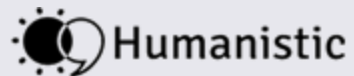




Integrating Culture and Values with People Practices

Key Insights and Summary Report



in partnership with



Study Objective

To understand how high impact people practices are integrated with company values and culture, thereby supporting business strategy and growth

- Value alignment 'checks' in the process
- Hiring managers ability to assess value fit
- Impact on recruitment decision making

Recruitment



- On-boarding format of values/culture framework
- Communication/reinforcement of values/culture framework
- Leadership involvement

On-boarding



- Framework Integration
- Impact on Career Transition/Variable Pay
- Linkage to L & D initiatives

Performance Management



- Type & Frequency
- Mechanism to ensure transparency
- Success factors and effectiveness

Rewards and Recognition

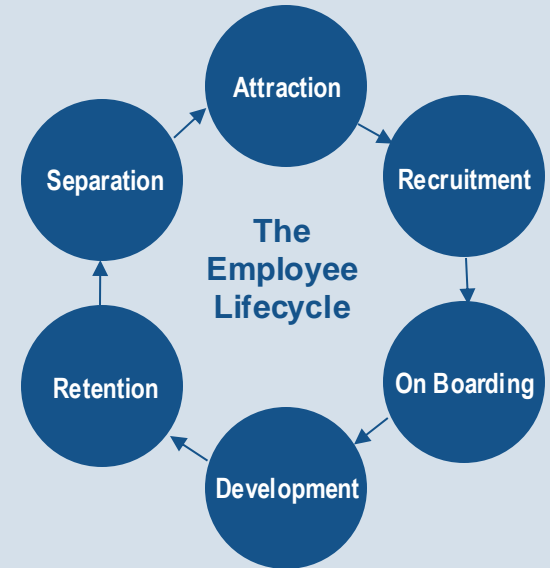


- Integrate values/culture with L&D programs
- Applicability across levels
- Reinforcement mechanism

Learning & Development



Studying key practices across the Employee Life Cycle



Participating Companies

Industry Coverage



Consumer



Industrial
Technology



Financial
Services



Automotive

Employee Strength



1200+



35000+

Years of Operation



23+



180+

The study focused on India operations for all businesses

Industry	Revenue (INR)	Employee Strength India	Years of Operations
A Global Specialist in Energy Management	2,206 Cr ++	35,000++	180 years
A Leading Industrial & Consumer Global Business	1,965 Bn ++	1,200++	145 years
A Large Indian Consumer Products Company	18,096 Cr ++	21,000++	23 years
A Large Indian Mutual Fund House	7,145 Cr ++	3,000++	25 years
A Large Indian Passenger and Commercial Vehicles Manufacturer	1.44 Tr ++	30,000++	79 years
A Leading Indian Life Insurance Company	18,842 Cr ++	20,000++	23 years

Data Source: Company Website as of 31st March 2024



Humanistic in partnership with



Culture Credo
Shaping Organisations for Success

Need for a Culture Framework: What we heard

Create a strong belief system that aligns with the vision of the organisation and guides all actions, behaviours and decisions

Align companies' ways of working to manage business in the present context – both external (market dynamics) and internal (changing talent pool) . Drive vision and growth strategy

Culture changes need to be driven by the need to adapt to changing business context and market realities – Culture adaptability

Create a long-term value proposition for all stakeholders - employees, customers, investors



Varied Nomenclatures



Noteworthy Practices

Designing a comprehensive culture framework that enables them to hire and grow talent for a future ready workforce

- **A Large Indian Consumer Products Company – 21,000++ employees**
 - A Capability Framework that subsumes the culture of the company. The Framework cuts across all people practices and Processes in the company and is a set of key capabilities evolved internally towards building a future-ready organisation.
 - Psychometric assessments linked to the capability framework to check for culture fitment. This is used as a hiring filter in the organisation.

Deep alignment of learning and on - boarding design to organisation culture and Values

- **A Global Specialist in Energy Management – 35,000 ++ employees**
 - Align learning design to Values framework - detailed orientation with all facilitators, all the program managers, vendor partners

Cultural assimilation of Campus Hires

- **A Leading Indian Life Insurance Company – 20,000 ++ employees**
 - Freshers & Campus Hires- At the time of hiring, focus on communication of culture of the company which allows candidates to check if they align with it.



Some Highlights



- Rewards & Recognition and On-boarding are quick wins for values/culture integration
- Continuous communication and branding are key in creating organisational impact
- Talent management processes benefit by incorporating value/culture-based behaviours in development discussions
- Aspirational value of rewards drives its positioning in organisations
- Leadership participation enhances on-boarding experience for new hires
- Culture/values alignment is used as a guard rail in the recruitment process

Challenges Ahead and Thoughts for the Future

Current Challenges

- Need for simplification in how companies define and integrate values across the organisation
- Inadequate flexibility in the framework to apply it to changing business needs
- Identifying the right behaviours at the right time basis external and internal challenges/business opportunities
- Changing demographics with a younger talent pool is creating the need for a realignment of the values framework

Thoughts for the Future

Ownership of the values/culture framework seen as an organization level initiative and not limited to human resources

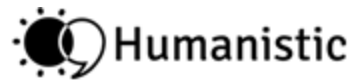
Ensure that the appreciation of values and its meaning in the context of the company reach the last mile i.e. all employees, stakeholders and geographies

Simplification and flexibility of values framework in adapting to business needs



Thank You

(For the full report email us at connect@culturecredo.com)



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