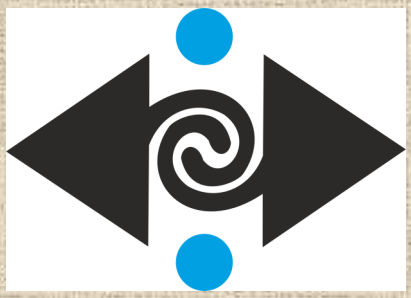

ACADEMY OF HUMAN RESOURCES DEVELOPMENT

THE HUMAN ODYSSEY

NEWSLETTER

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Ms. Prachi Satoskar
Ms. Anila Varughese

Dear Readers ,

Greetings from Academy of HRD, Ahmedabad!

Happy new Year 2023.

We are delighted to bring forth the latest volume of "The Human Odyssey". As the Organizations across the globe have adjusted well to the new normal and learnt the ways of modern management the learning has been constant for leaders and managers for creating well being practices and empowering teams.

AHRD also continues to be a course of learning for its community. We have a consistent flow of coursework classes which inspires our scholars for world class research. We also continue to provide management development programs for students and executives.

Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers. Hope overall it will be a delight to go through our initiatives.

Look forward to your suggestions and feedback .

Best wishes

Dr. Nidhi Vashishth

Director

AHRD

AHRD– NEW BATCH 2022

Mr. Karthik Mulakaluri
Director- Talent Mgt
Omega Healthcare, Bangalore

Mr. Navneet Damani
Divisional Manager, Employee Relations
ITC, Kolkata

Mr. Sridhar K R
Strategic Partner
The Job Plus, Mumbai

Mr. Pradeep R
Director – HR (Head – HR)
Dassault Systemes Solutions Lab Pvt Ltd, Bangalore

Ms. Anila Varughese
Director - Product Content
NWORX, Bangalore

Mr. Jaleel PA
Head- CSR
Aster DM Healthcare, Dubai

Mr. Manjunath Perubai Rajkumar
Group Managing Director
ARITS Global Company, Dubai

Ms. Tejaswita Prakash Kamble
Owner & Director
Pro Career Ignition HR Consultancy & Training Services India & UAE, Dubai

Ms. Kavita Joshi
Faculty
Gems Millenium School-Sharjah, Dubai

Mr. Tej Prakash
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Etisalat (Emirates Communication), Dubai

AHRD– NEW BATCH 2022

Ms. Jennifer Alphonso
General Manager
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Mr. Manprit Singh Kalsi
Senior Manager
Etisalat, Dubai

Ms. Meenu Gupta
HR Manager
Nia Ltd., Dubai

Ms. Prachi M Satoskar
Regional Strategic Account Manager
GFK Middle East & Africa, Dubai

Mr. Shiva Murthy B Hiremath
Director
Grand Regency Hospitality, Dubai

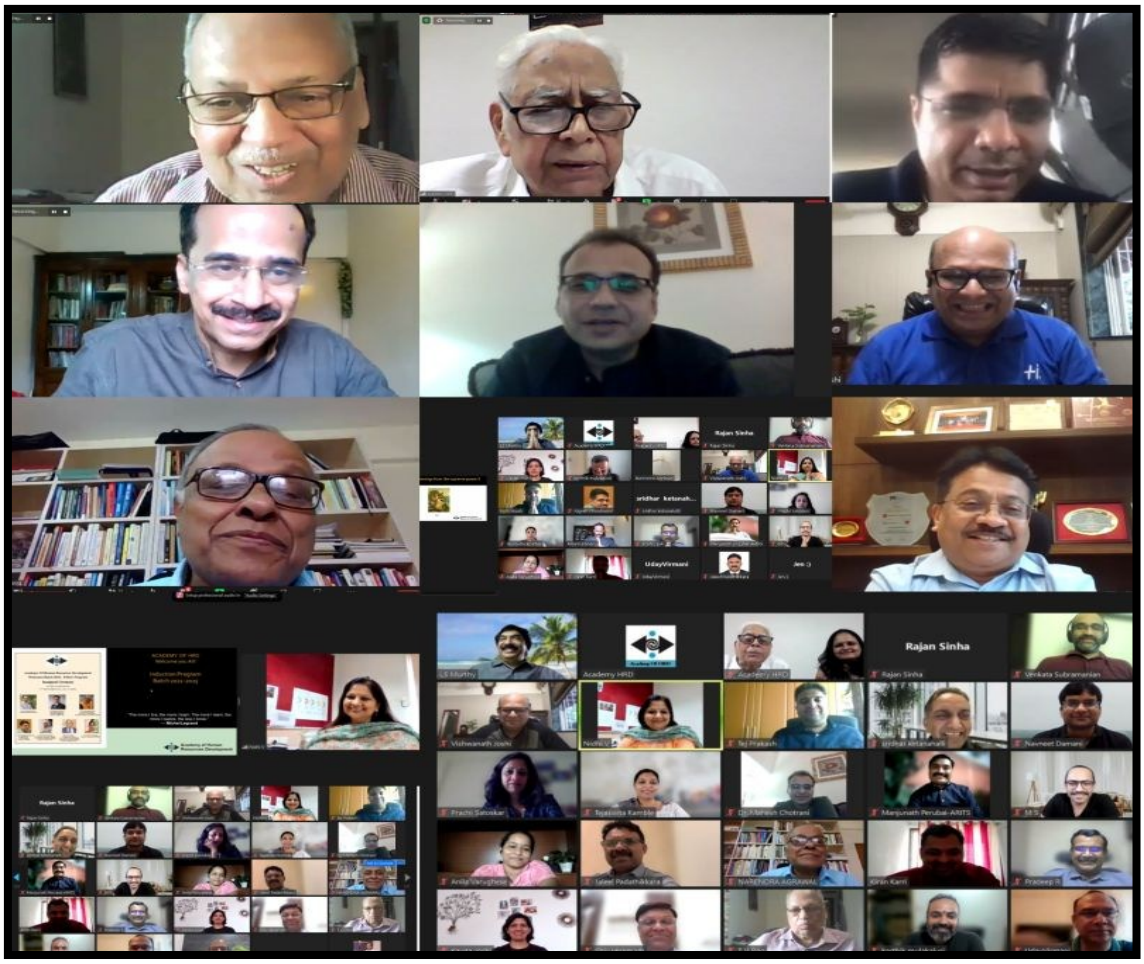
Mr. Kiran Kumar Karri
Head – Hospital Facilities & Projects
NMC Royal Hospital, Dubai

Mr. Uday Virmani
Assistant Dean
BITS School of Management, Mumbai

Mr. Ramesh Ramakrishnan
Head of Technology
Zurich International, Dubai

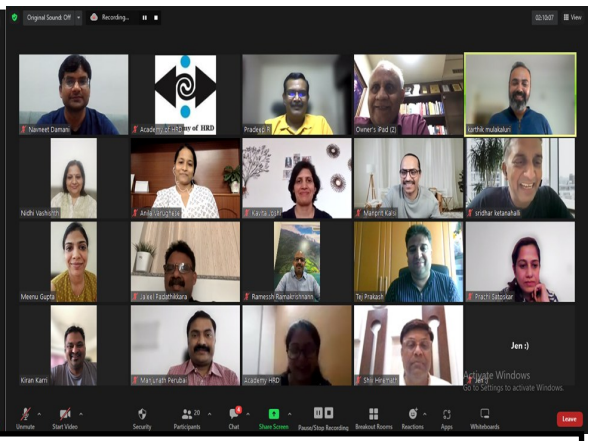
Mr. Aju Thankachen
Accounts Manager
Al Shamal Solutions, Dubai

AHRD INDUCTION PROGRAM



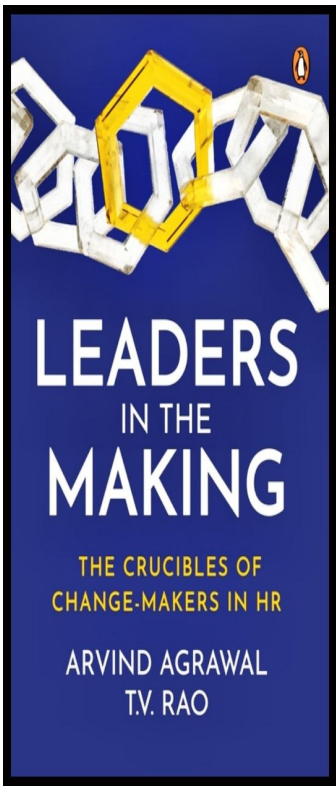
The Induction Ceremony was conducted on 3rd September for batch 2022. AHRD was honored to have esteemed speakers like **Prof. T.V. Rao**, Chairman TVRLS, Co-Founder National HRD, Network & Academy of HRD, Former Faculty IIMA, **Prof. D.M. Pestonjee**, Chairman Academic Council, Co-Founder Academy of HRD, Former Faculty IIMA, **Prof. Rajesh Chandwani**, Faculty IIMA, & Chairman Academy of HRD, **Prof. Ashish Pandey**, Associate Professor, IITB, **Dr. Mahesh Chotrani**, Managing Director, Anisuma Affiliation, and Partner AHRD UAE, **Mr. Vishwanath Joshi,** Chief People Officer Hexaware Technologies & Fellow Alumni, Academy of HRD, **Dr. Nidhi Vashishth**, Director Academy of HRD. The new batch of seasoned professionals were delighted by wisdom, inspiration and encouragement from the stalwarts. We are extremely happy to express our sense of gratitude and blessings to our new batch for their active Participation. A diverse batch of 19 seasoned professionals have joined Batch 2022.

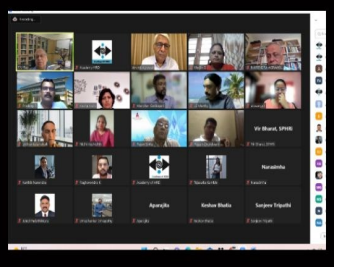
AHRD INDUCTION PROGRAM



As a part of induction program the new batch of Fellow Scholars had an insightful session by **Dr. Anil Khandelwal**, Former Chairman & Managing Director, Bank of Baroda and Former Chairman of AHRD, had a wonderful interaction with the new batch at AHRD. The enriching session ignited the fellows to take up the journey of research with much more enthusiasm. Dr. Khandelwal with his stellar experience and real-life stories made the session extremely inspirational for one and all.

FIRESIDE CHAT

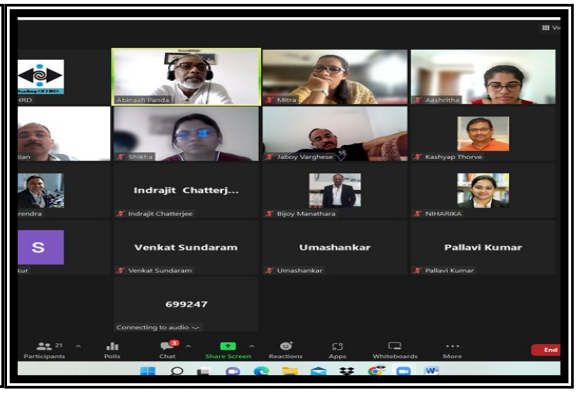




Academy of HRD is fortunate to have **Prof. T.V. Rao**, Chairman TVRLS, Co-Founder National HRD Network & Academy of HRD, Former Faculty IIMA, and **Dr. Arvind N. Agrawal**, Managing Partner, Master certified coach, the authors of the book "Leaders in the Making: The Crucibles of Changemakers in HR" for the Fireside chat conducted on 24th September 2022. This book includes in-depth interviews of thirty HR Leaders from the Public as well as Private sectors. It highlights the crucible experiences, through candid insightful case studies of the chosen HR leaders. The session was facilitated by **Prof. Rajesh Chandwani**, Faculty IIMA & Chairman Academy of HRD, and **Dr. Nidhi Vashishth**, Director, Academy of HRD.

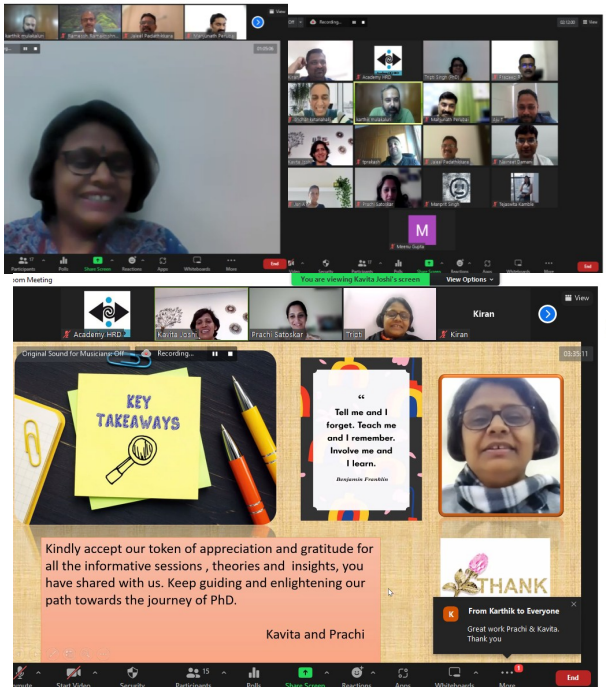
VIRTUAL CLASS

Theoretical Underpinnings in HR and OB



The course on "**Theoretical Underpinnings in HR and OB**" for the batches-2020 & 2021 was facilitated by **Prof. Abinash Panda**, Associate Professor of Organization Behaviour at Management Development Institute, Gurgaon. Prior to this he was a faculty member with Indian Institute of Management, Kashipur. He has worked with the academic institutions like XLRI School of Business, and IIM Indore as Faculty in the area of Human Behaviour and Organizational Development. Has worked with the International Leadership Research Team of Tata Sons and Center for Creative Leadership, to carry out three leadership research projects (Lessons from Experience, Bridging Cultural Boundaries, and Leadership Gap). An accomplished Learning and Development Professional with rich and varied experience in both corporate and academic worlds.

Understanding OB: Individual & Group Dynamics



Prof. Tripti Singh, Founder & Principal Consultant, Drishtikon Consultants, Lucknow, facilitated the session on **"Understanding OB: Individual & Group Dynamics"** for batch 2022. Her career spans 22+ yrs.

She has led HR, OD & L&D Functions at Group Centers of Tata Services and Aditya Birla. She has been regular faculty at **IIM Bangalore, IIM Kozhikode, GIM** and has been visiting faculty at XLRI, IIM Ranchi, IIM Amritsar, IMT Hyderabad, TAPMI and NMIMS. She has also taught at Ross School of Business, USA, in their executive development programs. She is certified as Executive Coach (ICF approved) and on more than 14 Psychometric tools.

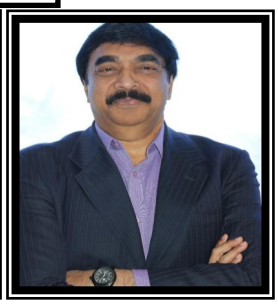
AHRD EVENTS

WORKSHOP ON " COMPETENCY MAPPING & ASSESSMENT CENTERS"

Academy of HRD in collaboration with Nirma University conducted three day workshop on "Competency Mapping and Assessment Centers " from 19-21 December for students of Masters program in HRM. It was a pleasure interacting with the bright students of Nirma University. **Dr. Nidhi Vashisth**, Director, AHRD, facilitated the three day workshop.

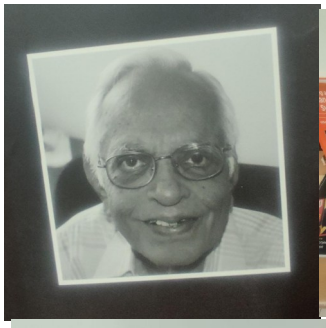
RESEARCH THESIS

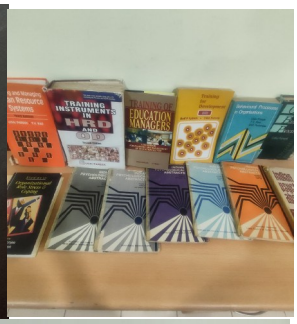
Hearty congratulations to Ms. Minakshi Balkrishna and Mr. L.S. Murthy for completing their thesis! This is a huge accomplishment and a testament to your dedication and hard work. We can't wait to see all the great things you will do in the future. Keep up the good work!



DR. UDAI PAREEK MEMORIAL DAY

21 JAN 2023





On this day, 21st January in the year 1925 a source of light and enlightenment did "Udai" and emerged as an institution of research, experimentation, and human development.

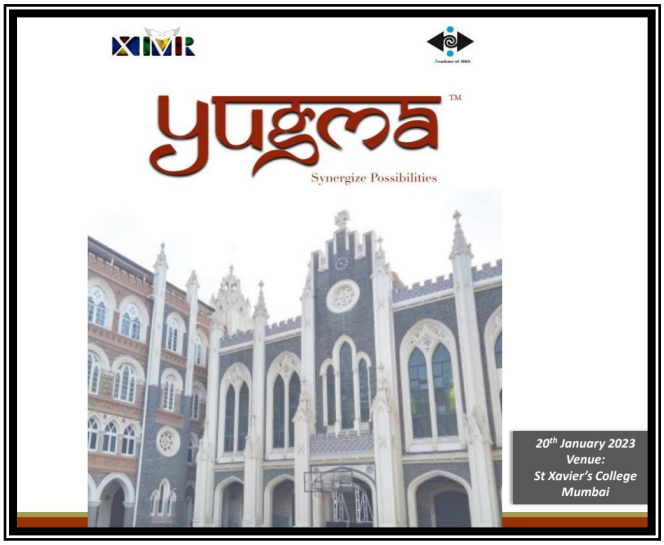
It would have been his 98th Birthday celebration. Academy of HRD, an institution founded by him along with other stalwarts feel happy in celebrating this day as Prof. Udai Pareek Memorial Day. Our contact classes being scheduled today in campus and thesis submissions by our scholars Ms Minakshi Balkrishna and Mr. LS Murthy are a testimony that his light continues to guide us and he is with us at every step.

We are also grateful to our honorable Prof. Talam V Rao, Prof. D.M. Pestonjee, Dr. Anil Khandelwal, Prof. Keith D'Souza, Dr. Blind People's Association India Bhushan Punani, Prof. Gopal Prasad Mahapatra, Mr. Anagat Pareek, Ms. Aashritha Mathur to share with us their remembrances.

AHRD EVENTS FELLOW AND ALUMNI NEWS

AHRD is delighted to share that our fellow scholar Mr. Umashankar Umapathy has recently published a paper titled, “Development of Intrapreneurship through Organizational Culture- A Design Framework,” in the British Journal of Administrative Management. Congratulations to Mr. Umashankar for this impressive accomplishment!

YUGMA



Xavier Institute of Management and Research (XIMR) in collaboration with the Academy of Human Resources Development (AHRD) conducted YUGMA on 20th January, 2023 at St. Xavier's College, Mumbai.

YUGMA is a Sanskrit word for convergence. The event focused on the possibilities that could be created, by leveraging the synergies between industry and academia.

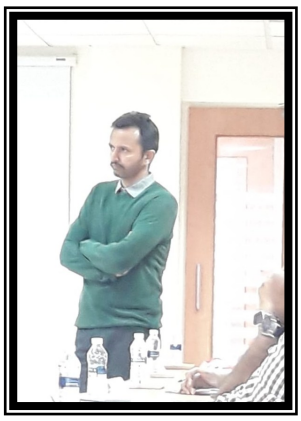
We thank Mr. Venakata Subramanian, AHRD Fellow Scholar for this collaboration.

CONTACT CLASS

We are happy to share glimpses of contact class conducted from 17th to 21st January 2023. Its was a pleasure to have all the scholars and esteemed faculties at the campus. Two-day workshop on Personal effectiveness Lab was conducted by **Prof. Neharika Vohra**, IIM Ahmedabad, **Dr. Mukul Joshi**, Director,ODCP,ISABS.

Dr. T.V. Ananthanarayanan, Board of Studies (Design Academics & Research), Maharashtra Institute Technology, conducted a session on "Indian Philosophy and Leadership".

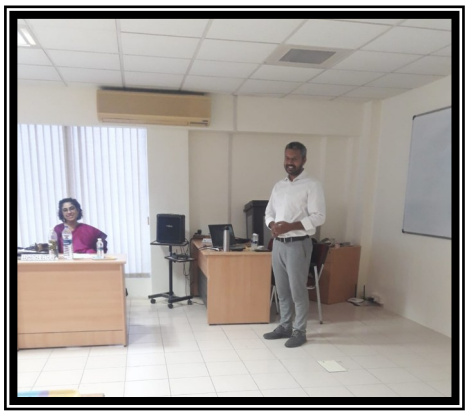
Prof. Rajesh Chandwani, IIMA, conducted a session on "Case based teaching and research".



Prof. Rajat Sharma, IIMA, conducted a session on "Finding gaps in research".

Dr. D.M. Pestonjee, Chairman Academic Council, Co- Founder Academy of HRD, interacted with the scholars.

Prof. Vimal Kumar, IIM Calcutta, conducted a session on "Mixed methods in research".



Prof. Kathan Shukla, IIMA, conducted a session on "Academic writing and integrity".

Prof. Tarun Kumar Vashishta, conducted a session on "Highlighting theoretical implications in research".

Dr. D.M. Pestonjee, **Dr. Nidhi Vashishth**, Director, AHRD, ensured that the program served both Academic learning and informal interaction within the AHRD Community.

We also took the opportunity to have a dinner with the Fellows & Faculty.

KNOWLEDGE SHARING

The Guiding Light

Ms. Kavita Joshi
AHRD Fellow
Faculty, Gems Millenium School- Sharjah, UAE

"Leadership is not about titles, positions or flowcharts. It is about one life influencing another."

-John Maxwell

The 21st century has thrown up new paradigms for everything that we do, including the way we deal with our work or business and its imperatives. What really gives an organisation the cutting edge now is good leadership. A good leadership can escalate the organisation and efficiency of the team members if complimented with certain distinct features. These leaders not only possess the traits of being a leader, but identify the best employees and train them to become new leaders.

Leaders influence, guide in direction, course action and opinion. They have vision and motivate people with their ideas. They create the need and then fill it. They are active instead of reactive, crafting ideas instead of responding to them.

I have personally encountered some visionary leaders who have inspired me to become a leader and lead the teams. I am taking this opportunity to dedicate this write up to some of visionary exclusive leaders I have come across and through their strong positive mindset, I could change my course of action and raised my bar!

During my tenure, I have come across different types of leaders or I must say different leader with different styles. Daniel Goleman, Richard Boyatzis and Annie Mckee, in Primal Leadership, describe six styles of leading that have different effects on the emotions of the target followers. To further elaborate GOLEMAN'S LEADERSHIP STYLES as well as the impact of these different leaders on an individual and the organisation:

The Commanding Leader- "Do What I tell you." Commanding leaders soothe fears and give clear directions by their powerful stance, and expect full compliance. They need emotional self-control for success and can seem indifferent. Overall impact is positive.

The Pace-setting Leader- 'Do as I do.' These leaders set high standards of performance. They even identify poor performers and demand more of them. They expect employees to do more and provide less guidance. This style is good to get quick results from a highly motivated competent team. Overall impact is positive.

The Pace-setting Leader- 'Do as I do.' These leaders set high standards of performance. They even identify poor performers and demand more of them. They expect employees to do more and provide less guidance. This style is good to get quick results from a highly motivated competent team. Overall impact is positive.

The Democratic Leader- 'Let's decide what to do.' This leader acts to value inputs and commitment via participation. They ask for collaboration, team leadership and communication to get input from valued team members. Overall impact is positive.

The Affiliative Leader- 'Let's do what's best for everyone.' It is very collaborative style which focuses on empathy, building relationships and communication. If done well, it is often used alongside visionary leadership and has positive impact.

The Visionary Leader- 'Do what will help us to reach our goals'. This style moves people towards a shared vision, telling them where to go, but not how to get there- thus motivating them to struggle forwards. This style is best when a new direction is needed and its impact is strongly positive.

The Coaching Leader- 'How can I help you do it better?' This leader connects wants to organisational goals, having long conversations that reach beyond the workplace, helping people find strengths and weaknesses and tying these to career aspirations and actions. It has a strongly positive impact on climate as it focuses on self-awareness and performance improvement.

The leadership is not all about authority and command, but the true leadership is all about to stoop down and lift the people up. There are umpteen number of examples in History, where the true leaders have empathized with their followers and brought them into the main stream.

However, there are also many instances where the leaders are authoritative and commanding. They believe that their words must be carried out immediately without asking and questioning. This kind of leader will undoubtedly be a blend of 'The Commanding Leader' and 'The Pace-setting Leader'. These leaders possess a dominating personality and set high standards of performance. They have high IQ, but less EQ. Their high IQ, exceptional confidence and vast knowledge skills take the organisation to the new heights. These leaders can identify highly challenging employees and also reward them for their splendid consistent performances, in order to set an example for others. Moreover, the employees, who barely wanted to work earlier, start working as well as their work ethics and quality meet high standards.

Apparently, it seems that organisation is progressing, but it is a mere illusion because the roots keep getting hollowed and the valley is starts becoming steeper. The imbalance between IQ and EQ, has only led in the raise of resentment, anger, dissatisfaction and finally resignations. Employees find it difficult to meet up new challenges thrown every single day. This not only gives short term results, but also over a period of time this leads to exhaustion and decline.

On the contrary, **'The Coaching Leader'** is the perfect balance between IQ and EQ. Such leaders are innovative, concerned and bring sustainability in the organisation. This leadership brings out the sincerity and loyalty of the employees, which develops the organization organically and flourish it to the newer heights. Undoubtedly, this style creates masterpieces by moulding, curating and shaping new leaders. It goes without a saying that whatever style a leader has, he/she influences another life for the betterment of the individual and the organisation.

The below anecdote is an attempt to bring out the difference between the two prominent leaderships and their impact on the organisation. This also concludes leadership must not be taken as an authority to rule but to guide and motivate.

Research was conducted with set of 15 students. They were divided in 3 groups and were assigned three different leaders having different approaches i.e., Authoritarian, Coaching and Socialist.

All the 3 groups were given some clay and asked to create different unique toys in 10 days. The results were quite distinctive and unusual! The first group with authoritarian made exclusive and exceptional toys, but soon after the completion of the task, they threw the toys in anger and resentment. These participants felt too much controlled, thus exhausted.

Whereas, the socialistic leader group didn't do anything as there were no clear instructions, no delegation of duties and no time restriction. No one took the responsibility, hence there was no accomplishment of work seen. Instead, they were having fun with the clay throwing at each other and enjoying.

However, the group with the democratic leader turned out to be feeling proud of their accomplishment. They made toys by enjoying their journey towards completion of task. The result was the toys were exquisite, creative and colourful.

References:

ERIN 'FOLLETTO' CASALI (2015), The Six Styles of Leadership,

https://intenseminimalism.com/2015/the-six-styles-of-leadership/

KNOWLEDGE SHARING

Listening to the Noise – Making Employee Surveys Effective

Ms. Prachi Satoskar
AHRD Fellow
Commercial Director – KSA, GfK, UAE

Employees are the most important resource in any organization. To measure employee satisfaction organizations often use a periodic employee survey. In this survey, employees are asked to rate their satisfaction with the organization on a number of aspects. The employee survey has been the oldest method of gathering data from the employees.

Many of the fundamentals of employee survey research were established in the early part of the 20th century (Jacoby, 1988). But a lot has changed over the past 100 years. The surveys can be majorly leveraged to understand not only the employee satisfaction but to know how far are the employees aligned with the company goals and also about the effectiveness of the leader, workplace efficiency (especially in today's world – flexiwork). Employee surveys can help us corelate the existing data in the organization in terms of output, absenteeism, turnover rates with their attitudes and perception that we gather from the survey.

To get the maximum out of an employee survey, following are the key areas we need to pay attention to:

1. The length of the questionnaire is very important, and the questions need to be linked to the expected outcome of the survey.
2. The objective of the survey also should be clear, and the questions should be clearly drafted. Church and Waclawski (2017) highlight the importance of measurement, defining employee surveys as "a systematic process of data collection designed to quantitatively measure specific aspects of organizational members' experience as they relate to work"(p. 3)
3. Most importantly, post the survey how the data is used? Post the detailed research and analysis the reports and key action points need to be passed on to the respective management to take the actions.

But is this the best way to understand the employees?

Will employee surveys be successful? That depends on the culture of the organization and how comfortable the employee is to provide details on his/her experiences and dissatisfaction. The employee will be always ready to provide information on his positive experiences but how comfortable is the employee in providing details of negative experiences is the question.

Also, in a global organization, the survey needs to be analyzed more at regional level keeping in mind the context of the region, working environment, number of employees etc. Just to give a reference to what I mean here, let me get the context of the employee survey in one of the big companies.

The pulse survey was done for the organization at the global level. The survey was sent to a sample of employees and the results for each region and each division differed significantly. In terms of Promoters and Detractors (this was classified based on the questions) showed high variation. To note here is the sample for the pulse was randomly selected with a quota for each region and division.

Can we completely depend on this result to take the action?

My view was the survey by itself wouldn't be sufficient to take the results as we lack the qualitative aspect. The survey should be supplemented by interviews, observation to gain more in-depth knowledge.

This is something that the organization did. They analyzed the results at each region level to find the red zone for each region. Local interviews were conducted again with a sample of employees from different divisions and by neutral interviewer.

The results were amazing. Apart from what was highlighted in the survey, there were different areas which came into focus. To note a few: as per the survey – the employees preferred flexi work but at the same time the interviews highlighted that the employees missed inter-team interactions, casual discussions, and group activities. This was a key takeaway which was then incorporated into the action point. Team Leads were asked to have a discussion with the team, have the teams come into office at least a minimum time per week. Face to Face group activities were setup and Team Leads were asked to push their teams to attend. Feedback from employees was they have started enjoying coming to work as they have more people time.

This is a classic case where the results were analyzed and action points implemented. Most of the times the employee surveys bring less benefit. Following are some of the situations:

- The action points are not implemented by the organization post the survey or are implemented in the beginning and lost as the time passes. This leads to the employees feeling that they are not being taken seriously
- The survey is not designed in the most appropriate manner. Either too long or too short
- Scope of the survey is too limited and not connected to the organization strategy

In short for the employee surveys to be successful, the survey should involve the management while being implemented. The organization culture should encourage the employees to be open and action oriented. There has to be continuous focus on the action points and HR needs to monitor the same. The employee survey cannot be a one-off thing and needs to have subsequent surveys where the results are monitored, and a trend observed.

Reference:

Employee Survey Research: A Critical Review of Theory and Practice – Lewis Garrad, Patrick Hyland

The employee survey: benefits, problems in practice, and the relation with the high performance organization - André de Waal

KNOWLEDGE SHARING

Tap into our possibility space

Ms. Anila Varughese
AHRD Fellow
Director - Product Content, NWORX, Bangalore

It's been a long road from the Coronavirus pandemic to the most recent mass layoffs by tech giants. Employee morale has plummeted, and dark clouds of uncertainty have gathered over the once-glimmering cloud tech world. We had barely decoded the trends of Great Resignation, Quite Quitting to Moonlighting that we straight-nose-dived into the known trenches of Mass Layoffs.

In my role as a learning and development consultant, I have had the privilege of working with leaders from diverse ecosystems - large organizations' stable world and start-ups' high-risk, high-reward world. Despite each striving for growth and scale, I must admit the energy in these spaces feels very different.

In this article, I want to share the insights I have gained from many interesting interactions I have had with leaders from the traditional corporate job, bubbling start-ups, and those who dared to take the plunge from the traditional setup into the gritty start-up world.

What I am going to present are the views that I have formed resulting from my dispassionate observations. There is existing cliché around these environments like start-ups are dynamic, creative, and flexible and corporations are formalized, steady, and hierarchical. Weren't the large corporations of today the start-ups of yesterday?

Question 1: What do companies expect from their senior leader?

Set the strategy, sell the vision, and manage up, down, and sideways.

Question 2: Isn't this expectation the same whether you are in a start-up or a big established company?

We can argue about the depth, complexity and risk appetite etc. but it all boils down to one question: What is the space of possibility in these leaders' minds?

In asking a senior representative of a 50year old pharma giant – What do you expect from your senior leaders? The response was we have been growing at 6% year on year we sustained at that rate, but we are not the number 1 or 2 in the market. We have all that it takes to be. We expect our leaders to have a higher aspiration and an entrepreneurial mindset – they should set themselves and their function up for some audacious targets. They continue to set themselves conservative targets based on historical data because they don't want to fail.

Question 3: What does it take to be successful in an established corporate?

Set audacious goals. Take decisions with conviction and speed to achieve the targets. Stop playing safe.

On the other hand, when I work with their counterparts in the start-up space. Their drive and passion is contagious as though they are on a mission. On asking them the same question – "What do you expect from your senior leaders?" The response was, many of our leaders have come from start-up ecosystems they have a solutioning orientation and heavy bias for action, but a great plan is only as good as its execution. Many of these great plans slip through the cracks for the collaboration across functions is yet to be a reality. My observation, it hurts the most when roles are designed around parochial requirements and the processes are not standard. In between all this mayhem sits a layer of leaders who have taken a leap from their stable corporate job to these exciting yet anxiety-inducing start-up roles. They walk in with valuable experience, but they have to play a different game altogether. Only if they build resilience and become comfortable being uncomfortable will they be able to have a greater impact.

Question 4: What does it take to be successful in the start-up ecosystem?

Rewire your expectations and be a team player. Get comfortable pitching in and doing whatever is needed to make the company successful, instead of worry what might happen next.

Question 5: What does it take to be a successful leader?

Whether a leader works in a traditional corporate or a more fluid start-up – the impact they make depends on their own defined space of possibilities. Our experience shapes our assumptions, which determine our space of possibilities.

Assumptions play an important role in quick decision-making. Yet assumptions are not facts and basing decisions on them can prove detrimental to us, our team, and our organization.

To be a successful leader - whether at a large corporate or a start-up, one has to start by expanding one's space of possibility. Challenge our assumptions by asking questions rather than assuming.

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A) Ask yourselves tough questions – What assumptions am I making about my abilities or the situation or the person involved? Are my assumptions holding me back from setting up audacious goals?

B) Ask questions to understand others' opinions and assumptions – ask open-ended questions to probe deeper and unearth others' fears and limiting beliefs. Remember they are filtering our communication through their fears, limiting beliefs, assumptions, and biases. Asking questions gives us the opportunity to create a shared understanding.

C) Avoid expectation – Remember the goal is to create a shared understanding. Avoid expectations as they are nothing but assumptions about the future.

The only assumption that helps us go a long way is believing that others are on our side, whether it is our boss, our peer, or our direct reports. Ironically, this is the only assumption we fail to make. Assuming positive intent not only makes it easier for the other person to engage in a productive conversation but helps us to build stronger bonds of trust and even creates opportunities for growth.

Assuming positive intent, asking tough questions to ourselves, and asking questions to understand others better will go a long way in expanding our space of possibilities. Then it really doesn't matter what culture we are working in stable corporate or gritty start-up – we will steadily build the character trait required to adapt to any situation and achieve more in a given day with much higher energy levels.

May we not settle for 'good enough', drop the limiting labels, and invite possibilities not just in the philosophical route way but also in the cognitive pragmatic way.

And if you happen to be a leader in the trench of mass layoff recognize the impact it will have on your people. Be respectful, and listen actively.

[Ref.Journal of Occupational Health Psychology Coping With Organizational Layoffs: Managers' Increased Active Listening Reduces Job Insecurity via Perceived Situational Control]

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