



On-Point with Capstone



Dear <<First Name>>

It's been a whirlwind time for us at Capstone these last few months as

- We support various **Global Capability Centres** and their Leadership teams to *rewire Mindsets and build Cultures of Cohesiveness* to deliver on the scaled-up new remits and opportunities...
- Help organizations build *Leadership Gravitas, Authenticity, and Cultures of Respect*
- Prepare organizations to understand the opportunities of Age Diversity and Multigenerations at work! Our **Multigenerations Lab** is a must-do to open up these important dialogues for *Understanding rather than Misunderstanding*, and build *Collaboration across, unleash the spirit of Ubuntu*...contact us to know more...
- **Culture Building as a Differentiated Strategy for High Performance** is a Big theme globally and there is fascinating work being done to mine *elements of Culture, call out what can be tolerated and what can not, and serious intentional work in Building Psychological Safety for Employee Voice*...

We are all thankfully headed towards building **Human-centric Organizations** as Industrial Revolution 5 unfolds... there is no missing on the insight that **People, Relationship-building and Culture** cannot be presumed... are infact the hallmarks of an organization being lead with *Wisdom for Sustainable Success in the 21st century*...

Have a great festive Season everyone and Happy Teacher's Day (5 September) to all you wonderful professionals.

- **Leading with Gravititas**, leading and managing failure and mistakes, and early *Coaching of Future Leaders* through our **Goldmine Effect** programs..
- Our **Duke CE** Global work continues with Leadership teams across the world being keen to make meaning of the disruptions and opportunities unfolding...

Thank you for all the good work you do!

Regards,
Dr Sujaya Banerjee

Catapult your career

Wednesday, July 17, 2024 | Mumbai

How To Retain Restless Gen Zs

Millennials and Gen Zs constitute 64% of the population — the largest talent pool in India. They comprise over 70% of the workforce in many organisations. Cos need to rethink traditional career retention approaches.

By Sujaya Banerjee

A senior leader at a large bank was heading to a meeting when he met one of his Gen Z trainees, who stopped to say goodbye as it was his last day.



Surprised, the senior asked if he was joining the competition as the trainee had received good feedback.

The trainee admitted he didn't fully understand the job expectations and found the sales demands too strenuous. The young man said he did not have any other job, and planned to use the time to reflect and re-examine his priorities.

This is the new generation of talent India Inc is learning to manage. Born between 1996 and 2012, this cohort constitutes 30% of India's population. They are digitally fluent — they have never known a world without technology. This generation came close on the heels of millennials, born between 1981 and 1996, who saw the rise of the internet and social media in their adult years and constitute 34% of the population.

Here are some hacks for

organisations to consider as they meet Gen Z halfway.

Connect, then lead: Gen Z constitutes employees starting careers in an ecosystem of disruptions. They are seeking mentors in the workplace who can help them make a meaningful impact in their careers. Gen Z is used to being seen and validated. If you make them part of a nameless and faceless crowd, they will easily get disenchanted. Getting them anchors/mentors to settle in through the first year is key.

Re-invent entry-level jobs: We are hiring children of the knowledge era, digital natives who can bring agility and new thinking to problem-solving if given the right opportunity and mentored. Do not give them the same kind of jobs that were given 25 years ago. There must be steep learning curves and challenges that demand learning, early leadership responsibilities, and opportunities for building a positive personal leadership brand and reputation in an environment of meaty learning opportunities.

Communicate to clarify:



Ensure Gen Z is included to understand the organisation's purpose, decisions, direction, and opportunities. Most of all, reflect on how they are faring in these environments. Mentor them to seek feedback and help them up this virtuous cycle by asking them for feedback.

Early leadership responsibilities: Identify ways to make the job meatier, include them in technology projects and design thinking groups, involve them in projects related to ESG, DEI, or cost-optimisation, and give them a sense of accomplishment. Don't only focus on their CVs, use persona-based

hiring and deploy them for demonstrated areas of interest rather than only education or experience. Explore non-linear contribution opportunities and make the work experience exciting and holistic.

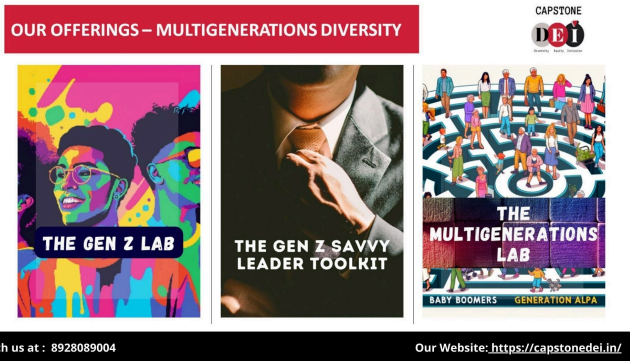
Gen Z wants to work for organisations where they feel respected, valued, and represented. Leveraging their need for independence, autonomy, and self-direction by offering them interesting jobs that enable early leadership and empowerment can help reinvent this space.

(The writer is CEO, Capstone People Consulting)



Delighted to share that Dr. Sujaya Banerjee delivered a talk at this TEDx event as a speaker being hosted by ATLAS SkillTech University. The theme of the talk was "Give Get Grow," where she explored how these three principles can transform our Personal and Professional Lives. We delved into the power of giving, the...

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Capstone DEI offers contemporary learning solutions to enable -much needed Dialogues and Discourses on themes that matter the most....

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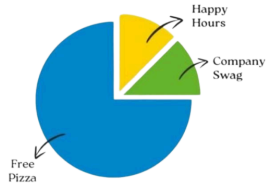


Delighted to present a full-day workshop titled Humanocracy- Building Sustainable Cultures for Inclusion and High Performance, on 8 November 2024 as part of the Reinventing HR and IC conference in London.

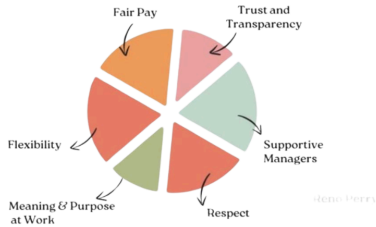
This workshop is a must-attend for anyone...

[REGISTER NOW](#)

Things employees don't care about



What employees actually care about



THINGS EMPLOYEES DON'T CARE ABOUT & WHAT EMPLOYEES ACTUALLY CARE ABOUT

In a recent conversation with a client we discussed how their E-Sat scores were positive while on the ground they struggled with

- high attrition at Early and Mid-career levels
- there was regular strife between Entry-level talent and their Managers on issues of...

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WHAT TO DO WHEN I MAKE A MISTAKE

A mistake is a mistake is a mistake in most workplaces, and the courage to accept/own upto a mistake appears to systematically reduce as you go up the hierarchy in most workplaces...

Here are some things to consider..

- especially in times of constant upheavals ...

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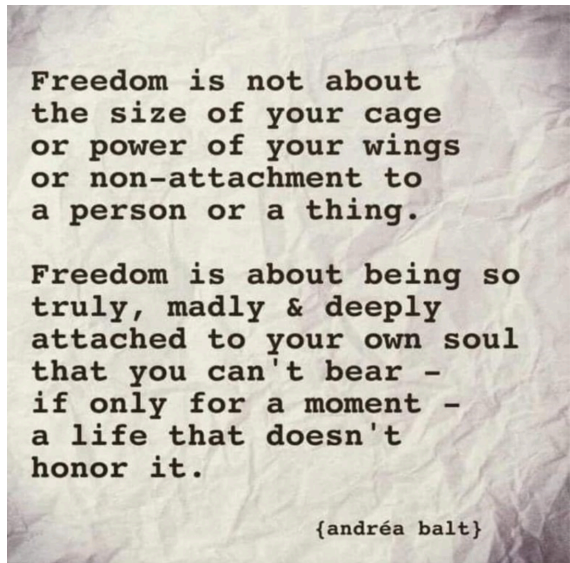
Insecure leaders ridicule others. Secure leaders laugh at themselves.

The ability to make fun of yourself opens the door to candor. It's a mark of humility and a catalyst for learning.

Great leaders take their work seriously, but they don't take themselves too seriously.

**INSECURE LEADERS RIDICULE OTHERS
SECURE LEADERS LAUGH AT THEMSELVES**

Such a powerful insight in this post above, for Leaders to lead in times of upheavals and disruptions.



BUILDING CULTURES OF RESPECT AND TRUST

This quote above is the most powerful definition of Freedom and Authenticity I have come across in a long time.

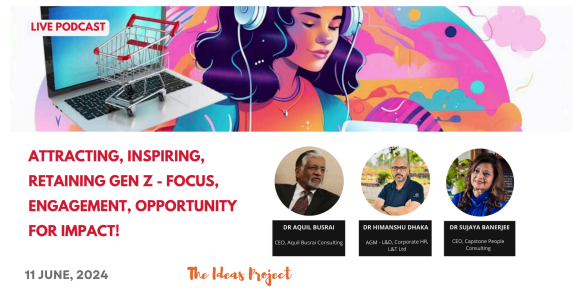
Also humour directed at self is such a powerful way of reducing the power distance and creating equality in the room...

Authenticity is the power of being Genuine or Real and is the manifestation of - a high degree of Self Awareness. If we are struggling with knowing and understanding...

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RECOMMENDED VIDEOS

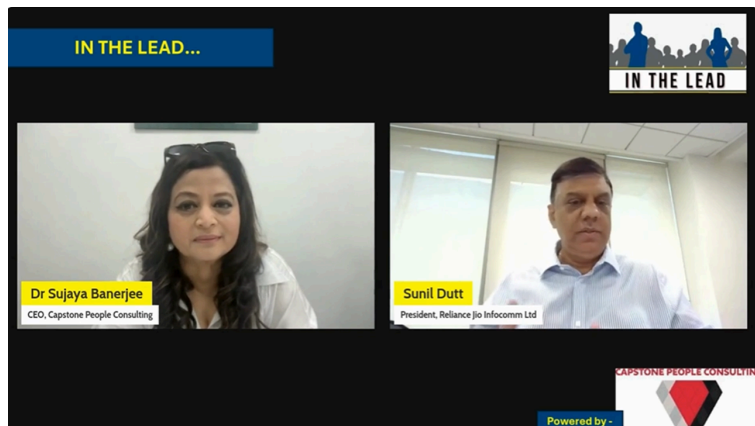


ATTRACTING, INSPIRING, RETAINING GEN-Z
RE DEFINING WORK IN THE FUTURE OF
WORK!

ATTRACTING, INSPIRING, RETAINING GEN-Z
ENGAGEMENT AND OPPORTUNITY FOR
IMPACT!

IN THE LEAD
- SEASON 2

In the premier episode of Season 2, **In The Lead** - we feature **Sunil Dutt – President Reliance Jio Infocomm Ltd.** He talks about Innovation and experimentation in the context of Learn fast, Fail fast, Execute fast; the importance of Agility, access to Data and more..



WATCH HERE