

Tech Mahindra Ensures Employees Have Line of Sight for Next Career Move

Tech Mahindra

Best Advance in Talent Management Technology Implementation

September 2021



Company Background



Company-at-a-Glance	Tech Mahindra
Headquarters	Pune, India
Year Founded	1987
Revenue	\$5.2 billion
Employees	121,900+
Global Scale	Tech Mahindra is a leading global enabler of digital transformation, consulting and business re-engineering services and solutions.
Customers/Output, etc.	Tech Mahindra has 990+ active global clients, including several Fortune 500 companies. Tech Mahindra offers the right blend of physical and digital design, powered by technology. It uses digital capabilities to transform client's internal businesses and technology operations and delivers industry-leading outcomes. Tech Mahindra's solutions help clients accelerate their digital transformation journey by building intelligent and digital-next businesses, backed by next-generation technologies.
Industry	Information Technology/IT-enabled Services
Stock Symbol	NSE: TECHM
Website	www.techmahindra.com

Budget and Timeframe

Overall budget	\$40,000
Number of (HR, Learning, Talent) employees involved with the implementation?	20
Number of Operations or Subject Matter Expert employees involved with the implementation?	Seven
Timeframe to implement	Six months
Start date of the program	August 2019

Business Conditions and Business Needs

Business Context

Tech Mahindra, being in the IT industry, benefits from being able to provide services in different industrial sectors. From healthcare to retail, manufacturing to agriculture, automotive to BFSI, Tech Mahindra is helping drive digital transformation in all spheres of business, which allows its IT professionals to choose a career that aligns with their interests. Additionally, there are at least 30 new emerging fields in IT that will see the full-scale application in the next five to 10 years, which is why Tech Mahindra has taken a lead in providing upskilling as a service to its employees. Leaders play an important role in identifying focus areas for the future so that employees have a long-term view. For example, Tech Mahindra's MD and CEO, CP Gurnani, in an op-ed for the World Economic Forum, talked about technologies such as 5G having an enormous impact on mankind as the world goes ahead on its journey of digital transformation. In this knowledge-first economy, employees are an organization's most important assets. Tech Mahindra actively provides career development plans to help nurture, engage and retain them. In turn, having a defined career path helps employees stay engaged, understand workplace flexibility and take the lead in self-development as they pursue a long career at Tech Mahindra. As tech professionals use their skills to choose many exciting career paths and drive global innovation forward, Tech Mahindra is poised to leverage this momentum to create connected experiences for a connected world.

Problem Definition

As a technology firm, Tech Mahindra relies on the right talent for business sustainability and growth by servicing customer needs. In the IT industry, the half-life of skills is just 2.5 years as compared to the normal industries, where it is five years, due to the fast pace of

new technology. This means Tech Mahindra is on a constant lookout for skilled talent or need to constantly upskill the existing talent to sustain its growing business. With global operations in 90+ countries and 123,000+ employees, natural complexities arise for the HR team to manage careers, engage and inspire them to rise. Therefore, it is a business imperative to prioritize the professional and attitudinal development of employees. To make that happen, there was a need for customized job opportunities and visibility on possible rotation opportunities, understanding skills in demand and an IJP portal that can cater to personalized job searches. Another area of concern was that the internal fulfillment was quite low, with project fulfillment being the biggest cause for customer escalations and cost of hiring from outside was high. The internal engagement survey, Tech MCARES, highlighted areas of opportunities in terms of employees seeking career mobility, job satisfaction, workplace engagement and customer-like experiences under an environment of work pressure. Ultimately, the aim is to develop well-rounded professionals who believe in the company's core values, the Mahindra brand philosophy and have the right technical skills and an entrepreneurial, solution-oriented mindset. To facilitate this, the need is to develop a holistic career management solution that provides associates the right tools to learn, grow and lead the organization into the future.

Overview

Goals for Career Management

Tech Mahindra understands that the development of its employees is the key driver to the growth of the company. There is a lot of focus and effort given to ensure that it is well-thought-out, holistic, transparent and fair. Employees feel more engaged when they believe that their company is concerned about their growth and provides avenues for each individual to reach their career goals while fulfilling their organizational goals. Tech Mahindra endeavors to provide visibility on a career path along with avenues to enhance their skills and knowledge that can lead to mastery of their current jobs and eventually, promotions and transfers to new or different roles. Employees value job enrichment, flexibility and career development more than job security and stability. With the emergence of new technologies and careers in them, Tech Mahindra has the responsibility not only to provide employees the opportunity to re-skill but also to be ahead of the curve.

Mapping Career Management Journey

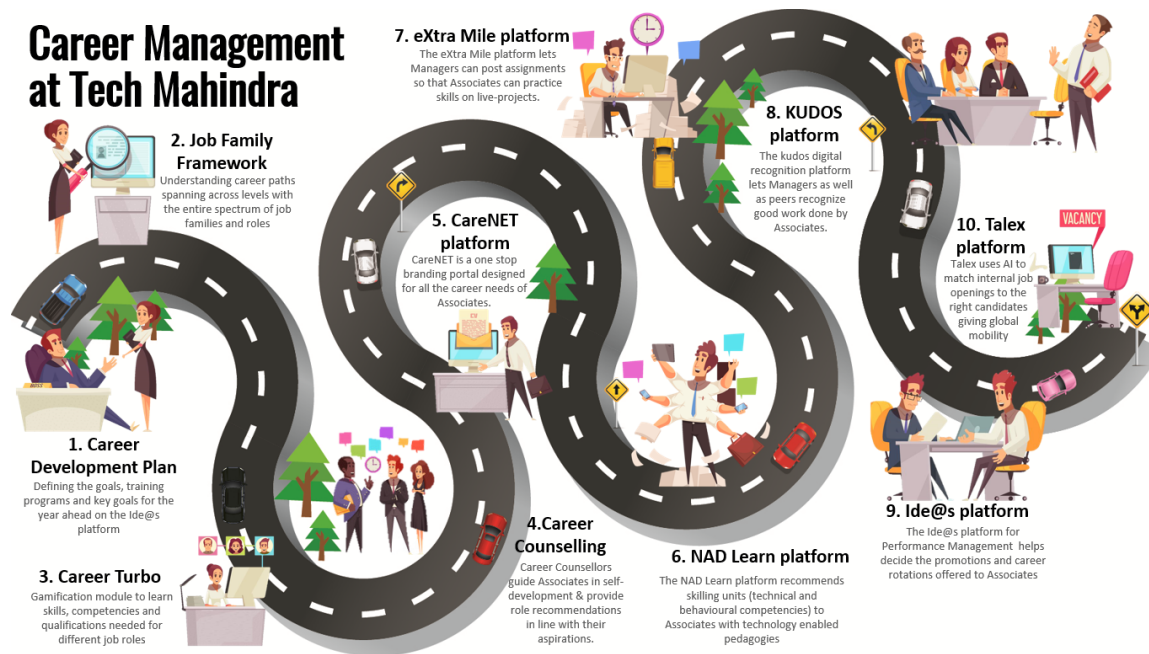
The Career Management Practices at Tech Mahindra transforms employees to make them "Fit for the Future." Organizational verticals are refined so that each employee has

a line of sight of their next career movement, as well as tools and platforms for a holistic career developmental experience.

- The first step to plan their career is for an employee to understand various job roles in the organization. They can refer to the Job Family Framework that defines career paths spanning across levels and provides clear visibility about the entire spectrum of job families and roles available within Tech Mahindra.
- As part of the goal-setting process, the people manager discusses the employee's proficiency on Leadership, Professional and Technical competencies applicable to their role (derived from the Job Family Framework). Based on this, the Career Development Plan is defined on the Ide@s portal, to identify specific goals as well as learning opportunities for developing each of these competencies through a blend of online courses, technology certifications, instructor-led classes and special assignments along with coaching and mentoring.
- As an alternative, employees can simply play Career Turbo, which is a gamification module to better understand skills, competencies and qualifications needed for different job roles. This game helps employees identify their career goals. Career Turbo also lets them discover the capabilities and complementary skills needed to move to that desired career role.
- Once employees have understood the Career Framework through Career Turbo, they also get an insight on existing skill gaps. To better know the underlying requirements of a job role and its inherent challenges, employees have two options in front of them. They can book a session with a Career Counselor for insights on a specific role or they can sign up to the Reverse Mentoring program to work closely with a Senior Leader in the function of their liking.
- Once the employee has clarity on their desired job roles, all they need to do is ask UVO, T Tech Mahindra's chatbot, on what is the next step. UVO will direct them to CareNET, a platform that links aspirations to career growth. CareNET directs the employee to build their existing skills profile and connects them to other people who have similar skills. By enabling this networking of employees through a community, they are able to build their personal brand. Employees are also notified about hot skills and provided links to upskill on #NAD Learn platform.
- Through #NAD Learn, employees have access to content from world-class providers such as Udemy, EdCast, edX, etc., to bridge skill gaps. Learning is augmented through the practice platforms and certification engines (e.g., Hackerrank, Mettl) to make employees ready for the role.

- Once employees are certified in the required skills, they can log in to the Extra Mile platform that connects skills with opportunities. Here, Managers can post assignments asking for resources and employees can volunteer their time to get a chance to test their new skills on live-projects. It creates an informal gig economy within the organization. Employees can then update their profiles on CareNET with their newly acquired skills.

Figure 1: Career Development Journey for an Employee at Tech Mahindra



All illustrations provided by Tech Mahindra

- They can also be rewarded by their peers and Manager for extraordinary achievements via the Kudos portal. Through the Kudos portal, employees can acknowledge individual/team contribution; congratulate others and thank peers for their recognitions, which has helped increase morale and builds a culture of appreciation in the organization.
- As part of the Performance Review Discussions for both midterm and annual appraisal, employees have the opportunity to modify their career aspirations and seek guidance on the steps necessary to fulfill them. These career aspirations are captured online in the Ide@s platform and are shared with the Talent Management Group for them to use as inputs during project allocations, onsite opportunities, etc.
- Once employees have spent sufficient time in role, they can then move to Talex, the world's first Artificial Intelligence-driven marketplace. Talex then uses AI to match the jobs to the right candidates based on not just qualifications but plenty

of other factors, including hobbies, language skills, etc. This ensures uniformity and equality of opportunity for all talent pool members across the organization. Talex also has an element of gamification where employees can bid towards a particular job to highlight their interest to the hiring Manager.

- TechMahindra's robust Job Rotation policy ensures that employees can move internally to new roles that are in line with their career aspirations and new skills they have learned. The CEO, CPO and COO have in their blogs, tweets and press interactions regularly endorsed and expressed the importance of continuous learning.

Design of the Implementation Plan

The following sections describe key challenges faced in implementing career management and the innovative strategies designed to address them.

Finding Business Alignment

Challenge: Finding alignment from the line managers and the business teams for prioritizing careers and helping employees meet their learning targets while also ensuring project deadlines and customer timelines are adhered.

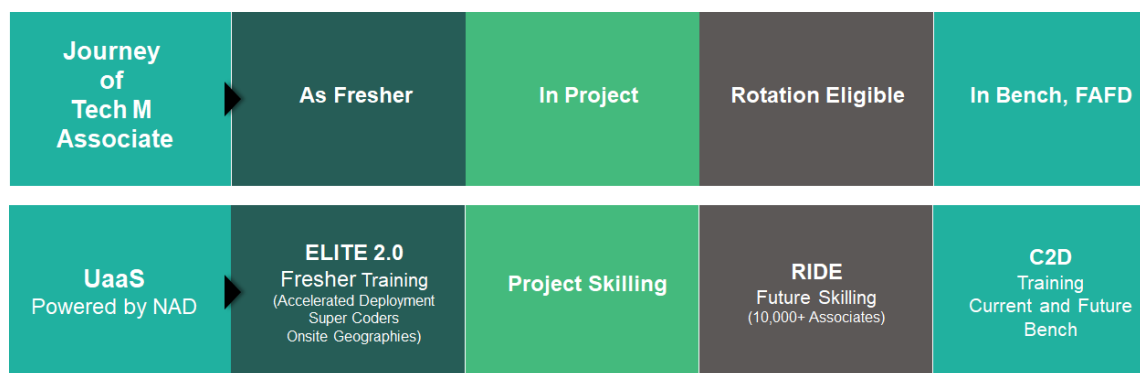
Solution: The people function got business alignment by creating learning programs in line with business unit needs and inclusion of stakeholders in decision-making. The Learning Consultant and Business HR teams actively collaborate with line managers to ensure learning requirements are captured and met for the business units. To provide all-around development of employees, the learning function designs programs based on business imperatives and delivered through instructor-led courses or self-learning through digital platforms such as #NAD Learn. As a part of governance, key Business Leaders, along with Learning Consultants, work in a two-in-a-box model with customers, business leaders and employees to identify key challenges and growth plans, for which learning interventions are custom-designed and executed. The Learning team translates the strategic direction (from the Board and Management Committee) and on-the-ground challenges (from business units) into various learning initiatives measures for capturing business impact and performance improvement. Tech Mahindra's offerings cover all the skills the employee may need through his/her lifecycle in the organization for any kind of role/job function under various streams (technology, domain, behavioral and professional) managed by Learning Function.

Geographically and Time-shift Distributed Workforce

Challenge: Tech Mahindra's employees are globally distributed and the People function must provide solutions that can meet the time and accessibility requirements.

Solution: The learning function focused on self-learning and zero-touch learning interventions such as the #NAD Learn platform. The IT industry is highly competitive, having a sizable presence in low-economy geographies, deep pockets, strong client relationships, in house and captive services companies, etc. This stiff competition can lead to pressure on pricing and vendor consolidation. As a result, it can impact Tech Mahindra's growth and profitability. The strategic focus has been to move up in the IT services value chain. Tech Mahindra has deep domain knowledge, a skilled workforce, delivery capabilities, an efficient sales force and relationship managers to help retain its competitive positioning among peers. By offering upskilling and reskilling platforms such as #NAD Learn, Tech Mahindra is able to keep its employees ahead of the curve. #NAD Learn makes skill upgrading a continuous process with multi-avenue and device-agnostic unified gateways for all learning contents from internal and external sources, enabling employees to undertake skill enhancement through skill units called SKUs (combination of skill, course and assessment) as per market and project requirements.

Figure 2: Training Journey of an IT Engineer within Tech Mahindra



Contextual Career Paths and TNI identification

Challenge: With a wide variety of customers and internal business units catering to different technologies, identifying the training needs and developing contextual career paths was hard.

Solution: To provide contextual career paths, Tech Mahindra connected with world-class content partners and with AI-based personalized learning aggregators. This ensures that Tech Mahindra's human capital/intellectual machinery gets reskilled and honed to become the workforce of the future. For helping its employees identify their training

needs, Tech Mahindra embedded learning into every stage of their lifecycle within the organization. Tech Mahindra mapped the skilling journey for employees to better understand the development needs. The creation of the Job Family Framework helped document the different job roles and the skilling requirements. Programs such as career counseling, performance review discussion, career development plan, etc., helped employees identify career aspirations and their corresponding training needs. The training needs were then assigned on the system by the learning consultant attached to the business. Training needs were also identified by employees based on recommendations from the #NAD Learn artificial intelligence engine.

Offering the Latest Content (Speed and Scale)

Challenge: Access to the new-gen trainings and technologies in line with career goals.

Solution: To ensure that the learning offerings have updated content, Tech Mahindra uses crowdsourcing and content curation as well as a strong external partner ecosystem. In a world of multiple skills, the expertise is not limited to a function or an enterprise but is spread across and outside the organization. This spans technology, domain, behavioral and leadership skills. Tech Mahindra's learning teams focused on creating a learning ecosystem that comprises of internal SMEs, external MOOCs, specialized learning partners, Academia partnerships, etc., to bring quick and relevant learning for its employees. Tech Mahindra has a separate team consisting of Graphic Designers, Instructional Designers, Program Designers and Technical Writing to create eLearning modules. Domain experts give the program content, which converted to eLearning modules by TechMahindra's in-house team. Tech Mahindra has also onboarded the latest third-party content curation and learning platforms (such SumTotal, edX, kPoint, Udemy, FutureSkills, Mettl, etc.) to leverage power of technology and AI. Tech Mahindra also upgraded its Learning Management System to a Cloud version and provisioned practice labs. Tech Mahindra also partnered with edX, the leading online learning platform founded by Harvard and MIT. The objective is to enable the development and growth of Tech Mahindra's employees through world-class programs offered by world's best universities. Tech Mahindra also worked out a special scheme for employees, where the access to all the online courses is free of cost and there is a huge discount on the selected certifications to Tech Mahindra employees. Tech Mahindra has also partnered with Udemy, Mettl, NASSCOM FutureSkills, etc., where in just a few months of partnership, thousands of Tech Mahindra Employees consumed and benefited from various learning modules on these platforms.

Time Availability of Employees

Challenge: Ensuring Completion of Requisite Training to Instill a Culture of Learning

Solution: One of the major learning requirements in the IT industry, which is characterized by high work pressure and extended work schedules, is need of pointed learning, wherein employees need to learn a small area of their application and not the whole course, and learning that can be absorbed flexibly without much of hindrance in their schedule. Keeping this requirement in mind, Tech Mahindra designed multiple learning platforms that bring learning to the Employee's desktop or even their own mobile devices. There are two key elements that any learning function needs to incorporate in the digital world — small bite-sized learning chunks to blend in with the busy schedule of the participants and device-agnostic learning so that learning can happen any place, any time. Microlearning and community learning approaches were also deployed, along with availability of practice environment, case study and automated online assessments. The microlearning approach provides flexibility of mid-exit through multiple logical milestones, suiting the dynamic nature of IT professionals. Tech Mahindra's learning team used social platforms such as WhatsApp to share regular, relevant nudges to reinforce the formal learning as part of its various learning journeys. It also used the PalmLeaf platform to propagate mobile-based microlearning on various leadership and technology topics for its leadership and sales professionals. Additionally, Tech Mahindra also mandated a certain number of learnings that each employee is expected to complete each year. Mandate types are: Organizational mandates, e.g., POSH, CEBC; Customer mandates, e.g., BT exams, AT&T security exam; Security compliance, e.g., Data Protection and Privacy, Enterprise security; Training KRA, i.e., Relevant training/exams ; Contribution KRA. Lastly, learning hours are also mandatory and assigned based on the band, which has led to a closing of the gap between Training Needs Identified and the Training Needs Fulfilled.

Right Participant Selection, Gap Identification and Personalization

Challenge: Identifying the right employee for leadership and behavioral trainings

Solution: Tech Mahindra uses Profiling and Psychometric tools to ensure that it selects the right participant for the niche training programs. Profiling and Psychometric tools are used for two purposes: for improving the self-awareness of participants by helping them identify their strengths and areas of improvement and for identifying participants with right behavioral competencies for the right roles. Tech Mahindra uses a combination of industry-recognized tools such as DISC, MBTI, Hogan, Watson-Glaser Critical Thinking, etc., as well as proprietary tools developed by its assessment partners such as Jombay and Mettl. Apart from this, Tech Mahindra also has a succession planning module for

identifying critical roles to maintain business continuity across the most crucial workforce of the organization, the middle layer.

Last-Mile Reach

Challenge: Communicating the career development offerings available to employees.

Solution: Tech Mahindra uses Floor Connect sessions such as Ignite as a last-mile connect to educate and encourage employees to take up re-skilling opportunities and become future-ready in line with their career aspirations. As part of Ignite campaign, 100+ business unit level connects, Leadership talk sessions and eChat sessions were conducted to ensure last-mile (employee) reach. The leadership team highlighted the importance of career development in a three-tier perspective (Industry, Organization and their own business unit) to be relevant and ready for new opportunities, new learning investments and avenues and resulting benefit/success stories for employees, and resolved employee queries and issues on the spot.

Lack of Practice and Practice Platforms

Challenge: Post-training, employees seek avenues for practical experience on the job.

Solution: One additional problem that employees have faced after upskilling is in the availability of practical projects to apply what they have learnt. To facilitate this, Tech Mahindra created the eXtra Mile platform. It is a crowdsourcing initiative that connects skills with opportunities within the organization. Any Manager can post an assignment asking for resources and an employee can volunteer as a resource for one of the assignments. This presents a unique opportunity to enhance their skills, get exposure and build capabilities. TechMahindra's COO L. Ravichandran said, "At TechM, in moving with the times, Tech Mahindra has launched eXtra Mile — our very own internal freelancing platform. This platform, connects Assignment Managers who are looking for in-house talent to help them with short term assignments and Assignment Seekers who are passionate employees who are looking to leverage, enhance their skills and get exposure as well as build capabilities in new areas."

Poor Deployment of Employees after Upskilling

Challenge: Finding the right job roles after in line with career aspirations

Solution: The post-training phase is often the most difficult for professionals who are raring to work in a project. While the eXtra Mile platform gives them an opportunity to work on a live project, it is only part-time-based. To facilitate movement to the next project, Tech Mahindra has options such as Talex and Bench Melas. Tech Mahindra's employees can confidently apply for the role they want on Talex, the world's first

AI-driven marketplace for talent/leadership, which matches an employee's skills, hobbies and even travel voyages to the jobs they seek. For employees on the bench, programs such as C2D and F-AFD are helping transform skillset of existing employees to New-age/Future skill competencies, thereby minimizing need to hire employees from the external market at much higher cost. The Job Rotation policy in conjunction with TechM's Internal Jobs Postings has helped employees move to new roles in line with their aspirations. In case they are facing resistance from their Managers, Tech Mahindra has forums such as FreeVoice or CARE to raise grievances on the same. The Freevoice portal is a platform for all its employees to give feedback, express opinions and bring forward issues that they perceive as important to the health of the organization with an option to remain anonymous. Connect with Employee and Resolve with Engagement (CARE) is a query redressal platform for the employees to resolve issues at workplace that are nonoperational such as peers not supporting, friend-violating policies, bullying, harassment, etc. Lastly, the Tech Mahindra CARES survey also provides Tech Mahindra a forum to get verbatim feedback as well as a quantitative score of its career developmental offerings.

- *“Any company that slashes the training budget in our industry is asking for trouble. We firmly believe that upskilling our employees to perform better in the New Normal IT services world is not a luxury that can be cut down or reduced, because today it is a necessity for survival.” — L. Ravichandran, Chief Operating Officer, Tech Mahindra*

Delivery of the Program

Spreading Awareness about Training Programs

Tech Mahindra is a highly conversational, intuitive and sensitive company. It ties people together and facilitates a multi-directional flow of information, knowledge and ideas. Tech Mahindra spreads awareness of the programs and other updates in the organization through various face-to-face and digital means. This belief in information sharing is linked to its brand credo — “Connected World, Connected Experiences” — where the organization is empowering its employees by speaking to them honestly. By using skillful phydigital (physical+digital) communication methods, Tech Mahindra has improved employee's accessibility to career development programs. For example, during the pandemic, a new learning calendar called Lights On was shared with weekly learning programs. In addition, the Talex team circulates critical openings to the respective business units via a weekly email. Leaders take the lead in communicating about career

opportunities by using platforms such as All Hands Meet, Floor Walks, eChats, Blogs and Newsletters, among other efforts to reach every employee.

Ignite Campaign

As part of the Ignite campaign, 100+ business unit level connects, Leadership talk sessions and eChat sessions were conducted to ensure last-mile reach. Tech Mahindra highlighted the importance of career development in a three-tier perspective (Industry, Organization and their own business unit) to be relevant and ready for new opportunities, new learning investments and avenues and resultant benefit/success stories and resolved employee queries and issues on the spot. This campaign not only used number of email communiques, screensavers, virtual posters across business units, but also involved local business leaders to reach out to ground-level employees and motivate them to undertake new learning journeys and define career goals. Tech Mahindra also recognized and acknowledged employees who have achieved learning milestones by distributing certificates and goodies. Few employees were also made to speak and provide feedback during the business level connect sessions and counsel fellow colleagues from their experience and success story. The initiative led to a 15% increase in SKU allocation and 4,000+ employees completed their learning journeys within a month.

Educating Employees about Career Paths

Tech Mahindra has refined its organizational verticals to ensure that the employees have a line of sight for their next career movement. This gives employees the incentive to upskill and move on to new roles based on their comfort. The path for an employee to move to their career of choice starts with understanding the job roles present in the Job Family Framework. It acts as a guide to Managers on the job role when they are having a performance review discussion. They can seek guidance on their chose career in discussion with their Manager or chose to book a session with a career counselor. Based on their chosen career, they can complete the required performance milestones and learning programs as detailed out in the Ide@s portal. They can leverage the state-of-the-art #NAD Learn platform for self-learning or leverage existing tie-up's with higher education institutes. Once they have attained the requisite skills, they can leverage the internal job rotation policy and login to Talex to move to their desired role.

Bench Melas for Improving Internal Bench Strength

Tech Mahindra launched Bench Melas wherein all employees on bench and business leaders with open requirements gather at common venue/virtual meeting and interact with each other. The Business leaders announce their immediate/near future open positions and provide clarity on exact role and skills they need while employees brief them

on their skills, experience and working preference/limitations if any. Based on this, matching profiles are shortlisted for instant interview and selection by business leaders in a transparent manner. The entire event is marked with lot of communication, hustle and bustle and healthy competition among participants and business teams to get the best — typical scenario of a Mela and hence the name. The event ends with list of selected candidates that Tech Mahindra then deployed to the respective business units.

Technology Adoption to Automate Internal Transfers

Tech Mahindra leaders were natural adopters of a new automated system to improve hiring through the #NewAgeDelivery platform. Earlier resource Demand-versus-Resource Supply was a pure manual affair. The recruitment team collected demands for open positions from various businesses manually and then matched with supply against it. The business leaders realized that multiple flaws existed in the process and pressed the HR recruitment team to adopt a technology solution to drive hiring. The NewAgeDelivery platform came into picture to enable automation of the whole process of resource demand and supply. NAD automatically checks for the existing demand, the attrition, openings, etc., and creates the right supply against it. This new system, christened Digital RMG 1.0, checks for internal available pool such as bench pool and the list of employees that are soon to be released from projects before exploring external candidates. Since the NAD platform is an in-house tool, it is helping in saving costs, reducing external hiring, etc.

Measurable Benefits

- *“Talex is a unique offering that will democratize the talent management domain and enable our workforce to discover appropriate opportunities within the organization, and also help us in retaining and nurturing promising talent. This cutting-edge talent exchange marketplace platform will be a true game-changer in making the entire process effortless by adding the element of gamification. It is in line with Tech Mahindra’s ethos of building a workplace of the future by harnessing the power of internal talent.” — Harshvendra Soin, Chief People Officer, Tech Mahindra*

Some of the key metrics that give evidence of efficient career management practices are:

- Employees are empowered to choose and fulfill their Career aspirations by being given charge of their own learning and aspired career growth with self-learning increasing to 82%.

- Under various leadership development programs, Tech Mahindra trained 300 in Leadership, 181 in Sales, 720 in Delivery, 53 in Business Unit specific programs, 338 Young leaders and 245 Women leaders.
- Around 11,273 employees attended 166 sessions shared via weekly learning calendar.
- 109 leaders from Tech Mahindra were identified as successors for leaders in other Mahindra Group companies.
- Launch of the “Succession planning” for Critical roles module was done on time for P1 band and above with 1,443 successors being identified with 5,566 Managers stating that Successors were not needed for the position and 5,357 skipping the step as it was optional during the first year of roll-out. This was the first year of this program, next year the aim is to improve the awareness of this program by driving the succession culture through delivery units rigorously.
- Launch of “Career Development Plan” during goal setting stage module on Ide@s portal was on time. The launch at the beginning of year saw a completion rate of 95% as opposed to the target of 100%. Goal-setting process was completed for 95% employees by April 30, 2021, and the rest was completed prior to the Mid-Year review process. The COVID-19 pandemic led to prioritization of employee safety and business continuity plan which accounted for a delay in timelines.
- Internal fulfillment increased by 9.1% due to various factors such as the use of Digital RMG 1.0 NAD for skill mapping putting less dependency on external hiring sources like Vendors etc.
- Tech Mahindra reduced deployable bench to 4.9% from 6.3% last year, which is one of the best in the industry.

Overall

Helping Employees Achieve their Career Aspirations

Accomplishing goals, whether personal or professional, is often difficult. Employees may want to improve their lives and careers but don't always know how to start the journey. Others are fortunate enough to discover their gifts or unique talents rather early and look for ways to make it a reality. Whether they are the former or latter, Tech Mahindra provides myriad ways to help employees identify their career aspirations and help them achieve it.

- **Achieving Career Aspirations through Goal-setting** — Tech Mahindra helps employees understand different roles by providing a comprehensive Job Family Framework. Based on this understanding, employees create a Career Development Plan during the goal-setting process that ensures the employee aspirations are also captured when defining the business targets for the year ahead. This plan is then shared with the learning consultant assigned to the business to be used as input factors for training, project allocations, onsite opportunities, etc.
- **Achieving Career Aspirations through Training Programs** — Tech Mahindra has specialized trainings programs for young and upcoming talent that give them an opportunity to work in high-visibility roles.
 - **Transcend** — Leadership Journey for Project, Program and Delivery Managers
 - **Ascend** — Grooming young delivery leaders to take up enhanced roles
 - **MT** — Management Training program is infusing young talent in Sales and Business Ops. Management Graduates, with 0-2 years of experience from top-tier MBA institutes, are assigned to different functional projects across business verticals and their job rotations and promotions are fast-tracked.
 - **AIM** — Grooming youngsters with Delivery experience for sales and account management roles. The Achievers in the Making (AIM) Program is open for employees from all streams (e.g., Technical, Support, Business Ops, etc.) with overall six months to six years' experience.
 - **Reverse Mentoring** — Leaders learning from youngsters on elements of Technology, lifestyle, social media, etc.
 - **Shadow Board** — Engaging opportunities to work closely with the top management and help them arrive at important business decisions. As

the name suggests, the Shadow Board is a parallel board constituted by internal employees (below the age of 35 years).

- **Achieving Career Aspirations through Learning Recommendations** — The #NAD Learn platform uses Artificial Intelligence technology to recommend relevant career paths to the employees based on their current skillset, time to upskill and opportunities available. This has not only exposed employees to new-age technology segments, but it has put self-learning at the forefront as employees take charge of their career and evolve their aspirations.
- **Achieving Career Aspirations through New Job Roles** — The Talex platform matches skills with job roles. Talex is the world's first Artificial Intelligence-driven marketplace. It understands the employee's current role and responsibilities as well as their career aspirations. Talex then uses AI to match the jobs to the right candidates and invites them to bid for the job basis a percentage match of skills as well as individual preferences. Employees are also given useful links for skill improvement recommendations to help them improve their skills and apply for new roles in line with their career aspirations.

Improvement in Productivity

It's an age-old phrase but nevertheless rings true, "You can't manage what you can't measure." This is especially important when it comes to employee productivity and utilization where many variables govern how productive or how well utilized an employee is, which in turn indicates their satisfaction with their career. Tech Mahindra has put in place several initiatives that developed employee skills, automated processes, managed customer expectations, incentivized productivity and created purpose to drive work. Tech Mahindra has seen an improvement in utilization as evidenced by the head-count growth versus revenue growth, i.e., between FY18 to FY20, headcount decreased by 1.2% but revenue increased by 7.9%. The trend of reducing staff may not continue in the long term with the headcount expected to stabilize even as the revenues continue to grow. There is a "non-linearity" between revenue growth and overall headcount as technology makes it possible for a single individual to accomplish multiple tasks. In the future, with a large set of tasks being completed through automation, analytics and artificial intelligence, the need for more employees will decrease while the existing set of employees will have access to more meaningful work, better learning opportunities, holistic benefits and better quality of life.

Internal Leadership Growth

Tech Mahindra prides itself in providing employees with long and fulfilling careers and thereby developing leaders through a robust talent management pipeline. The bedrock

of this leadership development has been its unique culture of driving positive change, celebrating each moment and empowering all to Rise. Tech Mahindra's culture is built on leveraging internal talent and empowering employees to grow into successful leaders of tomorrow. Tech Mahindra has been investing in a series of programs to identify young talent ensuring a fast-track career for them. Implementation of the job rotation policy, introduction of the Higher Education Policy, Self-development workshop for senior executives, redefining the technical career track to make it more attractive in terms of role, leadership development programs such as AIM, Young CEO, GLC, Shadow Board and 1000 Leaders are a few of the platforms that helped employees excel in their careers. Since Jan. 1, 2018, Tech Mahindra has hired a total of 328 employees in the E-band (Leadership category). This includes the numbers of Senior Leaders who have joined Tech Mahindra as a part of Mergers and Acquisitions as well as through rotations from portfolio companies. There are a total of 880 Leaders are in the system right now with a total of 151 promotions in the E-band since 2018. The promotions were kept on hold last year on account of the pandemic, however, there has been internal leadership restructuring to better cope with the business realities of the pandemic. This indicates that an average of 70% Leaders of Tech Mahindra have grown through the internal career developmental programs.

Career is a Critical Component of the People Policy

Tech Mahindra's People Policy states: "We will create the best human experiences for our associates with a healthy and inclusive environment; ensuring our associates are future-ready; fostering innovation with meaningful work; drive performance orientation for individual and organization growth, while celebrating each moment." As a result, the professional development and growth of employees is a key area of focus at Tech Mahindra. In fact, Career is one of the five engagement levers of Tech Mahindra's Employee Engagement Framework — Tech Mahindra CARES is where C stands for Career, which looks at fulfilling the career aspirations of employees. One interesting development from the increase of career developmental offerings is that "lack of required training programs" has moved from the top three reasons cited for attrition to one of the top 10 reasons.

About Brandon Hall Group

With more than 10,000 clients globally and 27 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help...



MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.



ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.



EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.



PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



HCMA PROFESSIONAL CERTIFICATIONS

are comprehensive educational programs that center around a multiphase knowledge test.