

UNDER THE **BONNET**



staffing for startups
high stakes, high mistakes



totus consulting services (p) limited

It's strange trying to scale a culture with such ferocious speed. What startups do these days – growing from nothing to hundreds of people overnight – simply isn't natural. There's nothing evolutionary about it. In fact it's painful. But if you can pull it off, it's an amazing feeling.

– Andrew Beebe
cofounder, chairman, and CEO of Bigstep.com

Dear friends

It gives me great pleasure to come back to you with the third issue of Under the Bonnet.

The last issue titled “Let’s get low context – the 4 things that really ail Indian work culture & what to do about it” was received very well.

What is most heartening is that many of our readers wrote back telling us about the concrete actions they had initiated in their organisations based on the issue. This is the best testimony one can expect.

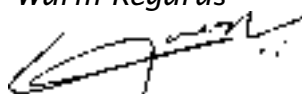
This issue focuses on the subject: “Staffing for Startups – high stakes, high mistakes”.

Over a decade of hectic startup activity is a good period to take stock and see how well we have fared, from a staffing perspective. That’s what we have tried to do in this issue.

We trust you will find it meaningful and comprehensive.

We rely on your constant feedback and encouragement to continue the process of “thought leadership” to which we firmly stand committed.

Warm Regards



Ganesh Chella

Backdrop

Talk of startups and it immediately conjures up images of excitement, great career breaks, anticipation, hope and big dreams.

For the entrepreneur or the organisation, it's an opportunity to build a new business, grow an existing business and create wealth.

For professional managers and specialists, startups signal new opportunities to learn, earn and grow. The newness and novelty, the absence of historical baggage and the ability to create something from scratch attract a huge number of professionals towards startups.

For a whole host of service providers from realtors to ad agencies to search and placement consultants, startups mean enormous business opportunities and new clients to work with.

The number of startups that India has seen in the last decade perhaps far exceeds all startups that the Indian industry has ever seen. However, startups as a subject has seldom received the attention it richly deserves. As an organisation with rich collective experience of working with startups from the inside and outside, **totus consulting** has built an enormous body of insights and lessons on the subject of startups from a Human Resources perspective.

While there are many Human Resource issues and problems relating to startups, in this issue of **Under the Bonnet** we focus on the subject of **Staffing for Startups**.

Why Staffing?

Other than the startup business model itself, the one other critical input for achieving business goals is staffing. In fact, for many businesses today, staffing is quite often an integral part of the business model. This is true not just of the IT industry, but of any of the emerging industries. Staffing is therefore not an HR role but a strategic business process, to be managed for the CEO by HR.

In our opinion however, staffing is most difficult and troublesome and also most often ill-managed. It is for this reason that we have chosen to focus on this all-important subject.

For the purpose of this article, we are defining a startup as either a green-field initiative by an Indian entrepreneur or an entry / expansion into India by an MNC or a diversification or expansion by an existing Indian organisation. Essentially any new business initiative that calls for large-scale staffing efforts through lateral hires or fresh hires.

In this article, we will constantly focus our attention on three key constituents - the startup organisation, the prospective employees and the Placement consultants.

While the first and second are quite obvious, the third constituent needs some explaining.

Despite a variety of staffing sources and options, Placement consultants play a very significant role in startup staffing. Any review will be incomplete without looking at their contribution to startup successes and failures.

Expectations & Reality

A decade ago, when the markets opened up and we walked the path of liberalisation, there were huge expectations from people in the job-market and those about to enter it, from startups. The most common and basic expectations were that:

- ❖ There would be an abundance of employment options
- ❖ There would be great careers to be built
- ❖ There would be a fair wage to be earned, the payout of which would never be in doubt
- ❖ There would be an opportunity to make a difference, and do it well

Ten years later, what is the reality? Has the average Indian professional employee achieved any of these or is he still searching?

totus consulting recently undertook a research project to understand this reality through the eyes of business leaders and senior HR professionals. We also analysed the career profiles of 500 professionals covering the five professions of Manufacturing, Marketing, Information Technology, Human Resources & Finance spread across four work experience groups (5-8, 9-12, 13-16, 17-20 years) to understand the emerging trends. The following picture emerged:

50:50

Our research reveals that employers and consultants today give their staffing efforts and decisions only a 50% chance of succeeding. They believe that out of every 10 people they hire / help hire, only 5 will actually meet their expectations and survive. In other words, organisations seem to commence their staffing efforts with the lurking fear that it may not succeed. The issue is certainly not just about competence in managing the process. The issue also seems to point to the almost unachievable expectations placed on any new hire under today's circumstances.

100 days only

Most organisations seem to grant not more than 100 days to their new entrants to settle down, get integrated and prove their worth. In 100 days the organisation is ready to take a call on their hiring decision and deal with the consequences if needed! There is no question of a larger career game plan or a kind workplace that will let you settle down in good time.

12 – 18 month wait

Most employees start applying for or exploring new opportunities within 12 to 18 months of taking up a new assignment. 12 to 18 months is all they give any employer. After that, it is a period of risk for the employer, a period of exploration for the employee and an opportunity knocking at the door of the Placement consultant.

1 to 5 to 10

The earlier generation of professionals (in the '60s & '70s), on an average would have worked in one organisation all their lives.

Today's professionals with about 17-20 years experience are likely to see about 5 jobs on an average in their work lives, with an average tenure of about 48 months in each job and this is seen as respectable.

However, the young professional with about 5 – 8 years experience today has already seen at least 3 jobs with an average tenure of about 28 months. In his lifetime therefore, he is certainly likely to see at least 10 jobs and it would still be considered respectable!

44 - 29 - 31

Our research shows that as people shift jobs, they stay for shorter tenures. For instance, while the average tenure for the first job was about 44 months, it dropped to about 29 months in the fifth job. However, five jobs seem to be the threshold today! In the sixth and seventh jobs, the tenure goes up again to about 31 months, since it is seen as against good practice. This threshold will certainly change in a few years.

HR = Finance = Marketing = Sales = IT = Manufacturing

Contrary to popular expectations, HR professionals change as many jobs as the average professionals do, and have an average tenure that is no better than the average professionals'. HR Managers are no longer willing to be the "role models" and "sheet anchors" that they were expected to be!

In fact, except for those in Manufacturing, all other professions seem to have similar tenures and job change averages.

3 months time to 3 months pay

There is now a sense of mutual distrust creeping in between employees and employers. In earlier days, employees wanted shorter notice periods and employers wanted longer ones. This has now reversed. For fear of losing jobs, employees are insisting on 3 months time, just in case ...

P50, P75, P85 = 0

The compensation trends have become so hard to understand and explain that surveys which looked at medians and P75 & P85 have failed to present the true story. Given the high stakes for a startup and the fact that many had very little to show in terms of track record, startups tended to adopt the "rifle shot approach" of paying whatever it took to get the right person. During this period, the Placement consultants ended up having more accurate compensation data than the Compensation consultants did!

Just as the police force is increased after the crime, existing organisations have also overreacted to startup hiring by increasing salaries of their employees as well, but to no avail. The one who had to be hired got hired, at any cost.

The end result of all this is skewing of salaries for a select set of employees who are in short supply.

This then began to change. Most who changed jobs in the last three years have received increases but

most of it in the now much hated "Variable Pay". Much hated because many organisations have not paid out at all because of bad business results. So much so, it is beginning to lose its credibility.

10 + 2 + 4 + 2 = ?

When campus jobs started crumbling in the last two seasons, there was panic among the students, the college administrators and parents. But there was also silent glee among employers and HR Managers. For the last several seasons, placements drove academic decisions, depending on what was hot and what was not. Employers were going to ridiculous limits to make themselves attractive and find their catch. All this has changed, and is never likely to be the same again. This seemed like sweet revenge for the hell that organisations seemed to have gone through in the years before!

The bottom line is not rosy - there has been a net reduction in employment over the years, employment tenures have fallen drastically and pay levels have tapered off.

Can we conveniently blame all of this on just bad business decisions or global economic recession or does the HR function have a role to play?

We strongly believe that the HR function has a very important role to play and should take a large part of the responsibility for where we find ourselves today.

More specifically, we believe that most organisations have failed to manage the staffing process with any imagination, efficiency and strategic foresight.

The rest of the article will explore the reasons for this in detail and look at what can be done to improve the situation. But before that, it is only fair that we try to understand the rather difficult context in which staffing for startups takes place.

The context of startup staffing

There are many compulsions and pressures around startup staffing. This makes the task all the more strategic and critical. Let us look at a few such factors.

Speed & pressure to deliver

A startup is essentially a complex project management task. Time is therefore the essence of the entire effort.

Time is of essence because time means money. Milestones along with timelines are invariably committed to investors, VCs or Head Quarters overseas. Therefore, speed is expected in every startup task, staffing included. The speed with which staffing happens can quite often determine business results.

Uncertainty

The next element which raises the stakes is the uncertainty which surrounds the very outcome of the startup, especially in a green-field initiative.

After a decade of startups, the Indian professional manager understands this quite well and now factors this into his decision without much remorse.

India has seen several waves of startups, many of which have succeeded and many have failed. Financial services, Banking, Information Technology, Telecommunication, Media & Entertainment, Retail, IT enabled services, Dotcoms, Insurance, BPO, Biotechnology and so on. None could and never can predict the success or failure of many of these initiatives. This uncertainty presents a huge challenge in attracting good talent.

New skills

Many startups are green-field in nature and call for new skills not readily available in the market. Staffing in such cases calls for cultivation of such talent from scratch or looks for the nearest source of substitution. This calls for an intricate understanding of the business processes and competencies by those responsible for staffing.

Looser jobs & tighter skills

Startups in today's knowledge & service businesses are calling for very specific skills from people. Since organisations want their employees to "hit the ground running" and do not see themselves having the luxury of training for skills, they expect their new hires to come in with very specific skills. On the contrary, they also want employees to be comfortable with a loose job definition and be prepared to take on additions and changes along the way. It is for this reason that they look at "learnability" as a key capability among employees. "Looser Jobs & Tighter Skills" is quite contrary to what organisations expected a decade ago and the adjustment has not been an easy one.

Attractiveness

Many startups are either new ideas or new corporate entities. They may not have a brand to talk about or a track record to fall back on. Most certainly they do not have a strong balance sheet either! Making themselves attractive for people to evince interest is indeed a huge staffing challenge by itself.

Mobilising a diverse team

Perhaps the most difficult of all challenges is the effort required to mobilise a diverse team of virtual strangers, once hired, to commit themselves to a common startup goal, work towards it and support every new entrant in this process. Many startups put together what on paper looks like a dream team but in reality fail miserably because they could not be mobilised to work towards the common goal.

These six contextual factors make startup staffing an extremely challenging task, calling for the best minds and the most creative solutions. And all the more reason to get it right the first time.

The reality we presented does not suggest this. What then goes wrong? What are the mistakes we seem to commit?

The five deadly sins of startup staffing

All the business leaders and HR professionals we spoke to identified several reasons for staffing failures in startups. Five key causes emerged from these discussions. We call them the five deadly sins:

1. Staffing is not considered a strategic process (HR Head positioning)
2. Reckless speed is encouraged
3. There is absence of a Vendor Development approach in dealing with Placement Consultants
4. People without training & certification participate in the selection process and take decisions
5. Once on board, there is very little support to succeed for the employee



Staffing is not considered a strategic process

Startup organisations spend enormous amount of time and attention on every aspect of what they create – the branding, the logo, the stationery, the premises, the colour of the carpets, the media blitz, the market research for the new products and so on. The CEO is personally involved in all funding decisions, in identifying the key business partners and so on.

However, the resumés for the heads of many key- functions are picked up by a young kid with two years experience in some Placement consultancy working on this account.

Planning for staffing takes the least priority in many startups. Despite proclaiming that people are key and the organisation’s capital resource, its very acquisition is given the lowest importance at the planning stage and is not seen as strategic.

Staffing for startups is a strategic task and an important part of the CEO’s role. And we are not just talking of the time he spends interviewing people.

The mistake starts with the way the HR function is positioned to begin with. Quite often the HR Head is at least one or two levels below the rest of the Function Heads, reflecting the CEO’s perception and understanding of the function.

Startups spend very little time discussing and documenting the kind of culture they want to create and therefore the kind of people they should and should not hire. Without a coherent approach on the preferred culture and the CEO’s active involvement, staffing will be limited to the “best” and not the “most suitable” profiles.

Organisations also do not spend any time trying to decipher where their people are going to come from – the supply source. The lazy approach of looking at competition is adopted. Worse still, very few startups invest in creating new supply sources for their key resources. The lack of a “supply-side management” approach to staffing results in compromises in hiring quality and over-paying for talent because you are hiring from what is available and are not creating new talent.

Planning for staffing takes the least priority in many startups.

This is evident from the fact that most organisations do not even articulate which professions they want to create and nurture within the organisation. Unless an organisation is clear of the professions it wants to create, it cannot identify supply sources, create career paths and take sensible pay decisions.

Job Design as a science is also least understood. Without adequate effort in designing a job, startups end up creating overlaps, layers, over-engineering or under-engineering positions, creating too many or too few work units, not aligning the design of roles to the natural business process flow, creating the

wrong reporting relationships, placing the wrong expectations, or even the wrong designations and growth paths.

Another important strategic decision is on the kind of cadre / trainee programs that the organisation would like to create and how the organisation intends to manage them. Management Trainee programs or Technical Trainee programs are the best way of building internal talent and a coherent culture but it is not easy. If not planned well and not seen as a strategic initiative but just a chore, it can lead to huge leakages and the organisation can be left with a handfull by the end of the program.

Finally, the organisation must put together a clear Staffing strategy document which should form the basis for all its staffing decisions. In the absence of such a document, each manager will end up adopting an approach he or she finds most convenient. Worse still, they may just bring along a few of their colleagues from their previous organisations and get started!

An HR head without a strategic outlook and the ability to influence the CEO and his peers, skips these all important preparatory steps and just reaches out for the phone to call the Placement consultant. While search efforts can be outsourced, the planning and strategising is an inside job and MUST be done with the full involvement of the CEO. The “ready- aim-shoot” approach has serious long-term consequences.



The emphasis is on Hiring Speed & not Quality

In startups HR managers seldom get consulted before timelines are committed. The HR manager is left with the task of “somehow” filling in the numbers by a certain date.

We are all familiar with hiring targets for HR managers in the boom days of the IT industry.

Speed, be it in driving or staffing, leads to loss of control and fatal errors. HR managers, under pressure to deliver, skip many vital steps. They fail to plan, they fail to research supply sources, they fail to educate consultants and even fail to screen applications well. Interviews do not follow

due processes, reference checks are skipped, and prospective candidates are not briefed adequately about the job, all to meet the deadline. In some cases, even appointment letters are not issued!

“Walk-in interviews” and “same day hires” are indeed innovative processes but they come at a cost – the cost of quality.

Most importantly, the first few hires set the benchmark for the organisation. It is critical to get it right.

The methods and discipline adopted in the early days set the basis for all future efforts.

We believe that it is quite often a good idea for the CEO to personally interview and select his first 100 employees.

“Walk-in interviews” and “same day hires” are indeed innovative processes but they come at a cost – the cost of quality.

It usually takes more than three weeks to prepare a good impromptu speech.

- Mark Twain



There is absence of a Vendor Development approach in dealing with Placement consultants

Placement consultants are perhaps the startup's most vital business partners. The organisation's business goals depend on the quality with which they deliver their services.

Do they get treated that way? The answer is a big NO. They are treated most often worse than stationery suppliers. They are made to wait for hours, asked to "drop the CVs" with the security or just briefed over the phone.

Their rates are negotiated with more impunity than with most other vendors. They rarely meet the CEO, never get invited for briefings and are most easily forgotten.

The fault is not entirely with organisations. Placement consulting has been a much-maligned business, especially when the demand for talent was high and there was immense opportunity to make a fast buck.

The lack of entry barriers encouraged everyone to enter the field. The absence of industry standards, of infrastructure, quality of personnel and an ethical code have made Placement consultants most suspect. Blatant poaching, allegations of secret deals with HR managers and disclosure of "inside information" has not helped in increasing the respectability of the profession.

There is however an URGENT need to change all this and organisations can show the way.

Placement consultants offer a service as well as an expertise. They need to be paid for both and guided to deliver on both.

Just the way good manufacturing organisations develop and nurture their key vendors, organisations need to develop their Placement consultants.

To begin with, organisations must work with a select few and not just everyone. There must be a basis for this selection. The client servicing executives must be met, their competence assessed and so on.

The Placement consultants need to be educated about the organisation well before commencing work. They need to be regularly updated on developments. They must also receive periodic feedback on their success, areas where they are falling short and what they need to do better.

Consultants could perhaps be paid a small retainership fee in return for establishing a long-term relationship, signing non-compete and "off-limits" agreements with the organisation.

Consultants on their part, need to invest in quality talent who have the ability to appreciate the business of the client and use that information to engage in an educated search for their clients.

Placement consultants offer a service as well as an expertise. They need to be paid for both and guided to deliver on both.

Unless a vendor development approach is adopted, consultants will continue to engage in the business of supplying resumés in volume and hope like hell that a few will click, and organisations will have to continue to struggle with sub-standard services.

It's the worm that lures the fish, not the fisherman and his tackle.

– Angler's maxim



People without training & preparation participate in the selection process and take decisions

Participating in a selection process is as critical as performing a clinical surgery or flying an aircraft.

You MUST have the skill, you must have practice and you must prepare before you participate in the process. The practice however must be in private and not on live patients or passengers!

Participating in a selection decision is seen as a symbol of power by those who haven't done it and as a pain by those who have to do a lot of it! Many an HR manager has to go begging for people to sit in on interviews before someone obliges.

There are many who sit in without the training and the skills to do so.

Making a selection decision calls for training. Organisations must have a rigorous process of training and then certifying managers to qualify to participate in the entire selection process and take hiring decisions.

In our experience there are 8 important questions that anyone responsible for making a selection decision needs to answer. We have used this as the basis for evolving what we have called the 8Q Tool.

These 8 questions fall into three broad phases:

- ❖ The Planning phase – the specifications, levels, role, interview probes, panels and so on.

- ❖ The Exploratory phase – the actual interview / testing process
- ❖ The Decision making phase – the process of putting it all together and taking a decision. This includes steps like reference checking and so on.

Given our rather High Context culture, we in India tend to rely a lot on gut feel and instinct to somehow “size up” candidates and do not believe in combining the gut feel with rigour and discipline and following a process and documenting evidence.

Organisations must have a rigorous process of training and then certifying managers to qualify to participate in the entire selection process and take hiring decisions.

There is also the need to clearly communicate the organisation's expectations, realities and limitations to the candidate.

For startups the special problem is quite often of not being able to show anything concrete in terms of products / services or customers to the prospective candidates.

Where the stakes are very high for a staffing decision, it might be necessary to adopt unconventional methods to generate enough information about the candidate and make a well-considered decision. Meeting over several occasions, peer meetings, interviews by external specialists, informal chats can all add additional insights to the process.

Most importantly today, the entire process must be honest, transparent and up front.

Nothing is gained through puffery and false promises.

Someone said that if you paid peanuts you get monkeys. I now realise that even if you pay cashew nuts, you still get only monkeys.

- Anonymous



Once on board, there is very little support to succeed for the employee

The most skilled and talented employee can fail miserably if the organisation does not have the systems to support his success.

With average tenures dropping and the “settling down time” a mere three months, HR’s most challenging task is to support the employee’s Integration with the organisation. If you have hired a good employee and he fails, the organisation is guilty of ruining his career, his self-worth and destroying his CV.

HR’s role in staffing is complete only when the new hire has been integrated into the organisation. The “fill it, shut it, forget it” approach will not do.

In fact, in the years to come, HR’s most crucial role will be employee integration, for the speed with which the new employee settles down and becomes productive depends on this integration process. HR’s role in staffing is complete only when the new hire has been integrated into the organisation. The “fill it, shut it, forget it” approach will not do.

Integration calls for many things. Let us look at a few important ones.

a. Pre-joining socialisation

The time between accepting an offer and actually joining is perhaps most crucial. In today’s time of doubt and insecurity, employees are no longer starry eyed and excited about job changes. The organisation therefore has a huge role in managing this period of flux and “post-purchase guilt” well. If managed well, the employee will feel good about his decision and actually come on board. Or else, the employee is likely to shop for other options or accept the other option which he anyway has up his sleeve.

Organisations can do many things here, like staying in touch with the employee, inviting him for important meetings, sending him product information, background material, going on market visits or attending a company get-together or even meeting with employees.

All this demonstrates the seriousness and helps the employee to “hit the ground running” when he comes on board. Most importantly it strengthens the bonding with the organisation.

b. Smooth on-boarding

Another important area of integration is managing the on-boarding process well by making it simple, friendly and professional. Issuing business cards, ID cards, vehicle passes, opening bank accounts, transferring PF balances, settling dues, and so on should be done with precision. New employees hate to ask for things and the first few moments of truth can create or destroy credibility.

For senior employees support with schooling and housing or even a pediatrician can be so important.

c. The first 100 days

Managing the first 100 days is critical for the new employee. The employee needs to learn, understand and assimilate all that he or she needs to in these 100 days. The least the Organisation can do is to let the employee know what he needs to look for and where he can look for these inputs.

This should normally cover three areas:

- Understanding the Organisation & its business
- Understanding his function & role
- Understanding the way the Organisation works.

While the first and second are fairly factual, the third area should cover all the softer aspects which quite often lead to dissonance and misunderstanding for the new entrant.

Consider the little mouse, how sagacious an animal it is which never entrusts its life to one hole only.

– Platus, 254 – 184 B.C

Some unanswered questions

We have tried to look at the entire subject of staffing for startups including the context, the current realities and why it fails.

There are however a few important and contentious questions which remain unanswered. We can by no means claim to have the answers, but are nevertheless raising them for reflection and debate.

Is startup waste a part of our lives?

Is it fair to assume that startups in the years to come will create “waste” as we now understand it? Are startup mistakes something that organisations and employees should be ready to accept? Should a sense of realism prevail in our decisions to work with startups?

Do all startups offer great careers?

One normally believes that startups offer the opportunity to grow with the organisation. Is this a myth? Do today’s startups really look for a set of skills for a limited period of time only? What percentage of startup employees can grow with the organisation and what percentage will grow elsewhere? Is value addition the only sure thing that employees can expect from startups?

A huge case in point is the hordes of graduates working as Call Centre agents. How many of them can actually make careers and how many will need to migrate from this industry?

Is there something called a “typical startup employee” profile?

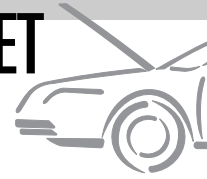
Are all employees fit for a startup career or does it require a different mind-set? Conversely, can startup veterans survive in “clean-up” or “steady-state” jobs? If working for a startup calls for a different set of skills, should we expect to and plan for the startup team to move away and get a different set of people to run the organisation thereafter?

In closing, this issue was not meant to paint a picture of gloom. The effort was to focus on what people responsible for startups can do to make their own investments yield better results.

The context of startup staffing will only get harder. We can however be wiser by our rich experience of the past.

Startups are important for economic growth and employment generation. Managing staffing well can therefore make all the difference!

The spirit of looking UNDER THE BONNET



“Under the Bonnet” is a quarterly journal from **totus consulting** and is distributed free of cost to its clients and to the community of Business Leaders, CEOs and HR Professionals.

While there are a number of books and journals on the subject of Human Resources in other parts of the world, there is virtually none in a large country like India.

Even the few publications that do exist really look at HR from the dashboard, in terms of how things are supposed to be. What business leaders and practising HR Managers are looking for is inputs and insights on why things don't work the way they are supposed to and why things go wrong. They really want to look **Under the Bonnet**.

This is what we aspire to do with **Under the Bonnet**. We take one important issue or theme at a time and look at it in depth.

Under the Bonnet is our contribution to *thought leadership* and adding to *knowledge about people*.

The first issue of Under the Bonnet looked at “Combatting Layoffs”.
The second issue looked at “the 4 things that ail Indian work culture”

This is the third issue...

If you would like us to examine an issue that you consider important or want a copy of our back numbers or just want to share your feedback, do get in touch with us. We'd love to be of help.

Email: underthebonnet@totusconsulting.com



totus completes 2 years
on June 11, 2002!

On the occasion of our
second anniversary we
wish to thank all our
clients and well-wishers
for their over-whelming
support.



About totus

totus consulting was founded with the objective of providing strategic and operational HR solutions to ‘human capital intensive’ startups and small and medium sized organizations.

Our Vision is to empower our customers with complete HR solutions built on Competence, Trust and Long-term relationships.

totus is built on three strong capability pillars:

- Prowess in thinking
- Competence in performance
- Values in action

HR @ Work

HR@Work, our core offering, provides end-to-end HR support to start ups, small and medium sized organizations and family businesses by building the necessary HR systems and processes and developing internal HR capacity. Depending on the size of the organisation and its readiness, we either continue to provide on-going support or find an HR professional to continue the process.

An engagement would typically last from three to twelve months depending on the complexity involved and the maturity of existing systems. The scope is highly customised to meet the organisation’s needs and covers a wide spectrum of human resource initiatives including:

- organisation design
- work force management
- compensation and benefits
- service quality
- job design and capability development
- performance management
- staffing

The other products from totus are:

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totus consulting services (p) limited

No. 5, Sarangapani Street, T Nagar, Chennai – 600 017
Tel : 91-44-8206794 / 8206795
email : ganeshchella@vsnl.net
url : www.totusconsulting.com