genders and various workplace environments. It is also their responsibility to recognize, acknowledge, and adjust for changes to ensure equal access to senior leaders and equal training and mentoring opportunities regardless of workplace format—remote, hybrid, or in office [AQ](#).



Redefining Payroll Transformation: The ADP India Journey

In today's business world, where agility, compliance, and innovation are paramount, payroll has moved beyond being a routine back-office function. It is now a strategic driver of employee trust, organizational efficiency, and business growth. For companies across industries and geographies, payroll is not just about salaries — it is about ensuring accuracy, building compliance confidence, and creating seamless employee experiences.

At the forefront of this transformation is ADP, a global leader in payroll and human capital management solutions. With over seven decades of expertise, ADP has continuously redefined what it means to deliver payroll excellence at scale. From Fortune 500 companies to small and medium enterprises (SMEs), ADP has become the trusted partner that organizations rely on to navigate the complexities of workforce management.

ADP: A GLOBAL BENCHMARK IN PAYROLL AND HR

ADP's global footprint is unmatched. Operating in 140+ countries, the company has established a reputation for combining reliability with innovation. Its scale and financial strength underscore its leadership in the industry:

- **1 in 6 U.S. workers** are paid through ADP systems.
- **42 million+ employees worldwide** rely on ADP's platforms for their pay.
- Trusted by **1.1 million+ clients**, ranging from global enterprises to SMEs.
- Processes **\$3.3 trillion annually** in payroll and tax transactions.
- Holds strong **AA credit ratings** across S&P, Moody's, and Fitch.
- Serves more than **80% of Fortune 500 companies**, a testament to its market leadership.

These figures reflect more than scale; they signify trust. By blending technology, compliance expertise, and global reach, ADP has positioned itself as the go-to payroll partner for organizations preparing for the future of work.

ADP INDIA: A STRATEGIC HUB OF INNOVATION AND EXCELLENCE

India has emerged as a crucial centre for ADP's global strategy. With more than **two decades of operations in the country**, ADP India has steadily expanded its role from providing payroll services to becoming a centre of excellence for compliance, innovation, and client support. In India, ADP is backed by 12000 associates spread across Pune, Mumbai, Gurugram, Chennai, Hyderabad, Bengaluru, and Vellore.

This robust presence ensures that ADP India not only supports local clients but also contributes to global payroll operations, making it a pivotal part of ADP's worldwide network.

Powering Payroll Transformation ADP India is more than just a service provider — it is a transformation partner. By leveraging advanced cloud-based platforms, deep regulatory knowledge, and proven global best practices, ADP empowers organizations to move payroll from a compliance necessity to a strategic advantage.

Payroll transformation with ADP India delivers:

- **Accuracy and reliability**, ensuring employees are paid correctly and on time.
- **Regulatory compliance**, navigating India's complex statutory requirements.
- **Scalability**, supporting businesses as they expand across geographies.
- **Enhanced employee experience**, with digital-first, seamless payroll interfaces.
- **Future-readiness**, enabling organizations to adapt to evolving business and workforce trends.

By aligning payroll with broader business objectives, ADP India helps organizations achieve efficiency, reduce risks, and create better engagement with their workforce.

LOOKING AHEAD: PAYROLL AS A STRATEGIC DRIVER

As businesses embrace digital transformation, the role of payroll is becoming increasingly strategic. It is no longer just about processing numbers but about generating insights, ensuring compliance across jurisdictions, and enabling businesses to stay agile in a competitive landscape.

ADP's combination of global expertise and local depth in India uniquely positions it to help organizations navigate this evolving space. With its scale, stability, and innovation-driven mindset, ADP India is not only meeting the needs of today but also preparing businesses for the future of work.

In conclusion, payroll transformation is about more than technology or compliance — it is about trust, strategy, and the ability to grow sustainably. ADP India, with its global legacy and local expertise, continues to be at the forefront of this journey, enabling organizations to reimagine payroll as a driver of progress, performance, and success.

Article by:

ADP India Private Limited



WOMEN'S
LEADERSHIP
CENTER®

Women's Leadership Certificate Program

Develop Extraordinary Leaders
in Your Organization



Ask how we can help you build a thriving women's initiative

Get Started Today

0806 532 5150 • www.amasouthasia.org

REMOTE WORK Is an Imperative for Women

BY MEG SULLIVAN

Why is hybrid work still being questioned?
Did we learn nothing during the pandemic?

The lack of acceptance around this new reality boggles the mind. In my opinion, remote work, especially for women, is one of the most significant advancements we've made in the workplace in decades. It demonstrates that businesses need to remain attuned to the needs of their team members for organizations to thrive and retain talent.

THE FLEXIBILITY FACTOR

In 2020, the pandemic resulted in many women having to step away from their jobs, as noted in an August 2, 2020 article on 19th News ("America's First Female Recession"). More than half of the working women who left the workforce at this time attributed their departure to childcare costs and kids being home from school. The same year, female unemployment reached double digits for the first time since the Bureau of Labor Statistics began tracking women in the workplace, according to BLS Reports in March 2022 ("Women in the Labor Force: a Databook").

This outcome was a disaster for our workforce and for women's financial independence and wellness. In fact, as Ellevest revealed in October 2021, 49% of women said that

their mental health has suffered at the hands of financial stress ("Money Stress Is Hurting Women's Overall Health"). It was also damaging to the U.S. economy since women control the majority of household spending and are the main influencers on how family income is spent. While the most recent statistics show that women in the past three years have recovered the loss of jobs from 2020, not all workers have had equal access to that changed workplace landscape, according to a September 2023 article on 19th News ("The Women's Recession Is Finally Over—but Not Everyone Has Recovered Equally"). Writer Chabeli Carrazana notes, "Black women, in particular, have recovered more slowly considering how hard they were hit by job loss at the start of the pandemic." This is why flexibility is so important for everyone. When given the time and space to manage their lives, often filled with caretaking and household responsibilities, as well as their work, women perform and deliver with aplomb.

MATERNITY LEAVE

In my experience, this remains particularly true when women take maternity leave, something our entire society needs to celebrate and respect more. As women come back from



maternity or personal leave, we need to offer both flexibility and opportunity. When companies or managers do this, women thrive. As a leader in the legal sector, I often promoted women who were on maternity leave or had just returned because of their extraordinary results and commitment. Working remotely is a mammoth motivator, and I can't imagine why anyone would pass over someone worthy of advancement or demote or fire them just because they had a baby, were on leave, or were working more from home. It's inequitable, unfair, and a waste of high-performing talent.

For new or less-experienced team members, remote work should have more structure. Scheduling regular check-ins as well as one-on-one face time with their supervisors is critical throughout their tenure. This kind of framework provides the direction and mentoring needed for team members to be successful and keeps their onboarding running smoothly beyond their first few weeks in a job.

THE BROKEN WORKPLACE

We've been hearing a lot about the "broken rung," referring to the ladder of advancement for women. Frankly, much of this seems to be focused on fixing women and not addressing the real flaws that exist in the workplace itself. There is still an image of only one type of leader, which is a huge mistake in terms of organizational performance. There must be diversity of leadership—including women and especially women of color—with different approaches and ways of doing things and a variety of strengths to help a business succeed in today's complex environment.

For women, this is critical because we need role models to help us evolve, strengthen, and raise our voices and advance to more senior roles. To be clear, women are hugely talented with great skills and are ready to go. They haven't always been given the opportunities and space to shine. There's no need to fix women—what we need to do is make the right accommodations in the workplace that foster advancement for all.

COMPENSATION AND TITLE

Some studies have shown that women in particular, as Pew Research noted in April 2023 ("In a Growing Share of U.S. Marriages, Husbands and Wives Earn About the Same"), are concerned about remote work and compensation. But how is that relegated to women only? Every individual regardless of gender should care about receiving proper compensation for their work. And that compensation needs to be fair, gender agnostic, and equitable.

Women are also concerned about the importance of one's title, assuming that if responsibilities widen they should receive a more senior one. However, since hierarchical structures vary by organization, I believe team members should care more about compensation than the actual job title. After all, it's one's experience and responsibilities that sell you as a candidate for new roles down the line. Compensation explains your market value.

Often throughout my career, I chose responsibility and compensation over title because the organizations I worked for weren't capable of keeping up with my ascent and ambition.

When I spoke to both recruiters and competitive firms about my personal market potential, they understood that given the breadth of my contributions and responsibilities, I would need a different title and positioning than the one I was currently holding. My compensation also helped tell that story.

THE LEARNING GAP

To continue to rise, we all need to be continuous learners. Good leadership is a muscle that needs constant attention and exercise, yet the learning and development areas of many organizations have started to take a backseat in terms of priority. It's curious that many companies will spend time and money on training technical skills, but when it comes to developing their next group of leaders, which has a direct effect on their future, they give little attention at all.

Following an old model of promoting people because of their tenure or skill level is a mistake because neither has anything to do with being an effective leader. I once reported to someone who was great with numbers, but when it came to emotional intelligence, serving as a role model, and overall innovativeness, he was lacking.

Many leadership skills need to be shown, taught, and nurtured. How can leaders be great communicators who possess emotional intelligence when they don't know what that is or it's not in their existing skill set? Women tend to excel at emotional intelligence but need other leadership skills, such as decision making, negotiating, navigating social and political situations, and strong communication, to succeed.

ROLE OF THE FEMALE MIDDLE MANAGER

When I think about the teams I've led and the large organizations I've worked for, I see the necessity of a layered workforce. Otherwise, you just can't get the work done in an orderly fashion. There's nothing worse than a manager having 35 direct reports; these managers can't do their job properly because they spend too much time on people management issues and not enough time on producing themselves. That's why the middle-manager role can be an important one for women looking to ascend the ladder.

Although corporate structures have gotten flatter and many middle managers have been squeezed out, I would argue that there's a place and a need for middle managers. If women were



"If women were given the opportunity early in their career to hold a management role, they would be better prepared for bigger leadership opportunities."

“Women benefit dramatically from the flexibility of working remotely and hybrid work environments and will outperform others if given the room to produce in their own way.”



given the opportunity early in their career to hold a management role where they're starting to produce serious collective results as opposed to just being an individual contributor, they would be better prepared for bigger leadership opportunities.

Having a middle manager takes some pressure off senior leadership. Any more than eight direct reports is unwieldy. It's very hard to be truly helpful on career paths, provide good advice, direct people to thrive, and deliver results all at the same time. I'm not a fan of middle management just for the sake of having it, but I am a fan of using it as a steppingstone to further leadership.

Senior leaders need to be accessible to everyone, even if they're not managing them. Your door needs to be open. People need to feel like they can talk to you about anything, should they have a concern or an idea. Sometimes when you have layers, approachability gets lost, and senior leadership is only focused on their direct reports. That's a mistake.

In my last corporate role, I would get out of my office, sit at a desk in the open plan, and work side by side with team members who didn't report directly to me. During COVID I made open coffee times available to anyone on the team to schedule themselves in for a virtual catch-up. Additionally, I made it a point to show up and participate in social gatherings of the team so I could get to know everyone personally.

VIRTUAL COLLABORATION

What we all learned during the pandemic was that it is possible to collaborate virtually. It is possible to work on projects, run innovation sessions, and manage teams effectively from afar. These new skills don't disappear. Everyone demonstrated during COVID that they could be productive, and there were few situations where it was impossible. There are, of course,

specific jobs where you need to be in a location, such as manufacturing, hospitality, healthcare and safety providers, and lab researchers, to name a few. However, lots of important work can be done, and done well, virtually.

Although I am a fierce promoter of remote work and flexibility, there's nothing better than getting together in person every now and again. The best way to build a relationship is through face-to-face interaction where we get a chance to understand each other better. If you're going to have people go into the office, why don't you all go in more or less at the same time? That creates its own sense of camaraderie. Also, it's important to set aside a little time for the personal. Think about how you get to know an individual and what's happening for the person that day. I like to start calls that way. The first five to 10 minutes of your call is about them as an individual versus whatever the job is at hand.

Working remotely and offering hybrid work environments are key to having a motivated and dynamic workforce. Women benefit dramatically from this kind of flexibility in their lives and will outperform others if given the room to produce in their own way. There seems to be an old leadership fear that we must go back to the way things were done before. Why can't we move forward with proven new models and up our game as leaders? If we are clear about expectations, define timelines, ensure virtual collaboration tools are in place, and communicate effectively, women will finally have a more equitable work environment given the demands on their time. We all win. [AQ](#)

Meg Sullivan is the founder and CEO of The Quorum Initiative, an organization that aims to empower executive women and provide the encouragement, support, and resources for them to reach higher, break down barriers, and blaze trails for generations of women to come.



INDIA'S DPI: Eureka Moment with Tech Innovation and AI

2025 is a year that bring a lot of global attention; from War to Natural disaster and from Trade and Tariff to Technology and Innovation. India finds itself at the center of these shifts, not just as a user of technology but as a country defining its direction from South Asia to Global. For years, India was known as the world's technology service provider. Today, it is experiencing a Eureka moment emerging as a creator of ideas, a driver of global conversations and a trusted partner shaping the future of technology, where policy, vision, people and entrepreneurial spirit are coming together to give the country a new identity on the global innovation map. While the world is talking about Emerging Tech and Machine learning, India is silently moving ahead with Artificial Intelligence along with Semiconductor, Quantum Technology and DeepTech as making country's top priority industry.

BUILDING THE RIGHT FOUNDATION

Technology is increasingly shaping the most personal parts of our lives how we feel, how we connect and even how nations talk to each other. The script for new India was already written more than a decade ago with launch of Digital Public Infrastructure (DPI) which became a role model for world and changed the growth engine of India along with huge social impact.

Launched in September 2010, the Unique Identification Authority of India (UIDAI) has grown into the world's largest biometric ID system with 1.42 billion Aadhaar users. It now serves as a central identity linked to passports, bank accounts, driving licenses, tax, education and even AI-based flight boarding (DigiYatra). By 2025 it enables over 2 billion monthly

authentications, with a cumulative total of 152 billion+ transactions since inception. Its AI/ML-driven face authentication is also scaling rapidly, crossing 150 million transactions per month in 2025.

When India introduced the Unified Payments Interface (UPI) in 2016, few could have predicted the scale of its impact. In less than a decade, UPI has grown into the world's largest real-time payment system. Each month, it powers more than **18 billion transactions** and on a daily basis it now processes over **640 million payments**, edging past global giant Visa's 639 million. UPI is now global, active in 7 countries from the UAE and Singapore to Bhutan, Nepal, Sri Lanka, Mauritius and most recently France which is the first bridgehead for UPI in Europe.

In 2024, the Government of India unveiled a national AI mission by name of INDIA AI with a dedicated fund of \$1.2 billion to strengthen its technology backbone. I had worked with one of the working group committees as industry expert and the vision was clearly guided by one principle: technology must be fair, transparent and useful to every citizen.

AI in India is being built to serve people at scale by using the country's strong digital infrastructure. A good example is India's BHASHINI AI, which detects and translates multiple languages, allowing the DPI ecosystem to reach the far corners of the country. Krutrim AI has become India's first unicorn in AI domain has shown the adoption of AI across country while PUNCH AI is something which was built as world's first AI bot which can be accessed via calls or WhatsApp without any additional apps required, unlike many global players.

Beyond personal lives, technology is also reshaping global politics which was visible at the Shanghai Cooperation Summit in 2025, where India strongly emphasized that all countries deserve equal opportunity to develop and benefit from advanced technologies. The message was clear: no nation should be left behind in deciding how the future will look. This message resonates with India's past leadership at the G20, where it promoted digital public systems like Aadhaar, UPI and DigiLocker as models for inclusion.

INDUSTRY ON THE MOVE

Over 65% of youth population of the country as millions of young learners, professionals and entrepreneurs who form the world's largest talent pool. With more than five million developers and countless young graduates entering the workforce each year, India is turning its demographic strength into a competitive advantage.

India's startup story is among the fastest-growing in the world, now ranking third globally. With over 185,000 startups, more than 120 unicorns, and a thriving network of incubators and ventures, the ecosystem is buzzing with ideas that solve

both local and global challenges. Backed by government support, industry partnerships, and strong mentoring, young companies are making their mark in healthcare, agriculture, finance, DeepTech, AI, and sustainability and attracting billions in funding along the way.

At the same time, global giants are setting up shop in India. OpenAI has announced its first major data center in India as part of a worldwide expansion. Microsoft, Google and Amazon have already committed multi-billion-dollar investments. Apple has already its presence where iPhone 17 series will be manufactured in India.

India Semiconductor Mission (ISM) scheme worth about **\$9.5 billion**, where 10 semiconductor manufacturing units has been approved in India and first set of indigenous 32-bit processor chip called Vikram-32 has been unveiled during recent SEMICON India event. Since 2019, India has established AI Centres of Excellence starting with AI in eGovernance under National Informatics Division (NIC) and expanding in 2024 with 3 more at IITs and AIIMS, funded with over \$110 million to focus on healthcare, agriculture and sustainable cities. These partnerships between academia, industry and government shows that research is no longer confined to papers and journals, but is finding its way into everyday life.

WHY IT MATTERS AS GLOBAL ACT FOR THE FUTURE

In a world where technology often concentrates power, India is moving ahead with a different path where innovation serves to many. As it moves toward the 2026 AI Impact Summit, India is not racing to catch up but redefining how technology can advance collective progress while driving social growth. The challenge is to equip its young population with digital tools while preserving human connection and the opportunity is to shape global conversations on fairness, cooperation, and shared growth. India's strength lies in innovation with empathy, ambition with accountability, national progress with global cooperation. Its journey demonstrates how public investment, private partnerships, research, and grassroots skilling can create not just a thriving market but a stronger society. Innovation at its core, is not about algorithms but about people, purpose, and partnerships.



Surya Kant

CEO
AIC-BIMTECH

BYLD Group since year
1998 worked with more
than **50% of the**
Fortune 500 &
served **0.5 Million +**
Individuals



Our Practice Areas and Group Businesses Include:



**Learning
Solution**



**Platform
Solution**



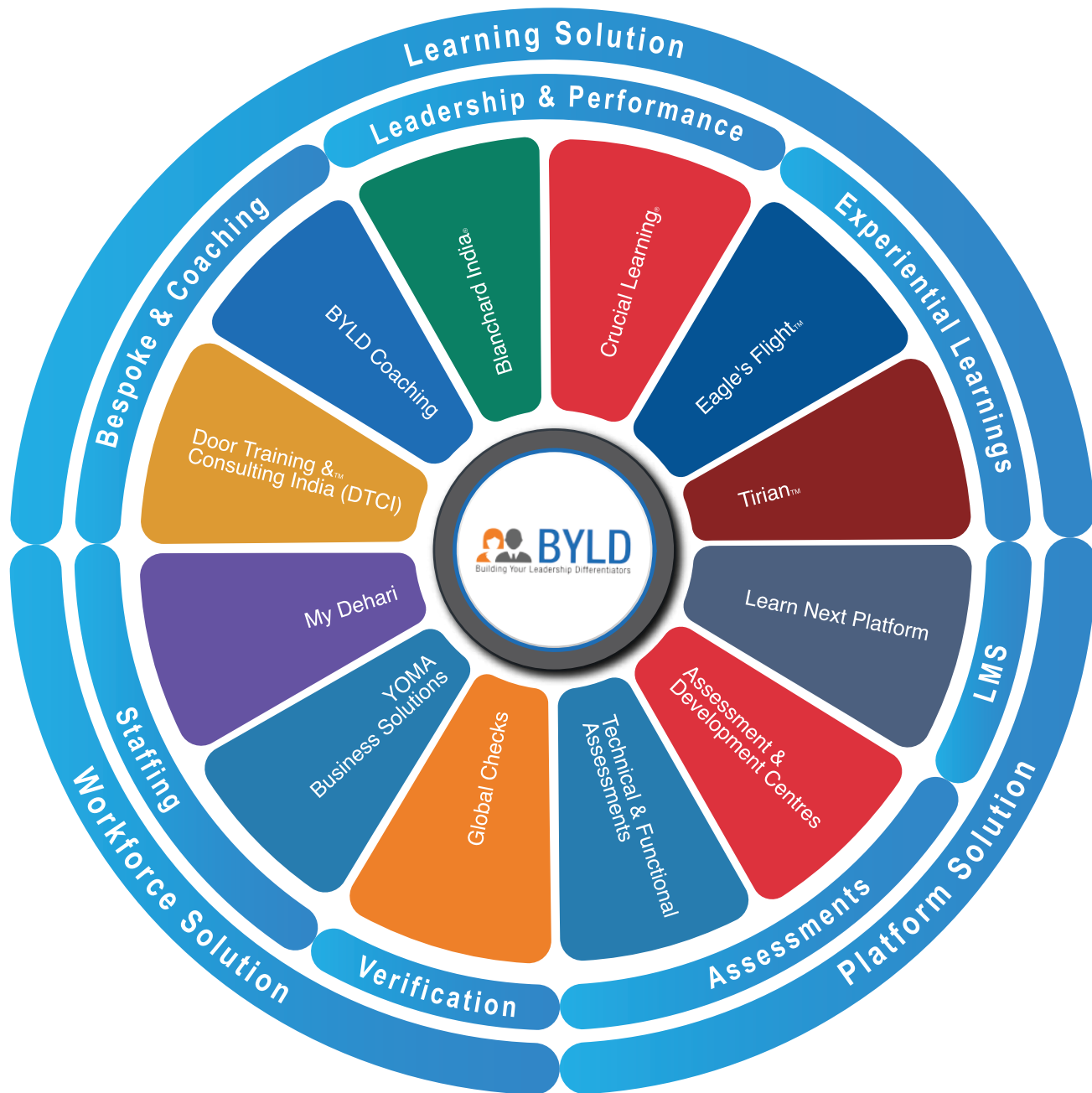
**Workforce
Solution**



Scan to Connect
and Know More

South Asia's Only Integrated Leadership & Workforce Transformation Ecosystem

From leadership development and assessments to experiential learning, coaching and workforce solutions - BYLD brings everything under one unified ecosystem empowering organizations to scale with consistency and confidence.



Let's Work Together to Redefine Success



0806 532 5141



info@byldgroup.com



www.byldgroup.com



2nd and 3rd Floor, Plot No. 48, Sector - 44,
Gurugram, Haryana





Leadership in Motion:

Leading with Purpose, Trust, and Agility

BY RADHIKA NAIR

The world of work is transforming faster than ever and with it, the very idea of leadership is being redefined. Over the years, I have learned that leadership is not about control; it's about connection. It's about creating stability amid transformation and meaning amid change. At Volvo Group, I've seen this shift unfold in real time. As our industry evolves through electrification, digitalization, and automation, one question continues to guide me: How do we move forward without losing sight of who we are?

For me, the answer lies in three enduring principles — **purpose, trust, and respect**. They shape not only how I lead, but how I aspire to help others lead.

LEADING WITH PURPOSE

If I were to summarise my leadership philosophy in one phrase, it would be "lead by purpose".

Purpose, for me, is not just a statement, it's a shared compass that gives direction to our work and meaning to our actions. When people understand the "why" behind what they do, even the most complex change feels like a journey they own, not one that's been handed to them.

At Volvo Group, our mission is to drive prosperity through

transport and infrastructure solutions and that is our compass. It reminds us that what we create goes far beyond machines; we help build mobility, livelihoods, and opportunities that move societies forward.

Leading with purpose is about ensuring that this mission is not just understood but felt every day. It's about connecting everyday actions to something bigger and giving people clarity and confidence to make value-based decisions, even when no one is watching.

That, to me, is where true leadership begins. And I see this purpose come alive every day through colleagues who genuinely live these values, not because they're told to, but because they believe in them.

THE FOUNDATION OF RESPECT

If there is one value, I hold above all, it's respect for all.

Respect is the foundation upon which trust, and culture are built. When people feel heard, valued, and seen, they give their best not out of obligation, but out of ownership.

We consciously build psychological safety at work, encouraging curiosity, welcoming different perspectives, and embracing the courage to agree to disagree, always with the

larger good in mind. For us, respect doesn't mean everyone must agree; it means listening with an open mind and heart. For me, respect is not a soft skill, it's a leadership principle. It creates conditions for both creativity and accountability. Because I believe innovation thrives only in a culture that welcomes different perspectives and open dialogue.

TRUST: THE TRUE ENABLER OF AGILITY

We live in a world where agility is esteemed, but I've learned that true agility can't exist without trust.

I have learnt that when you truly trust your teams, you don't need to watch every step. You simply show them the direction and believe they shall find their way. Trust frees people; it gives them the courage to experiment, to take ownership, and to bring their boldest ideas to life. And when that happens, leadership becomes less about control and more about collective strength. At Volvo Group, we follow a principle-based approach to decision-making. Instead of strict rules, we rely on shared principles, and this empowers employees to act quickly and confidently, guided by a strong sense of what's right.

Trust, for me, is the invisible thread that holds agility together. It allows large organizations to move with the heart of a start-up: fast, fearless, and focused. Trust empowers action and creates space for growth. When people feel trusted, they become more open to learning, experimenting, and evolving, paving the way for genuine development.

These principles serve as the foundation for how we lead, learn, and evolve as an organization. Translating them into action requires cultivating certain micro habits and organizational enablers right from fostering a learning mindset to balancing agility with stability and ultimately redefining the employee experience in meaningful ways.

CONTINUOUS LEARNING AS A MICRO HABIT

As the world transforms at a pace we have never seen before, continuous learning is what keeps leadership relevant and real. Through Volvo Group University, our people have countless opportunities to learn across roles, functions, and geographies. Yet the true magic of learning lies in the mindset, not the modules. As a leader, I try to model this through reflection, because every experience, success, or setback has something to teach. When reflection becomes a regular practice, change turns into growth. When learning becomes a way of life, it fuels both resilience and inspiration. Continuous learning keeps us adaptable and open to new ideas. It gives leaders the confidence to navigate change without losing balance, and that balance between speed and steadiness, adaptability and clarity, is where agility truly begins.

BALANCING AGILITY WITH ANCHORING

The pace of change can sometimes feel relentless. As leaders, we are expected to move fast and adapt constantly. But agility without anchoring can quickly become chaos. Over the years, I

have come to see agility not as speed, but as clarity in motion. It's about being quick to act but intentional in purpose. The key is to be flexible in your approach yet unwavering in your values. What keeps us steady amid rapid change are our guiding principles. They ground every decision in safety, sustainability, and integrity, allowing us to balance transformation with trust. When leaders stay agile yet anchored in their values, it shapes the experience of everyone around them. People feel supported to grow, experiment, and find meaning in their work. And that is where a meaningful employee experience starts to take shape.

REDEFINING EMPLOYEE EXPERIENCE

One of the most fulfilling parts of my role is shaping an environment where people can do meaningful work and grow as individuals. Our employee value proposition rests on two simple yet powerful ideas: impactful work and an inclusive culture. Our employees aren't just building machines; they are shaping

the future of mobility and logistics. And the experience we create for them directly reflects in the experience we deliver to our customers. That sense of shared purpose drives pride and engagement.

We believe growth isn't just about promotions, it's about exploration. People can move across functions, geographies, and skillsets. Growth here is multidimensional.

Above all, what truly matters is wellbeing. A thriving workforce is not only more productive but also more compassionate, creative, and resilient. We have learned that caring for people's mental and physical wellbeing is not the job of HR alone. It is a shared responsibility of leadership.

LEADERSHIP FOR THE FUTURE

As I look back on my journey, I have realized that leadership is less about knowing and more about learning. It's about staying curious, empathetic, and open, even when the way forward is still unfolding.

The leaders of the future won't be the ones with all the solutions, but the ones who ask better questions, listen deeply, and align people to a shared purpose.

In the end, leading with purpose, trust, and respect is not just about managing change. It is about humanising it and ensuring that as organizations evolve, people grow along with them. Because at its heart, leadership is not about driving others but about walking beside them.



Radhika Nair

Head of People & Culture,
Volvo Group India

Powerful Communication Tools for WOMEN LEADERS

BY DEVIN PARTIDA

Women in leadership often have to do twice as much work to receive the same accolades as men.

Communication tools and strategies are proven ways to simplify their professional hardships and streamline their upward climb.

Women are less inclined to take up space or express themselves in leadership positions because they are the minority. According to McKinsey & Company's "Women in the Workplace 2023" report, only 28% of C-suite executive roles were filled by women in 2023. Many believe they must alter their communication styles to align with men's to be heard.

Many women find themselves the only female leader in their workplace. They are surrounded by men, so they often have to fight for space. When they prioritize networking with their team, stakeholders, and peers, they increase their influence and make their communication impactful.

Women leaders will strengthen the communication channels they have built if they go one step further and leverage their role as a mentor. Employees will view known mentors as more approachable and will be less likely to associate their leadership style with negative characteristics or stereotypes.

A female-led mentorship can also pave the way for other women to progress professionally. As Zachary Amos notes in his May 2020 piece for ReHack, "Technology and Gender Inequality," deep-rooted biases often deter women from pursuing professional goals, leading to inequality in the workplace. A direct, equitable communication channel demonstrates strength and authority, prompting them to strive for—and feel more comfortable in—management positions.

Notably, strengthening communication channels is incredibly beneficial. As the technology company Box wrote in an April 21, 2023 blog piece, "What Is Collaboration?," workplace collaboration improves employees' job satisfaction because it changes how they view work. Women in management can lead their organizations to success if they strategize correctly.

COMMUNICATION TOOLS FOR WOMEN IN LEADERSHIP

Dynamic communication tools are crucial for workplace engagement and collaboration. They include:



Instant messaging. An instant messaging platform is as advantageous as it is practical. It allows women leaders to have their finger on the pulse of the workplace. Even if they do not respond to every message immediately, they still gain insight—and are seen as approachable.

Social intranet. Organizations can leverage a social intranet to eliminate top-down communication, enabling employees to share their thoughts freely. It accelerates the development of team-wide connections, strengthening professional bonds. As a result, the deep-set belief that women leaders can be either competent or likable—not both—dissipates faster.

Videoconferencing. Videoconferencing enhances visibility. It lets women leaders view and respond to others' reactions, forcing staff to engage transparently and not misbehave behind their backs. This way, they can monitor subtle body language and facial expressions to tailor their communication style in real time.

COMMUNICATION STRATEGIES FOR WOMEN IN LEADERSHIP

Women leaders can use a range of communication strategies to succeed:

Abstract speaking. Abstract language is a common speaking tactic. According to Cheryl Wakslak and Priyanka Joshi in "Research: Men Speak More Abstractly Than Women," a December 2, 2022 article about their work in *Harvard*

Business Review, people tend to associate abstract speaking with authority and leadership qualities. Since women favor concrete speech, they come off as less assertive. Shifting their communication style increases their standing among employees.

Positive interruption. Men often interrupt women. Sometimes, it stems from a need for dominance. However, it usually is a result of thoughtlessness. Female leaders should politely but firmly speak over them to assert their presence in the boardroom. Most will recognize their social blunder and stay silent.

Women leaders can mitigate potential social penalties by remaining positive while addressing the person who interrupted them. Acknowledging their contribution and telling them their input will have a bigger impact once they have the floor to themselves softens the blow.

Emotional intelligence. A study highlighted by CNN in December 2022 ("All Around the World, Women Are Better Empathizers Than Men") shows women are consistently more cognitively empathetic than men. Women leaders can use this to their advantage to strategically communicate. Instead of entering a conversation to "win" and establish dominance, they should consider the other person's thoughts and emotions. This way, the dialogue is more productive.

Eye contact. Women leaders have to walk a fine line when addressing their subordinates. If they are viewed as too



“When women fill C-suite executive positions, their workplace becomes more accepting of change and refocuses on internal development.”

overconfident or shy, they get stuck with stereotypical gender labels. Eye contact is a strategic middle ground—it is assertive without being too confrontational.

TIPS ON SPEAKING AND ENGAGING AS WOMEN LEADERS

Women leaders looking to cultivate their unique voice to better engage with their subordinates, peers, and stakeholders should consider these proven approaches:

Lead by example. Women have impactful, unique voices.

According to Corinne Post, Boris Lokshin, and Christophe Boone in an April 6, 2021 *Harvard Business Review* article (“Research: Adding Women to the C-Suite Changes How Companies Think”), when women fill C-suite executive positions, their workplace becomes more accepting of change and refocuses on internal development. As a result, upper management views innovation from their perspective.

Female leaders should use this phenomenon to their advantage. They can inspire others to follow if they demonstrate diversity, equity, and inclusion in their communication. Leading by example will engage their team and peers more effectively.

Use inclusive language. Professionals often use words like “ladylike” to describe female leaders and “manpower” to refer to their teams’ success. Women can better cultivate their unique voices by eliminating stereotypes, assumptions, and biases hidden in professional language.

Women often receive more praise for completing traditionally feminine tasks, which are considered less valuable to the

workplace. Eliminating these unconscious gender biases through inclusive language can enhance their collective engagement.

Communicate expectations. A study in the August 5, 2021 *Personality and Social Psychology Bulletin* (“My Fair Lady? Inferring Organizational Trust from the Mere Presence of Women in Leadership Roles”) found that when women enter a C-suite role, employees begin to anticipate fair treatment and subordinates are more likely to view them as trustworthy than men, regardless of their position in the organizational hierarchy.

Since employees are more willing to trust a woman, they will likely be more accepting of company policies coming from female leaders. Women should take advantage of this and clearly define their expectations early on. Doing so can enhance long-term workplace engagement.

COMMUNICATION IS KEY FOR WOMEN IN LEADERSHIP

Adopting effective communication tools and tactics to enhance workplace engagement and strengthen professional bonds is crucial for long-term success. Women leaders who strategically leverage them can improve their standing among peers and may have an easier time asserting their presence in male-dominated spaces. [AQ](#)

Devin Partida is the editor-in-chief of ReHack.com and is especially interested in writing about BizTech and women in business. Her work has been featured on Entrepreneur, Forbes, and Nasdaq.



Artificial Intelligence (AI) Business Essentials Certificate Program

Increase your AI awareness and develop
an impactful action plan for success.

Stay ahead of the AI curve with our powerful new resources.

Get Started Today
www.amasouthasia.org

How Digital Leadership Is(n't) Different

BY MOSTAFA SAYYADI

In today's digital economy, leaders must develop technologies to increase their companies' market value.

I propose that this digital leadership requires certain solutions, which I have based on interviews with senior managers from eight countries. Leadership in digital technologies can help businesses to achieve sustained change and, overall, a higher degree of effectiveness. In the absence of effective leadership, companies cannot achieve a high degree of competitiveness and market value and implement successful change to adapt to the digital economy.

Effective leadership in the use of digital technologies is one of the most important issues that organizations face today. The economy is more digital than ever, with digital technologies helping many organizations solve issues such as cybersecurity and operational risk management. One remaining question is whether replacing analog systems with digital technologies may cause the prices of products and services to increase. This may be true at first, but the digital divide is here to stay. Therefore,

leaders must find a way to learn to effectively deploy these technologies.

Many executives are familiar with leadership surveys developed by scholars, and this article is not about measuring aptitude or defining leadership styles. It is about getting the information needed to be successful in the right hands of executives worldwide. The question raised here is, how can executives effectively lead companies in today's digital economy? In interviews with 81 managers and senior managers in a wide range of industries from eight countries (China, South Korea, and six European countries), I found there is a significant relationship between market value and the effective use of digital technologies. Many development sessions are built around new systems and better and improved ways of conducting business. As organizations develop their effective use of digital technologies, their market value will grow.



Companies that focus only on profitability without considering the importance of digital technologies achieve a lower market value than their competitors.

How can leaders effectively deploy digital technologies to increase their organization's market value?

LET THE DATA SPEAK

The senior managers I spoke with say there are several logical reasons why companies that are leaders in the effective use of digital technologies have higher market values. The first is that the companies achieve a quality of performance that the competition is unable to imitate. This gives the organizations a high level of competitive advantage.

When companies announce they are deploying new digital technologies to reduce costs, the announcement often triggers a temporary bounce up in the stock price. But organizations that can effectively use digital technologies are more likely to reduce costs compared with other organizations.

For example, I found that many successful organizations in East Asia, especially in countries such as South Korea and China, develop digital leadership as an important weapon in competition with American, Australian, and European organizations. They drastically reduce costs and increase

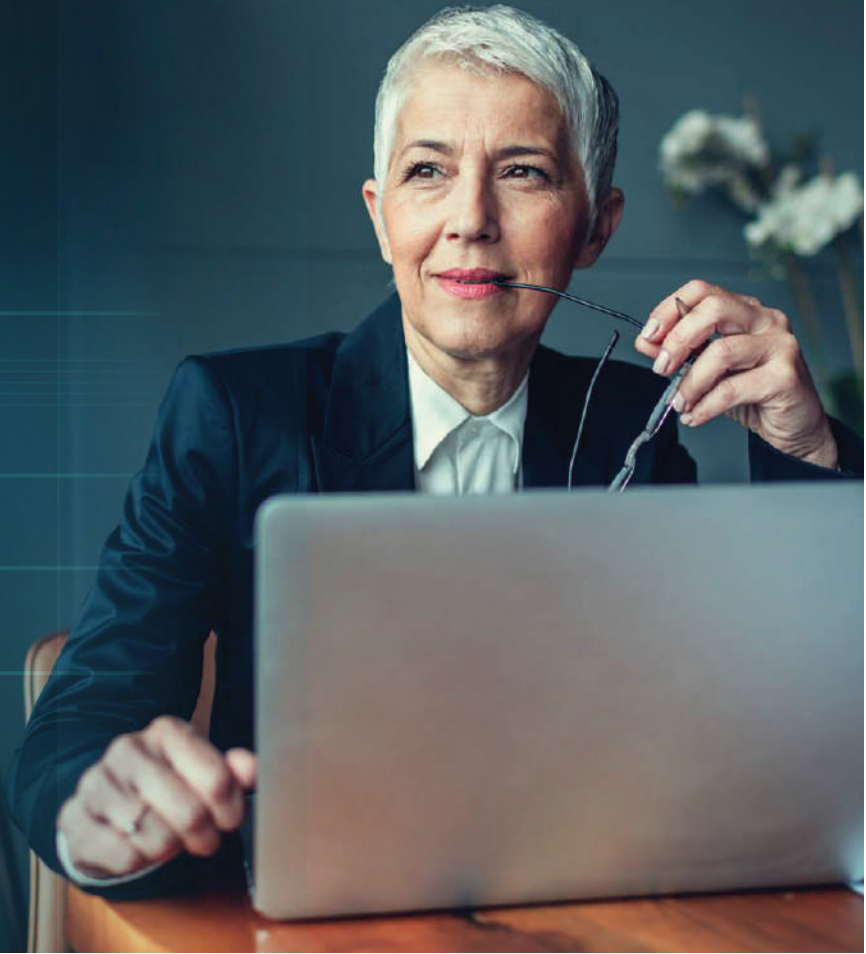
their profit and market value. Also, Korean and Chinese organizations have brought the leadership of digital technologies to a level of optimal performance that can minimize the time between the product development lifecycle and the management of relationships with customers and the supply chain of goods and services. This eventually adds to their flow of cash more quickly.

HOW LEADERS CAN BETTER DEPLOY DIGITAL TECHNOLOGIES

My research also suggests that leaders who make certain moves can help their companies better use and deploy digital technologies. Leaders need to design and implement an integrated information technology system that allows the organization's departments and employees to communicate with each other all over the world.

This integrated and extensive system, which leads to the growth of complexity and competitive advantage of the organization, also reduces the chance of competitors imitating them. Additionally, this integrated system helps the growth of innovation by allowing ideas to be shared and enhancing communication. A successful example of this integrated information technology system can be seen in Alibaba, which compared to many of its international competitors, such as

"Leaders must be aware of the importance of digital technologies in the company's market value and the vital role of solutions that can facilitate the organization's leadership in these technologies."



Amazon, has reached an amazing level of cost reduction and innovative growth.

Another suggestion is to use new project management techniques to design a culture that is suitable for supporting the use of digital technologies in organizations, with techniques such as those espoused in James G. Clawson's *Level Three Leadership: Getting Below the Surface* (Pearson, 2011)—vision, purpose, values, stories, music, and symbols. The training and development of human resources should also become an inseparable part of a company's strategic leadership.

Additionally, organizations must maximize the role of digital technologies in the supply chain and communications with customers so that costs can be reduced as much as possible. Companies such as Walmart, Target, and Kmart Australia have mastered the supply chain relationship and will only work with vendors that can meet their expectations. Lastly, train the leaders actively involved with information technology at their companies with management and business methods so that the best possible results can be achieved.

Executives can now see that leaders can make a fundamental change in the processes by which a company serves its clients. Success is more likely when digital leadership is used to change organizational processes. Without a grasp on this one tenet, leaders are bound to fail.

Leaders must be aware of the importance of digital technologies in the company's market value and the vital role of solutions that can facilitate the organization's leadership in these technologies. All must embrace the notion that digital leadership is a crucial part of effective leadership in today's economy, as companies need to become more focused on long-term goals and develop and prioritize digital technologies in their macro development strategies.

Becoming a digital leader is of great benefit to managers. As Nancy Koehn, author and professor at Harvard University, stated in Harvard Business School Online's Business Insights blog in 2019 ("Authentic Leadership: What It Is & Why It's Important"), "It's what we're thirsty for now, we are looking for leaders who can help us make a leap of faith and be integral to creating a better world, and to believe this is worthy of doing so and possible." Regardless of the corporate position you are in today, attempt to develop digital leadership and improve your emotional intelligence so that you can be a successful, lasting, and influential leader. [AQ](#)

Mostafa Sayyadi works with senior business leaders to effectively develop innovation in organizations and helps companies—from start-ups to the Fortune 100—succeed by improving the effectiveness of their leaders. He is an author and a longtime contributor to business publications.

Driving Sustainability Through Innovation

The Success Story of Sri M.K. Paper Mills

CELEBRATING 76 YEARS OF INDIA'S INDEPENDENCE AND INDUSTRIAL EXCELLENCE

As India marks its 76th year of independence, the nation continues to shine with homegrown enterprises redefining sustainability and industrial growth. Among them stands **Sri M.K. Paper Mills Pvt. Ltd.**, a Telangana-based kraft paper manufacturer that has carved a niche in the Indian packaging sector through innovation, quality, and eco-conscious manufacturing practices.

A VISION ROOTED IN SUSTAINABILITY

Founded in **2013**, Sri M.K. Paper Mills has emerged as one of India's leading producers of **high-quality, environmentally friendly kraft paper**. The company specializes in manufacturing kraft paper from **100% recycled corrugated boxes**, ensuring a minimal environmental footprint while maintaining exceptional product performance.

Kraft paper, known for its **strength, durability, and versatility**, is used across industries for **packaging, wrapping, and printing** applications. Unlike synthetic materials, kraft paper is **biodegradable, recyclable, and compostable**, making it a sustainable alternative that aligns with global environmental goals.

STATE-OF-THE-ART MANUFACTURING AND PAN-INDIA REACH

With an impressive production capacity of **50,000 tonnes per annum (TPA)**, Sri M.K. Paper Mills boasts **state-of-the-art manufacturing infrastructure** that ensures consistent quality across its diverse product range. The company supplies its products to key markets in **Maharashtra, Madhya Pradesh, Delhi, Telangana, and Andhra Pradesh**, earning a reputation for reliability and excellence.

Each kraft paper variant is tailored to meet the **specific grammage, strength, and color requirements** of its clients. Advanced technology and stringent quality controls guarantee high performance, including superior **tear resistance, burst strength, and moisture balance**.

In alignment with its environmental commitment, the company employs **eco-friendly production processes**—utilizing recycled raw materials, reducing water and energy consumption, minimizing emissions, and integrating renewable energy wherever possible.

THE ENTREPRENEUR BEHIND THE VISION: AMAN KEDIA

The driving force behind Sri M.K. Paper Mills' success is **Mr. Aman Kedia**, a dynamic entrepreneur from **Nizamabad**, born into a family with deep business roots. From an early age, Aman understood that entrepreneurship—much like

engineering—demands precision, perseverance, and vision. Inspired by his **father, Mr. Susheelji Kedia, and paternal uncle, Mr. Pawanji Kedia**, Aman pursued engineering before joining the family's rice mill business. His early exposure to business operations honed his skills in finance, management, and strategic planning, laying a strong foundation for his future endeavors.

Driven by a passion to create a larger impact, Aman took charge of expanding the family's ventures into the paper manufacturing sector through Sri M.K. Paper Mills Pvt. Ltd. His innovative thinking and leadership have transformed the company into a recognized national brand, earning accolades such as the **ET Excellence Award 2022** for innovation and sustainability.

AMAN'S PHILOSOPHY: QUALITY, RELATIONSHIPS, AND RESPONSIBILITY

According to Aman,

"The company's main focus is to deliver high-quality products that meet the demands of the market while maintaining healthy and friendly relationships with customers and suppliers."

This customer-centric approach has become a cornerstone of Sri M.K. Paper Mills' success and reputation.

Beyond profitability, the company remains deeply committed to its **social and environmental responsibilities**, embodying the spirit of the Make in India initiative while contributing to sustainable industrial growth.

INSPIRING THE NEXT GENERATION OF ENTREPRENEURS

Sri M.K. Paper Mills stands as a powerful example of how **young Indian entrepreneurs** are redefining traditional industries through **innovation, sustainability, and ethical leadership**. Aman Kedia's journey reflects the evolving mindset of India's new-generation leaders—those who combine modern business acumen with environmental consciousness.

As India continues its journey toward a sustainable future, stories like that of Sri M.K. Paper Mills remind us that **true progress lies in balancing economic growth with ecological harmony**.



Aman Kedia

Founder
M.K Paper Mills Pvt.Ltd.



From Talent to Trust: How HR is Redefining Pharma's Reputation

BY NAMITA PATWARI

India's reputation as the "pharmacy of the world" is grounded in scientific precision, and it's sustained by something even more critical: its people. As the supplier of over 20% of the world's generic drugs and 60% of vaccines, India's pharmaceutical industry commands global respect. In an arena where outcomes depend on exacting standards, consistency, and unwavering attention to detail, reputation is shaped not just by products, yet by the human force behind them.

Today, HR is no longer a support function; it's a pivotal driver of trust and business credibility. No longer is the

question "How can HR support the business?" Instead, it's "How can HR shape how the business is perceived, both internally and externally?"

For years, HR's role in pharma was about optimizing operations—policies, payroll, and compliance. Today, HR's influence extends far beyond logistics. It has become a strategic partner—advising on workforce strategy, enabling execution, and driving results. In a world of rapidly evolving markets, HR's ability to align talent with business objectives has become the core of both performance and reputation.

A PARADIGM SHIFT IS UNDERWAY

Reputation is no longer earned in marketing departments; it's earned within the organization itself—through employee experience and trust from internal stakeholders. Here's a critical insight: while many pharma employees feel physically safe, a worrying number report discomfort around psychological safety. This isn't a minor issue—it's foundational. Reputation doesn't start with an external campaign; it begins with how employees feel the moment they step into work.

HR must respond to this by transforming both policy and culture. Often, the simplest changes yield the most profound results: a flexible work environment, more empathetic leave policies, proactive wellbeing check-ins, and forums where employees can speak openly. These aren't just perks—they are signals of a company's character. And character, not efficiency, is what builds reputation.

Trust also begins with first impressions. Companies that tailor their onboarding process—structuring integration, maintaining regular touchpoints, and immersing new hires in company culture—demonstrate a commitment to ensuring employees feel valued, not just recruited. It's a quiet yet powerful declaration of intent.

Effective communication is another critical driver. Where clarity is lacking, disengagement flourishes. High-performing HR teams invest in transparent communication platforms—leadership town halls, regular business reviews, and data-driven listening mechanisms like surveys and field visits—to ensure alignment at every level.

Technology has unlocked new possibilities. AI-powered HR assistants, multilingual chatbots, and intelligent HRIS platforms streamline processes, providing employees with real-time access to resources. These tools are more than operational advantages—they communicate a deep respect for employees' time, language, and convenience. And that respect? It's a strong pillar of reputation.

Reputation isn't built on tech or efficiency alone. Emotional resonance is key. Recognition programs, meaningful appreciation moments, and growth platforms signal a company that values its people beyond just their professional roles. Family-focused initiatives, no matter how small, reinforce the message that the organization sees the whole person, not just the worker.

Talent development and internal mobility are no longer optional; they're essential. Internal growth programs foster loyalty and signal that the company is shaping its future alongside its people. Re-engaging past employees through

alumni networks further strengthens long-term goodwill and enhances brand recall.

In pharma, the disconnect between field teams and corporate leadership can be vast. Companies that bridge this gap—through leadership visits, hands-on field interactions, and collaborative problem-solving—don't just talk about trust; they build it. This isn't reputation earned through policies; it's reputation earned through action.

Work-life balance, once an afterthought, is now a fundamental pillar of reputation. Over 60% of professionals in pharma report struggles with balance, underscoring a critical need for HR policies to evolve. These aren't just benefits—they're a reflection of organizational maturity and respect for employees' well-being.

LOOKING AHEAD, HR WILL BE TASKED WITH TWO CENTRAL RESPONSIBILITIES

Embracing technological depth and harnessing emotional intelligence. From AI-driven recruitment tools to sentiment analysis, HR must integrate both data and empathy. As automation reshapes the workforce, over 40% of employees will need reskilling, and HR's role in guiding this transition is paramount. This transformation won't be led by technology alone—it will be led by HR's ability to shepherd people through change.

Pharma's reputation has historically been built on molecules, manufacturing, and market share. In the future, reputation will hinge on something far more nuanced: how a company treats its people. Research consistently shows that organizations with strong internal cultures and employee trust outperform their competitors—not just in financial terms, but in brand strength and long-term success.

This is the ultimate power of HR in pharma: not simply to build capabilities, but to build belief. Not just to fill roles, but to fulfill purpose. When HR aligns clarity with care, systems with sincerity, and data with dignity, it transcends function to become the foundation of trust—and the true architect of reputation.



Namita Patwari

CHRO
Alembic Pharmaceuticals Ltd.



Leadership in Hospitality: Balancing Tradition and Innovation

BY ABHISHEK SAKLANI

THE VALUE OF TRADITION IN HOSPITALITY LEADERSHIP

Hospitality thrives on consistency. Guests return to a hotel not only for its facilities but also for the sense of reliability it offers. Early in my career I saw how discipline and structure created that reliability. Leaders were present on the floor, employees were trained thoroughly, and standards were set high.

That traditional approach built a culture of accountability and pride. Even today when I meet teams across hotels, I notice how much confidence employees draw from leaders who carry that legacy of discipline and integrity. Tradition gives stability in an industry that often functions under great pressure. This principle, while rooted in hospitality, applies to every people focused business where consistency builds trust.

THE CALL FOR INNOVATION

The world around us has changed. Guest expectations are different, technology has touched every part of operations, and employees seek flexibility, growth, and recognition. In my current role, I am driving the introduction of digital human resources systems, workforce analytics, and exploring artificial intelligence based tools for recruitment and performance management.

Innovation has become necessary. During the pandemic this was especially visible. Hotels had to reimagine almost everything, from check in processes to employee wellbeing. Leaders who adapted quickly and encouraged their teams to

embrace change were the ones who created resilience in their organizations.

I have also seen how innovation creates value beyond efficiency. Using workforce analytics to predict attrition patterns has allowed us to design focused retention strategies. Similarly, digital feedback systems give leaders real time insights into guest and employee experiences, helping us act before small issues turn into larger challenges.

BALANCING TRADITION AND INNOVATION

The real test of leadership lies in harmonizing the old with the new. I have lived this lesson many times. In my previous assignment, while opening a property with a relatively young team, I leaned on the traditional practices of structured training and standard operating procedures. At the same time I encouraged the use of digital guest feedback systems. The combination of both helped us deliver a successful launch.

Now at Ferns N Petals, I see the same principle on a broader scale. We cannot abandon the values of discipline and service that define hospitality. At the same time we must prepare employees to become comfortable with new systems and data based decisions. Leaders must reassure their teams that innovation is here to empower them and not to replace them.

CHALLENGES LEADERS MUST ADDRESS

Leaders in hospitality today face a unique set of challenges that call for both tradition and innovation:

- **Talent Scarcity:** Attracting and retaining skilled professionals is harder than ever. Younger employees want career progression and balance in their lives. Leaders must find ways to meet these expectations without lowering service standards.
- **Workforce Diversity:** Hotels operate with a mix of permanent employees, contracted workers, and gig professionals. Managing this blend requires empathy and adaptability.
- **Culture and Wellbeing:** Guests notice how brands treat their people. Leaders must embed inclusion, sustainability, and wellbeing into daily practices. In my experience, employee wellbeing is not just good for morale but directly impacts guest satisfaction and brand loyalty.
- **Technology Transition:** Employees can feel anxious when new systems are introduced. Leaders must provide patient guidance and ensure technology becomes a partner rather than a threat.

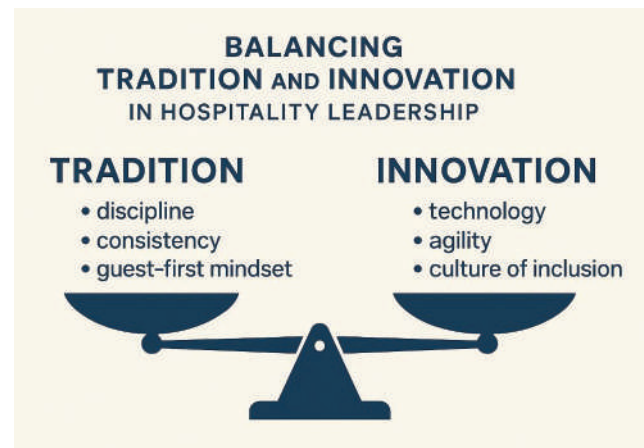
BUILDING LEADERS FOR THE FUTURE

Leadership development in hospitality must be intentional. Based on my experience, the following practices make a difference:

- **Mentorship and Cross Exposure:** In one of my previous assignments I saw how young managers gained confidence through rotational assignments. Today I encourage the same in our hotels, giving employees a chance to learn different functions before taking bigger responsibilities.
- **Digital tools in Learning:** Online simulations and short learning modules are powerful, but they must be balanced with human guidance. That is the approach I promote in training.
- **Culture as a Foundation:** Leaders must safeguard and build culture. At Ferns N Petals we are working on initiatives where wellbeing, inclusivity, and engagement are not simply programs but part of our long term strategy.
- **Connecting Employee and Guest Experience:** A satisfied employee creates a satisfied guest. This truth has guided me in every role, from improving staff accommodation during my earlier assignments to creating engagement frameworks today at Ferns N Petals.

A PERSONAL REFLECTION

One memory that stays with me is from the early years of my career. I was working late with a team preparing for a major wedding event. Systems and resources were limited, but what kept the team going was the presence and encouragement of the leader. Many years later when I designed manning strategies for multiple hotels, I realized the same principle applied. Numbers and systems matter, but what truly drives performance is how a leader inspires confidence in the team.



More recently, when we rolled out workforce planning across our hotels at Ferns N Petals, I saw younger leaders initially hesitant about using data to make staffing decisions. By walking them through the process and connecting it with their daily challenges, we turned hesitation into confidence. That reinforced for me that leaders are not only managers of change but also mentors in the journey of adaptation.

Hospitality is an industry built on emotions. Leaders who recognize this naturally balance tradition with innovation. They know when to enforce structure and when to inspire creativity.

CONCLUSION

Leadership in hospitality is not about choosing between tradition and innovation. It is about carrying both together. Tradition provides stability, discipline, and pride in service. Innovation brings agility, efficiency, and readiness for what lies ahead.

From my early career days to my current responsibilities at Ferns N Petals, I have seen that the most effective leaders are those who do not discard the past or resist the future. They honor the values that built this industry while welcoming the change that will shape it.

The leaders who will be remembered tomorrow are not the ones who only achieved business results but those who created workplaces that are resilient, inclusive, and compassionate. In hospitality and in every people focused industry, true leadership is about respecting where we come from while confidently stepping into the future.



Abhishek Saklani

General Manager and Head of Human Resources for the hospitality verticals at

Ferns N Petals. *With experience across Mahindra Holidays, Lemon Tree Hotels, ITC Limited-Fortune Park Hotels, and now Ferns N Petals, he brings a blend of tradition and innovation to leadership in hospitality.*



Research-Based Leadership Curriculum & Blended Journeys: Building Collective Success in Organizations

BY TIMSY KOHLI

A few years ago, I worked with a company that was entering a critical growth phase while also experiencing a change in its leadership team. On paper, the team looked formidable, highly capable professionals with proven expertise. But when it came to working together, alignment was missing.

Instead of steering the company forward with a common vision, leaders were caught up in competing agendas. Sales, Marketing, and Supply Chain functions that should have been collaborating seamlessly were often pulling in opposite directions. Meetings became less about problem-solving and more about proving whose perspective was right. Turf wars consumed energy that should have been directed at growth.

This wasn't about technical capabilities, it was about behavior. The organization didn't need just strong individuals, it needed a cohesive leadership team that could build trust,

camaraderie, and collective responsibility. That's when we decided to design an intervention, not a one-off training session, but a structured leadership journey aimed at shifting mindsets as much as skillsets.

Leadership programs often get labelled as "training events" that don't stick. But evidence paints a different picture. Gartner research shows that organizations linking leadership development to business outcomes can see nearly 45% higher performance improvements compared to those treating it as a tick-box exercise. AON's 2024 Talent Report also highlights collaboration and cross-functional agility among the top three traits of high-performing companies.

The urgency for such programs is also reflected in employee sentiment. AON's 2025 study revealed that 82% of employees are considering changing employers within the next 12

months. While many factors drive attrition, poor leadership alignment consistently emerges as a top cause of disengagement. If leaders don't model coherence and purpose, employees quickly sense the gap and begin to disengage or exit. We saw this first-hand with our leadership team.

Similarly, research from DDI found that nearly half (49%) of emerging leaders struggle with conflict management. In our case, this was evident in daily dynamics. Department heads clashed in meetings, sidestepped consensus or stalled decisions. Without intervention, conflict doesn't just remain at the leadership table, it cascades across the organization. Team members further down began arguing with other functions, mirroring the dysfunction at the top.

DESIGNING THE JOURNEY

Grounded in this research, we built a three-phase blended leadership journey for the company:

- 1. Awareness through Diagnostics** – Leadership assessments and 360-degree feedback provided fresh insights. A senior Sales leader, for example, was shocked to learn that while his assertive style was praised in his department, peers in Marketing and Finance found it intimidating. This shifted the focus from “others are the problem” to “I also play a part.”
- 2. Experiential Learning through Simulations** – In immersive workshops, leaders were placed in cross-functional teams and asked to solve challenges under pressure. In one exercise, Sales and Marketing had to co-create a go-to-market strategy within two hours. Initially, both sides dug into their turf, but as the clock ticked, they realized that unless they compromised, they would fail. That realization was transformative—they saw that internal conflicts drained more energy than external competition ever could.
- 3. Sustaining Change with Blended Reinforcements** – Workshops alone don't create lasting change. We introduced digital modules, peer coaching circles, and one-on-one leadership coaching as reinforcements. These nudges helped leaders stay accountable, practice new behaviors, and sustain progress beyond the program.

THE SHIFT

Gradually, the culture began to change. Leaders who once pushed competing agendas started co-authoring strategies. Finance stopped playing the “budget police” role and began collaborating with Marketing to support growth initiatives. Decision-making cycles shortened as debates turned into alignment.

Employees noticed the difference. Trust trickled down. Engagement scores rose, silos within teams broke, and the company not only met its growth targets but also built a leadership culture where collective wins mattered more than individual victories.

WHY BLENDED JOURNEYS

Work This experience reinforced that leadership development isn't about delivering content, it's about creating a journey that integrates the head (knowledge), heart (mindset), and habit (practice).

- **Head:** Data and diagnostics give leaders clarity on their behaviors.
- **Heart:** Simulations provide emotional realizations about the cost of old patterns.
- **Habit:** Coaching and digital nudges ensure new behaviors become habits.

Studies on workplace conflict show that many senior professionals default to dominating or avoiding styles, rather than collaborative ones. Left unchecked, these styles create mistrust and inefficiency. Blended leadership journeys create the safe space needed to move from “power play” to “partnership.”

Women's leadership aspirations further highlight the need for cultural change. AON's 2024 “Voice of Women” study found that 90% of women are willing to go above and beyond to progress, yet only 27% see themselves staying with their current organization for more than two years. This gap reflects not a lack of ambition but environments that fail to engage and retain them. Leadership journeys that emphasize inclusion, collaboration, and cultural transformation can help bridge this gap ensuring talent not only thrives but also stays.

THE BIGGER PICTURE

As organizations scale in a world shaped by AI, hybrid work, and rising employee expectations, leadership alignment has never been more crucial. Technology may accelerate operations, but it cannot replace human collaboration at the top.


The next phase of growth will belong to organizations whose leaders shift from operating as powerful individuals to functioning as cohesive teams. Research-based, blended leadership journeys provide a proven way to make this shift. They don't just teach leadership; they rewire it.

At the end of the day, leadership is not about who wins the argument in the boardroom, it's about how the team walks out aligned, ready to win in the marketplace. True leadership is less about competing for the spotlight and more about creating a constellation where leaders shine brighter together than they ever could alone.



Timsy Kohli

Chief People Officer
Swiss Beauty Cosmetics Pvt. Ltd.



High Performance Culture: What You Permit, Is What You Promote

BY SANDEEP BUDHIRAJA

INTRODUCTION

Culture is not created by mission statements, wall posters, or speeches from leadership. It is born in the day-to-day experiences of people within the organization—the choices leaders make, the behaviors they reward, and equally, the behaviors they tolerate. One of the most powerful truths about building a high-performance culture is this: what you permit, is what you promote.

Every action or inaction sends a signal. When underperformance, lack of accountability, or disrespect goes unchecked, it quietly becomes part of “how things are done here.” Conversely, when excellence, ownership, and collaboration are consistently recognized and reinforced, they become cultural anchors. Culture, therefore, is not just the result of deliberate policies but also of the silent permissions we grant.

THE HIDDEN POWER OF PERMISSION

Consider two managers. The first allows team members to arrive late to meetings without consequence. Over time, punctuality erodes across the team, deadlines slip, and accountability weakens. The second manager, on the other hand, acknowledges punctuality, holds meetings to agreed timelines, and reinforces the value of respecting one another’s time. In a few months, the norm of punctuality

takes root.

Neither manager wrote a policy on time. Both simply permitted or did not permit certain behaviors. One created a culture of delay; the other, a culture of respect.

The lesson: culture is shaped less by the rules we write, and more by the behaviors we allow.

FROM KINETIC ACTION TO SILENT PERMISSION

Many leaders believe culture is shaped only through kinetic actions—strategic initiatives, bold decisions, or high-visibility campaigns. While these are important, culture is equally a product of the quieter, everyday choices: the promotion you allow despite toxic behavior, the silence when a disrespectful remark is made in a meeting, or the leniency shown toward repeated underperformance.

For example, a global manufacturing company once launched a “Zero Harm” campaign to emphasize workplace safety. Posters were displayed, leadership spoke passionately, and policies were rewritten. Yet on the shop floor, supervisors continued to overlook workers not wearing helmets because “they were just taking a short cut.” Despite the campaign, accidents continued. Why? Because the culture was not shaped by the posters—it was shaped by what was permitted daily.



THE RIPPLE EFFECT OF SILENT ENDORSEMENTS

Every act of permission creates a ripple effect.

- **In performance:** If one sales executive misses targets consistently but faces no accountability, others infer that results do not matter as much as effort. Over time, mediocrity spreads.
- **In values:** If a senior leader's abrasive behavior is tolerated because "he delivers numbers," employees internalize that results matter more than respect. Soon, similar behaviors surface across levels.
- **In innovation:** If new ideas are dismissed without exploration, teams stop voicing suggestions, and the culture drifts toward compliance rather than creativity.

High-performance cultures understand this ripple effect and act intentionally to align both what is promoted and what is permitted.

STORIES OF CULTURAL INFLECTION

Story 1: The Airline Turnaround

A major airline struggling with customer dissatisfaction had detailed customer service training for employees. Yet complaints about rude staff continued. A new CEO discovered that while training emphasized courtesy, the

company continued to reward staff solely on operational metrics like on-time performance. No one was ever held accountable for service quality lapses. By permitting rudeness, the airline had unintentionally promoted it. When the CEO tied promotions and bonuses to both performance and behavior, the culture began to shift, and customer trust was rebuilt.

Story 2: The Technology Start-up

In a fast-growing tech start-up, innovation was celebrated but deadlines were frequently missed. The founder's mindset was "as long as the product is brilliant, timelines don't matter." Within three years, missed deadlines became normalized, clients grew frustrated, and credibility eroded. The turning point came when the leadership realized that permitting missed deadlines was promoting unreliability. By introducing clear accountability mechanisms while still celebrating creativity, they rebuilt client trust without losing their innovative edge.

Story 3: The Factory Floor

In a metal plant, safety was non-negotiable—at least in theory. Leaders spoke about safety, and posters lined the walls. Yet when a supervisor ignored a worker not wearing protective gloves to save time, everyone else followed suit. Within weeks, safety shortcuts became the norm. A minor accident exposed the disconnect. The plant head introduced a simple principle: every safety lapse, no matter how small,



will be corrected immediately. Over time, the new habit of “safety first” created a culture where employees looked out for one another’s wellbeing.

BUILDING A HIGH-PERFORMANCE CULTURE INTENTIONALLY

If culture is shaped by what we permit, then leaders must become vigilant gatekeepers of daily experiences. High-performance cultures are built through consistent actions across three dimensions:

1. Clarity of Standards

- People must know what is acceptable and what is not. Vague expectations lead to inconsistent behaviors.
- **Example:** Netflix’s famous culture deck clearly defines the behaviors expected of employees, leaving little room for ambiguity.

2. Consistency of Reinforcement

- Leaders must reinforce desired behaviors consistently—not just when convenient.
- **Example:** A global consulting firm requires leaders to model punctuality; meetings that start late are flagged as breaches of respect.

3. Courage to Confront

- The hardest part of culture-building is confronting what is misaligned. Avoiding uncomfortable conversations silently permits negative behaviors.

- **Example:** When Satya Nadella took over Microsoft, he focused on creating a culture of empathy and collaboration. He personally addressed behaviors that clashed with the new direction, signaling that culture change was non-negotiable.

PRACTICAL WAYS TO ALIGN PERMISSION AND PROMOTION

- **Link recognition to values, not just outcomes.** Reward collaboration, innovation, and accountability alongside performance.
- **Create rituals that reinforce culture.** For example, begin meetings by recognizing a peer who demonstrated empowerment and trust.
- **Equip managers to act as culture stewards.** Provide tools for giving feedback, addressing conflict, and role-modeling standards.
- **Audit for silent permissions.** Ask: What behaviors are we tolerating that undermine our culture? Where are we looking the other way?
- **Lead visibly.** When senior leaders confront misaligned behaviors openly and respectfully, it sends a powerful signal that culture is more than words.

CONCLUSION

A high-performance culture is not built by grand gestures alone—it is sculpted in the everyday experiences of employees. The principle is simple yet profound: what you permit, is what you promote. Every instance of silence, tolerance, or neglect sends a message as loudly as recognition and reward.

The organizations that thrive are those where leaders vigilantly align their permissions with their aspirations. By refusing to let small breaches slide, by consistently reinforcing desired behaviors, and by having the courage to confront misalignment, leaders create cultures of accountability, learning, trust, and teamwork.

In the end, culture is less about what leaders say and more about what they allow. And in that space—between permission and promotion—lies the true power to build high-performance organizations.



Sandeep Budhiraja

Co-Founder, Master Trainer and Executive Coach - BYLD Group

Does Hybrid Work Stifle Career Advancement— **PARTICULARLY FOR WOMEN?**

BY SAMANTHA GOLDMAN



Hybrid isn't new. That is, it's not new, but it's the new normal.

The hybrid work movement accelerated during the pandemic, but in many organizations, we've been doing it all along. This is especially true at enterprise companies, where you may have had team members in different locations, sometimes in different areas across the world, going back well before 2020.

The real adjustment was having to be fully remote while working from home. We were all shook up initially and then realized that hey, we can make this work. The lesson is that it's not really where you work, but in fact how you work—the methods and practices that you put into place—that makes all the difference.

An important insight we've gained is that for women, being in a more flexible work environment has given them the ability to take on roles that they may not have before. And they want to take on even more. In fact, McKinsey & Company's "Women in the Workplace 2023" study found that after the pandemic, roughly 80% of women expressed a desire to be promoted to the next level, compared with 70% before the pandemic.

This is even more true for women of color—88% expressed ambition for promotion, showing that the pandemic (and increased flexibility) didn't dampen women's career aspirations.

That's something that has proven true for me, but it has also meant that I've needed to adjust the way I engage with and lead my teams.

SOLVING FOR GROWTH AND CONNECTION

Distributed work isn't all upside, however. Something that I think really affects everyone, from a community perspective, is the disappearance of the "coffee chat" or water-cooler-style conversations that help form relationships, especially early in your career.

I've seen younger people, who are still trying to figure out their networks, mostly impacted by this. And I think it's on companies and the organizations within those companies to help identify other ways that we can create those moments for people. (Think: getting team members who live in the same area together on a regular basis, forming interest-based groups or channels, and even holding team or company offsite get-togethers.)

But it's not only companies' responsibility to help foster this kind of connection. This new environment has also forced women to create more networking opportunities for themselves within their company. What's important to note here is that it's not just about clocking in, clocking out, and how many days you're in the

office. Rather, are the people that you need or want to connect with going to be in the office that day?

I tell women this: You need to take the initiative on that. You need to find those people. You need to reach out to them. You need to make the time because you're not just going to walk by them in the hallway and be able to have that quick conversation.

As an example, we're a fully remote company at Mural, but there's been an employee-driven initiative to open up two small offices—one in San Francisco and one in New York City—where we're giving people the option to go in so that they can connect with their colleagues. It's something that leadership is proud to support and get involved in, because we see how our employees are taking that initiative and wanting to build connections with their colleagues and also across departments.

Rather than a rewind to the "old ways," the way we're approaching this is as an opportunity for growth by trusting our employees to know how best to manage their time—and what time is best spent together versus working remotely.

DISTRIBUTED WORK IS THE FUTURE: WOMEN CAN LEAD THE WAY

As more women take on leadership roles, hybrid and distributed work enables us to lean in to our strengths, build new skills, and grow—while taking advantage of greater flexibility.

Flexibility. When it comes to flexibility, basically everyone agrees it's important, regardless of gender. I know a lot of women who have children and need to get home right after work. The same McKinsey study I referred to earlier found that "flexibility is especially valuable, with 38% of mothers with young children stating that without workplace flexibility, they would have had to leave their company or reduce their work hours."

In the "before times," when you had to be in the office every day, commute to work, clock in and clock out regardless of the shape of your work, all of this dampened women's ambition and put unnecessary restrictions on the way we work together. Now, I'm able to create a much better work-life balance—and it's more about creating the schedule that works for me.

And I'll go one step further: On a personal note, I'm pregnant! In our distributed work setup, I'm in control and able to decide when and how I tell people my news (welcome to my circle of trust). A friend and CEO told me that she went through the majority of her pregnancy without most people at her company knowing that she was pregnant. About a month before she went on leave, she informed the full company and made sure everyone understood

the plan for while she was on leave. This ensured that no one treated her differently because she was pregnant.

Being able to work from home while pregnant has been amazing. Something as simple as scheduling doctor's appointments and not having to worry makes such a difference, not only for my career but also for my personal life. Knowing that I can adjust my schedule as I need to makes me feel incredibly fortunate. On the flip side, as I think about returning to the office after maternity leave, I'm actually excited to have an office to go to. There are also benefits to compartmentalizing my workday and family time—the key factor is that I'm entrusted with making those judgment calls myself.

That's what employees want—and we're proving that it works better every day.

Intentionality. As a leader, it's more work to be intentional, but the best leaders are intentional ones. They're constantly thinking about how to improve things for their team and exploring different practices and structures that help work make sense for everyone.

So as a leader in a hybrid setting, you can't just do what you've always done. You need to change the way you work. If we're coming into the office, then—why is that? What, specifically, do we do on those days? With your weekly team meetings, how do you zero in and make sure that your other leaders or your direct reports know what to expect?

Recently, I was at a dinner with several other chief marketing officers. One particular connection of mine was talking about how she and her team are coming back into the office—they go to the office two or three days a week now—and how they have very programmed days together.

They've adjusted their calendar and their ways of working so that their time together is purposeful and focused. It can be as simple as saying something like, "OK, Wednesday is going to be an in-office day. What do we all do every Wednesday together to make sure that it makes sense for us to be in the office, versus just changing the location of where someone's desk is?"

But being intentional about your time together doesn't mean that 100% of your time is "productive," in the sense that it's directly related to business outcomes. You need to bring the same level of intentionality to how you build relationships and create an environment where people are comfortable being themselves.

For example, I take 30 minutes a week now to do "Coffee Chat Fridays" with the team—and this is something that I love and make space for because we're a remote team. It's my opportunity to have conversations with the team that are intentional, yes, but aren't formal.

And, if you do it right, you'll find that it actually does help the bottom line as well.

Structure. There's a simple Mural template that I like to use every week for my meetings with our VPs and direct reports.

This quick meeting template helps me prioritize and gives us a shared frame of reference for the rest of our week. It's also really important that I understand what is happening in a person's life outside of work—the type of things I might have caught up on when grabbing coffee on Monday morning. Lately, our favorite weekly icebreaker has been "What's high priority for you this week: at work and at home?"

Using this kind of format is especially important in a distributed context, because your team also knows what to expect and there is transparency and alignment across all the strategies and tactics that go into any successful campaign or product.

Those aren't things that I purposely did before. The same goes for team check-ins. In the past, I didn't say to myself, "It's Monday—I need to meet with all of my direct reports and check in with them on anything they want to share about their personal lives." Now, it's a natural aspect of most of our meetings.

By creating structure, you're able to become a better leader. Instead of worrying that people won't speak up because they're uncomfortable in the environment or there isn't a natural-feeling way to do it, it's about building systems that create those opportunities. I didn't use this much structure before coming to Mural, but now I can't imagine a meeting without it.

Templates and shared visual workspaces also help decision making in a distributed work environment because it's critical to get the blend of synchronous and asynchronous right. With structure, everyone can stay on the same page, regardless of what time zone they're in. We can still build that shared understanding and alignment, and move forward faster on projects because structure facilitates better teamwork.

Without it, we know teamwork isn't working. That's something that adversely affects women more than men as well—our own Teamwork Research Report found that 56% of women experience burnout due to poor teamwork, versus 49% of men. And this is true regardless of where they work.

As women are taking on more leadership roles in an evolving, but still flexible, environment, we need to make sure that we're intentional about what we're doing, and that we're changing the way we lead to best fit where work is going.

What that means is, we need to start putting these practices into place so that we can be amazing leaders for today—versus reverting to old habits or feeling bound by tradition rather than what we know works now. We're just scratching the surface of what's possible. It's not time to turn back. Distributed work is the future, and women are well positioned to be the next generation of business leaders. So let's give them the training and tools they need to make teamwork work, for everyone. [AQ](#)

Samantha Goldman is the chief marketing officer at Mural. She leads a global team of marketers responsible for developing and executing Mural's brand, product marketing, and demand generation strategies, as well as driving member growth, engagement, and retention.

Unconscious Bias

Women in the Hybrid Tech Workplace

BY RHONDA DIBACHI

In the technology industry, unconscious gender bias has been and continues to be an unspoken, persistent issue.

This article focuses on how hybrid work models can be leveraged by women in tech today to mitigate these biases, based on my own observations and research. With the generational changes in the perception of women in tech, confronting these biases head-on can be counterproductive and relying on company edicts is naive, especially in environments where such issues are not openly acknowledged. The tech workspace is notorious for just such an environment.

UNCONSCIOUS BIAS IN THE TECH WORKFORCE

In the tech industry, a persistent undercurrent of conscious and unconscious gender bias has long been a problem. It used to be overt, but in the face of increased workplace regulations to protect women, it has gone underground in the last several decades. This is a subtle bias, affecting opportunities and advancement for women in a field traditionally dominated by men. Hybrid work models, which have been introduced since the pandemic, are a significant shift in workplace dynamics. This new work model can be used by women in tech to improve their

work experience, gain better career advancement opportunities, and reduce the hazardous effects of unconscious gender bias. It seems the perfect juncture, providing flexibility to women while allowing them to fully participate in the work environment. The hybrid model can give women in tech a potential new tool to minimize the triggers their presence can sometimes cause. But it also brings new opportunities for gender bias to harm a woman's career.

My insights into this issue stem from a career spanning decades in tech, where I have experienced firsthand both the blunt-force trauma of overt misogyny in the workplace as well as the subtle oppression of unconscious bias. As a young woman working at a nuclear power plant in Limerick, Pa., I saw and experienced gender bias. It was blatantly obvious. As the sole woman engineer among dozens, I often heard men questioning the intellectual capabilities of women in engineering. This overt skepticism about women's place in tech persisted well into the 1990s, with debates in tech magazines openly questioning whether women even "belong" in IT or computer science. Over



the years, there has been a slow yet perceptible shift in these perceptions. The blatant bias of earlier decades has morphed into the more subtle discrimination of unconscious bias.

HYBRID WORK: THE POSITIVE ASPECTS

Hybrid work models can be beneficial for women in tech. This model offers a level of flexibility that works well for women, who often juggle multiple roles both professionally and personally. It allows for a more balanced approach to managing work-life commitments. In my years of managing diverse teams, I have consistently found women who are mothers, especially those with at-home children, to be among the most diligent and efficient workers on my team. Their ability to organize, focus, and optimize their time is unparalleled. They are the epitome of no-nonsense professionalism, bringing a level of dedication and efficiency to the job that others often lack. Hybrid work amplifies these strengths by providing them the flexibility to excel in both their professional and personal lives.

INCREASED GENDER-NEUTRAL VISIBILITY THROUGH VIRTUAL PLATFORMS

In a hybrid work environment, interactions are warped and filtered, particularly in how we perceive and engage with others. Virtual platforms level the playing field in some respects. For instance, in videoconferences, physical attributes such as height or stature, which might subconsciously influence perceptions

in an in-person setting, become less pronounced. Everyone, regardless of their physical presence, occupies the same amount of screen space.

This feature can be at least equalizing, and at best empowering, especially for women. It minimizes the traditional, often gendered dynamics of a physical meeting. The tall, imposing figure no longer dominates the room, and the quieter voices can contribute. Virtual interactions can filter the personality or gender of an individual, reducing the "femaleness" or "maleness" of a person, which, in a biased environment, can sometimes work to a woman's advantage, allowing her work and ideas to take center stage.

A video representation of a woman is also less triggering to some. A woman's face on the screen is less "female" than one in person. There is no perfume or lotion to smell. Clothing cues are minimized. Even high-definition video flattens a face and makes it more neutral. For women in the tech workplace, a videoconference can be used to overcome colleagues' strong unconscious gender biases.

HYBRID WORK AS A TOOL FOR MENTORSHIP

Hybrid work environments can also be useful to a woman in tech in the area of mentorship. It is not just former U.S. Vice President Mike Pence who is needlessly prudish when dealing with women in social-adjacent engagements. Some senior men hesitate to initiate a mentoring relationship with a younger woman. This

misguided fastidiousness can be mitigated in a virtual setting. Videoconferencing and other remote communication tools offer a less public, more controlled, and blameless environment for mentorship. Mentorship can be highly effective in career advancement, and the hybrid work environment offers opportunities to attract mentors that otherwise would be unwilling to expose themselves to others' biases.

The flexibility of hybrid work can be useful for pregnant women or new mothers. It allows them to maintain their professional visibility and involvement without inadvertently triggering a bias due to a pregnancy's visible manifestations.

OBJECTIVE PERFORMANCE METRICS IN HYBRID WORK

A hybrid environment can work in a tech woman's favor by changing the way productivity is measured. In a traditional tech work environment, performance metrics are influenced by many factors besides pure output. Many of these factors, including time spent in the office or time talking about video games, have nothing to do with performance.

Hybrid work, with less face time, pushes the focus toward more objective metrics based on output and results. It forces managers to rely on results, first and foremost. This shift can be a significant equalizer in mitigating unconscious gender bias. When the emphasis is on the quality and impact of work rather than on physical presence or subjective perceptions, it levels the playing field. This works in a woman's favor in the tech workplace, where results are typically less subjective than in a non-tech workplace. Marketing or media performance, for example, are based on more subjective results, such as perceived creativity.

THE CHALLENGES OF HYBRID WORKING

Hybrid work comes with many opportunities, such as flexibility, gender-neutral visibility, increased mentorship opportunities, and objective performance metrics.

It also brings up significant new issues, particularly when it comes to collaboration and synching up with team members. According to a March 2023 article from Gallup ("How to Make Hybrid Work for Women"), while hybrid work can boost individual productivity, it may lead to decreased collaboration and coordination challenges within teams. This leads to hybrid workers enjoying fewer career advancement opportunities. That, along with the unconscious gender bias prevalent in tech workplaces, can severely limit a woman tech worker's career.

A study from Qualtrics and theBoardlist in August 2020 ("Not in the Same Boat: Career Progression in the Pandemic") noted that 34% of men working remotely with children at home received a promotion, compared with just 9% of women in the same situation. The same study found that, among remote workers, men received a pay increase twice as often as women, at a rate of 26% compared with 13%. This disparity is exacerbated by the existing unconscious gender biases in the tech industry.

Hybrid work's challenges are the other side of the coin to opportunities. Increased flexibility leads to less cohesion within the group, resulting in decreased career advancement. This is exacerbated if the employee is a woman.

STRATEGIC MANAGEMENT OF HYBRID WORK


Women in tech can use these facts about hybrid work to intelligently select the best work mode for doing a particular task or interacting with a particular colleague. Balancing tasks between remote and onsite work can improve the outcome of each. On in-office days, women should work on tasks that maximize face-to-face interactions and build strong networks with supportive colleagues, while minimizing interactions with colleagues who have strong unconscious biases.

Performance reviews, critical meetings, and high-stakes presentations should be handled in person to ensure that their contributions are fully recognized and accurately attributed. Negative results can be refuted more efficiently in person. Allies can be more easily recruited. Conversely, remote workdays are perfect for tasks requiring deep concentration, solo research, or administrative duties. They are also perfect for interactions with biased colleagues because a screen representation can be less triggering and minimize nonverbal messaging. This dual approach gives women in tech another tool to manage and grow a strong professional presence while reducing their exposure to potential bias in day-to-day interactions. They can use the new hybrid work model to turn off triggering mechanisms through remote work and videoconferencing. The emphasis on objective performance metrics in a hybrid environment can help level the playing field, putting the focus on results as opposed to other unrelated metrics. The flexibility of hybrid work and the focus on objective results can present a woman's contribution in a stronger light.

I have not talked about management training, networking, or self-care. These are important, but I believe handling unconscious gender bias in the tech industry requires more than just waiting for organizational policies to come in and save the day. Women in tech should view hybrid work environments as a powerful tool to take charge of their own careers. The hybrid work model can showcase their competence and prepare them for greater challenges.

I am proud of the new generation of women in tech. My daughter-in-law doesn't react the way I was taught (made) to react if overlooked in the workforce. The new generation is bold and unapologetic in their approach, hopefully proving through their actions and results that they are an indispensable part of this industry. It's time to stop tiptoeing around the issue and assertively claim our space in the tech world. [AQ](#)

Rhonda Dibachi is the co-founder and chief executive officer of HeyScottie, an artificial intelligence-powered platform delivering superior sourcing options for manufacturing finishing services. She started her career as a nuclear engineer and is now a champion for AI and sustainability in the manufacturing sector.



How to Use **SKILLS** to Further Your Career

BY NICOLE WILLIAMS

Skills promise to be a great leveler, removing biases from hiring, learning, performance, and remuneration decisions.

By breaking work down into its most fundamental parts—the tasks that need to be done and the skills required to achieve them—employers hope to improve workplace equity, diversity, productivity, and retention.

According to Deloitte's January 2023 article ("Navigating the End of Jobs") on this skills-first approach, 41% of organizations have increased financial performance, 33% have increased retention, 26% have an enhanced ability to anticipate future disruptions, 26% have more agile workforces, and 26% are more innovative. As employees, understanding this shift is vital since the skills-first approach is gaining momentum, with 93% of leaders stating that moving away from the job construct will be important to their organization's future success. If you get ahead of this transformation now, you will be well prepared when all employers use skills as the main way work is allocated and career opportunities are offered.

HOW TO GET STARTED

Informing employers, whether present or future ones, about your skills can be relatively easy. Most of us will use a resume to introduce ourselves and our capabilities. Putting skills front and center within your CV is a simple, immediate way to future-proof it for the skills-first transformation. Highlight skills that are relevant to the role you want (and if you don't know what these skills are, look to job descriptions or ask peers, managers, and mentors for advice).

It's a good idea to put this "skills" section near the top of your resume, listing specific skills (such as Python, technical writing, or public speaking) and, if relevant, some indication of your level of expertise (such as completing a boot camp or building a website). Ideally, you don't want this to be a long list of skills with little relevance or context. Focus on applicable skills for each role that you're applying for and an example of how a skill was applied or the level that you're at. For example, if you are applying at a Paris-based company, you can put "French (conversational level)" among your relevant skills.

Be prepared to expand on your list of skills during an interview with examples of when you have used them and the results achieved. Focus on a clear ROI (return on investment) that will give an interviewer a good idea of what you could potentially achieve in a role. If you're going for a promotion or lateral career move, the same approach applies. Tell them about how you have applied a skill, such as team management or emotional intelligence, and the results that you achieved through it.

CAREER PROGRESSION BASED ON SKILLS

If you're already in a role and are looking for new opportunities to grow and further your career, skills will also prove helpful in performance and progression discussions. Before such meetings, prepare evidence of any learning that you have done to build new skills or deepen existing ones, plus on-the-job experiences that back up your theoretical knowledge. This doesn't necessarily mean tasks you've completed in your

current role—you can highlight a stretch assignment, side project, or volunteer activities that you believe provided you with practical applications for your skills.

Compile your evidence in a skills portfolio, which is also known as a skills profile or skills passport in some organizations. This portfolio provides a single place for you to track your skills, and you can easily share it with your manager or department leader. It will follow you throughout your career, becoming more detailed with each learning experience and career step.

In a performance discussion, you can use your portfolio to highlight specific skills you have built that are positioning you for more challenges and opportunities. Your manager might then offer you further learning resources to prepare you for your next career step, or you may have acquired enough new skills and experience to be promoted. Alternatively, if you discover in the course of your skills development that you are more interested in a different career route, you can build skills that are relevant to your new, aspirational career path. You can then leverage these new skills for a lateral move. This approach will also help employees who need to reskill due to automation eliminating their original role.

CONTINUOUS UPSKILLING IS VITAL

Speaking of learning, it's essential that you cultivate a habit of lifelong learning. This will help you continuously build skills that can future-proof your career. If you are regularly learning new things, you will be better prepared for significant developments like the rise of generative AI (and all other forms of AI).

Learning new skills and deepening your existing ones can also help you feel more confident amid an uncertain economic and technological backdrop. Even taking a couple of hours each week to develop new skills can add up to notable progression over a year.

MANY LEARNING OPTIONS

If you're going to stick to something long-term, it needs to be enjoyable. Therefore, pick learning methods that suit your learning style and fit in with your other commitments. Luckily, there are numerous accessible and affordable learning methods available today. There are online learning platforms that offer industry-specific and skills-based courses, MOOCs, apprenticeships, micro-credentials, boot camps, and informal learning resources like podcasts, books, and videos. Having a mix of different learning resources keeps things interesting and varied so that learning doesn't feel like a chore.

It also allows you to match your learning content to your desired skill and required level. Leadership skills can be continually honed over time by listening regularly to expert advice via podcasts during your commute and by taking courses. Coding skills may require you to dedicate time to complete a boot camp. A set of skills needed to launch a new sales strategy may involve enrolling in an academy to learn alongside your colleagues.

“Experiential learning, in the form of stretch assignments, internal redeployments, side projects, volunteering, mentoring, and teaching others, can help provide a real-world element in your learning.”



These learning resources are a powerful way to refresh and sharpen your skills since they focus on one or two competencies at a time. This means you can build deep skills in a specific area such as coding or cybersecurity in a relatively short timeframe. Of course, these efforts come to nothing if you aren't tracking your learning and skill progression in a skills profile. If you are engaging in many different kinds of learning simultaneously, you need to make note of everything you are learning and how you are applying those skills in the real world so that you can talk about it with managers and colleagues to drive your career forward.

SHOW REAL-WORLD RELEVANCE

Highlighting your skills via a resume or skills profile is half the equation. The other half involves showcasing your skills and proving to a hiring manager that you can perform them on the job. It's one thing to learn about the theories of public speaking, it's another to stand behind a podium and capture an audience's attention.

Experiential learning, in the form of stretch assignments, internal redeployments, side projects, volunteering, mentoring, and teaching others, can help provide this real-world element in your learning. It also gives you success stories to tell during an interview or performance discussion. Your employer might have an internal talent marketplace that integrates with your learning platform and other HR tools to bring your attention to relevant internal opportunities that you can be involved in. If not, don't be afraid to ask your colleagues and wider network for extra tasks that align with the skills you're building and the career step you want to take. You can also look for aligned volunteering opportunities. Sitting on a charity board, for example, can give you valuable strategic leadership experience that you can then apply in your day job.

THE ROLE OF YOUR NETWORK

It's been mentioned several times, but your peers and mentors are going to be vital in your skills-based learning journey. Mentors, especially those in roles that you aspire to, can be a valuable source of insight into the skills you should focus on building. They can also inspire you to advocate for yourself

and your skills and to assess when you are ready to take a new career step. Three-quarters of senior leaders say that mentoring has been critical in their career development.

Likewise, your peers can help you identify your skill strengths and weaknesses and brainstorm different career opportunities. They can also recommend learning resources that worked well for them or share their knowledge and skills. More people actually prefer to learn from their peers and teammates than from any other learning source. Peer learning groups can also be a safe space to practice soft skills such as communication, critical thinking, feedback, and collaboration.

WHERE SKILLS ARE GOING

We are still at the beginning of the adoption curve with the skills-first approach, but increasing numbers of organizations are using skills as a deciding factor in their people decisions. The simple truth is that traditional ways of hiring, upskilling, rewarding, paying, and assessing performance are no longer fit-for-purpose in an ever-changing, AI- and technology-driven world. Skills gaps are hindering business growth, productivity, innovation, and transformation, and the C-suite is looking for any way to plug them. It makes sense, therefore, to look at skills themselves and see where they can be deployed within the organization to have the greatest impact. It's where the world is headed since the skills gap is only going to grow over the coming years.

You will encounter the skills-first approach at some point in your career. Prepare for it now by thinking about how you're building skills in your current role, seeking out new ways of developing skills, and evidencing this. When your employer or future organization wants to look at your potential and progression in a skills-based way, you will have a strong body of skills evidence to show them. [AQ](#)

Nicole Williams is chief operating officer of Degreed, a technology suite that combines lifelong learning and data-driven development so organizations can accelerate workforce capabilities for greater impact and make skills the heart of all work.



The Emergence of Empathy-as-a-service (Eaas) is Revolutionizing Travel BPOs

BY RITESH SINHA

For decades, the Travel Business Process Outsourcing (BPO) industry has been characterized by its soundscape: the constant ringing of telephones, the rhythmic tapping of keyboards, and the measured, scripted tones of support agents managing everything from flight disruptions to long-awaited holiday plans. Its success has been measured by a familiar set of indicators—Average Handle Time (AHT), First Call Resolution (FCR), Customer Satisfaction (CSAT) scores, and the Customer Service Index (CSI)

A transformative shift is underway, transitioning the industry's focus from operational efficiency to empathetic intelligence. The next competitive frontier for Travel BPOs lies in deciphering the profound emotions unstated during customer interactions, leveraging those insights to cultivate lasting customer loyalty

This is the emergence of **Empathy-as-a-Service (EaaS)**.

BEYOND THE SCRIPT: WHEN EFFICIENCY ISN'T ENOUGH

Traditional BPO models excel at handling stated issues. A customer clearly explains a problem—a flight change, a booking error—and an agent, guided by scripts and systems, finds a solution. Metrics like low Average Handle Time (AHT) and high First Call Resolution (FCR) indicate this process is working.

However, this model overlooks the critical human elements hidden between the words: the hesitation in a voice, a frustrated sigh, or a worried pause. It fails to measure:

- The stress of a frequent traveler facing yet another delay that causes them to miss a family milestone.
- The nervous anticipation of a couple planning a once-in-a-lifetime trip, uncertain about their decisions.
- The confusion of an older customer struggling to use a complicated travel platform.

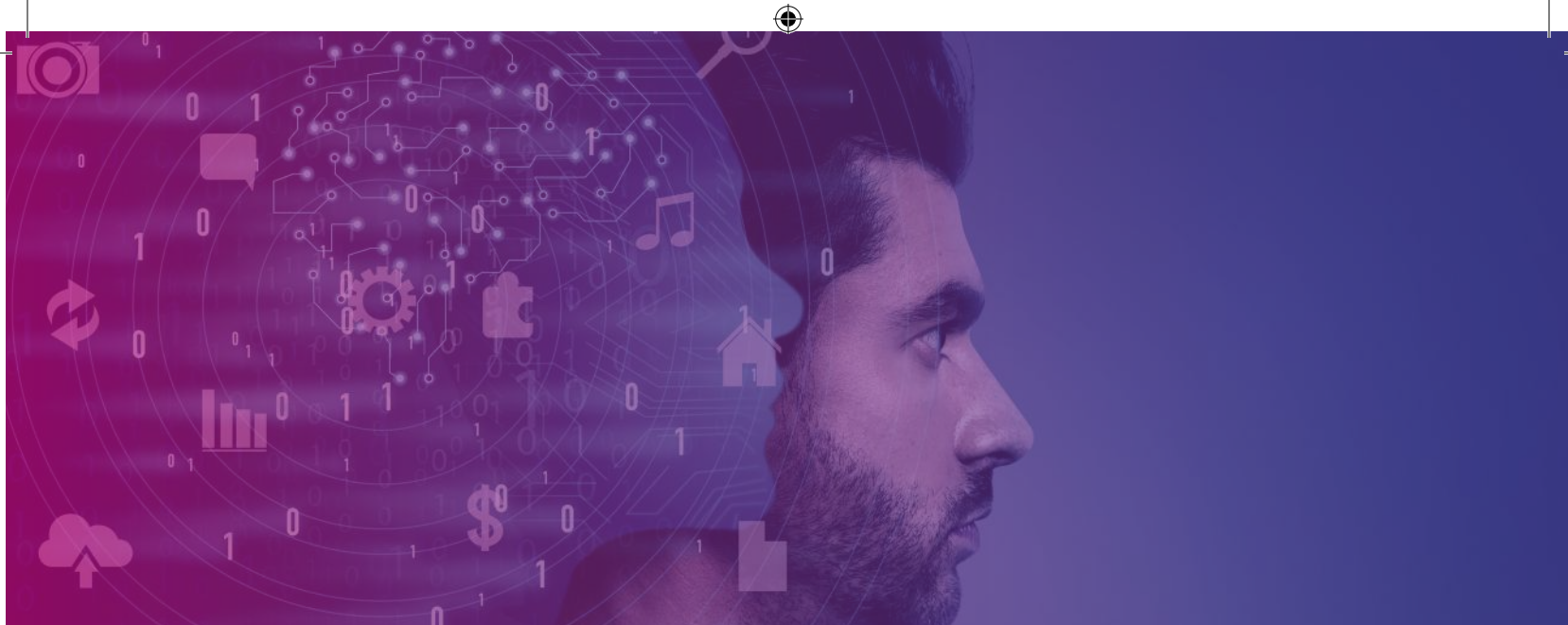
It is in these unspoken moments that true customer loyalty is either secured or lost. Resolving the issue is only the baseline—the expected outcome. The real opportunity lies in recognizing and responding to the emotion behind the request—a nuanced layer of service that has yet to be effectively scaled.

THE FRAMEWORK OF EMPATHY: OPERATIONALIZING EaaS

Contrary to perception, Empathy-as-a-Service (EaaS) is not an intangible soft skill but a deliberate, technology-driven methodology. Its architecture rests on three foundational pillars:

1. Predictive Emotional Analytics (PEA):

We go beyond identifying what customers say to understand



how they feel. By analyzing hundreds of acoustic patterns like tone, cadence, and inflection, our AI provides agents with real-time insight into a caller's emotional state, empowering them to respond with genuine understanding.

- **How it works:** When the system detects heightened anxiety, it guides the agent to validate the emotion: "I can hear how frustrating this must be; let me take care of it for you." This human connection, powered by AI, turns a routine transaction into a relationship-building moment.

2. Proactive Resolution Orchestration:

We shift from reactive problem-solving to pre-emptive care. By integrating predictive analytics and customer history, our platform identifies travelers who will be most impacted by an issue and resolves it before they feel the need to pick up the phone.

- **How it works:** When a key flight route is disrupted by weather, the system doesn't wait. It immediately segments passengers, prioritizes those with high-stress profiles or complex itineraries, and empowers an agent to deliver a personalized solution with the message: "We've been expecting this might disrupt your plans and have already taken care of it."

3. The Hyper-Personalized Profile:

We move past what a customer has done to understand who they are as a traveler. This rich profile, built with permission, captures their tolerance for stress, their passions for adventure or relaxation, and important life events they're celebrating. With this 360-degree view, our agents are empowered to become true Travel Curators, anticipating needs and designing solutions that feel personally crafted.

THE QUANTIFIABLE RETURN ON UNDERSTANDING

The initial investment in this sophisticated system pays dividends by creating a powerful strategic defensible advantage:

- **Fierce Customer Advocacy:** Customers who feel genuinely

heard don't just report high scores; they actively promote your brand, creating a loyal community that is resistant to competitor offers.

- **Value-Based Pricing Power:** Airlines and luxury operators will invest a premium in a BPO that delivers this level of personalized, loyalty-building service, enabling a shift from competing on cost to competing on value.
- **Reduced Turnover, Elevated Talent:** By empowering agents with better tools and more meaningful work, you transform the role into a coveted career path. This drastically cuts the exorbitant costs associated with recruiting and training replacements.

THE STRATEGIC SHIFT TO EMOTIONAL CONNECTION

The next evolution for the Travel BPO industry is a strategic pivot from processing transactions to fostering genuine human connections. This requires building technology that augments and amplifies human empathy. The key differentiator will be the capacity for deep listening, powered by systems that interpret emotional context. The result is proactive consultative service that resolves issues before they arise, securing customer loyalty through the powerful, simple act of demonstrated understanding.

The future of Travel BPOs isn't in call volume, but in connection. The winners will leverage technology not to replace human interaction, but to enrich it. Success will belong to those who master the art of listening.



Ritesh Sinha

Sr. Vice President
EXL



Data Tea Cups on an Excel Tray

Stuck between Logic and Logistics

BY KANISHKA MALLICK

Dashboards blink with real-time insights, survey scores, and predictive models. In HR, hiring TAT, engagement and pulse surveys along with attrition rates decorate slides across organizations, e.g. engagement is "19%," say reports - possibly because the survey was distributed right before lunch or the usual chai and sutta break. 19-20% is about 1 in 5 employees "engaged," but which ones? The Sales person trying to close a deal and still not expecting kudos or the Customer Experience Manager who keeps missing every official "Fun Friday" but is seen multiple times a day at the Tea Stall down the office road turn?

We shall definitely try to come back to manager-driven motivation. Traditionally and not surprisingly, engagement is still an HR problem. The mighty change and expectation is engagement issues will now be solved by algorithms. Some of these algorithms are so sophisticated that it recommends "installing a tea vendor inside an Excel file."

An interesting result from ADP workforce engagement study reveals, 50% of staff are still stuck onsite — even after discovering that Teams doesn't have a "mute boss" button.

Every year, HR tools unveil new "engagement sensitivity" indices, designed to expose every happiness blind spot. Yet, every data dashboard also houses a deep, unsolvable mystery: the secret of the crowd-pulling powers of the Tea Stall down the road. It's a statistical anomaly: In offices with fancy and multiple coffee machines, engagement scores are pretty low, while the attendance at the "Chaiwala Pit Stop" has a natural and ever-growing spikes. Esp on training days and review meetings. 46% of Indian professionals now pay for their own courses, mostly for certification and artificial LinkedIn profile upgrade. Training MIS show more than 90% subscribed/attended, but only our "Tapri Waale Bhaiya" knows only two people genuinely

learned and can probably name them too!

India's hiring intent is second globally, but recruitment teams are supposed to reduce team headcount because the AI-powered onboarding portal shall hire "creative robots" who challenge their managers for Chai Breaks, citing labor rights! There is enough hiring to be done to manage automation and digital transformation, but not a single chatbot has learned to avoid the "soggy biscuit" on the plate in a review meeting. Some actually joke to always taste the office tea before signing an offer acceptance. I have a friend who got promoted to a corner office cabin that had its own tea bags and tea making mug. He lost his tea taste tongue, rediscovering it only at the Tea Stall. Real hiring success is when Admin Invoices Amount shoots up five times even after fancy cafés arrived in the same building; sadly followed by mass migration to the same "Chaiwaale Bhaiya" during Probation period itself. Executives sneak out 2-3 times daily; Managers and leaders negotiate a truce and order Kadak Chai at their desk itself, twice a day—with "fake tea" left for machine learning experiments.

"Engagement" sounds great in HR vision decks but, in reality, is a standup routine performed at the Tea Stall daily:

- "Pulse check" surveys heroically claim to detect disengagement. In reality, responses are autocorrected to "strongly disagree" after leadership review meetings.
- Ironically, people have learnt to mark LMS attendance — around 4:59 PM, hinting at "forced compliance."
- If only engagement scores considered the seating arrangement near the tea vendor, many organizations would be "Great Places to Work."

Modern HR analytics come armed with eNPS, pulse surveys, and six-sigma engagement trackers. But a tea seller, armed with ginger, mint, and local gossip, has higher retention rates. Engagement isn't data-driven; it's brewed. Real connections, laughter, impromptu peer counseling—none of these make it to the dashboard, but they decide whether an employee attends meetings or starts plotting a start-up at the omelette stall next door. Then there is "engagement through learning." Review Decks boast of 1,000+ course enrollments last quarter. In reality:

- Most log in, click "next" rapidly, and hope for the best.
- Certificates pile up; real skills, not so much.
- One employee recently put "Tea-Time Problem Solving: Advanced Level" on his resume. The HR analytics tool flagged this as "high potential." The tea vendor suggested a job at Tesco.

So, what's the practical way forward for HR in India, minus managers, minus blame games? My tea-sing and cookie suggestions:

- Benchmark less by survey, more by tea stall attendance. The data is consistent: morale rises with every "Bhaiya, aaj cheeni kum."
- Design learning initiatives that go "beyond the menu." Bring employees together for actual skill-building—and let the tea vendor moderate the post-learning debrief.
- Accept that data is a flashlight, not daylight. True workplace progress comes from mixing numbers with honest conversations and jokes. Managers might create dashboards, but laughter, gossip, and the great Indian tea break build engagement.

India's engagement story isn't written by algorithms, but by the unsung hero brewing chai outside every office, mediating every exit interview, and providing "pseudo learning" worthy of street MBAs. HR Analytics will always claim it knows who's disengaged. Only the Chaiwaale Bhaiya knows who's coming in tomorrow and who is not. So, next time The Dashboard asks how to boost engagement, don't search for a new tool - just add more ginger to the tea. And if an Engagement Score ever spikes, check outside - maybe it's raining, and nobody wants to step outside for tea! Now, before the tea gets cold & stale, few things to stir in every Manager's mind:

1. *Add the right flavor to workplace interactions. Leaders who can brew genuine conversations, sprinkle humor in tough situations, and serve accountability with a side of empathy will always outperform. Be the ginger in the ginger tea of your tea-m!*
2. *Chaiwala's magic is not in the tea, it is how he remembers exactly how every regular customer likes their tea. Be that leader - remember small details and serve consistency, even on Mondays!*

Let's keep our HR humor strong, our data sets sensible, and our tea extra kadak!



Kanishka Mallick

Vice President-HR
Indian NBFC

Leadership in the Age of Digital Disruption: Redefining Learning for a Future-Ready World

BY SAURABH SHARMA

*As organizations navigate the turbulence of digital transformation, the challenge before leaders is not technological, but deeply human. Leadership in this era requires the integration of speed with sensitivity, data with discernment, and digital fluency with human depth. This article explores how **blended learning** and **Organisational Development (OD)** principles can cultivate future-ready leaders who thrive amid disruption — balancing technological agility with emotional and moral intelligence.*

THE CONTEXT: DISRUPTION BEYOND TECHNOLOGY

Digital acceleration has redefined how businesses operate. Artificial intelligence, automation, and analytics are now inseparable from organizational strategy. Yet, according to a 2025 ManpowerGroup study, **81% of global leaders** believe new technologies will demand skills their current workforce doesn't possess, and **78%** fear they cannot upskill fast enough.

The paradox is clear — while organizations have become more data-driven, they often feel less human. Employees experience information overload but meaning deficit. Leadership, therefore, must evolve from managing performance to **orchestrating purpose**.

FUTURE-READY LEADERSHIP: THE SHIFT FROM CONTROL TO CURIOSITY

In an age where yesterday's solutions become obsolete overnight, future-ready leaders are not those who know the most, but those who **learn the fastest**. This demands a mindset shift — from command to curiosity, and from expertise to exploration.

Key capabilities that define a future-ready leader include:

- **Learning Agility:** The ability to learn, unlearn, and relearn continuously.
- **Digital Empathy:** Understanding how people experience technology.
- **Systems Thinking:** Recognizing interdependencies across teams, functions, and markets.
- **Inner Resilience:** Managing uncertainty without losing balance or authenticity.

In OD terms, this transition reflects a movement from "heroic leadership" to "**collective, adaptive leadership**" — a shift from one person providing answers to many people creating solutions together.

THE POWER OF BLENDED LEARNING: INTEGRATING HEAD, HEART, AND HAND

Leadership learning models are evolving rapidly. Traditional classroom programs are no longer sufficient to sustain transformation. Instead, blended learning — the deliberate integration of digital, experiential, and reflective learning — is emerging as the new standard.



According to a 2024 LinkedIn Workplace Learning Report, organizations using blended approaches saw **43% higher learner engagement** and **30% faster skill adoption** compared to those relying solely on e-learning or workshops.

A powerful blended journey connects three dimensions, Head, Heart & Hand — and this structure mirrors OD philosophy — transformation happens when individuals experience alignment between **insight, emotion, and action**. It transforms leadership learning from consumption to **embodiment**.

THE HUMAN SIDE OF DIGITAL: PHILOSOPHY MEETS OD

Digital disruption often evokes fear — of being replaced, outpaced, or rendered irrelevant. Yet history suggests that every technological revolution expands, not erases, human potential.

Philosophically, the digital age challenges leaders to rediscover what it means to be human in a mechanized world.

Three timeless reflections emerge:

1. **Purpose over performance:** In moments of chaos, purpose restores coherence. Leaders with a clear “why” inspire meaning beyond metrics.
2. **Reflection over reaction:** Technology rewards speed; wisdom demands pause. OD practices like coaching and dialogue cultivate the reflective muscle needed for sound judgment.

3. **Interdependence over individualism:** Modern organizations function as living systems. Future-ready leaders thrive by enabling collaboration, not competition.

In essence, **technology amplifies intention**. The more intelligent our systems become, the more emotionally intelligent our leaders must be.

LEADERSHIP DEVELOPMENT THROUGH AN OD LENS

OD offers a systemic framework to future-proof leadership. True transformation demands coherence across **structure, culture, process, people, and strategy**.

McKinsey’s 2024 research on organizational agility found that companies aligning these elements reported **30% higher employee engagement** and **were three times more likely** to achieve top-quartile financial performance.

THE DATA BEHIND LEARNING TRANSFORMATION

The case for blended and OD-driven learning is supported by data.

- The global corporate e-learning market, including blended formats, is projected to grow from **USD 20.3 billion in 2024 to USD 65.5 billion by 2030** (CAGR 21.8%, Grand View Research).
- Organizations integrating experiential learning report



5–12% direct productivity gains and higher retention of leadership talent.

- 72% of CHROs (Gartner, 2025) rank “leadership development for digital transformation” as their top strategic priority — up from 55% in 2022.

These statistics affirm that learning investment today is not a cost; it is a strategic lever for competitiveness and culture.

THE INNER WORK OF OUTER CHANGE

Digital disruption invites leaders to engage in *inner digitization* — upgrading mental models, emotional capacity, and spiritual awareness.

As the Bhagavad Gita reminds us, “*Yogah karmasu kauśalam*” — excellence in action arises from inner alignment, not external speed.

A truly future-ready leader thus integrates **three intelligences**:

- **IQ** — to analyze and strategize, **EQ** — to connect and collaborate, and **SQ (Spiritual Quotient)** — to act with purpose and moral clarity.

This triad defines leadership that is not just effective, but elevating.

FROM TRANSFORMATION TO TRANSCENDENCE

Leadership in the digital era is not about controlling complexity but **living with it**.

The path forward lies in cultivating leaders who are both tech-savvy and self-aware — those who can build systems powered by intelligence and guided by insight.

Blended learning, rooted in OD and informed by philosophy, offers that bridge — combining technological innovation with human evolution.

In the end, digital disruption is not the death of leadership; it is its rebirth.

The leaders who will define the next decade will not merely adapt to the future — they will create it, consciously and compassionately.



Saurabh Sharma

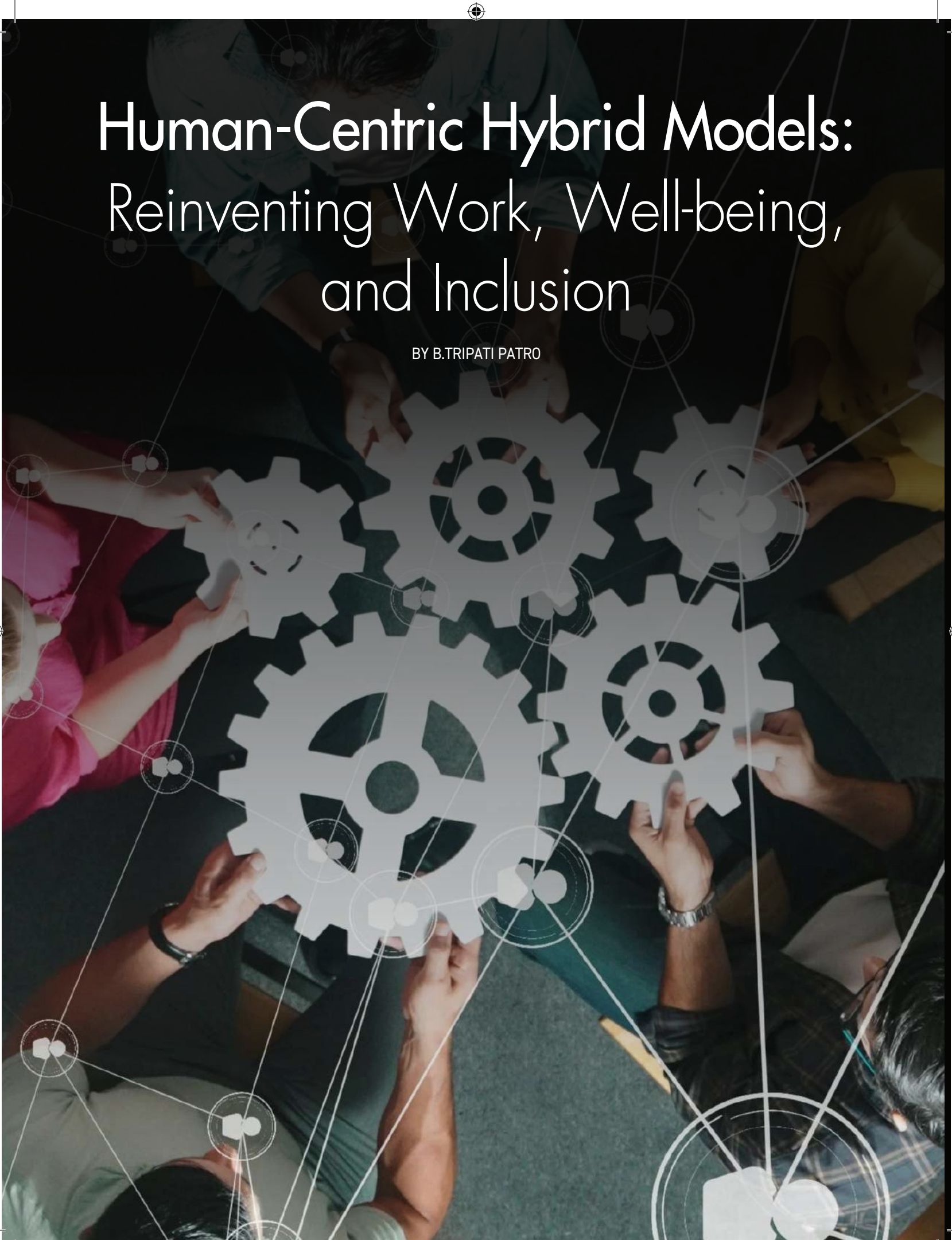
Head – Corporate HRBP and L&OD
Zydus Wellness Ltd

Author Note

Saurabh Sharma is a seasoned Human Resources leader with over two decades of diverse experience across FMCG, Pharmaceutical, and Manufacturing sectors. He currently serves as Head – Corporate HRBP and L&OD at Zydus Wellness Ltd., where he drives strategic HR, leadership development, and organizational transformation initiatives.

Human-Centric Hybrid Models: Reinventing Work, Well-being, and Inclusion

BY B. TRIPATI PATRO



INTRODUCTION

The office is no longer a place, it is an ecosystem defined by flexibility, technology, and human desires. The COVID-19 pandemic served as a critical inflection point, compelling organizations worldwide to reimagine conventional office approaches and virtual offices / work from home becomes a new normal. What was initially a survival measure has now evolved into hybrid work models, a mixture of remote and in-person working that aims to reconcile efficiency, agility, and employee well-being.

As per a McKinsey report in 2023, almost 90% of organizations across the globe intend to keep aspects of hybrid work in the long run, which indicates the deep change in organizational design (McKinsey, 2023). Yet, as hybridization becomes standard, organizations have important questions to answer: How do we maintain well-being in a digital-first era? Can hybrid designs actually promote inclusion? How can they drive ESG (Environmental, Social, and Governance) commitments?

The article delves into these questions from the perspective of human-centered design and the ground experience at Max Transtech Limited.

HYBRID MODELS BEYOND LOCATION

Hybrid work is frequently misunderstood as merely splitting days between the office and home. Actually, it's about transforming work itself, how work is defined, how teams work, and how to measure performance. The most forward-thinking organizations are abandoning "face-time culture" for results-based models where employees are empowered to produce results in the best way for them.

For example, Gartner's 2024 Future of Work survey found that companies adopting outcome-based performance experienced a 23% improvement in employee engagement and 19% boost in productivity (Gartner, 2024).

At Max Transtech, we are also trying to implement hybrid practices that extend beyond desk flexibility. We are in planning to introduce staggered shifts for operations teams, asynchronous collaboration tools for cross-location projects, and weekly leadership check-ins to ensure openness. This end-to-end approach will drive quantifiable outcomes increased ownership by employees, more robust collaboration across branches, and increased agility in decision-making.

WELL-BEING AT THE CORE

While hybrid models create flexibility, they also risk eroding the boundaries between work and personal life. A Microsoft Work Trend Index (2023) reported that 48% of hybrid workers feel burned out, mostly because of "digital exhaustion" caused by too much screen time and conflicting responsibilities.

To counter this, organizations need to craft well-being-focused policies that cater to the four pillars of holistic well-being:

1. **Physical Well-being:** Remote work fitness programs,

ergonomic assistance for remote workstations, and regular health check-ups.

2. **Emotional Well-being:** Mental health therapy, resilience skills development, and open dialogue to mitigate stigma.
3. **Social Well-being:** Building community through team-building activities, inclusive rituals, and peer-to-peer recognition.
4. **Financial Well-being:** Clear compensation frameworks, access to finance planning, and on-time wage payment.

For instance, Deloitte's 2022 workplace well-being survey revealed that companies' spending on comprehensive well-being experienced a 56% reduction in absenteeism and a 30% improvement in employee loyalty (Deloitte, 2022).

Synchrony India has recently allowed employees to even use co-working office space at most of the cities with pick-up and drop facilities.

At Max Transtech, we have incorporated wellness check-ins, virtual workshops, and appreciation platforms into our blended approach. These efforts support our conviction that well-being is not merely an HR priority; it is a business imperative with clear performance and retention implications.

INCLUSION IN A DISTRIBUTED WORKPLACE

Ensuring fair participation is one of the biggest challenges of hybrid models. Studies indicate that people who work remotely tend to feel excluded from promotions or essential meetings. An article from Harvard Business Review (2022) pointed out that remote workers were 38% less likely to be offered career growth opportunities than their colleagues in the office.

To meet this, organizations need to embrace deliberate strategies:

- **Inclusive Communication:** Utilize technology platforms that support equal engagement, with leaders taking extra effort to solicit feedback from remote employees.
- **Equitable Career Pathways:** Clear performance measures that focus on outcomes instead of visibility.
- **Accessible Technology:** Making tools accessible and easy to use for employees of all ages, locations, and levels of ability.
- **Cultural Inclusion:** Fostering diversity by establishing employee resource groups (ERGs) and honouring cultural milestones.

ESG AND THE FUTURE OF WORK

Hybrid work also overlaps with Environmental, Social, and Governance (ESG) objectives, making it an enabler for sustainable growth.

- **Ecosystem Impact:** Decreased commuting reduces carbon footprints. According to a Global Workplace Analytics report (2023), if remote-capable employees



worked from home half the time, it would eliminate 54 million tons of greenhouse gas emissions each year, equivalent to removing 10 million cars from the road.

- **Social Equity:** Flexible work allows organizations to access rich talent pools, such as women returning to the workforce, caregivers, and differently-abled professionals.
- **Governance and Responsibility:** Firms that incorporate hybrid strategies into ESG platforms communicate a clear message to investors, regulators, and employees that they are dedicated to doing business responsibly.

At Max Transtech, our hybrid strategy will be aligned with overall ESG objectives by minimizing emissions that result from travel and developing fair opportunities across geography. We consider hybrid not only an operating model but also a move toward responsible corporate citizenship.

CHALLENGES TO ANTICIPATE

Although advantageous, hybrid models are not free from obstacles:

- **Digital Divide:** Not everyone at work has access to a stable internet connection or ergonomic arrangements.
- **Cultural Dilution:** Sustaining organizational culture in a dispersed setting takes diligent effort.
- **Managerial Adaptation:** Too many leaders have yet to learn how to lead outcomes over presence.
- **Data Security:** Remote configurations tend to enhance cybersecurity threats.

The solution to these demands a combination of policy innovation, leadership building, and investment in technology. Organizations that anticipate these challenges ahead of time will have a better chance of maintaining hybrid models in the long term.

THE WAY FORWARD

Hybrid formats are not a temporary experiment they are the template for the world of work to come. Successful organizations will be those that adopt hybrid not as an accommodation of logistics but as a strategic imperative to achieve inclusion, well-being, and sustainability.

It is our role as HR leaders to go beyond transactional management to people-led leadership. It involves creating workplaces in which flexibility and fairness go hand in hand, in which outcomes measure performance, and in which each individual feels empowered to excel.

The companies that will succeed tomorrow are the ones that value not only efficiency, but human well-being. Hybrid work, when consciously created, is not a problem to be solved it is a chance to rethink work in its most inclusive, sustainable, and meaningful state.

References

Deloitte (2022). Workplace Well-being Survey Report. Deloitte Insights.
Gartner (2024). Future of Work Trends Survey. Gartner Research.
Global Workplace Analytics (2023). Telecommuting and Carbon Footprint Analysis.
Harvard Business Review (2022). Remote Work and Career Advancement. HBR.
McKinsey (2023). The State of Organizations 2023: Ten Shifts Transforming Organizations. McKinsey & Company.
Microsoft (2023). Work Trend Index: Annual Report. Microsoft Research



B. Tripati Patro

Director-HR,
Max Transtech Limited

It's All About the Words Redefining Diversity

BY PAUL SARVADI AND ELI JONES



Whoever said, “Sticks and stones may break my bones, but words will never hurt me,” didn’t know what they were talking about.

Our words contain enormous power—power to heal and power to harm. Words matter. Think about it. Through the ages, words have built societies, destroyed nations, defined cultures, and started wars. It’s words that describe how we feel, bringing dimension to what we think. Words have built up, but they have also torn down. Words matter a great deal, and the man or woman who can choose just the right word at just the right time has a skill greatly desired by others. There’s even an ancient proverb that says, “Like apples of gold in a setting of silver is a word appropriately spoken” (Proverbs 25:11, CJB).

It’s all about the words you use, what you mean by those words, and why you chose those particular words in the first place. It’s about how you say what you want to say and even when you decide to say it. What does the word mean? What did it previously mean? What might it mean going forward? Definitions can be all over the map. Our logical starting place is to spend some time taking a closer look at the meanings of the terms we are using. Socrates even said it this way, “The beginning of wisdom is the definition of terms.”

The first step toward lasting change is to look closely at the language. We believe there’s a need to use words that propel us toward unity. Words like diversity, equity, and inclusion are good, but they fall short in describing the change we want to see to get results. They may be suitable as a starting place but not as a route to lasting change.

In our view, the words commonality, equality, and cohesion do a much better job in describing this change, and we’re eager to show you why we believe that. We want to take some time to explore the definitions of these six words: diversity, commonality, equity, equality, inclusion, and cohesion. That way you’ll be able to make up your own mind about which words seem to create the energy and set goals that fit best for you.

We’re more convinced than ever that commonality, equality, and cohesion are the better terms to energize your company, and we’re going to explain why we believe that to be true. We believe that commonality, equality, and cohesion (CEC) effectively raises the bar for diversity, equity, and inclusion (DEI). Having said that, we both want to make sure you know that we are not down on or in any way against the original unifying goals of diversity, equity, and inclusion. We are contrasting the terms to purposefully clarify the potential outcomes of using these terms in the workplace. Which terms are likely to be better to cause the behavioral changes we want to see and drive the performance we want to achieve? Like we’ve said, DEI

has served well as a good starting place. But we’re interested in raising the bar.

We think we can do better. And the way we get started is by choosing better terminology.

DIVERSITY DEFINED

All right, so let’s get into the details. Which word works better, diversity or commonality? We like the word diversity, and we understand the historical reason for the term and the goals associated with it; we just don’t think it’s enough to get us to where we want to go. Merriam-Webster defines diversity as “the condition of having or being composed of differing elements, the state of being diverse.” The dictionary goes on to list some synonyms like variety, assortment, a mixed bag.

Again, we believe that diversity is a good thing. It’s good to have diversity, to have variety, to have an assortment. But isn’t there more to it than that? Is it just about having the right folks at the table? Certainly, that’s the first step, but that can’t be our end goal. Just having a variety of people around the table doesn’t get you near where you want to be. You haven’t done anything yet. You’re just at the starting point.

Put another way, diversity isn’t a high enough goal. Have you ever set a low goal but ended up missing it anyway? In that event, what have you accomplished? Not very much. But what if you missed a much higher goal? In that case, even though you fell short, you still achieved quite a bit. That’s what we’re advocating here. We think diversity by itself is too low of a goal.

Diversity, by definition, is only focused on the static condition of being different and encouraging the desire to have a wide variety of people working together. This is a good start, but a higher goal is needed to create a true team environment. Do we believe in diversity? Absolutely! We believe in 100% diversity. All of us are different, unique individuals with our own set of traits, beliefs, tendencies, and preferences. Even in identical twins, the differences can be staggering. They may look alike on the outside, but they are two completely different human beings inside—diversity. Certainly, differences are even wider and more pronounced when people come from different cultures and backgrounds. The broader the diversity, the more important and necessary it is to introduce commonality.

COMMONALITY DEFINED

Now let’s take a closer look at the word commonality and what it means. The dictionary defines commonality as “A feature or



“Diversity is about determining and even highlighting our differences, but commonality is about taking the next step, reaching deeper for a point of understanding.”

purpose that is shared by two or more people or things. The fact of shared interest, experiences or other characteristics with someone or something.” We like that. When you start seeing words like purpose and shared, it sounds much more like a higher calling, a much stronger word than just diversity. Now let’s look at some of the synonyms of commonality: common denominator, congruity, similarity, equal, parallel, resemblance. From the definition and synonyms, it’s plain to see that commonality is focused on a shared purpose that extends beyond our differences.

Now we’re getting somewhere! If we can see and understand and appreciate each other’s differences (diversity) but go beyond that to discover a shared purpose (commonality) that extends beyond our differences, now we’ve genuinely got something. Now we have a team.

Now we have two sides of a coin; a whole that has real potential.

Once we found the definitions and synonyms, we also looked at some examples of how to use the words in a sentence. We uncovered another interesting layer of meaning for us to consider. One of the dictionaries used the word commonality in this sentence: “They found a commonality in discussing their experiences.” Read that again. Using the word in that context, you’d conclude that at least one of the purposes of exploring our differences is to find commonality, to see where our different experiences have led to the same conclusion or led to the same understanding.

Diversity is about determining and even highlighting our differences, but commonality is about taking the next step, reaching deeper for a point of understanding. We can’t just settle for talking differences, differences, differences and think we’re going to get anywhere. There must be a desire to come together to discover experiences that we all share. That’s commonality, and that’s what makes it a much more powerful

word to describe where we want to end up than just diversity alone. When we experience commonality, empathy is naturally introduced. When we all get to know each other and find out what we have in common, we develop care and concern for one another.

That’s how it is supposed to work. The more you know about somebody, the more you can walk in their shoes a little bit, and the more you can see what’s going on in their lives. That’s when care and concern are a natural outcome. Another dictionary we looked at gave this example: “There are some commonalities between the different stories.” So commonality builds upon the differences; it doesn’t ignore them or set them aside or pretend they’re not there. Commonality is all about building upon and going beyond our differences, which ultimately affects our attitudes and behaviors. And it’s our attitude toward each other and how we behave toward one another that gets us where we want to go, on our way toward lasting change. [AQ](#)

Paul Sarvadi is an author as well as chairman and CEO of Insuperity, a company specializing in human resources for small and midsize companies.

Eli Jones, PhD, is a professor of marketing, Lowry and Peggy Mays Eminent Scholar, and the former Dean of Mays Business School at his alma mater, Texas A&M University (TAMU). His many awards include the American Marketing Association’s Lifetime Achievement Award and the prestigious AMA-Irwin-McGraw-Hill Distinguished Marketing Educator Award, Savoy magazine’s Most Influential Corporate Director, Texas A&M University’s Aggie Impact Award, and the Academy of Marketing Science’s Distinguished Marketing Educator Award

Adapted, with permission of the publisher, from Making Differences Work: A New Values Based, Culture Driven, People Centric Approach to Achieving Commonality, Equality, Cohesion, and Business Performance (Insight Publishing, November 2023). © 2024 by Paul Sarvadi and Eli Jones.



Impact of AI on HR

BY SUNNY VERMA

Artificial intelligence (AI) is rapidly transforming the HR function, impacting various aspects of human resource management. Here are some key areas where AI is making a significant impact

RECRUITMENT AND TALENT ACQUISITION

- **Automated Applicant Screening:** AI systems can scan resumes and applications to identify qualified candidates, reducing the time-consuming manual process of screening.
- **Skills Matching and Candidate Sourcing:** AI algorithms can analyze candidate profiles and match them with relevant job openings, ensuring a more efficient and effective recruitment process.
- **Chatbots for Candidate Engagement:** AI-powered chatbots can answer frequently asked questions, provide information about the company and job openings, and schedule interviews, improving the candidate experience.

EMPLOYEE ONBOARDING AND DEVELOPMENT

- **Personalized Learning and Development Recommendations:** AI systems can analyze employee skills, interests, and performance data to recommend personalized learning and development opportunities, enhancing employee engagement and productivity.
- **Adaptive Training Programs:** AI-powered training platforms can adapt to individual learning styles and pace, providing a more personalized and effective learning experience.
- **Virtual Coaches and Mentors:** AI-based virtual coaches and mentors can provide ongoing support and guidance to employees, fostering their professional development and career growth.

PERFORMANCE MANAGEMENT AND EMPLOYEE ENGAGEMENT

- **Real-time Performance Feedback and Insights:** AI can analyze employee performance data, including sales figures, customer feedback, and project completion rates, to provide real-time feedback and insights to managers.
- **Predictive Analytics for Employee Retention:** AI models can identify patterns and predict employee turnover risk, allowing HR departments to take proactive measures to improve employee engagement and retention.
- **AI-powered Employee Surveys and Feedback Analysis:** AI can analyze employee survey responses and feedback to identify trends and areas for improvement, enhancing the overall employee experience.

HR OPERATIONS AND ADMINISTRATION

- **Automated Payroll and Benefits Management:** AI can streamline payroll calculations, benefits administration, and compliance tasks, reducing manual errors and improving efficiency.

- **AI-powered Expense Management Systems:** AI can automate expense report processing, identify anomalies, and enforce expense policies, reducing administrative burden and ensuring compliance.
- **Predictive Analytics for Workforce Planning:** AI models can analyze historical data and predict future workforce needs, enabling HR departments to make informed decisions about staffing and recruitment.

Overall, AI is transforming the HR function by automating tasks, providing data-driven insights, and enhancing the employee experience. As AI technology continues to evolve, it is likely to play an even more significant role in the future of HR.

Here are some additional thoughts on the impact of AI on HR:

- AI is not a replacement for HR professionals, but rather a tool that can be used to augment their skills and expertise.
- The ethical use of AI is a critical consideration for HR professionals. It is important to ensure that AI is used in a way that is fair, unbiased, and respectful of employee privacy.
- HR professionals need to develop the skills and knowledge necessary to work effectively with AI. This includes understanding how AI works, how to identify and mitigate potential risks, and how to use AI to make data-driven decisions.

Artificial intelligence (AI) is having a significant impact on the HR function, transforming the way organizations recruit, hire, train, manage, and develop their employees. AI is automating many of the traditional HR tasks, freeing up HR professionals to focus on more strategic initiatives. It is also providing HR with new insights and data that can be used to make better decisions about their workforce.

IMPACT OF AI ON AUTO INDUSTRY

Artificial intelligence (AI) is rapidly transforming the automotive industry, bringing about significant advancements in vehicle design, manufacturing, safety, and autonomous driving capabilities. AI is revolutionizing various aspects of the automotive sector, from optimizing supply chain management to enhancing driver experiences. Let's delve into the key areas where AI is making a profound impact:

1. **Vehicle Design and Development:** AI-powered tools are enabling automotive designers and engineers to create more innovative and efficient vehicles. AI algorithms can analyze vast amounts of data, including real-world driving patterns and customer preferences, to optimize vehicle design, performance, and fuel efficiency. AI-based simulations can also help assess the safety and durability of new designs before physical prototyping.
2. **Manufacturing Optimization:** AI is streamlining and



- optimizing manufacturing processes, leading to increased productivity, reduced costs, and improved quality control. AI-powered robots can perform complex tasks with precision and efficiency, while AI algorithms can monitor production lines, identify potential issues, and make real-time adjustments to optimize production flow.
3. **Advanced Driver-Assistance Systems (ADAS):** AI is at the heart of ADAS, which are enhancing driver safety and reducing the risk of accidents. AI-powered features like lane departure warning, adaptive cruise control, and automatic emergency braking can intervene in critical situations to prevent collisions. AI is also enabling the development of more advanced ADAS features, such as traffic jam assist and highway autopilot.
 4. **Autonomous Driving:** AI is paving the way for the future of autonomous vehicles. AI algorithms can process sensor data from cameras, lidar, and radar to perceive the surrounding environment, make decisions about navigation, and control the vehicle's movements. Autonomous vehicles have the potential to revolutionize transportation, reducing traffic congestion, improving safety, and providing new mobility options.
 5. **Predictive Maintenance:** AI is enabling predictive maintenance, which allows car manufacturers to proactively identify and address potential issues before they lead to breakdowns. AI algorithms can analyze vehicle data, including sensor readings and historical maintenance records, to predict when components might fail, allowing for timely maintenance and reducing downtime.
 6. **In-Vehicle Infotainment and Personalization:** AI is enhancing in-vehicle infotainment systems, providing personalized experiences and seamless connectivity. AI-powered voice assistants can understand natural language commands, control vehicle functions, and provide personalized recommendations for music, navigation, and other services. AI can also adapt to individual driver preferences, adjusting settings and
 7. **Connected Cars and Mobility Services:** AI is facilitating the development of connected cars and mobility services, enabling vehicles to communicate with each other and with infrastructure. AI algorithms can optimize traffic flow, manage parking availability, and provide real-time information to drivers, enhancing overall mobility and reducing congestion.
 8. **Electric Vehicle (EV) Efficiency and Charging Optimization:** AI is improving the efficiency of electric vehicles and optimizing charging infrastructure. AI algorithms can optimize battery management, extend driving range, and identify optimal charging locations. AI can also manage charging networks, balancing demand and ensuring efficient power distribution.
 9. **Supply Chain Management and Logistics:** AI is streamlining supply chain management and logistics, optimizing transportation routes, inventory management, and delivery schedules. AI algorithms can analyze real-time data, including traffic patterns, weather conditions, and customer demand, to make informed decisions and improve supply chain efficiency.
 10. **Customer Experience and After-Sales Services:** AI is enhancing customer experiences and after-sales services. AI-powered chatbots can provide 24/7 customer support, answer questions, and resolve issues promptly. AI can also analyze customer data to personalize marketing campaigns, provide targeted recommendations, and improve customer satisfaction.



Sunny Verma

Group Head - L & OD
JBM Group

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

The Indispensable Link Between Innovation and Team Building

Innovation isn't just about big ideas—it's about bringing teams together to think differently, collaborate openly, and break down silos. When done right, team building fosters trust, creativity, and a culture of bold experimentation—all essential for staying ahead in today's fast-changing world. Read the full article to know more!

ARTICLE BY
TEAM BUILDING PRO
The Next Level

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

AI - The Next Chapter in Employee Care

With 62% of Indian professionals facing burnout, traditional wellness solutions aren't enough, is stepping up—not just tracking health, but proactively supporting mental well-being, detecting burnout early, and personalizing engagement strategies. Companies using AI-driven wellness see higher retention and stronger team morale. Curious about how AI is redefining employee care? Read the full story!

ARTICLE BY
greyt

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Preparing Future Leaders for an AI-Powered Workforce

AI is no longer a distant future—it's here. Preparing future leaders for an AI-powered workforce is no longer a luxury; it's a necessity. Discover how organizations can navigate this transformation successfully.

ARTICLE BY
greyt

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

A PLAYBOOK FOR THE PEOPLE SIDE OF M&A

Mergers and acquisitions often fail—not because of finances, but due to overlooked human capital. Involving people leaders early, shaping culture intentionally, and having a strong M&A playbook can make all the difference. Head more to unlock the key to successful integrations.

ARTICLE BY
ERIK DUNCAN & AARON OLMAN
Co-founders and Human Capital Advisors
People on Point

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Developing a Generative AI Strategy

Generative AI is more than just a buzzword—it's a disruptive force transforming businesses by automating human cognition at scale. As organizations race to harness its potential, understanding its capabilities, risks, and strategic applications is key. Head more on how AI is reshaping the future.

ARTICLE BY
ANITA MITTAL & TOM DAVENPORT
Non-Mittal is a principal with Davento Consulting LLP. Tom Davenport is the founding director of Computing in Analytics & Big Data of IBM.

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Women Helming Tomorrow

Gender empowerment has advanced, with more women in leadership, especially in textiles. Companies like Trident drive change, but challenges remain.

ARTICLE BY
TRIDENT

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

AI-powered workplace? Read the full article!

ARTICLE BY
keka

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

INTRODUCING AMAQUARTERLY

Reach a curated audience of MD & CEOs, CHROs, CMOs, and decision-makers globally.

→ Get Your Article Today

→ Publish Your Article
→ Get Featured
→ Build Credibility



AMA South Asia American Management Association

More Details: +91 7304449826 | +91 9910636296 | marketing@amasouthasia.org

Using AI to Create Innovation and Collaboration

AI adoption is no longer optional—it's essential for businesses to stay competitive. From security concerns to company culture shifts, integrating AI requires strategy, education, and adaptability. Discover how organizations can navigate this transformation successfully.

ARTICLE BY
ANITA MITTAL
U.S. CEO
Molting Science



PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Train Individuals, Not Employees, in a Human-Centric Approach

Emotions drive performance, yet many companies overlook their impact. Investing in employee well-being boosts engagement, productivity, and loyalty. How can leaders foster emotional intelligence in the workplace—especially in remote and hybrid settings? Read on to find out.

ARTICLE BY
CHAB COOIFFE
Founder and CEO
Cyberleader

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Climbing the Heights of Communication

Post-communication isn't just costly—it can be life-threatening. Whether in business or on a mountain, clear messaging can prevent misunderstandings, mistakes, and even disasters. What if we all communicated as if our lives depended on it? Read more to find out.

ARTICLE BY
SARAH MITHA
Author, Speaker and Mountaineer

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Climbing the Heights of Communication

Post-communication isn't just costly—it can be life-threatening. Whether in business or on a mountain, clear messaging can prevent misunderstandings, mistakes, and even disasters. What if we all communicated as if our lives depended on it? Read more to find out.

ARTICLE BY
SARAH MITHA
Author, Speaker and Mountaineer

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

HRIDAY - A Heartful Journey of Organization Development

Organizations don't transform—people do. Through Hriday, our pioneering CO initiative, we empowered HR professionals to drive real change, fostering deeper connections, authentic conversations, and meaningful engagement. Curious to know how we unlocked the power of the heart in transformation? Read the full story!

ARTICLE BY
Mohit Kumar
President Human Resources
Hindoto Industries Limited

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Rewards and Loyalty for All Stakeholders: Employees, Channel Partners, and Consumers

Loyalty isn't just for customers—it's the key to engaging employees, strengthening channel partnerships, and driving long-term success. A well-designed rewards program can boost morale, enhance collaboration, and turn casual buyers into lifelong advocates. Read the full article to know how!

ARTICLE BY
Benepik

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

As a Manager, How Do You Address QUIET QUITTING?

Quiet quitting isn't just about doing the bare minimum—it's a symptom of disengagement and poor workplace culture. When employees feel unheard and undervalued, they check out. Here's how to turn quiet quitters into engaged contributors.

ARTICLE BY
ANITA MITTAL
Founder, People on Point

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

FROM THOUGHT TO TRANSFORMATION ACROSS BORDERS.

Feature your exclusive article in the AMA Quarterly Magazine, part of our premier publication series.

Curated among 1 Lakh members, reaching top MDs, CEOs, and CXOs from diverse industries



For more details: +91 7304449826 | +91 9910636296 | marketing@amasouthasia.org

27th November 2025, The Lalit Ashok, Bengaluru

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

The Role of AI in Shaping the Future of Industries

Industries are evolving at lightning speed, and AI is at the heart of this transformation. From predictive maintenance in manufacturing to AI-driven diagnostics in healthcare, businesses leveraging AI are gaining a competitive edge through efficiency, innovation, and smarter decision-making. How can industries navigate this AI revolution? Read the full article to find out.

ARTICLE BY
Amir Singh Ahluwalia
CMO
New Swan Group

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Women Helming Tomorrow

Gender empowerment has advanced, with more women in leadership, especially in textiles. Companies like Trident drive change, but challenges remain.

ARTICLE BY
TRIDENT

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

Human connections. Read the full article to know more!

ARTICLE BY
GURUCHARAN SINGH GANDHI
Head HR, Masoro Fashion and Lifestyle
Active Blue Fashion and Retail

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

How Women Leaders are Revolutionizing the Manufacturing Industry

Women leaders are transforming the manufacturing industry by driving innovation, embracing cutting-edge technologies, and fostering inclusivity. Their leadership is reshaping the sector through automation, AI, and sustainability.

ARTICLE BY
ATTERO

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

As a Manager, How Do You Address QUIET QUITTING?

Quiet quitting isn't just about doing the bare minimum—it's a symptom of disengagement and poor workplace culture. When employees feel unheard and undervalued, they check out. Here's how to turn quiet quitters into engaged contributors.

ARTICLE BY
ANITA MITTAL
Founder, People on Point

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Fixing the Broken Ladder for Future Women Leaders

Despite making up more than half of the U.S. workforce, women hold only 38% of senior leadership roles, held back by broken career rungs, lack of mentorship, and bias. Fixing this requires intentional action in training, engagement, and leadership development. Read more on how organizations can drive real change.

ARTICLE BY
CHRISTINE TRAVELOVE
American Management Association

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Women Helming Tomorrow

Gender empowerment has advanced, with more women in leadership, especially in textiles. Companies like Trident drive change, but challenges remain.

ARTICLE BY
TRIDENT

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Women Helming Tomorrow

Gender empowerment has advanced, with more women in leadership, especially in textiles. Companies like Trident drive change, but challenges remain.

ARTICLE BY
TRIDENT

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

PUBLISHED IN AMA JOURNAL,
JANUARY EDITION 2025

Women Helming Tomorrow

Gender empowerment has advanced, with more women in leadership, especially in textiles. Companies like Trident drive change, but challenges remain.

ARTICLE BY
TRIDENT

More Info Call Us:
806 532 5150

WWW.AMASOUTHASIA.ORG

AMA
American Management Association

GRAND HR & TECH CONCLAVE

Theme :
HRTech Connect: Building Bridges Between HR And Tech Communities

KEY HIGHLIGHTS

- Next - Gen adaptability for business - But how adaptable is HR?
- AI in HR
- Global trend in HR & there challenges
- Building a strong and diverse talent pipeline
- HR Transformation- Moving from Local to Global approach
- Digital Transformation

UPCOMING EVENTS

CHANDIGARH
9:00 AM - 6 PM | 27th July 2024

DELHI NCR
6:30 AM - 7PM | 30TH SEP 2024

MUMBAI
6:30 AM - 7PM | FEB 2025

For More Details Please Contact
www.amasouthasia.org
marketing@amasouthasia.org | +91 9910636296 / 91-9711639497

AMA
American Management Association

From Vision to Reality
Integrating Emerging Technologies into Everyday Solutions

The Grand HR & TECH Conclave 2025

Join thought leaders in insightful discussions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

Save your spot now

Book Your Slot Now
www.amasouthasia.org

AMA
American Management Association

The Grand HR & TECH Conclave 2025

Theme
From Vision to Reality: Integrating Emerging Technologies into Everyday Solutions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

SAVE YOUR SPOT

at the Biggest HR & Tech Conclave in India

Buy Ticket Now

www.amasouthasia.org
+91 73044 89826 | marketing@amasouthasia.org

AMA
American Management Association

The Grand HR & TECH Conclave 2025

Theme
From Vision to Reality: Integrating Emerging Technologies into Everyday Solutions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

SAVE YOUR SPOT

at the Biggest HR & Tech Conclave in India

Buy Ticket Now

www.amasouthasia.org
+91 73044 89826 | marketing@amasouthasia.org

AMA
American Management Association

Grand HR & TECH Conclave 2025

Join thought leaders in insightful discussions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

HURRY! EARLY BIRD REGISTRATIONS CLOSES 10th DEC '24

JOIN AMA TODAY

Corporate | Institution | Individual

Partner with us: Get access to state of the art content, insights, and exclusive benefits through our strategic collaboration

Price for delegates

AMA
American Management Association

Global trend in HR & there challenges
Building a strong and diverse talent pipeline
HR Transformation- Moving from Local to Global approach
Digital Transformation

UPCOMING EVENTS

CHANDIGARH
9:00 AM - 6 PM | 27th July 2024

DELHI NCR
6:30 AM - 7PM | 30TH SEP 2024

Call Us: +91 9910636296
Visit Our Website: www.amasouthasia.org

AMA
American Management Association

AMA FUTUREScape 2025

27th November, 2025 | 8:00 AM-6:00 PM

THEME
INNOVATION, INTELLIGENCE & IMPACT ACROSS INDUSTRIES

VENUE
The Lalit Ashok, Bengaluru

More Details: +91 7304489826 | +91 9910636296 | marketing@amasouthasia.org

AMA
American Management Association

AMA FUTUREScape 2025

27th November, 2025 | 8:00 AM-6:00 PM

THEME
INNOVATION, INTELLIGENCE & IMPACT ACROSS INDUSTRIES

VENUE
The Lalit Ashok, Bengaluru

More Details: +91 7304489826 | +91 9910636296 | marketing@amasouthasia.org

AMA
American Management Association

Expand Your Training Library by Licensing AMA's Comprehensive Content.

Provide your team with access to a wealth of resources tailored to today's business challenges

Call for more information: +91 73044 89826
marketing@amasouthasia.org

AMA
American Management Association

The Grand HR & TECH Conclave 2025

Join thought leaders in insightful discussions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

HURRY! EARLY BIRD REGISTRATIONS CLOSES 10th DEC '24

JOIN AMA TODAY

Corporate | Institution | Individual

Partner with us: Get access to state of the art content, insights, and exclusive benefits through our strategic collaboration

Price for delegates

AMA FUTUREScape 2025
27th November, 2025 | 8:00 AM-6:00 PM

THEME
INNOVATION, INTELLIGENCE & IMPACT ACROSS INDUSTRIES

VENUE
The Lalit Ashok, Bengaluru

More Details: +91 7304489826 | +91 9910636296 | marketing@amasouthasia.org

AMA FUTUREScape 2025
27th November, 2025 | 8:00 AM-6:00 PM

THEME
INNOVATION, INTELLIGENCE & IMPACT ACROSS INDUSTRIES

VENUE
The Lalit Ashok, Bengaluru

More Details: +91 7304489826 | +91 9910636296 | marketing@amasouthasia.org

AMA
American Management Association

AMA EXCLUSIVE CEO & CXO ROUNDTABLE

A closed-door CXO roundtable to design roadmaps & shape the future

KEY HIGHLIGHTS -
Global Networking | Growth Insights | Investor Strategies | Custom Roundtables | Strategic Roadmap | Plan-India Impact

27th November 2025, The Lalit Ashok, Bengaluru

AMA
American Management Association

Elevate your Team's Performance

with our tailored corporate training solutions.

From leadership development to project management, we customize programs to meet your organization's unique needs.

Contact with us today to learn more!
www.amasouthasia.org
marketing@amasouthasia.org

Call for more information: +91 73044 89826

AMA
American Management Association

Grand HR & TECH Conclave 2025

Join thought leaders in insightful discussions

31st Jan 2025
Delhi NCR
Rajdhani Bhawan, New Delhi

HURRY! EARLY BIRD REGISTRATIONS CLOSES 10th DEC '24

JOIN AMA TODAY

Corporate | Institution | Individual

Partner with us: Get access to state of the art content, insights, and exclusive benefits through our strategic collaboration

Price for delegates

at the Biggest HR & Tech Conclave in India

Buy Ticket Now

www.amasouthasia.org
+91 7304489826 | marketing@amasouthasia.org

AMA
American Management Association

Presenting Partner:
BYLD
BYLD is a leading HR & Tech Solutions Provider

Lead the conversation!
PARTNER WITH US

Exclusive Keynote, Panel, Magazine Article, Award, Branding & Networking Opportunities

Block Your Date
27th November 2025,
The Lalit Ashok, Bengaluru

For More Details!
www.amasouthasia.org

300+
Leaders & Delegates

40+
Influential Voices

30+
Strategic Partners

AMA
American Management Association

The Lalit Ashok, Bengaluru

More Details: +91 7304489826 | +91 9910636296 | marketing@amasouthasia.org

AMA
American Management Association

Exclusive Member Access

Gain access to state of the art content, insights, and exclusive benefits through our strategic collaboration

Join AMA Today
www.amasouthasia.org

MEMBER BENEFITS:

- Gain early access to emerging industry trends
- Leverage exclusive market research data
- Enhance your expertise with evidence-based knowledge
- Network with top industry executives thought leaders
- Apply cutting-edge concepts to real-world challenges

For more information: +91 73044 89826

AMA
American Management Association

Grand HR & TECH Conclave 2024

THEME
From Vision to Reality: Integrating Emerging Technologies into Everyday Solutions

UPCOMING EVENTS

22nd Nov 2024
Delhi NCR
Rajdhani Bhawan, New Delhi

07th Mar 2025
Mumbai
The Lalit Ashok, Bengaluru

JOIN AMA TODAY

Corporate | Institution | Individual

PARTNER WITH US:
Gain access to state of the art content, insights, and exclusive benefits through our strategic collaboration

- Global community of 100,000+ professionals
- Early bird access to Regio & community events
- Adapted pricing on real learning curricula
- Instant access to research, publications & regular updates

www.amasouthasia.org



Blended Journeys of Women's Leadership: Form WWII to 2025 and Beyond

BY DR. RAGHVENDRA KUMAR SHARMA

INTRODUCTION

The evolution of women's leadership is a story of resilience, transformation and cultural engagement. From the crucible of World War II to the dynamic landscape of 2025, women have steadily redefined leadership across sectors. This article explores the historical trajectory, cultural influences and blended leadership journeys of women, while highlighting the role of institutions like the Women's Leadership Centre and the future opportunities that lie ahead.

WORLD WAR II: THE CATALYST FOR CHANGE

World War II marked a pivotal moment in the history of women's leadership. Over 350,000 American women served in uniform, contribution as nurses, pilots and intelligence

officers. In India, Rani Lakshmbai and Captain Lakshmi Sahgal led military residence and inspired generations.

Women demonstrated competence, adaptability and leadership under pressure, laying the groundwork for future inclusion in leadership roles.

WOMEN IN MILITARY, AIR FORCE AND SPACE AGENCIES

Women have made remarkable strides in defence and aerospace:

- **Military:** Women comprise **17.3% of active-duty U.S. military personnel and 20% of commissioned officers.**
- **Air Forces:** Leader like **Gen. Lori Robinson** and **Capt.**

Jammie Jamieson broke barriers in combat aviation.

- **Space:** Kalpana Chawla, the first Indian-origin women in space and Sunita Williams, a NASA astronaut of Indian descent, are health leadership.

In India, Kiran Bedi, the first female IPS Officer and Dr. Rakhmabai, one of the first participating female doctors, redefined public service and health leadership.

LEADERSHIP ACROSS INDIA, ASIA AND THE GLOBE

India

- **Indira Gandhi** – India's first female Prime Minister
- **Nirmala Sitaraman** – First full-time female Finance Minister
- **Sushmita Swaraj** – Former External Affairs Minister

Asia

- **Leena Nair** (India) – CEO of Channel
- **Winnie Lee** (Taiwan) – CO-founder of Appier
- **Lily Kong** (Singapore) – President of Singapore Management University
- **Cheah Phaik Yeong** (Malaysia) – Global health researcher

Global

- **Jacinda Ardern** (New Zealand) – Former PM
- **Angela Merkel** (Germany) – Former Chancellor
- **Ellen Johnson Sirleaf** (Liberia) – Africa's first elected female head of state

BLENDED LEADERSHIP JOURNEYS: INTEGRATING STYLE AND CULTURES

Modern Women leaders embody **blended leadership**-a fusion of transformational, transactional and inclusive styles. Emotional intelligence, Culture competence and strategic vision are hallmarks of their approach.

The **70-20-10 model** – 70% learning through experience, 20% through relationships and 10% through formal training – has shaped many leadership journeys.

2025: A BREAKTHROUGH YEAR FOR WOMEN IN LEADERSHIP

Global statistics show steady progress:

- Women hold **31% of leadership roles globally**
- In India, women occupy **17.6% of leadership positions**
- Women CEOs now lead **10.4% of Fortune 500 companies**
- Companies with **>20% women on boards** earn **25% higher ROE**

Industries with near gender parity:

- **Education (46%)**

- **Healthcare (46%)**
- **NGOs (47%)**
- **Media & Communications (46%)**

Industries lagging:

- **Energy (20 %)**
- **Manufacturing (19%)**
- **Infrastructure (16%)**

FUTURE OPPORTUNITIES AND SCOPE

1. Leadership Development Programs

Programs like the Women in Public Service Project and CII Centre for Women Leadership offer mentorship, policy advocacy, and skill-building.

2. Policy and Advocacy

Gender quotas, pay equity laws, and flexible work policies are essential. Rwanda has achieved 60% female parliamentary representation.

3. Technology and Innovation

Women in STEM leadership drive 35% higher innovation revenue. Promoting women in tech and space is key to future competitiveness.

4. Entrepreneurship and Investment

Women now own 42% of U.S. businesses, yet receive only 2.3% of VC funding. Gender-lens investing can unlock untapped potential.

5. Global Collaboration

Cross-border mentorship and forums like UN Women's HeForShe empower women globally.

CONCLUSION

From the battlefields of WWII to boardrooms in 2025, women's leadership has been a journey of courage, adaptability, and vision. Institutions like the Women's Leadership Centre have played a pivotal role in shaping this narrative.

As we look to the future, the focus must shift from representation to transformation- empowering women to lead boldly, inclusively, and sustainably. The next chapter of leadership will be written by those who blend tradition with innovation, empathy with strategy, and vision with action.

Women are not just ready- they are essential.



Dr. Raghvendra Kumar Sharma

Manager (OL & Administration)
-Northern Region,
Balmer Lawrie & Co. Ltd.



Employee Loyalty in the Age of Change: How Recognition Fuels Retention

BY CANDY FERNANDEZ

The workplace has undergone a seismic shift over the past decade. From the rise of remote and hybrid work models to the integration of AI and evolving employee expectations, organisations are navigating a landscape defined by constant transformation. The traditional 9-to-5 office setup has given way to flexible schedules, distributed teams, and a renewed focus on well-being and purpose.

In this dynamic environment, the concept of employee loyalty has evolved. Once synonymous with long tenure and unwavering commitment to a single employer, loyalty today is more fluid shaped by values alignment, meaningful work, and personal growth.


The multi-generational workforce comprising Baby Boomers, Gen X, Millennials, and now Gen Z brings diverse expectations to the table. While older generations may have valued job security and stability, younger employees prioritize autonomy, purpose, and recognition.

WHAT DOES LOYALTY MEAN TODAY?

Employee loyalty is less about staying with a company for decades and more about feeling valued, seen, and supported. It's about belonging to a workplace culture that recognizes individual contributions, fosters growth, and aligns with personal values.

According to Deloitte's Global Human Capital Trends, organizations that balance business outcomes with human-centric practices like recognition and empathy are better positioned to retain talent and drive performance.

Recognition has emerged as a cornerstone of this new loyalty paradigm. Studies show that when recognition is genuine and frequent, employees are far more likely to stay, perform at their best, and contribute to a thriving culture. As explored in the O.C. Tanner's article **How Recognition Shapes Work Culture and the Employee Experience** isn't just a feel-good



gesture—it's a strategic lever that strengthens community, boosts fulfilment, and reduces burnout.

Insights from O.C. Tanner's Global Culture Report (GCR) further underscore the power of recognition. The **"State of Recognition"** study found that employees who receive meaningful weekly recognition are:

- 9x more likely to feel a strong sense of belonging
- 6x more likely to envision a long-term career with their company
- 2.6x more likely to be their most productive selves

Yet only 22% of employees say they receive the right amount of recognition for their work—a number that has remained stagnant since 2022. This recognition gap presents a critical opportunity for organisations to rethink how they appreciate and engage their people.

Recognition not only builds belonging but also drives better performance—fuelling great work and innovation across teams, as highlighted in **O.C. Tanner's research on recognition as the fuel for great work.**

In 2025, leading companies are embracing hyper-personalized recognition, leveraging AI and employee data to tailor rewards and acknowledgments to individual preferences. From celebrating milestones to enabling peer-to-peer shoutouts, recognition is becoming more integrated into daily workflows and more deeply aligned with company values.

EARNING LOYALTY IN THE AGE OF CHANGE

Ultimately, employee loyalty in the age of change is

earned—not assumed. It's built through intentional practices that put people at the centre of business decisions. These aren't grand gestures or one-time initiatives—they're the everyday habits that tell employees, *"You matter here."*

Intentional practices start with really listening to what employees need to feel supported and motivated. They include transparent communication, empathetic leadership, and recognition that feels timely, genuine, and personal. When leaders make it a habit to acknowledge effort, celebrate progress, and connect appreciation to shared purpose, loyalty naturally follows.

These moments of intentional recognition—whether it's a quick thank-you in a meeting or a public nod for great work—build emotional equity. Over time, they create a culture where people feel seen, safe, and inspired to stay.

As stewards of culture, leaders have the power to shape environments where appreciation is not an afterthought but a daily practice.

Start recognising today authentically, listen actively, and lead with empathy. Because when people feel truly seen, they don't just stay they thrive.



Candy Fernandez

Director – People & Great Work
Middle East, Africa, South Asia,
O.C. Tanner

LOSING LEADS TO WEAK SALES CALLS?

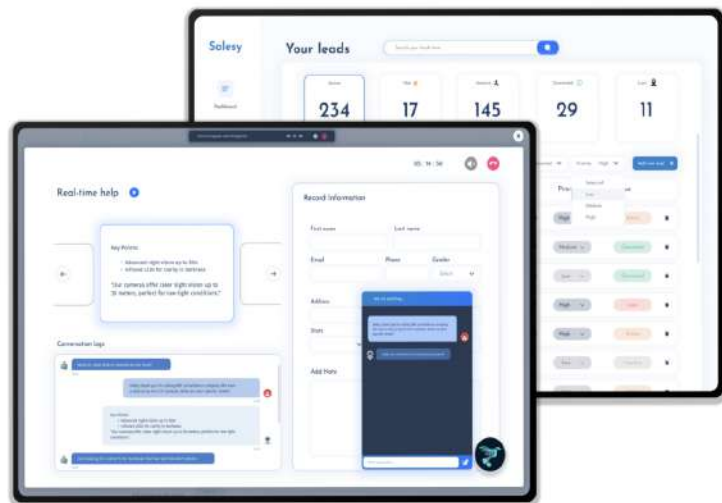
Get a Sneak Peek



trysalesy.ai



Engage Better
Sell Faster



Losing Customer leads due to errors and
uninformed sales calls ?

Worried that bad sales calls loses
customer confidence and revenue ?

Try Salesy AI, it guides every salesperson with real-time insights during sales calls to close more deals.



SALESY-AI

Capture leads, get real-time sales assistance,
eliminate sales errors, and close deals faster.



Every call is a chance to win — or lose — a customer. Too often, leads are lost not because of product issues, but because sales reps sound unprepared, uncertain, or inconsistent. New hires struggle with product knowledge, experienced ones forget key details, and calls feel disconnected from what the customer actually needs.

That's where Salesy AI steps in.

Salesy AI is a live AI sales assistant that accompanies every salesperson during real customer calls — providing real-time guidance, domain insights, and smart responses that turn conversations into conversions.

THE PROBLEM: WEAK CALLS KILL STRONG LEADS

Today's customers expect instant answers, clear communication, and genuine confidence. But most teams face similar challenges:

- Untrained or inexperienced sales reps
- Missed cues, hesitations, or awkward silences
- Lack of product or domain knowledge
- Inconsistent messaging across the team

These small gaps lead to one big problem — lost trust and lost deals.

THE SOLUTION: REAL-TIME SALES INTELLIGENCE

Salesy AI accompanies your sales team throughout every call — supporting them with context, recommendations, and next-step suggestions in real time.

It acts as a co-pilot for your conversations: giving your reps the right words, examples, and product details exactly when they need them. From handling objections to explaining pricing, Salesy AI ensures every call feels professional, structured, and confident.

No more guesswork. No more *“let me get back to you.”* Just clear, persuasive communication that converts.

HOW SALESY AI WORKS

1. Before the Call

Salesy has its own built-in CRM where you can upload and manage all your leads, including name, source, contact details, and notes. Before every call, Salesy shows the rep a concise lead snapshot — past interactions, interests, and relevant notes — so they start every conversation informed and ready.

2. During the Call

While the salesperson is speaking, Salesy AI accompanies them in real time — suggesting the right talking points, surfacing key product information, and offering contextual responses. It helps reps handle

objections smoothly, pitch with clarity, and guide conversations toward a close.

3. After the Call

Once the call ends, Salesy automatically saves a summary and next actions inside its CRM. It can trigger personalized WhatsApp or email follow-ups, record feedback, and update the lead's status. Your team stays organized without lifting a finger.

KEY BENEFITS

1. Equip Every Salesperson

Even new hires sound like pros. Salesy AI provides domain knowledge, talking points, and live cues during the call — ensuring consistent, confident performance across your team.

2. Close More Deals

Salesy helps your reps focus on persuasion, not pressure. By recommending responses and identifying buying signals, it keeps conversations flowing and conversions rising.

3. Save Training Time

Traditional onboarding takes weeks. With Salesy, every rep becomes call-ready in days — learning on the job with live AI assistance.

4. Automate Follow-Ups

Never forget a lead again. Salesy automatically generates summaries, reminders, and personalized follow-ups — turning every interaction into an opportunity.

5. Gain Real-Time Insights

Understand which conversations drive conversions. Salesy's built-in analytics show performance trends, call quality, and engagement insights so managers can refine strategy effortlessly.

DESIGNED FOR EVERY CALL TYPE

Whether your team handles inbound queries or makes outbound sales calls, Salesy adapts seamlessly.

- **Inbound:** Assist customers faster with relevant information, real-time suggestions, and accurate answers.
- **Outbound:** Keep your reps on message with smart scripts, live prompts, and recommended offers.

Every call stays on track, structured, and result-driven.

WHY TEAMS CHOOSE SALESY AI

Across industries — real estate, finance, SaaS, and retail — sales teams trust Salesy to fix the gaps traditional coaching can't.

Salesy doesn't replace your people; it amplifies them. It gives every rep the guidance, context, and confidence to perform at their best — no matter their experience level.



With Salesy AI, you can:

- Maintain consistent call quality across the team
- Shorten sales cycles
- Improve customer satisfaction
- Train reps faster
- Capture and convert more leads directly from calls

BUILT-IN CRM FOR SMARTER SELLING

Forget juggling multiple tools. Salesy comes with a full-featured, easy-to-use CRM where you can store leads, assign follow-ups, and track every call. All insights, summaries, and actions stay in one place — accessible anytime, anywhere.

Your team spends less time switching systems and more time selling.

THE RESULT: CONFIDENT CALLS. CONSISTENT CONVERSIONS

When your team feels supported, performance soars. Salesy AI ensures that every sales call — whether handled by a new recruit or a senior closer — reflects expertise, empathy, and clarity.

No missed leads. No weak calls. Just confident conversations that consistently close.

Salesy AI – Drive every customer call with intelligence for an awesome customer experience.



The Importance of Cultural Due Diligence in M&A and Impact of AI

BY ABHISHEK CHATTERJEE

Mergers are usually treated as a finance or strategy exercise in many instances driven through spreadsheets, but the real transformation happens in HR, from aligning two workforces to managing new recruitment needs. We need to ask ourselves as to why do we think HR has such a critical role in making M&A work? What some of us fail to acknowledge that it is not the spreadsheets that determine the successful and desired outcome of the Merger but the voice of the names on that spreadsheet.

Mergers and acquisitions are strategic moves aimed at achieving growth, synergies, and market expansion, depending on the nature and the main purpose of the Merger and Acquisition exercise- if it for growth and expansion, it is for cost optimization or it is for technological advancement. However, while financial, legal,

and operational due diligence often receive primary attention, cultural due diligence is frequently underestimated—despite being one of the leading causes of post-merger failure. Studies indicate that 60–70% of M&A deals fail to deliver expected value, and cultural misalignment is a major contributor.

So what is Cultural Due Diligence?

Cultural due diligence is that systematic and structured assessment of the core values, beliefs, management styles, and workplace behaviours of the merging entities. It helps uncover potential areas of cultural conflict and identifies alignment opportunities that can influence post-merger integration and long-term success.

Why do we think that this Cultural due diligence is

important and can't be ignored in the overall process? It is simply because -it enhanced integration success and cultural compatibility determines how smoothly 2 entities and multiple teams can integrate. An early identification of cultural gaps allows leaders to develop targeted integration plans, minimizing employee resistance and productivity loss, thereby ensuring BAU status is always upheld. It also helps in retention of key talent, protects the Organizational identity and brand value, improves internal communication and decision making and finally it drives synergy realization

A culturally aligned workforce is more likely to collaborate, innovate, and achieve synergy and such financial synergies rely on people executing them effectively.

The due diligence approach Organizations may undertake can be through survey and interviews of the internal talent pool, observations and location visits if it is multi location entity to understand the day-to-day work culture, analyse mission statements, HR policies, and internal communications in form of document review, use frameworks and organizational culture assessment instruments to quantify cultural differences or joint sessions to co-create a shared post-merger culture.

Now, why is culture fitment matters most -M&A failures often stem from cultural clashes, not financial or operational mismatches. Existing employees may already be uncertain and in a state of flux and inducting new hires with the wrong culture-fit can amplify disruption.

Once we have done the due diligence what do we do next? Organizations would need to then incorporate cultural findings into valuation and risk assessment, define a cultural integration roadmap as part of the merger plan involving the HR right at the start and not only at the execution stage, appoint cultural integration champions or cross-company teams and monitor post-merger cultural KPIs such as engagement, retention, and collaboration effectiveness.

When the whole world is in the cusp of a tectonic shift involving Artificial Intelligence, the HR team should embrace AI as their co-worker. AI can enhance cultural due diligence in mergers and acquisitions (M&A), making it more data-driven, objective, and predictive. AI can process vast and diverse sources of cultural indicators that traditional assessments might miss in the cultural data discovery and analytics phase of the process, through text and sentiment analysis, NLP, where models can extract

recurring themes—like innovation, hierarchy, autonomy, or collaboration—from company documents and public statements and social media analytics.

AI can create a cultural compatibility index (CCI) using machine learning models that analyse multiple variables like employee engagement metrics, organizational structure, communication frequency and tone and decision-making patterns. These models can predict potential cultural clash areas and quantify their impact on integration success. The impact can be enormous. This would eventually enable integration leaders to make evidence-based decisions about integration strategies or even deal feasibility. AI can estimate, probability of key talent attrition, risk of leadership conflict and likelihood of operational slowdown due to culture shock. This measure would then allow leaders to design proactive mitigation plans—such as targeted retention programs or cultural alignment workshops—before the merger is concluded.

AI chatbots and virtual assistants can respond to employee FAQs during integration, translate and adapt internal communications to different cultural contexts and languages and personalize onboarding messages for employees from both legacy organizations. This would essentially reduce confusion and the state of flux, build trust, and improve communication consistency.

AI can transform cultural due diligence from a subjective, interview-based process into a data-rich, continuous, and predictive discipline.

By combining human judgment with AI analytics, organizations can better anticipate integration challenges, preserve cultural strengths, and accelerate value realization in M&A.

Financial success in M&A is inseparable from cultural harmony. Cultural due diligence is not a "soft" aspect but a strategic necessity—one that determines whether synergy potential is realized or lost. Organizations that invest in understanding and bridging cultural differences are more likely to achieve sustainable growth, employee commitment, and long-term shareholder value.



Abhishek Chatterjee

Director of Human Resources,
Company3 Method India Pvt. Ltd.

Our Trusted Partners/Members



& many more



AMA's Corporate Learning Solutions

PRIVATE GROUP TRAINING

ACHIEVE YOUR ORGANIZATION'S STRATEGIC GOALS THROUGH THE DEVELOPMENT OF YOUR PEOPLE

CORPORATE LEARNING SOLUTIONS is a specialized division of AMA that designs training for groups and teams to help them achieve greatness.

How We Ensure Results. Our engagement team sets the highest standards for effectively implementing your learning initiatives—providing a structure that connects targeted skills and behaviors to your key performance indicators through practical, real-world application.

Overcome business challenges and create new opportunities with a range of content that helps you:

- ✓ Reduce churn and retain valued employees
- ✓ Increase organizational resilience and morale
- ✓ Achieve revenue growth
- ✓ Facilitate collaboration and problem-solving
- ✓ Minimize costs and reduce risk
- ✓ Develop, upskill and reskill
- ✓ Improve employee experience

Investing in the development of your people allows them to learn, practice, apply new knowledge, and share insights—positively impacting their performance and enabling them to drive business outcomes and a meaningful ROI for your organization.

EXPERIENCE-LED • OUTCOME-DRIVEN • CUSTOMER-FOCUSED

Our Process for Success. AMA's "learn-by-doing" approach drives engagement, builds skills and supports sustainable behavior change. We work with you to develop a robust learning experience tailored to your desired outcomes—customizing the delivery to your environment. The result is training that empowers your teams to achieve your goals.

How we can partner to deliver your perfect solution

- ✓ **Private delivery** of AMA's 160+ proven effective instructor-led courses taught in a supportive learning environment that fosters peer-to-peer dialogue and collective growth.
- ✓ **Tailored sessions** modified to address the unique needs of your team. This option incorporates lessons, exercises and case studies aligned to your challenges and opportunities.
- ✓ **Highly customized training** that offers comprehensive assessments, content mapped to your competencies, and ongoing dialogue with your engagement team to ensure we achieve your desired outcomes and objectives.
- ✓ **NEW! AMA Flex Pass™**—the most flexible content licensing solution—gives you immediate access to talent development programs in the training format of your choice. You'll have the ability to right-size the license and receive dedicated support, from start to finish.

Let's start a conversation about transforming your talent!
0806 532 5150 • www.amasouthasia.org



Inclusiveness should be more than just a policy

In fact, employees who feel their voice is heard are 4.6 times more likely to perform their best work.*

**As reported by Salesforce*

AMA's curated diversity, equity, inclusion and belonging (DEIB) content can help you build the equity, belonging and allyship needed to achieve true inclusion in your organization.

Our instructor-led virtual and on demand solutions help you maximize reinforcement and sustainment—and are backed by AMA's expertise.

AMA can help you initiate or enhance a DEIB initiative and make inclusiveness a reality in your organization.

Contact Us:



0806 532 5150



www.amasouthasia.org



AMA South Asia,
518, 5th Floor, EROS Corporate Park,
K-Block, Sector-2, IMT Manesar,
Gurugram – 122050, Haryana, India



American Management
Association®