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A HIGH-IMPACT WORKPLACE LEARNING CULTURE

LEARNING & DEVELOPMENT TRENDS STUDY 2018

A Research by People Matters and BITS Pilani

A High-Impact Workplace Learning Culture – Learning & Development Trends Study 2018

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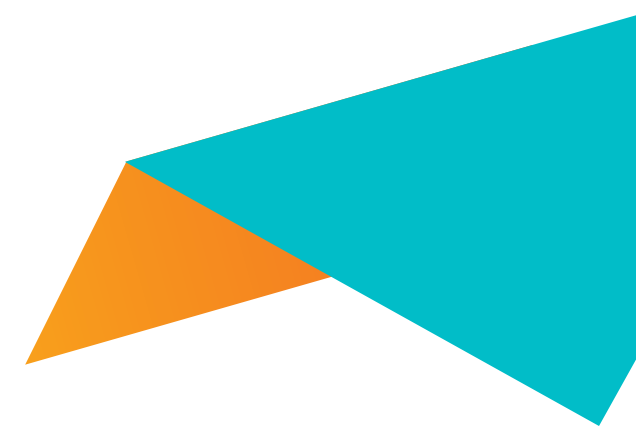


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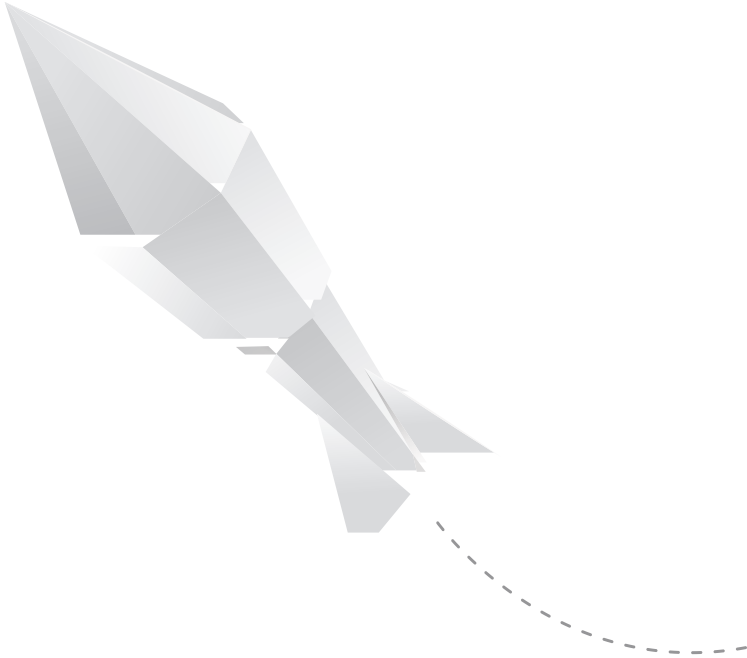
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Foreword



Ester Martinez
CEO & Editor-in-Chief
People Matters Media Pvt. Ltd.



Dr. G Sundar
Director,
Off Campus Programs and Industry
Engagement, BITS Pilani

Transforming organizations for a future enabled by advanced technologies, not only requires organizational changes, but also re-skilling employees. A recent study by Accenture, “Creating India’s Future Workforce” highlights that traditional job descriptions will become obsolete as machines will take on routine tasks and workers will take up more creative and project based work. To prepare employees for the future, organizations need to accept a learning system that favors of a culture of continuous, individualized learning that encourages people to take responsibility of their own learning, a culture that makes knowledge sharing an organizational habit, a culture that makes learning a part of the organization’s strategic success—A High-Impact Workplace Learning Culture.

Continuing with our endeavor to provide actionable research for our community, People Matters in partnership with BITS Pilani has studied the L&D landscape to uncover some of the most pertinent trends. This involved understanding the L&D priorities and agendas that have evolved over the last two years. While assessing how true the function has remained to the last two year’s vision for itself, we have also attempted to dig deeper into the importance of a high-impact workplace learning culture; a culture that would be effective in navigating the future of work. The study also covers a segment on higher education programs as education comes across as one of the crucial formal methods of supporting a high impact learning culture in the organizations.

The findings of the study show that as L&D function works towards converting their priorities into actions, the organization needs to tie employees’ learning with business

strategic success (72 percent), empower employees to take charge of their own learning (63 percent), and make knowledge sharing an organizational habit (58 percent). While over half of the respondents said that organizations should empower employees to take charge of their own learning, we found that only two percent of organizations allow their employees to make decisions about their own learning. Hence, this calls for an execution-oriented paradigm that would help in bridging the strategic vision and implementation gap.

The study also found that organizations are implementing both formal and informal learning ways to support a high-impact learning culture. Job Enrichment, Coaching & Mentoring, Stretch Assignments were top three ways to support a high-impact workplace learning culture. However, we also found that organizations also sponsor higher education and offer short term courses to improve their learning culture. In fact the survey reveals that 47 percent of organizations sponsor an employees’ course/learning as a means to motivate them for continuous learning and 75 percent of the participating organizations said that they sponsor 1-250 employees annually for a university course to upskill them in technical domain.

L&D function is set to transform and embark on a journey to build a culture that ensures a potent future workforce. In view of this, the report also features expert perspectives and best practices in the domain, as shared by spokespersons from leading organizations across various sectors. We are grateful to all the participants who took the survey, along with the individuals and organizations who contributed their time and expertise in assisting us with this. Happy reading!

Introduction

In the book titled 'The Fifth Discipline,' Peter Senge coined the word- Learning Organizations. Learning organizations can be defined as a group of people who are continually enhancing their capabilities to create what they want to create. The basic rationale for such organizations is that in situations of rapid change, only those that are flexible, adaptive and productive will excel.

In a hyper-competitive, complex, and volatile business environment, organizations are constantly pushing their employees to perform better and bring more to the table. But the same forces are disturbing the business ecosystem and are also overwhelming employees, driving up their fear of job-loss, and compromising their capacity. Hence, it becomes absolutely imperative for the C-Suite leaders to focus on building a high-impact workplace learning culture.

The People Matters and BITS Pilani WILP (Work Integrated Learning Programmes for Individuals) study is designed and conducted with the objective to understand how leading companies in India invest in regular upskilling, add value and nurture an employee's potential, thereby creating a high-impact learning culture.

The survey saw the participation of 129 companies across industries and sectors. Through this study, we aim to understand how organizations are enabling a high-impact workplace learning culture.

The study covers three broad points:

Top priorities and agenda:

What are the recruitment priorities for the year 2018 and how the vision and capabilities of the function have evolved over the past two years.

What defines a high-impact workplace learning culture?

Building a high-impact workplace learning culture: What are organizations doing in building a high-impact workplace learning culture?

Through this research, we studied how organizations' top learning priorities and agendas have evolved over the last two years. While assessing how true the function has remained to last year's vision for itself, we have also attempted to dig deeper into the importance of a high-impact workplace learning culture; a culture that would be effective in navigating the future of work. In a high-impact learning culture, organizations make learning a part of their business success (69 percent); empower employees to take charge of their own learning (61 percent), and make knowledge sharing an organizational habit (54 percent).

While most studies and leaders argue that companies should upend traditional models and empower employees by putting them in charge of their own learning, a key finding from our research found that only two percent of the organizations allow their employees to take the final decision on the domain and technology specific courses they want to pursue. 36% of the organizations shared that the CEO decided on the courses and training for an employee.



Respondent's Profile

Employees value a workplace that nurtures learning!

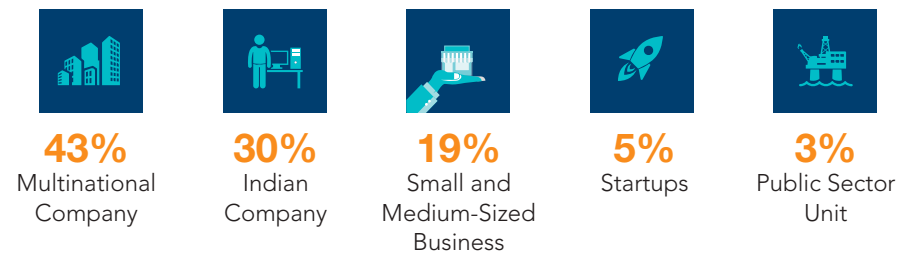
With a new generation of employees entering the workforce, continuous learning has become a key business priority. An organization that invests in regular upskilling, adds value and nurtures an employee's potential, can create a high-impact learning culture. Such a workplace culture would be effective in navigating the future of work.

We surveyed 129 unique companies in India with the goal of providing a holistic view of a high-impact workplace learning culture.

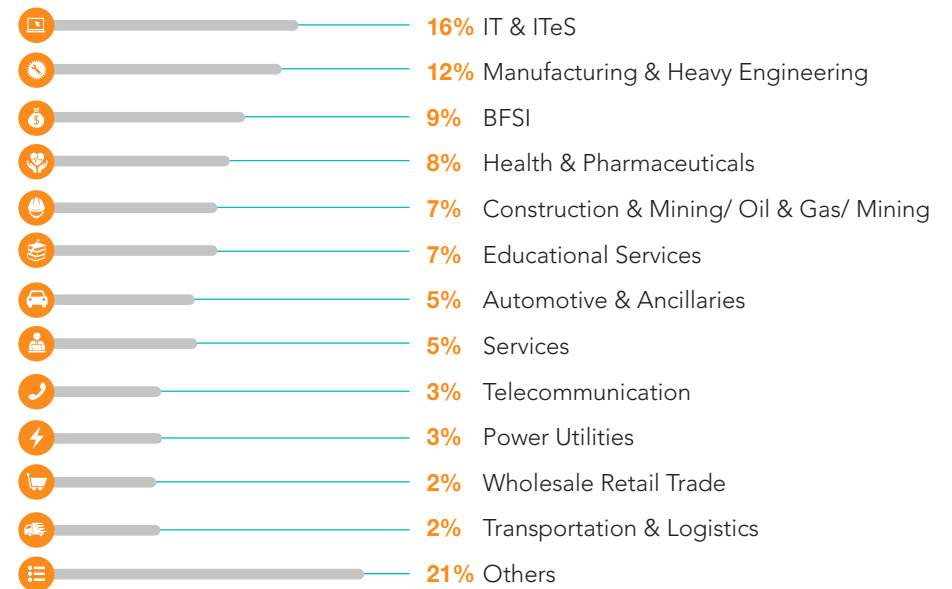
The study covers three broad points

- (A) Top priorities and agenda: What are the recruitment priorities for the year 2018 and how the vision and capabilities of the function have evolved over the past two years.
- (B) What defines a high-impact workplace learning culture?
- (C) Building a high-impact workplace learning culture: What are organizations doing in building a high-impact workplace learning culture?

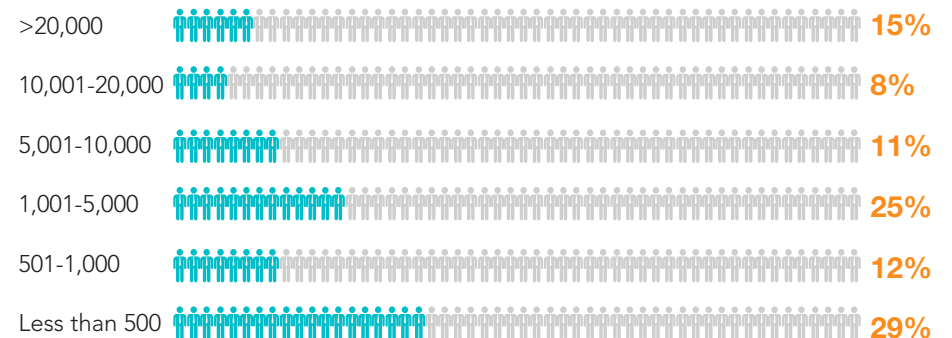
Organizational Type



Industry Type



Employee Strength

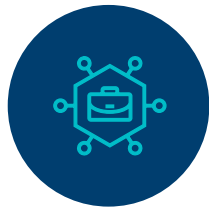


Top highlights of the report



69%

said that a high-impact workplace learning culture is one that binds employees' learning to the organization's success.



#1

Job Enrichment was voted as #1 as the most effective method to skill employees as a part of a high-impact workplace learning culture.



75%

believe that businesses can improve learning by aligning learning with business goals.



67%

said that linking learning to career advancement opportunities is a practical way to sustain a high-impact workplace learning culture.



59%

shared that the major roadblock faced while building a high-impact workplace learning culture is non-involvement of key stakeholders.

Top L&D Priorities & Agenda

In 2016, when we first launched the survey in partnership with BITS Pilani to record the L&D Trends for the year 2016, we found that the L&D function had finally identified the building blocks for the success of the function. There existed a focused approach on converting these priorities into business outcomes as reflected by the synergy between the priorities, organization readiness levels, future areas of investments and the expectations from such investments.

Benchmarking the data of 2018 against the previous survey of 2016 and 2017, we found that building skills and capabilities required for future across the organization continued being the top priority for the L&D function (57 percent). Similarly, like the previous two years, this year again, aligning L&D strategy to the business (46 percent) and improving employee productivity & performance (43 percent) completes the suite of the top three priorities for the next 12-18 months.

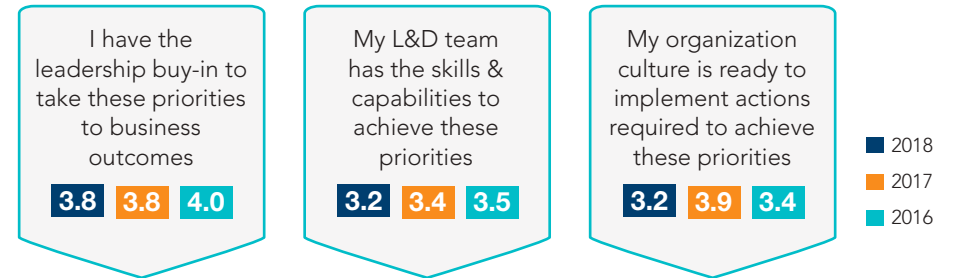
In 2016, we found that while organizations had a high level of leadership buy-in for these priorities, building a learning culture and enhancing capabilities of L&D team needs to be focused upon. This year, getting a leadership buy-in to take these priorities to business outcomes observed a dip from the previous year.

Investment in the L&D function has been going up year-on-year. 57 percent of the organizations said that their learning budgets are going up. And as the organizations prepare to invest their budgets in this direction, adopting innovative learning methodologies, creating new content, and building the learning culture of mentoring and coaching, were rated as the top areas of investments by 69 percent, 54 percent and 49 percent respondents, respectively.

Top three priorities for the L&D function in next 12-18 months



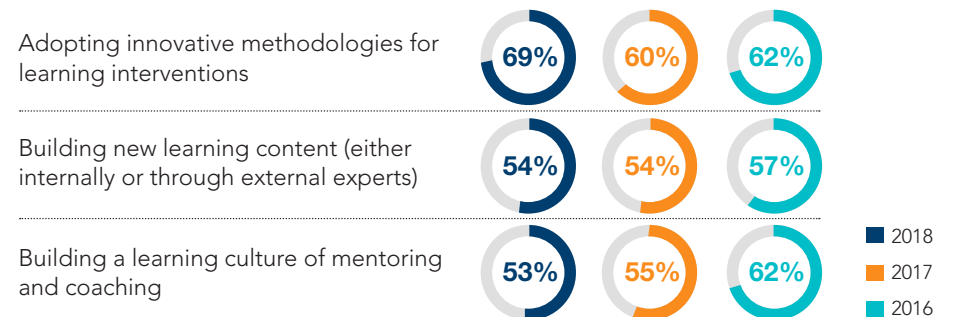
Readiness of organizations to achieve the above strategic priorities



L&D budgets to increase in 2018-19



Top areas of investment in L&D



A High-Impact Workplace Learning Culture: What does it mean to business?

The fourth industrial revolution, as some might call it, has disrupted industries across the world. The industries are experiencing rapid advancement in technologies, changing workforce demographics, job losses, and changes in global policies. This new age requires significant “right-skilling” – retraining your workforce and acquiring people with the right skills to fill the gaps. Rapid changes in business require different and new talent solutions and skill sets from employees. To prepare the workforce of the future, organizations need to have a strategic plan for talent to make the shift - a plan of building a high-impact workplace learning culture.

A growing number of forward-thinking organizations (72 percent) concluded that a high-impact workplace learning culture is characterized by making learning a part of organization’s strategic success. The other attributes of a high-impact learning culture as defined by the respondents include empowering employees to take charge of their learning (63 percent) and making knowledge sharing an organizational habit (58 percent).

It was found that businesses, leaders, and HR can improve the learning culture by aligning learning with business goals (77 percent), upskilling the existing workforce (68 percent), and formalizing continuous and informal learning (64 percent).

The challenges faced by the organizations while building a high-impact workplace learning culture include non-involvement of key stakeholders in building a learning culture (63 percent), inability to measure learning outcomes (51 percent), and learning not being recognized or rewarded (42 percent). We also found that while the organizations face challenges in recognizing or rewarding employees’ learning, most organizations (79 percent) believe appreciating and recognizing employees can be a motivating force for employee learning. The other ways identified for motivating employees to learn consist of sponsoring a course (47 percent), and salary increment (22 percent).

To sustain a culture of high-impact workplace learning, organizations are adopting a number of ways like linking learning to career advancement opportunities (70 percent), encouraging active leadership participation (67 percent), and regular review of the strategy (51 percent).

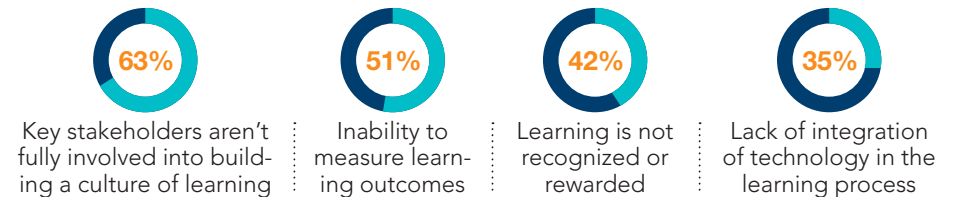
Attributes of a high-impact workplace learning culture



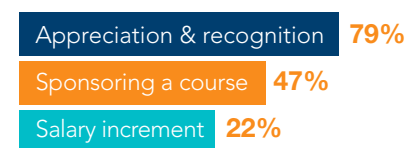
Top ways to improve a learning culture



Top five challenges while creating a high-impact workplace learning culture



Top three ways to motivate employees towards learning



Top three ways to sustain a high-impact workplace learning



Building a High-Impact Workplace Learning Culture

How can organizations align people ecosystems with strategic and operational business plans? How can organizations prepare to address future learning needs of their workforce? How can companies leverage workforce planning processes to assess capability gaps and develop a strategic plan to address these gaps? While there is no one approach but having a strong learning culture can transform the organization for a future enabled by advancement in technologies, and policies.

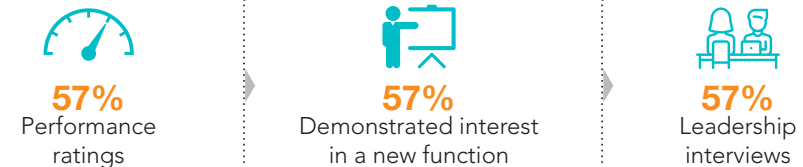
On being asked about how organizations identify employees that require upskilling, we found the most popular means adopted were performance ratings (79 percent), employees demonstrating interest in a new function (51 percent), and leadership interviews (47 percent). To ensure the organizations are fostering a high-impact learning culture, companies are investing in a number of formal and informal methodologies like job enrichment, mentoring and coaching, stretch assignments and projects, short-term courses and higher-education. Interacting with various experts from top organizations, we found that organizations are leveraging a number of online learning platforms to curate content, make learning faster, etc. However, the experts also feel that the importance of higher education to support a high-impact learning culture cannot be neglected.

Prashant Khullar, CHRO, Mahindra Holidays and Resorts India Limited, shares, "Apart from these programs, we regularly partner with the best of the institutes to make, both online & blended courses available for our employees. We believe that business specific interventions should be wholly customized & therefore designed internally. Functional & leadership education through quality institutions provides the much-needed global perspective to our employees."

We found that organizations also sponsor higher education and offer short term courses to improve their learning culture. In fact, the survey reveals that 47 percent of the organizations sponsor employees' course/learning as a means to motivate them for continuous learning and 75 percent of the participating organizations said that they sponsor 1-250 employees yearly for a university course to upskill them in the technical domain. While most studies and leaders argue that companies should upend traditional models and empower employees by putting them in charge of their own learning, a key finding from our research found that only two percent of the organizations allow their employees to take the final decision on the domain and technology specific courses they want to pursue.

"Learning should be in the hands of the employees, they must have complete authority to define their learning paths i.e. what, when and how they want to learn." says Janesh Kumar, CHRO, Airtel Payments Bank.

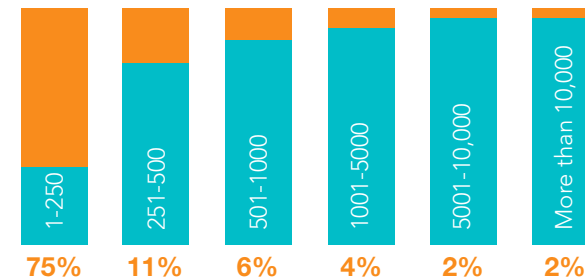
Attributes of a high-impact workplace learning culture



Top ways to support a high-impact workplace learning culture



Organizations sponsoring employees for university programs



Decision-makers on employees' learning



Conclusion

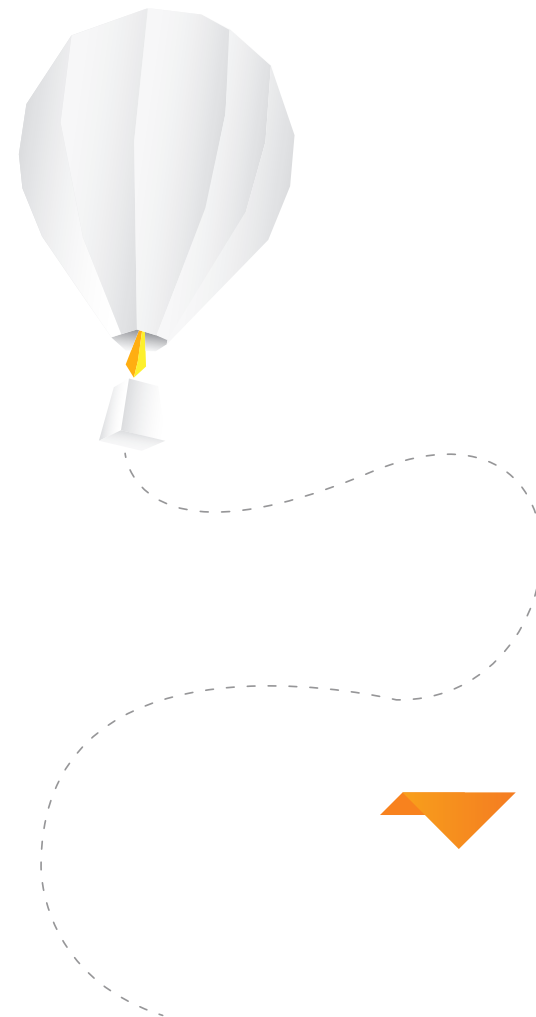
The results of the current study and comparison of similar inputs from last year's study indicate that the L&D leaders have been able to maintain their focus on aligning the function to business strategy and building/upgrading skills across functions in the organization.

To compete with the ongoing disruption, having a high-impact workplace learning culture is a necessity. "A culture should be built on the pivot of allowing people to make decisions fast, be agile, be truly courageous to navigate complexities, drive change, take risks, and still manage to inspire people to achieve something successful," says Shalu Manan, Global Capability Leader - Shared Services, Genpact.

Through our research, we found that building or improving a learning culture requires involvement of the key stakeholders and businesses, HR leaders, and the L&D team can drive a high-impact workplace learning culture by formalizing continuous and informal learning, upskilling the existing workforce, and aligning learning with business goals.

Prashant Khullar, CHRO, Mahindra Holidays and Resorts India Limited, shares, "There is enormous ownership that lays on business, L&D and HR leaders in fostering a culture of learning. Business leaders being the end customer, provide the core purpose of initiating any learning events. Their involvement in the design & delivery process helps in bringing "Floor Expertise" to "Classroom". HR leaders facilitate the learning culture through potential assessments & potential mapping. L&D leaders bring in the solution expertise, customized to the audience."

The other key learning we derived from this research was that a high-impact learning culture is sustainable until employees are empowered to take charge of their own learning. Goutami Dutt, Head of Learning and Development and HRBP, OLX India says, "Do not try to push people to learn. Create a pull so attractive and so much for them that if they come, you have done a good job. Today's generation has a complete belief that if it is good for them, they will go. Provide the right value and you are doing the right thing that will benefit the employee and help create a sustainable high-impact workplace learning environment."





EXPERT VIEWS

Learning is a culture which must be thoughtfully built with active involvement of all necessary stakeholders

Provide the right value to your employees and help create a sustainable high-impact workplace learning environment



Goutami Dutt
Head of Learning and Development and HRBP, OLX India

How people learn at work is drastically changing. The constant pace of change means the workplace should be so vibrant and conducive towards learning that people automatically adopt learning. High-impact workplace learning culture is about creating the right vibes and environment in the organization to encourage and support learning. For this, L&D must excite people and show them that they are as much into learning as the people themselves are. Only then can learning become a way of life at work.

Critical Elements of a High-impact Workplace Learning Culture

Learning is a culture which must be thoughtfully built with active involvement of all necessary stakeholders.

- 1. Involvement:** Business managers, HR and L&D all together need to drive the culture. Employees must be able to see that L&D partners are championing the cause themselves by learning themselves. For example, last month I did an online Stanford course on story-telling to learn and stay abreast, to be able to cultivate the right high-impact learning culture. The key is to get employees involved too. At Olx, we follow the concept of IDP, wherein employees share what they want to learn and L&D organises the sessions
- 2. Continuity:** Learning must be made available on an ongoing basis rather than as sporadic sessions. This may mean tying up with institutes for pursuing learning opportunities such as an MBA post office hours to help people hone their life skills. The focus is on learning periods of 6 months to 1 year and part time options.
- 3. Impact:** Showing people that any learning they have done will impact them in their next work are important. For example, at OLX, L&D organized a 1-0-1 coaching for senior leaders on how to handle global calls. Leaders who attended the calls received great feedback from their global counterparts. They saw a real-world usage of the learning intervention, and kept coming back to learn more. Through an open learning approach, some employees from tech roles took up learning on BI insights and

Creating the right change impact is all about catering to today's employees unique learning aspirations through different ways

areas such as Big Data, etc. Their appreciation and understanding was enhanced, helping them in their current roles.

- 4. Boundary-less learning:** Most important is to create a pull rather than a push mechanism. Olx makes learning available to learners in a boundary-less manner through its Online MyAcademy- a plethora of learning options on the web and desktop including Udemy, ThinkBig, CodeAcademy, Harvard management, etc. What is unique is that no learner is stopped, the entire learning arena is open and L&D follows a "You decide what you want to learn" approach. It is important to tell avid learners that, "If you are keen, do not stop yourselves, we will do what it takes."

All stakeholders i.e. business leaders, HR professionals and L&D must be glued to making learning work. L&D must involve the business by working out well-meaning, relevant projects and showing them the results, so that they want more. For this, it is important to be very fluidic and flexible, so that leaders can quickly go back to the drawing board and change the approach. Perhaps, the most important challenge is not to try to push people to learn. Create a pull so attractive and so much for them that if they come, you have done a good job. Today's generation has a complete belief that if it is good for them, they will go. Provide the right value and you are doing the right thing that will benefit the employee and help create a sustainable high-impact workplace learning environment.

Empower employees to build a high-impact workplace learning culture

Learning in itself is a business responsibility and the starting point of a high-impact workplace learning culture is the employee and not the employer



Janesh Kumar
Chief Human Resources
Officer, Airtel Payments Bank

Everyday learning becomes critical to success for new-age organizations. What matters more is how the daily learnings are impacting the business. The key questions leaders should ask are: “Are we applying learnings the right way?”, “Are we learning from mistakes?”, “Are we building the learnings as part of the knowledge system?”, etc. The right answers will help build the right high-impact workplace learning culture i.e. a culture wherein learning directly impacts the business, empowers the people to think out-of-the-box, and actually starts contributing to the HR KPIs such as keeping employees motivated and engaged. Overall, it is about making the workplace a happier place with the right business impact.

Critical Elements of a High-impact Workplace Learning Culture

- 1. Empowerment:** A high-impact workplace learning culture is one with an empowering environment for employees to learn. It means creating the right resources, money, and even the extra time specially for learning interventions.
- 2. Value for employee:** Employers often keep pushing people to do trainings, the key challenge is to make learning interventions attractive for employees by exhibiting the “What’s In It For Me (WIIFM)” for them. For example, at Airtel, the organization encourages trainings which may not be immediately linked to the business, but are meant to make people happy. L&D must showcase the “WIIFM” to employees, thereby making them happy, content and better contributors.
- 3. Business impact:** People should be able to link the business impact to their learning. L&D and HR should help quantify the learning outcomes, so that employees realize the ROI they are getting from the learning culture. For example, Airtel faced a tough situation- they failed on compliance and business was put on hold. The L&D team took to training people on compliance and regulations and very soon even the business functions started proactively talking about compliance. The business impact was very visible, and therein the learning intervention succeeded. It is clear that the learning bouquet

should reflect the impact and performance on business deliveries through a visible impact.

Best Practices for a High-Impact Workplace Learning Culture

- 1. Employee-driven learning:** Learning should be in the hands of the employees; they must have complete authority to define their learning paths i.e. what, when and how they want to learn. The organization must set the broad guidelines and suggestions for managers, but even these should make sense to the employee. This will create happy and responsible employees who will act as brand ambassadors for the organization, and deliver work better.
- 2. Leader ownership:** Leaders must take responsibility for learning within their teams and functions, ensuring that there is sizeable improvement in the business skillsets. At Airtel, constant learning-related communication with business managers is a reality. L&D and HR encourage managers to plan for their successors, conduct learning interventions and mandate that every team member must complete at least one online session per month. Further, managers are evaluated on their learning initiatives such as the learning-impact and growth of their people. This indirectly encourages managers to take on the onus of learning in their teams.
- 3. Building the right environment:** HR and L&D must focus on controlling the larger ecosystem i.e. creating an environment which is empowered and has the right resources. Such resources can be special learning-time outside of working hours, online

It is clear that the learning bouquet should reflect the impact and performance on business deliveries through a visible impact

forums, on-the-go learning apps ((Lynda, Coursera, Pluralsight), workshops, knowledge sharing sessions, etc. L&D must constantly innovate to help employees get skilled so as to deliver on the business goals. For example, Airtel follows a Continued Education Program where people can opt for higher education in their chosen field to build expertise and confidence for further growth. The company bears the cost of getting these people ready for their next roles.

- 4. Prioritizing knowledge management:** New ways of knowledge-sharing such as peer-to-peer sessions and employee-centric participation are a must. At Airtel Payments Bank, skills are often built via experience rather than ready programs. It therefore, becomes important to capture such learnings through effective knowledge management such as knowledge-sharing sessions. Airtel kicked off knowledge-sharing sessions through the right rewards and recognition, with participation centred on employee willingness. They started gifting a Kindle to those who were willing to share their experiences and knowledge. Thereafter, people started coming forth more openly saying, "I want to deliver knowledge sharing". Maybe people initially came for the Kindle, but later on they realized that they gained knowledge, visibility and recognition for learning.
- 5. Tie-in with PMS and Talent Management:** It is important to integrate learning as a part of the larger PMS and talent management design. For example, evaluating people on new skills learnt will encourage a culture where learning is appreciated. Policies and PMS ensure that managers are evaluated on

L&D, HR and business must work together to overcome the core challenges such as lack of time, sharing of responsibility and making learning relevant to both the business scenario and to the millennial population

their learning-initiatives. Learning-centred rewards and recognition go a long way. At Airtel, people are encouraged to do the unconventional, the organization celebrates even behavioural and non-business learnings.

A sustainable learning culture is the result of a combination of hardcore interventions like policy, and softer elements like R&R. L&D, HR and business must work together to overcome the core challenges such as lack of time, sharing of responsibility and making learning relevant to both the business scenario and to the millennial population. Thoughtful design is a must for the larger good of the organization. L&D and HR should make available a plethora of employee-led learning options- online, classroom, digital, university, etc. Learning in itself is a business responsibility and the starting point of a high-impact workplace learning culture is the employee and not the employer.



Learning should be fostered by design and not as a byproduct of business

It is essential for organizations to focus on creating a high-impact workplace learning culture, as both the business dynamics and employee engagement anchors are rapidly evolving



Prashant Khullar
Chief Human Resources
Officer, Mahindra Holidays and
Resorts India Limited

The nature of L&D is evolving – it is moving beyond being just a training function and striving to secure its position as a business enabler. At Mahindra Holidays and Resort India Ltd. (MHRIL), the high-impact workplace learning culture can be defined as an organizational environment where learning is fostered by design and not as a byproduct of business as usual. Employees across levels have the visibility & freedom to choose their learning path. The following elements can elucidate our learning culture:

- Business managers are enabled and accountable for the learning of their teams.
- Active experimentation of learning through “Action Learning Projects”, etc. is a necessary part of all learning events.
- Reward and recognition platforms are designed to celebrate the sharing of knowledge.

Our key L&D priority for this year is threefold which includes creating pragmatic and customized learning paths that positively impact overall organizational goals, ensuring each L&D intervention reaches across all functions and levels, and setting clear effectiveness measures on pre-defined metrics. To align these priorities with the aim of creating a high-impact workplace learning culture, we have a host of programs catering to different verticals & levels. These interventions flow from the top with the senior business leaders actively engaging in design & delivery of programs. Learning & growth-related parameters constitute 15% of our overall company Balance Score Card, highlighting the importance of learning as a route to business growth. Some of the impactful programs that we have implemented in our organizations are:

- I-ExCEL-1: A two-day class room training program to enhance sales skills for sustainable change followed by coaching and mentoring of 90 days and impact measurement.
- I- ExCEL -2: A two-day class room training program to build service culture and improving the quality of sales conversations followed by 60 days of on-the-job training and impact measurement.
- Center of Excellence: A ten-day classroom training program to create a talent pipeline of trained &

certified sales professionals followed by 40 days of on-the-job training focused on service excellence.

- Mentorship Skills Training: This workshop created certified mentors to assist and help frontline sales team when their performance is down the spiral, with additional focus, support, and counseling.
- “I- Lead” program: This program again focusses upon frontline managers and helps to understand the leadership style and how contextual team leadership applies while managing people. This was as a simulation-based exercise which helped the managers to implement the appropriate leadership style for individual and task groups.

Apart from these programs, we regularly partner with the best of the institutes to make, both online & blended courses available for our employees. We believe that business specific interventions should be wholly customized & therefore designed internally. Functional & leadership education through quality institutions provides the much-needed global perspective to our employees. There is enormous ownership that lays on business, L&D and HR leaders in fostering a culture of learning. Business leaders being the end customer, provide the core purpose of initiating any learning events. Their involvement in the design & delivery process helps in bringing “Floor Expertise” to “Classroom”. HR leaders facilitate the learning culture through potential assessments & potential mapping. L&D leaders bring in the solution expertise, customized to the audience. Though we have come a long way in our journey to create a high-impact workplace learning culture, sustaining the culture is also necessary. We adopt the following measures to sustain the learning culture:

- Ensuring ownership & involvement of business leaders in identifying, designing & delivery of the learning solutions.
- On the go, gamified learning platform to ensure learning is easy and fun.
- The ladder approach followed in program designs, aligned with the role requirements.
- Blended learning approach in collaboration with “the best in business” partners.

It is essential for organizations to focus on creating a high-impact workplace learning culture, as both the business dynamics & employee engagement anchors are rapidly evolving.



Enable, Enforce, Encourage - 3 Es of enabling a high-impact workplace learning culture

Peter Drucker once said “culture eats strategy for breakfast”. If you think about it you might as well extend it to say “culture eats strategy for breakfast, lunch and dinner”. An organization’s biggest asset is its people and its culture determines how people work together, make decisions, and conduct business. Any strategy is as good as the people executing it. Culture defines shared beliefs, accepted behaviours and unwritten norms that determine how work gets done



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At Genpact, we believe that recipe for high performance is built on a culture of continuous learning. Modern-day employee is learning differently, accessing information from various sources, collaborating more than before and has constantly changing needs. Creating innovative, just in time, and globally accessible learning opportunities is essential. Organizations that are successful in creating high performing learning cultures continue to focus on balancing experiential learning with structured learning interventions. It is also important that employees assess their current skills, develop them, and continue to invest in sharpening them, all through the singular pivot of enabling organizational success.

There are the three Es that play a vital role in ensuring that a high performing culture is not just made but also sustained.

- 1) Enable:** Enablement is about how the organization provides the right environment through infrastructure, systems, technology, learning options and job aids. The learning team’s responsibility is to provide avenues to assess employees’ current proficiency levels on critical skills and refine ways to build & develop them. An important aspect in this is to realise that the onus of learning is on the employee. The employee should be empowered to choose how they learn, what they learn and the pace at which they learn. Managers’ feedback and coaching helps employees on their journey to get better at what they do. Genpact constantly focuses on creating an enriching environment.
- 2) Enforce:** It is important for us to understand that all learning priorities must be linked to performance success. Even when people are enabled to do something, unless we mandate some SMART goals, there is a high probability that what people learn, they don’t apply. The reality is that if people don’t use the skills they learn, on the job, they will be forgotten. For a thriving culture, leaders must make

As organizations push for agility and digital led transformation cultural nuances are no longer static or fixed. A high performance culture is constantly thriving and evolving

employees accountable to leverage their skills and they themselves must walk the talk. At Genpact, we link results and learning throughout our performance management systems.

- 3) Encourage:** Even with the best learning options and linkage to performance, employees might still not demonstrate what they learn as they don’t feel encouraged and valued. It’s all about the motivational factors that inspire people to do the right things. For a high performing learning culture, it is essential that we seed ongoing encouragement to energize people and inspire them to translate learning into performance. At Genpact we provide intrinsic motivators by celebrating success, rewarding heroes and valuing diversity of ideas and thoughts.

These 3 Es help generate results from people. A culture that enables and builds on these will be high-impact and create a dynamic way of learning exponentially from successes and failures, introspecting and understanding insights, accepting realities, and thereby, succeeding.

Genpact’s culture framework of (CI)², which is Curious, Incisive, Courageous, on a bed rock of integrity, inspires an attitude of high performance and innovation. Learning is a key component that lies at the core of each of our tenets. We make massive investments to enable, enforce, and encourage our employees to continuously reimagine and sharpen their skills for the future.

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