



## Achieving a 72% jump in the joining ratio

Lipika Mohanty in an exclusive discussion with ET HRWorld on value-based hiring & more



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Lipika Mohanty, Director, People & Development, BUSINESSNEXT, In an exclusive conversation with [ETHRWorld](#) says the company has minimal HR touchpoints while hiring, and it is just the hiring manager's touchpoints that are critical. These hiring managers undergo rigorous training and extensive workshops and sessions wherein they are taken through how to look out for behavioural indicators, what value-based questions to ask, and the situation-based responses that they should take into account, she adds.

### **HIGHLIGHTS**

- [BUSINESSNEXT](#), an enterprise solutions provider, has over 1500 employees.
- It has a workforce with 40% women employees, while 20% of its leadership roles are being occupied by women.
- About 60% of the organisation's mid-level leadership and 70% of the top senior-most leadership are internally grown.

According to a report by Statista, the female labour force participation in India comprises 33 percent of the entire workforce. The report also shows that women's labour force participation in the country has decreased by 3 percent since last year.

A survey by TeamStage shows that tech companies nourish a cycle of hiring same-gender employees. The latest women in the workforce statistics reveal that only 26 percent of jobs in computer-related sectors are occupied by women. The survey also portrays that in the last 20 years, the number of women software engineers has increased by just 2 percent.

Amidst this, BUSINESSNEXT, an enterprise solutions provider, claims to have a workforce with 40 percent women employees, while nearly 20 percent of its leadership roles are currently being occupied by women.

Lipika Mohanty, Director, People & Development, BUSINESSNEXT, says, “We have never faced the challenge in terms of gender diversity. We have always been more than 30 percent in terms of the gender aspect. Currently, we are sitting somewhere at almost 40 percent in terms of women employees at the organisation.”

According to Mohanty, BUSINESSNEXT creates a positive employee experience by bestowing its values and culture to its employees right from the day of their joining the organisation.

The organisation promotes gender parity, gender equity and increasing the percentage of women in leadership roles through its L&D initiatives and a culture of flexibility and sabbaticals provided to them.

## ► **Fostering female leadership**

“We did initially at the start face lower representation of women in the leadership roles - we had around 5-6 percent. That is one of the areas that we focused on immensely to build upon and in the past one to one-and-a-half years, we have brought that percentage from 5 percent to about 20 percent,” says Mohanty.

According to Mohanty, the company has always been a very women-friendly organisation, as it takes into consideration the various challenges a woman employee typically faces, especially during the period when she enters into marriage, pregnancy, childbirth, or becomes a mother.

“During such periods, it is only legitimate for the women employees to take the kind of breaks and sabbaticals they would require. So, the company has always had this kind of an understanding setup in these cases and female employees have been given flexibility such as - working at their convenience such that their personal lives are not affected, as much as they are responsible enough that the business isn't impacted,” she says.



For example, an extra four weeks of work-from-home is provided to the newly-married women employees to enable them to adapt to the new environment and the new family better.

At the mid-senior and senior levels, 15 percent of women at the company take career breaks or sabbaticals and rejoin the workforce, says Mohanty.

She also claims that BUSINESSNEXT has consistently seen 100 percent of its women employees rejoining after maternity leaves.

Additionally, the company provides walk-in facilities for women wanting to return to their jobs.

There is also a concept of a 'Career Design Lab' in place, which is an experiential career planning catalyst programme, aimed at facilitating women employees to steer their careers forward successfully.

Having been doing fairly well in the category of women employees and gender diversity, BUSINESSNEXT now aims to take its D&I a notch higher by focusing more and moving away from gender diversity only, to the areas of differently-abled people or people with disabilities.

### ► **L&D: 60-20-20 principle**

The company's L&D system runs on a 60-20-20 principle. This is a concept by which it is ensured that 60 percent of learning of the employees is through self-learning and e-learning.

Explaining this 60 percent of the principle, Mohanty says, "Each individual, as a basic requirement, is required to do six hours of e-learning per month. In those six hours, through the learning paths and the various learning programmes, skill gaps are identified and solutions are provided to work upon. Everything in this part is completely automated and digitised."

The 20 percent is done through classroom sessions, workshops and face-to-face interactions with managers at the intra-level.

Finally, the next 20 percent is provided through individual mentoring.

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## ► Individual mentoring and leadership programmes

Out of over 1500 employees of BUSINESSNEXT, 240 employees are gauged having leadership capabilities and chosen to get the select leadership coaching from external mentors.

These mentors are coaches and experts from the market having certifications from Indian Coaching Federation (ICF) and more than 20 years of experience. Each coach is aligned with 4-5 employees out of the selected 240, and coached around leadership.

Training programmes and workshops are also provided on how to coach an individual to become a coach. Thus, through this, the company has been creating a culture of coaching and mentoring within the organisation at all the different levels.

About 60 percent of the organisation's mid-level leadership and 70 percent of the top or senior-most leadership are internally grown, coming from within the organisation, which is a positive impact of these leadership programmes, says Mohanty.

## ► Zero-touch and value-led hiring

The company has minimal HR touchpoints while hiring, and it is just the hiring manager's touchpoints that are critical.

These hiring managers undergo rigorous training and extensive workshops and sessions wherein they are taken through how to look out for behavioural indicators, what value-based questions to ask, situation-based responses, etc to take into account.

Mohanty says, "We talk about demonstrated values of an individual when we talk about how we are hiring people. There are various things that we have built into our hiring strategy and process, where we look at checking those values. We have almost zero-touch points with our people within the organisation while hiring."

"When we're talking about the zero-touch policy, we have to ensure that the values have been looked at and those behaviours and alignments are being checked, and also borne in mind that there is low touch or zero touches," she adds.

Also, discussions take place with the recruiters and managers on how to check out for the cultural and value alignments.

According to Mohanty, the zero-touch hiring policy has caused a 72 percent jump in joining ratio of candidates and dropouts have reduced by 34 percent in the last one year.

Overall, the candidate experience by this process has improved by 28 percent, she adds.

## ► **Reducing subjectivity and increasing transparency in recruitment**

The sourcing process of candidates at BUSINESSNEXT is outsourced and the screening happens through AI-based platforms.

Starting from point zero, from where the sourcing happens, the company has tie-ups with partners who are experts. They are a part of the initial screening and sourcing of the talent.

The candidates undergo processes where they are a part of the value workshops and value sessions via which they are also onboarded if aligned with the organisation's higher value concepts and behavioural interview concepts.

There are typical AI-based platforms where skill-based questions are asked and responses are captured for each of the candidates.

The candidates get screened through the AI-based platforms and are then shortlisted.

The initial interviews are done through external expert panels. These are the people who dive deep into the technical and behavioural competencies, coding and technical questions, etc of the candidate.

The interview is then videotaped, digitised and broken into various parts so that there is a whole recording, and an entire analysis happens post those interviews, which again is outsourced.



The last part is when the HR and the hiring manager have to connect with the employee to ensure that there is a further check on the value and the cultural alignment.

“That is one of the conversations where we have to give that person a glimpse of what we are all about and what the organisation is all about. That is the last phase and the only touch point the hiring manager and the talent acquisition HR has with the candidate,” says Mohanty.