



Spotlight *on* Internal Communication

What's Inside

• Message from the President Dr Yogesh Misra President, DMA Vice President, Thomas Assessments	3	• Internal Communication: Building Bridges, Not Walls Sanchita Gairola Mishra Co-Founder and Director - Vision360 Management Consulting and Founding Trustee - Bodhi Foundation	19
• Editorial Note Anuradha Sharma Vice President, DMA Chairperson - Marketing and Communication Committee, DMA Founder & CEO, Fulki Communications Pvt Ltd	5	• Beyond the Boss: Building a Symphony of Strengths Karishma Kakoti CEO and Founder KA Group of Companies	21
• Reimagining Internal Communication for Cohesive and Sustainable Growth Kanchan Chehal Global Head - Talent Management, Bata	7	• Unlocking the Power of Effective Internal Communication Tushar Saraswat Senior Manager- Talent Centre of Excellence & DEI, Jubilant Foodworks Ltd	22
• Navigating Waves of Change: Improving Internal Communication for the Future of Work Anthea DSouza Associate Director, HR Finance and Business Administration Harvard Business School India Research Center	9	• Effective Internal Communication: The Gamechanger! Chhavi Prabhakar Chairperson Finance Committee, DMA Founder & CEO, Global Indian Solutions	23
• Leadership During Crisis Vikas Yadav Group Manager - HR Apollo Tyres Ltd	11	• Mastering the Art of Communication: Strategies for Success in the Modern Workplace Mayur Chaturvedi Director, Total Rewards Asia Pacific and HRD SEA and South Asia Zimmer Biomet	25
• Essentials of Communication Cascade to an engaged organization Punita Sharma Arora Managing Partner Translumina Therapeutics Hechingen - Germany, New Delhi - India	13	• Is your Internal Communications Approach Ready for the New Normal? Sunami Paigankar Sr. Manager - Integrated Communications Vistara - TATA SIA Airlines	27
• Syncing Spaces: Co-Working Communication in the New Era Nikhil Madan Co-founder The Office Pass (TOP)	15	• Comic Chronicles Pooja Supahia Bhardwaj Founder & CEO, Vedarth Consulting Services Director, Vedarth Academy	29
• Bridging the Silence: A Tale of Overcoming Internal Communication Challenges in the New Normal Era Amit Sond MPI Business School Director - Business Growth & Client Engagement, NeoSynapses	17	• Become a DMA Member	30
		• Round-up of Learning & Networking Programs	32

Dear Members

I wish all of you very Happy Women's Day 2024.

It gives me immense pleasure to be sharing the latest edition of Delhi Management Association's newsletter on Internal Communication. This is the fourth issue of the quarterly issues brought out by our wonderful editor and Vice President Anuradha Sharma.

The world has changed drastically Post Covid and with the rapid influence of Gen AI. There is significant flux in the workforce, Great resignation quiet quitting, layoffs, Gig employment, hybrid working models have brought about a fundamental shift in how organizations communicate and engage with employees. This changing workplace with more online meetings, fewer informal physical meetings has resulted in the almost drying up of the traditional "Water Cooler" conversations. Social media has the power to amplify gossip, rumours, bad news and this "Instant Gratification" / breaking news generation wants to be informed and included.

The role of Internal communications has evolved from a one way street of merely keeping employees informed to giving a more holistic view of the organization. Having a two way communication by means of feedback, debate and discussion helps keep people calm and motivated during crisis thus building and sustaining organization's culture. Internal Communication strategies have fostered cohesive, collaborative, joyful and aligned workplaces simultaneously helping organisations achieve sustainable business growth.

In this issue the editorial team has curated articles from our members and eminent non-members to bring about varied perspectives on this topic.

I am also very happy to share that the last three months were full of activity at DMA. We organised Global Sustainability Summit on Shaping a Greener World Together which was very well attended. Another large conference on Artificial Intelligence was successfully organised where Dr. Subhas Sarkar, Hon. Minister of State for Education was the Chief Guest. Besides this several webinars and MDP's were organised by DMA

MESSAGE FROM THE PRESIDENT



Dr Yogesh Misra

*President, DMA
Vice President, Thomas Assessments*



and its partners. The last major flagship event of this financial year, the 13th Delhi Management Association All India Women Entrepreneurs Awards & Conference will be held along with the release of this newsletter. The event calendar for the next quarter is also full and our members can look forward to exciting days ahead.

This edition of our newsletter has created with lot of love and passion. We hope you enjoy reading it just as much as we enjoyed curating it.

Happy Reading and Happy Women's Day.

Best Wishes



Dr. Yogesh Misra

Yogesh has extensive consulting experience of over 25 years across the world to Fortune 500 Companies, Large public and private sector companies and Governments of several countries. He is a thought leader in HR, teaches at leading IIM's, has case studies and research papers published in HBR, emerald etc., investor and advisor to start ups. He is an enthusiastic golfer and photographer.





Editorial Note

Anuradha Sharma

Vice President - DMA

Chairperson - Marketing and Communication Committee - DMA

Founder & CEO Fulki Communications Pvt Ltd

Sparking the Magic Connect!

Business leaders underestimate the importance of internal communication in running, leading and building successful businesses. For example, if leaders roll out company policies that are employee friendly, but not effectively communicated, employees remain unaware of the benefits; this lacunae means the policies have little impact and cannot be used to craft fulfilling workplaces.

Technology, Covid - 19 and other factors are changing the nature of workplaces, with employees working in hybrid, remote and in person offices. In this situation, Internal Communication has become even more important, since employees have different experiences basis where they are working from, who are the team members they interact with, how often and in what way.

There is considerable discussion surrounding the fostering of a strong pervasive company culture in organisations. This task becomes exceedingly challenging when workplaces are so diverse.

Employees traditionally learned about simple matters such as leave policies and medical policies, through HR manuals and informal interactions with team members. Today, because of the different workplace environments and experiences employees are not even aware of employee-friendly options like taking 'Care Leave' to tend to their sick or elderly parents.

Our Fulki Team recently handled an interesting project for a leading player in the microfinance space. We were challenged to develop a communication campaign that would cascade their organizational culture and policies across their diverse group of 32,000 employees scattered across multiple locations, in a very short time – The employees were of all ages, cultures, languages, and genders; Our solution - a gamified activity - an engaging one-size-fits-all accelerated approach that was hugely impactful, resulting in the organisation being certified as a Great Place to Work.

How organisations communicate needs to pivot in line with who we are communicating to, and where and how, these people can be reached.

In this edition our contributors share how they have successfully dealt with these challenges.

Mayur Chaturvedi, Director, Total Rewards Asia Pacific and HRD SEA and South Asia Zimmer Biomet, says, 'The struggle to communicate effectively can sometimes feel like trying to teach a goldfish calculus, a futile exercise in frustration'. Implementing simple and clear communication methods, are sometimes the most effective strategy.

In today's fast-paced world, authenticity reigns supreme over polished corporate messaging. Take Dolly Jain, the Insta sensation who has revolutionized saree draping with her humor and relatability, resonating with millions. Karishma Kakoti's (CEO and Founder KA Group of Companies) entrepreneurial journey highlights the magic of authentic communication, sparking a deep connection with her team.

A few years ago the concept of co-working spaces became very popular. Nikhil Madan, Co-founder The Office Pass, illustrates how he strikes that magical emotional connect among not only his employees spread across 13 different co-working spaces, but also his 150+ corporate clients who have their offices within these larger co-working spaces.

“An informed and engaged workforce can be an organisation’s most valuable asset. Internal Communications holds the key to unlocking key positive outcomes for the organisation—one of the reasons why it has increasingly started holding a seat at the executive table”, shares Sunami Paigankar, Sr. Manager – Integrated Communications, Vistara- TATA SIA Airlines.

Tushar Saraswat, Talent Centre of Excellence & DEI, Jubilant Foodworks Ltd, reiterates, “Regular and transparent communication has helped organisations build trust with employees which again directly leads to improved engagement, increased retentions, and improved productivity. In an ecosystem, where we are redefining the ways of working nearly every day, organisations need to ensure that the channels of internal communications are established and utilised effectively to ensure that the right information reaches the right audience, at the right time.”

Effective Internal Communication can significantly impact organisational culture, performance, and overall success. Check out how Apollo Tyres, a 50-year-old manufacturing organization, upholds its “ONE Family” value, and creates a cohesive, high-trust culture through transparent communication that has adapted to changing business landscapes, with Vikas Yadav, Group Manager – HR Apollo Tyres Ltd.

Chhavi Prabhakar reaffirms, “Investing in good internal communication yields numerous benefits for organizations, including improved collaboration, increased employee engagement, enhanced morale, efficient change management, and a culture of innovation and knowledge sharing”.

“Internal communication binds the entire organization together and removes the possibility of silos if cascaded effectively and consistently”, asserts Punita Sharma Arora Managing Partner Hechingen - Germany New Delhi – India. Sharing her experiences she says, “Navigating the labyrinth of internal communications is no easy feat. It’s like assembling a puzzle, but you’re not always sure if you have all the pieces”.

Amit Sond, MPI Business School Director- Business Growth & Client Engagement, shares a most interesting case study on the paradigm shift in traditional ways of communicating with employees, in the ‘Next Normal’. At Harvard Business School India Research Centre, as well, the shift to a hybrid work environment has reshaped how teams engage. Anthea D’Souza shares the strategies and practices that they have implemented to steer through these changes successfully.

Kanchan Chehal, Global Head – Talent Management, Bata, has found that the right communication strategy can maximise business impact if leaders collaborate to align internal communication to overall business priorities and the people agenda. Harnessing technology’s power is critical to simplify communication, enhance accessibility, and bridge geographical talent needs.

Sanchita Gairola Mishra, Co-Founder and Director - Vision360 Management Consulting and Founding Trustee - Bodhi Foundation, shares that ‘Communication in the “next normal” requires agility and a focus on building trust. She shares the battle cries (well, maybe more like collaborative cheers) that helped their teams win, and emerge stronger, as they navigated a communication jungle through the shift to a hybrid work model.

We hope this handbook of best practices and real life solutions enables each one of you to think differently about the role internal communication plays in building and leading successful businesses and fulfilling workplaces.

Happy Reading!

Best Wishes



Anuradha Sharma
Editor, DMA Newsletter

Multi-faceted and versatile, Anuradha, is a branding & communication expert, and an innovative creator of cutting-edge learning tools. Her engaging campaigns for global market leaders go beyond the intellect and relate to the heart, sparking the emotional connect between the brand and the audience.

She has been honored with the esteemed ‘DMA All India Women Entrepreneurs Award 2020’. She is also an Elected Member of the Knowledge Council of the National HRD Network Delhi – NCR Chapter, 2022-24.

Her passion for design translates into beautiful landscapes; she is an avid reader and loves travelling.

Navigating the Next Normal

Reimagining Internal Communication for Cohesive and Sustainable Growth

Kanchan Chehal is a global HR leader with Bata. She has over two and a half decades of experience across sectors like Retail, Technology, and FMCG. Currently as Global Head of Talent Management at Bata Group and as a member of the Board at Bata India, she leverages her expertise in Talent Management, Learning and Development, HR Business Partnering, Strategic HR, OD & OB and driving DEI. Her expertise as a seasoned HR professional and CHRO, lies in crafting HR strategies and implementation HR programs by building high-performing teams aligned with business goals.

Effective internal communication, once considered a valuable practice, is now the **'next normal'** for organisational success in this rapidly changing environment. While communication tools and channels continuously evolve, the core elements—**purpose, values, and people**—remain the foundation for success. These pillars serve as a steady and unifying force, regardless of technological advancements. To truly thrive in this dynamic landscape, organisations must adapt their communication practices to leverage the potential of digital tools while remaining true to their core values.

This adaptation involves a holistic approach that prioritises transparency, consistency, and the well-being of employees. Here, Business Leaders, HR and IT departments must collaborate seamlessly to ensure the chosen digital tools contribute to the overall business priorities and goals while being fully aligned around the people agenda. With this cohesive approach, organisations can then work to tailor communication strategies for maximum impact and enhance employee well-being.

Culture as the Cornerstone

Building a culture of openness and collaboration is key to leveraging the power of digital tools and internal communication. This requires active leadership participation in shaping organisational culture pillars. Leaders who embody the organisation's values and actively engage with employees set the tone for a positive work environment. Cascade of business goals and priorities with employees by utilising virtual communication tools help co-opt employees by strengthening alignments, building relationships and rapport amongst teams globally around the organisational goals.

Investing in Technology: Leveraging Innovation for Enhanced Communication

Thriving in today's dynamic business landscape requires organizations to embrace technology for a transparent, innovative, and collaborative work culture. As businesses navigate the complexities of the next normal, leveraging innovation becomes essential for staying ahead of the curve and navigating the modern workplace with agility and resilience.



Kanchan Chehal

Global Head - Talent Management
Bata



However, the human touch remains irreplaceable. The key lies in partnering with technology providers who understand this balance and curate internal communication plans which facilitate employee's career development. This allows organizations to harness technology's power to simplify communication, enhance accessibility, and bridge geographical talent needs. For instance, an e-university learning platform fosters a culture of continuous learning and development, empowering employees to take ownership of their careers. Additionally, the new normal calls for organizations to provide a holistic learning community, whereby the learning platform would encourage active knowledge sharing, two-way discussions between key stakeholders around the learning resources and career paths. Thus, the most effective learning platform needs to be developed on a robust internal communication strategy which will aid harnessing of technology effectively while preserving and nurturing the human elements that drive engagement, collaboration, and thereby a learning culture.

Empowering Leaders as Network Architects and Role Models

Furthermore, in an ever-evolving business landscape, organizations can continuously recognize the paramount importance of nurturing the next generation of leaders. Leadership Development programs must equip leaders with the skills and competencies needed to navigate evolving business requirements in collaboration with their highly engaged teams. For organization to develop 'Leaders for Tomorrow' the right balance for skills, competencies and active & engaging communication needs to be well curated.

A well-designed leadership development program exemplifies this approach. By combining structured learning with classroom sessions, webinars, and an experiential approach, the program equips leaders with the skills to leverage strategic communication for building high-performing teams. This would then aid leaders holistically to build transparency, empathy, trust worthiness and thereby achieve transformational results.

Charting a Course for Sustainable Growth

Communication for sustainable growth is about dialogue, participation and sharing of knowledge and information amongst people, taking into the consideration the needs and capabilities of all stakeholders. Thereby it is imperative to plan and develop communication strategies whereby employees can express themselves both internally and externally by using appropriate mode of communications. In conclusion, effective communication strategy requires clear goal setting, understanding & engaging with stakeholders and maintaining open and transparent communication.

With these practices, organisations can achieve both their business goals and emerge as Employer of Choice.



Navigating Waves of Change

Improving Internal Communication for the Future of Work

Anthea DSouza holds the Associate Director, HR, Finance and Business Administration role at Harvard Business School India Research Center. Anthea is responsible for the Centre's financial management, HR, legal, tax and general administration.

Previously, she contributed to Alliance Capital Asset Management's compliance, operations and HR.

Anthea, a Mumbai-based enthusiast of literature and music, is also conversant in Konkani, Marathi and Hindi. Her expertise spans finance, secretarial matters, HR and administration, with a demonstrated ability to manage processes across different functional areas.

Following the disruption caused by the COVID-19 pandemic, organisations have grappled with significant challenges related to building, crafting, and strengthening company culture. In this context, focused and well-thought-out internal communication has increased in importance.

The HBS IRC has not been immune to these tailwinds. The shift towards a hybrid work environment and the increased use of digital tools have reshaped how our teams engage and work together. This situation is further complicated by the varying lengths of service among our team members. We have veterans boasting tenures of 15-17 years to newcomers who joined during the pandemic or after, with their experience ranging from 3 to less than a year. The challenge lies in familiarising the newer staff with established customs and operational methods that long-standing employees might consider second nature.

The hybrid work model helps create a work-life balance; however, it often leads to over communication across digital platforms, drowning out critical information.

I share the strategies and practices that we implemented to steer through these changes successfully:

- **Streamlining Communication Platforms:** For communication efficiency, email is the primary medium for official correspondence. Thus, the team is confident that critical topics related to stakeholders are taken care of by staying on top of emails. We created a dedicated WhatsApp group with the team to celebrate individual achievements and team get-togethers and highlight issues. Being an informal channel, it enabled folks to surface collective concerns.
- **Regular Check-Ins and Virtual Meetings:** We added regular check-ins and virtual meetings to compensate for the reduced face-to-face interactions in a hybrid work model. This facilitates work-related discussions and promotes a sense of belonging among team members.



Anthea DSouza

*Associate Director, HR
Finance and Business Administration
Harvard Business School India
Research Center*



- **Fostering an Inclusive Culture:** We communicate the importance of inclusion through policies, workshops and actions. Mentorship is provided to support employees in developing professionally and advancing in their jobs. We give employees equal access to professional development, training, and opportunities. We acknowledge and celebrate cultural events and holidays of different groups to foster an appreciation of diversity.
- **Encouraging Feedback and Open Dialogue:** The leadership team is attentive to their teams, ensuring that employees' voices are heard and their inputs are acted upon. We have created an environment where feedback is encouraged and valued for continuous improvement in internal communication practices.

The “next-normal” has pushed us to rethink our internal communication strategies and face the challenges in the changing work environment. By embracing technology, fostering inclusivity, and prioritising clear and efficient communication, we aim to build a stronger and more cohesive team capable of navigating the complexities of the changed workplace while being adaptable and making it more resilient to the changes.



Leadership During Crisis

I have 11 years of HR experience spanning internet, consulting, and manufacturing sectors. Currently working with Apollo Tyres Ltd., I oversee Talent Management, Employee Engagement, HR Technology Transformation, and Culture across the APMEA region.

I have previously worked with McKinsey & Company and HT Media Ltd. I am B. Tech. (Electronics Engineering) from NIT Surat and MBA (HR & Operations) from Symbiosis Institute of Management Studies, Pune.

I am dedicated to my family of ten, comprising my parents, brother, his family, my spouse who is a doctor, and our two school-going children.

Apollo Tyres, a 50-year-old manufacturing organization, upholds its “ONE Family” value, fostering collaboration and transparent communication for a cohesive, high-trust culture.

During the COVID pandemic, global circumstances impacted Apollo Tyres' supply chains, highlighting the importance of employee connectivity amidst movement restrictions and cost efficiency in operations.

Post-COVID, challenges persisted with returning to normal and hybrid working arrangements, including employee health concerns and revenue pressure. Evolving global business scenarios heightened job security anxieties among employees, reflected in declining engagement scores and informal HR-employee feedback.

Strengthening internal communication, particularly by top leadership and HR, became essential to adapt to changing business landscapes and address workforce needs.

To address this need, as an organization, we took multiple measures. Highlighting some of them below:

- **Regular VCMD townhalls** – To keep the employees updated on the evolving business scenario and Apollo's strategy in countering those challenges, VCMD took the initiative of keeping the employees informed through quarterly townhalls. Since 2020, VCMD connects with all global Apollo Tyres employees with an objective of communicating the business performance and capturing Voice of Employees. It led to increased confidence of employees in its leadership and kept their morale up during these tough times.
- **High-Touch HR Business Partnership** – An organization-wide “We Care” model was deployed by HRBPs to have structured and proactive one-to-one conversations, virtually and physically, with the employees around their career aspirations, personal & professional challenges faced, and support required. Multiple informal platforms were also created for remote employees to connect frequently with the senior management.
- **Digitalizing HR Operations** – Significant investments were made in technology to enhance HR services and benefits administration. Recruitment, onboarding, and Talent Management processes were



Vikas Yadav

Group Manager – HR
Apollo Tyres Ltd



fully digitized, enabling better communication and swift disbursement of HR benefits through an Employee Self-Service Portal with a chat-bot. Technology has greatly improved Employee Life-cycle efficiency and communication transparency. The HR team aims to maximize digital HR processes for data-driven decisions and overall employee experience enhancement.

- **Cultivating High-Trust, Inclusive Environment** – Over the past 18 months, we've worked to establish a culture of high trust and Psychological Safety. The vision, led by our CMD and owned by the HRBPs, aims to make Apollo Tyres an institution where individuals from diverse backgrounds can thrive and succeed by being themselves in the workplace.
- **Holistic Employee Well-being** – Coming out of COVID and lack of physical connect led to increased anxiety and stress among the employees. To provide all the required support, we focused on providing 360-degree well-being solutions – physical, mental, social and financial for all employees and their family members.

There were lot of challenges which we faced as a team. Employees resisted the adoption of new technologies due to a lack of understanding and fear of job loss. Skill gaps arose with digitalization, requiring training across functions. Stigma around mental health persisted despite organizational focus. Increased tech investment heightened the cost pressures, necessitating cost-effective solutions. Challenges in internal communication included fragmentation across different locations & departments, information overload leading to missed messages, engaging employees amidst challenges, and difficulty establishing effective feedback mechanisms.

Above strategies resulted in implementing a centralized communication platform, providing regular leadership updates, fostering two-way communication channels through technology. Addressing these challenges and adopting successful approaches boosted employee engagement and satisfaction. Standardization was vital across diverse locations. We navigated these challenges while aligning with business needs and driving organizational change.

Over the last 3 years, significant improvement was observed in the Annual Great Place to Work® employee engagement survey score, employee productivity, gradual reduction in the employee turn-over rate, and increased women gender representation in the organization.



Essentials of Communication Cascade to an engaged organization

A pioneer of Interventional Cardiology device Industry in India and Co-founder of countries leading medical device enterprise Translumina.Therapeutics .Punita Sharma Arora is a first generation entrepreneur has made her country proud with a globally recognized medical device manufacturing Enterprise that is committed to innovation and affordability in delivering World class devices to patients in India and globally.

In the era of Gen X, Y, and Z, the essentials and impact of effective internal communication play a more vital role than ever in organizational development and engaging employees. Internal communication binds the entire organization together and removes the possibility of silos if cascaded effectively and consistently. It's easier said than done; actual communication and its strategic formation take time to build trust, believability in transparency, and, importantly, continuity and consistency – which is a challenge in itself.

While we are all aware of the merits of internal communication, it significantly contributes to employees' career development and boosts morale. However, there are many challenges. Building a strong human resource function with a Speak Up culture, complexities of performance evaluation, and effectively communicating less motivating news are just a few.

While everyone talks about effective internal communication and its impact, it's also important to reflect on the challenges it comes with. Navigating the labyrinth of internal communications is no easy feat. It's like assembling a puzzle, but you're not always sure if you have all the pieces.

Some of the challenges I've faced include:

Lack of clarity and consistency, as well as measuring the cascade's impact on a regular basis. Messages may not be clearly articulated or may be interpreted differently by different individuals or departments, leading to confusion and misunderstandings. One catalyst I observed was message leakage if the cascade is through individuals or functions. Another example was who delivers the communication and how—face-to-face versus virtual, i.e., remote team versus team in the office, with connectivity and technology barriers.

Information overload: Employees may be bombarded with an overwhelming amount of information, making it difficult to prioritize and retain important messages.

Hierarchy and silos: Hierarchical structures and departmental silos can hinder communication flow, leading to a lack of transparency and collaboration.



Punita Sharma Arora

*Managing Partner
Translumina Therapeutics
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Language and cultural barriers: In diverse workplaces, these barriers can impede effective communication, leading to misunderstandings or conflicts.

Resistance to change: Employees may resist adopting new communication tools or processes, especially if they perceive them as unnecessary or disruptive.

Over-reliance on email: While common, email can lead to information overload and lack of immediacy.

Lack of feedback mechanisms: Without proper channels, employees may feel unheard or undervalued.

Addressing these challenges requires a proactive approach and an effective, highly accountable Human Resource function supported by capable communications leadership and senior leadership. Strategies for the "next-normal" times include:

- Utilizing multiple communication channels.
- Encouraging two-way communication.
- Providing regular updates.
- Promoting a Speak Up culture and inclusive mindset.
- Adapting communication strategies as needed.
- Celebrating milestones.

Implementing these strategic points, being cognizant of potential derailers, and maintaining a consistent communication plan can strengthen internal communication, foster collaboration, and achieve objectives even in challenging times.



Syncing Spaces

Co-Working Communication in the New Era

Nikhil, along with his other partners, co-founded The Office Pass (TOP) 7 years back. Today with 13 offices under its belt, the company boasts of being the largest flexi space provider in Delhi NCR. Prior to starting his entrepreneurial journey Nikhil spent around 8 years leading a couple of verticals at Makaan.com (online real estate discovery platform). He is a typical Punjabi foodie and lives by a simple motto - Work Hard, Party Harder.

Internal Communication is the platform on which the success and well-being of an organization lie. It is an indispensable element that influences every aspect of an organization and impacts its bottom line. Indeed, the significant impact of effective internal communication is something we all acknowledge, as it serves as the mainstay for countless aspects of organizational operations, enhanced team collaborations and cohesion for smooth functioning.

In this next normal era; businesses across the globe are being driven by remote, hybrid, hub & spoke and flexible work models coupled with digital transformation. Thereby, realizing its relevance, businesses are putting greater emphasis on internal communication channels to exploit their benefits to the optimum. Since, employees' face-to-face interactions have minimized and their locations have got scattered so it is a herculean task for the organizations to keep their work force well informed and involved as it is paramount for their high morale and engagement.

No doubt, regular and transparent communication ensures clarity of goals and objectives, encourages exchange of ideas and feedback, addresses concerns and all these at the end result in greater employee satisfaction and retention. However, to disseminate information internally by keeping the essence of the message in tact may pose challenge for any organization in this post pandemic era.

Here, I would like to share that, we at The Office Pass (TOP) foresaw this challenge as soon as we started our journey which was way before the COVID times. Thereby, effective internal communication, which is the new normal now, has always been an integral part of our Co-working spaces because apart from our employees we have to regularly communicate with our members as well at our diverse offices.

Needless to say, to communicate with and manage effectively such a heterogeneous population of customers with dissimilar values, ethos, and cultures is indeed a continuous daunting activity that fortunately we have been able to seamlessly execute with the help of effective internal communication tools and techniques which we had been clear and vocal about from the Day 1 of our operations.



Nikhil Madan

Co-founder
The Office Pass (TOP)



In order to achieve the goals of effective communication, break the barriers and weave the businesses of such diverse backgrounds and ever evolving expectations into a fabric of TOP's community, we vehemently relied on basic yet effective internal communication practices:

- Strong leadership communications
- Keeping our focus on direct customer communications
- Hybrid work communication
- Excellent internal marketing
- Virtual team building
- Prioritizing customer sentiments, and
- In being Authentic and Transparent

The above techniques have immensely benefitted us to not only build a strong team but also to enhance our member's experience and bond well with them irrespective of their varied locations, cultures and interests. So, this Next Normal though not new for us has validated what we envisaged way before the 2020 about how and why the effective internal communication will be the cornerstone for the success of our business.



Bridging the Silence

A Tale of Overcoming Internal Communication Challenges in the New Normal Era

As a seasoned professional, Amit leads Business Growth & Client Engagement at NeoSynapses. While his heart lies in facilitating sessions, his focus lies in understanding their key learning agendas and designing interactive business-led behavioural training that engages participants and delivers measurable results.

He works closely with clients to understand their needs and develop customized training programs that meet their specific requirements and; believes in building strong relationships by delivering high-quality services that exceed their expectations.

As a director, he is responsible for running the organization and managing the critical aspects of the business including P&L and revenue streams. He collaborates with external partners to deliver a range of training programs that meet the needs of our clients.

In the dynamic city of Mumbai, the corporate world was bustling with life, but within the walls of one particular office tower, an unsettling silence lingered.

Melvin Technologies (Name changed), renowned for its innovative projects and dynamic workforce, found itself grappling with an unexpected adversary in the wake of the new normal era - internal communication challenges.

As the pandemic forced the world into remote work, the once vibrant office space of Melvin Technologies transformed into virtual cubicles scattered across the digital landscape. While emails flooded inboxes and video conferences became the norm, something crucial seemed lost in translation. Employees felt disconnected, ideas failed to spark, and productivity dwindled.

CEO Mohan Das recognized the pressing need to address these communication woes before they eroded the company's foundation. With determination in his heart and a vision for change, Mohan assembled a task force comprising representatives from different departments, each echoing the same sentiment - the need for effective internal communication.

The task force began its journey by conducting thorough research, delving into the intricacies of remote communication and the challenges it posed. They identified a myriad of issues - from misinterpretation of tone in emails to the lack of informal interactions that often birthed innovation.

First on the agenda was the introduction of a unified communication platform tailored to the company's needs. Through this platform, employees could seamlessly collaborate, share ideas, and engage in real-time discussions regardless of their physical location. To combat the monotony of virtual meetings, the task force advocated for the incorporation of interactive elements such as polls, breakout sessions, and virtual team-building activities.



Amit Sond

*Director- Business Growth
& Client Engagement
NeoSynapses*



However, technology alone couldn't remedy the deeper-rooted issue of disconnect among employees. Recognizing the importance of fostering a sense of community, the task force devised initiatives to recreate the camaraderie of the office environment. They organized virtual coffee breaks, where colleagues could unwind and engage in light-hearted banter, and launched mentorship programs to facilitate cross-departmental relationships.

Yet, the most pivotal aspect of their strategy lay in fostering transparent communication channels. Mohan spearheaded the implementation of regular town hall meetings, where employees were encouraged to voice their concerns and ideas openly.

Over time, the efforts of the task force bore fruit as the once-muted corridors of Melvin Technologies resonated with the hum of vibrant discourse. Employees felt reinvigorated, their creative juices flowing freely once more. Projects gained momentum, deadlines were met with ease, and a renewed sense of unity permeated throughout the organization.

The paradigm shift of internal communication within the organizations has never been this massive since the 'the New Normal' era. As workplaces grapple with significant flux, heightened attrition rates, and the adoption of hybrid working models, the parameters of communication have been redefined. These issues on the other hand have forced a basic shift in how companies manage their staff and how they develop organizations with great working environments.

The abrupt change to remote or hybrid working models have put to test the traditional communication way, thus causing poor alignment and disengagement among employees with isolation feelings as side effects. Many businesses today find it difficult to keep the sense of being 'together' and of 'connectedness' in workplaces of growing numbers of remote workers.

However, amidst these challenges, organizations have devised effective strategies and best practices to enhance internal communication and achieve their objectives in the 'next-normal' era. The use of digital tools and platforms for instance has proven to be very important in reducing the distance between distributed teams and ensuring cohesive communication.

Through the utilization of innovative tactics, the empowerment of employees, and the support of a culture of open communication and harshness, organizations can muddle passed these murky waters with a resolute head and evolve into tougher entities than their previous selves.

We as human beings have evolved through challenging time and will keep evolving in the future as well. The key here is adapting to change, question the status quo and finding newer and more engaging ways to communicate.



Internal Communication

Building Bridges, Not Walls

She is committed to help organizations in creating value through responsible & sustainable business practices, and strong advocate for Circularity, Climate Action, Net Zero, Social Responsibility and inclusive associations placing people and the planet at the core. Passionate about awareness around mental health/wellbeing, and women empowerment. Recipient of awards such as 'Woman Power Entrepreneur of the Year 2023', 'Iconic Women Creating a Better World for All' and 'Women Entrepreneur of the Year 2019.'

Let's be honest, the shift to a hybrid work model threw everyone a curveball. Suddenly, keeping our team informed, engaged, and feeling like part of something bigger felt like navigating a communication jungle. But here's the thing – we emerged stronger, and I want to share the battle cries (well, maybe more like collaborative cheers) that helped us win.

The Foes We Faced: Information Silos and Misunderstandings

Imagine whispers echoing through a dense forest – that's what communication felt like with a scattered team. Traditional methods like company-wide emails seemed to get lost in the digital undergrowth. We worried about information silos forming, leading to confusion and a feeling of disconnection amongst employees.

Building Bridges of Transparency

Transparency became our machete, hacking away at the information jungle. We launched a central communication platform – think of it as a virtual watering hole where everyone could gather for company updates, news, and even fun team announcements. Our leadership team shed their metaphorical briefcases and embraced a more open style, hosting regular video Q&A sessions to answer questions and foster real conversations.

Empowering the Tribe: Voices Heard, Ideas Shared

We all know the frustration of feeling unheard. That's why we made employee feedback a priority. We set up anonymous surveys and online forums to gather honest opinions and suggestions. Think of it as a campfire where everyone could share their thoughts and ideas. We also encouraged open communication across all levels, like company-wide discussions and virtual team-building games (think escape rooms, but without the actual escape room... usually). This not only strengthened collaboration but also helped us identify and nip potential problems in the bud before they could become roaring fires.



Sanchita Gairola Mishra

Co-Founder and Director - Vision360
Management Consulting and Founding
Trustee - Bodhi Foundation

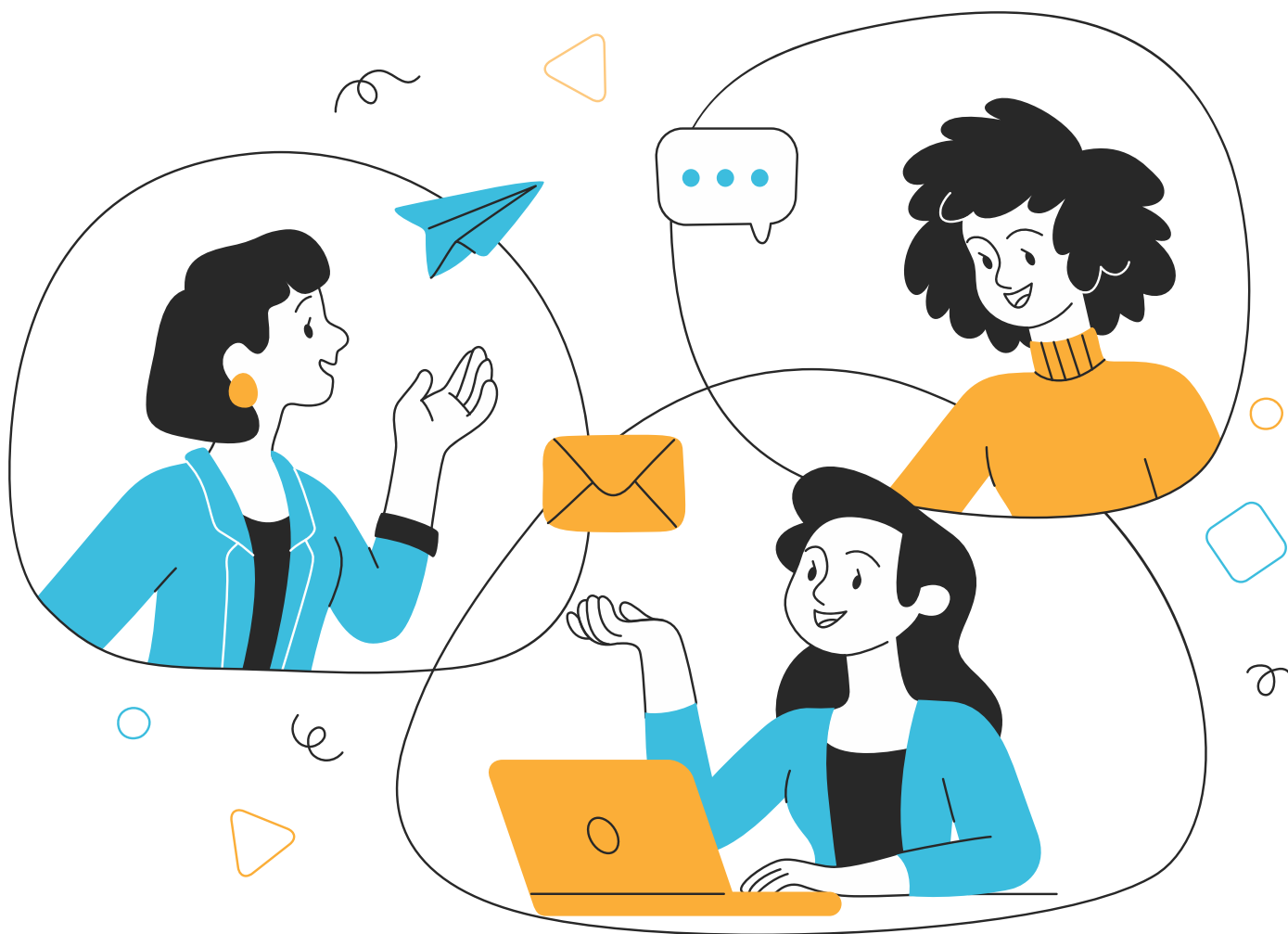


The Triumph: A Connected and Thriving Team

By prioritizing transparency and giving everyone a voice, we saw a real boost in collaboration and morale. Our communication platform blossomed into a thriving online community where knowledge flowed freely and a strong sense of "we're in this together" took root. Open communication also led to faster problem-solving and better decision-making, which ultimately fueled our company's growth.

The Lesson Learned?

Communication in the "next normal" requires agility and a focus on building trust. By embracing transparency, open communication, and the power of employee voices, we can build a more engaged and high-performing team, no matter where everyone sits (or stands at their kitchen counter!).



Beyond the Boss

Building a Symphony of Strengths

I am passionate about sustainability and empowering women. I hold a B.Sc in Interior Design from Amity University Noida and have received a Gold Medal and recognition for my thesis on Green Interiors. My work in luxury interior design projects for residential, commercial, and hospitality sectors in different Indian cities has earned me recognition, including being on the Forbes 45 under 45 list and the National Excellence Summit Award.

The call to contribute to this newsletter found me at an inflection point. Leading KA Design has been a fascinating journey, one that began with youthful exuberance and a family by my side. Launching was a breeze, fueled by fresh ideas and a thirst for innovation. However, scaling proved to be the true test. Guiding a burgeoning team felt akin to shouldering an ever-growing weight.

Our initial expansion was, to be frank, messy. We welcomed new faces, some of whom wouldn't stay the course. This crucible period forced introspection. Difficult decisions, such as hiring and letting go of individuals, became my unwelcome companions. It's a responsibility one cannot take lightly, irrespective of an employee's tenure. After all, humans connect. Beyond being workers, they possess aspirations, personalities, strengths, and vulnerabilities. This human element added fuel to the anxiety fire – how would my choices affect their lives?

Through trial and error, I stumbled upon an equilibrium that fostered employee retention and significant growth. In smaller, close-knit environments, where leadership and employees often share the same workspace, clarity of purpose reigns supreme. Forget the boss archetype; imagine yourself as a one-day leader of your nation. What singular policy would you implement? What pinnacle achievement would you strive for? A clear vision, regardless of its perceived distance or elusiveness, should be your daily mantra.

I relentlessly communicate KA Design's core principles – sustainability and excellence – to my team. Together, we define shared goals and intentions, ensuring everyone grasps our collective mission. This reframes their work experience. It's no longer about clock-watching; it's about aligning individual passions with our overarching purpose. Effective communication is vital, so I take the time to understand each team member's strengths, be it creativity or communication prowess. It's about forging personal connections and fostering an environment where everyone feels valued and empowered to contribute their best.

The human connections that propel KA Design forward will never be forgotten. I remain deeply appreciative of what we've achieved and continually awestruck by our progress. And to my dedicated team, my deepest gratitude. Finally, to DMA, thank you for this platform. It's been an immense privilege to be part of your awards ceremony, surrounded by remarkable women who share an unwavering passion for their work.



Karishma Kakoti

*CEO and Founder
KA Group of Companies*



Unlocking the Power of Effective Internal Communication

Tushar is working as a Senior Manager with Jubilant Foodworks, and is a part of the Talent Center of Excellence, where he is responsible for the HR Projects, Organisation Design and is also the Diversity, Equity and Inclusion lead for the organisation

Internal communications have changed the dynamics of the workplace and brought organisations, especially the ones that run a distributed ecosystem, closer than ever. Organisations that are built on the pillars of effective internal communications tend to have more engaged workforce as it increases the employees' awareness of the company's strategies, plans and policies. With an effective feedback loop, organisations have an opportunity to hear back suggestions from employees and thus fully utilise the collective experience of all its employees.

Effective internal communication not only leads to more engaged employees, but it also has a direct impact on the well-being and productivity of the employees. The interplay is even more profound post pandemic with Hybrid working becoming a way of life for organisations. According to a recent McKinsey study, organisations with clearer communication mechanisms are seeing benefits to employee well-being and productivity. Employees who feel included & addressed to in communications are nearly five times more likely to report increased productivity. In such an ecosystem, where we are redefining the ways of working nearly every day, organisations need to ensure there the channels of internal communications are established and utilised effectively to ensure that the right information reaches the right audience, at the right time. Regular and transparent communication has helped organisations build trust with employees which again directly leads to improved engagement, increased retentions, and improved productivity.

While most organisations now realise the importance of having an effective internal communications channel, there is still a huge potential in improving communications within organisations. On an average, an employee spends an ~28% of the workweek managing their emails and nearly 20% of the time looking for internal information. But when companies use internal communication channels effectively, messages become content and can reduce a great amount of time the employees spend searching for relevant company information, which in turn again positively impacts the engagement and productivity.



Tushar Saraswat

Senior Manager - Talent Centre
of Excellence & DEI,
Jubilant Foodworks Ltd



Effective Internal Communication The Gamechanger!

Chhavi is a senior financial services professional with over 20 years experience in NRI Banking, Wealth Management and Private Banking with Citibank, Societe Generale Private Banking, American Express Bank, Standard Chartered Private Bank, Axis Bank. She is now a woman entrepreneur and Founded "Global Indian Solutions" – India's 1st integrated Solutions provider for NRIs seeking assistance in managing their Indian assets.

She is an Independent Director on the board of Shyam Telecom Limited and Globus Power Generation Limited. She has been the Managing Committee Member and Chairperson, Finance Committee, Delhi Management Association from 2022. She has won the prestigious "DMA All India Women Entrepreneurs Award 2020" as well as was amongst the Equalifi "Top Women in Finance 2023".

"Communication – the human connection is the key to personal and career success"

– Paul J Meyer

Effective internal communication is the backbone of any successful organization. As the pace of business is always rapidly moving, it enables teams to collaborate, align their efforts, and achieve common goals. Investing in good internal communication yields numerous benefits for organizations, including improved collaboration, increased employee engagement, enhanced morale, efficient change management, and a culture of innovation and knowledge sharing. There is no substitute for good communication skills in the workplace or life in general.

These critical skills lead to personal and career success at all stages in life.

It may seem obvious, especially if you have ever worked in an environment with bad communication patterns!

Statistics also demonstrate the importance of effective communication:

- 86% of executives and employees in a Salesforce survey cited lack of effective team communication as the cause for failed projects.
- On the other hand, a McKinsey survey shows that good communication leads to a **20-25% productivity boost**

Some of the benefits that arise from fostering good internal communication within a company are:

Improved Collaboration and Teamwork

Seamless exchange of information ensures that relevant information reaches the right people at the right time, facilitating effective teamwork and collaboration resulting in increased productivity.

- **Enhanced problem solving** - When teams communicate effectively, they can openly discuss challenges, brainstorm ideas, and find innovative solutions together.



Chhavi Prabhakar

Chairperson Finance Committee
DMA

Founder & CEO,
Global Indian Solutions



Increased Employee Engagement

Good internal communication fosters a transparent and open culture where employees feel a sense of belonging, valued and informed about company goals, updates, and changes, sense of belonging

- **Opportunities for feedback** - Effective communication channels provide employees with opportunities to voice their opinions, share suggestions, and contribute to decision-making processes, leading to higher engagement levels.

Enhanced Employee Morale and Satisfaction

When internal communication is strong, employees have a clear understanding of their roles, responsibilities, and organizational objectives. This clarity enhances job satisfaction and motivates employees to perform at their best.

- **Recognition and appreciation** - Regular communication allows for timely recognition and appreciation of employee achievements, boosting morale and overall job satisfaction.
- **Reduced conflicts and misunderstandings** - Open communication channels minimize misunderstandings and conflicts by promoting effective dialogue and resolving issues proactively, leading to a more harmonious work environment.

Efficient Change Management

Clear and consistent internal communication enables organizations to manage and communicate changes seamlessly, ensuring clarity smooth transitions and minimizing resistance.

- **Employee buy-in and support:** Effective internal communication encourages employee involvement in change in processes, fostering their understanding and support for organizational initiatives

Innovation and Knowledge Sharing

Strong internal communication channels facilitate idea generation, exchange of ideas, enabling innovation and continuous improvement within the organization therefore encouraging learning and growth.

- **Cross-departmental collaboration:** Effective internal communication breaks down silos, allowing different departments to collaborate, share insights, and leverage diverse expertise for better outcomes.

By prioritizing effective internal communication, organizations can create a strong foundation for success and achieve their objectives more efficiently. Positive communication matters more than we realize in interpersonal and business success.

Employees need to know you care before you care what they know!



Mastering the Art of Communication

Strategies for Success in the Modern Workplace

Mayur Chaturvedi has over two decades of rich Total Rewards experiences in Asia Pac, and have worked in various FMCG and Healthcare industries. He has a flair for designing and implementing innovative HR strategies and interventions for accelerated growth of the organisation. In his current role at Zimmer Biomet, he provides total rewards COE partnership to Asia Pacific leaders along with leading HRIS vertical for the region supporting more than 4000 employees. Before Zimmer Biomet, Mayur was associated with Philips, PepsiCo, SAB Miller and Tata Tea Limited in various progressing HR roles.

Imagine this scenario: You're in a meeting, striving to convey a crucial point, but your words seem to vanish into the air of the conference room. Your audience stares back at you, resembling a perplexed flock of seagulls attempting to decipher a cryptic breadcrumb trail. Sound familiar? We've all been there. The struggle to communicate effectively can feel like teaching calculus to a goldfish—a futile exercise in frustration.

My attempt here is to draw your attention to something that should be simple: expressing a message clearly so that it resonates with the receiver. Yet, we all grapple with this challenge, be it in our personal or professional lives.

But why does effective communication often elude us in the professional setting?

- **Information Overload:** Colleagues may feel overwhelmed by the sheer volume of information they receive, causing important messages to get lost in the noise.
- **Lack of Feedback Channels:** Without effective feedback mechanisms, team members may feel disconnected from the organization's decision-making process, leading to disengagement.
- **Poor Communication Channels:** Outdated or inefficient communication tools can hinder the flow of information and lead to misunderstandings.
- **Cultural and Language Barriers:** In multicultural workplaces, differences in communication styles and languages can impede effective communication.
- **Remote Work Challenges:** With the rise of remote work, maintaining effective communication among dispersed teams can be challenging.



Mayur Chaturvedi

*Director, Total Rewards Asia Pacific
and HRD SEA and South Asia
Zimmer Biomet*



So, what can we do about it? While nothing revolutionary, implementing some effective strategies and best practices can make a significant difference:

- **Clear Communication Objectives:** Define clear objectives for internal communication efforts to ensure messages are targeted and relevant.
- **Use of Multiple Channels:** Utilize a variety of communication channels such as email, intranet, instant messaging, and video conferencing to reach employees effectively.
- **Regular Feedback Mechanisms:** Establish regular feedback mechanisms such as surveys, suggestion boxes, or town hall meetings to gather input from employees and address their concerns.
- **Training and Education:** Provide training on effective communication strategies and cultural sensitivity to bridge communication gaps.
- **Embrace Technology:** Leverage technology tools like collaboration platforms, project management software, and virtual meeting tools to facilitate communication and collaboration among remote teams.

Success Stories

- **Improved Employee Engagement:** By implementing regular feedback mechanisms and using collaborative tools, the organization saw a significant increase in employee engagement scores, leading to higher productivity and lower turnover rates.
- **Streamlined Communication Processes:** The organization revamped its internal communication strategy by adopting a centralized communication platform, resulting in streamlined processes and faster decision-making.
- **Cultural Integration:** After conducting cultural sensitivity training sessions, the organization witnessed improved communication and collaboration among its diverse workforce, leading to better teamwork and innovation.
- **Remote Work Adaptation:** In response to the shift to remote work, we implemented virtual team-building activities and regular check-ins, fostering a sense of connectedness among remote employees and maintaining high levels of productivity.

These strategies and success stories underscore the importance of effective internal communication in achieving organizational objectives, especially in the "next-normal" era characterized by remote work and digital transformation.



Is your Internal Communications Approach Ready for the New Normal?

Sunami has nearly 12 years of experience across internal communications, social media, and content strategy. She is passionate about social media and digital communications. When not working, she enjoys travelling and blogging about her escapades on Instagram as @hungrytrotter

An informed and engaged workforce can be an organisation's most valuable asset. Not only are they better aligned to the organisation's goals driving business success, but they can also be powerful advocates for your brand both internally and externally. And Internal Communications holds the key to unlocking these positive outcomes for the organisation- one of the reasons why it has increasingly started holding a seat at the executive table.

But today's digital and dynamic business landscape, geographically dispersed employees, shrinking attention spans are challenges that are compelling communicators to reimagine the way they connect and engage with employees. Here are five factors to consider while crafting your internal communications strategy.

- **Mobile-first approach:** There has been a massive shift in the way we consume information- it's instantaneous and real-time and internal communications should be no exception. Add to this the post-pandemic business model of hybrid working which makes accessibility key. A mobile-friendly app that enables two-way communication as well as ease of sharing content both internally and externally on social media is ideal. But some low-hanging fruits that are easier to implement would be ensuring your emails and newsletters are optimised for mobile. WhatsApp is a great platform to reinforce messaging if your organisation policies permit it. At Vistara, given a majority of the workforce is distributed across airports and with cabin crew and cockpit crew primarily on-the-go, WhatsApp has emerged as a helpful tool in disseminating key messages.
- **Executive communications:** I cannot emphasise enough on the importance of timely and authentic messaging from the leadership. Both aspects are crucial- maintaining a steady cadence (For example, a note from the CEO every Friday or once a month) as well as simple, honest messaging rather than something jargonish. What has worked well for us at Vistara is a monthly bite-sized video series from the CEO recapping the key updates of the month.



Sunami Paigankar

Senior Manager
Integrated Communications
Vistara - TATA SIA Airlines



- **Crisis communications:** Internal communications could potentially be the difference between abating or suffering a crisis. Misinformation can spread quickly, impacting the reputation of the organisation and in such scenarios consistent, straightforward, transparent messaging is critical in helping employees stay well-informed. A crisis communications plan and perhaps even pre-composed messages for certain crisis scenarios can help you stay prepared and be more agile once the crisis hits.
- **Social media communications:** The lines between internal and external communications are blurring. Today, employees possibly consume as much information about the organisation on social media as they do on internal channels if not more. Hence, internal and external messages should be well-aligned and cohesive. Employees can also be encouraged to share positive highlights of the organisation on their personal social media handles which help strengthen equity for the brand.
- **Snackable content:** When was the last time you had a tech-free hour sans mindless scrolling on social media, no email or messaging notifications? Technology and digital devices have altered the way we consume information making it difficult to concentrate for a considerable length of time. Precisely why content needs to be crisp and compelling to be able to draw the employee in and drive home the message quickly and effectively. Infographics, short-format videos, listicles now constitute the new-normal.



Comic Chronicles

Pooja has an extensive professional background spanning more than two decades, encompassing a diverse array of corporate endeavours across Asia, Europe, and the Middle East. Over the course of her illustrious professional trajectory, she has garnered a multitude of accolades and honours. As the CEO of a speciality consulting firm, she adeptly oversees the domains of Ethics, Governance, and Startups. She is known as the 'Management Guru'.

She has authored two books, 'The Essential Management Handbook', and 'Business Management Comic Series-I', which is the world's first comic book in the business management genre.



Pooja Supahia Bhardwaj

Founder & CEO
Vedarth Consulting Services
Director, Vedarth Academy



Become a DMA Member

Exchange Ideas, Discuss Issues & Collaborate with Management Professionals

Members gain access to knowledge-enhancing seminars, workshops, and conferences at discounted rates, facilitating professional growth and staying up-to-date with management trends. Networking opportunities with industry experts, entrepreneurs, and leaders enable valuable connections and potential collaborations.

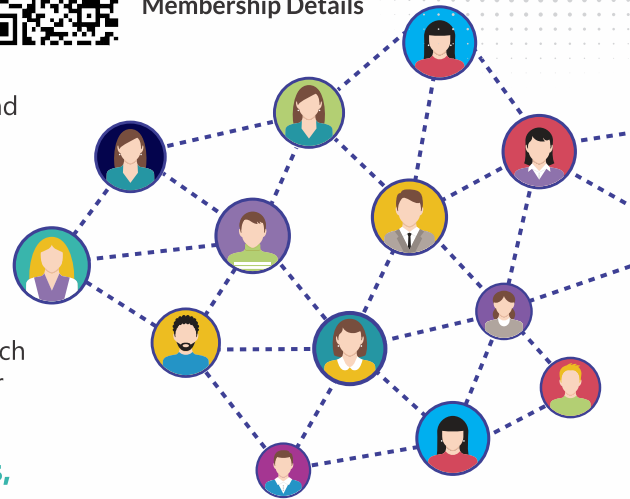
DMA membership enhances professional credibility, showcasing commitment to continuous learning and ethical standards. Access to resources, publications, and a vast management library facilitates research and staying informed. Leadership and volunteer roles within DMA foster leadership skills and contribute to the management community.

Gain access to knowledge sharing conferences, seminars, workshops and flagship events at discounted rates.

A reservoir of management expertise and best practices, DMA implements multiple activities with the support of its Functional Committees. These include industry-relevant seminars and brain-storming sessions on contemporary management issues, round table conferences, monthly professional talks, study projects, management journals, e-newsletters, awards, conclaves conferences, and customized activities for different sectors of the corporate fraternity.



Scan for Membership Details



DMA All India Women Entrepreneurs Awards & Conference 2022



Winners with DMA Managing Committee Members & Speakers



Guest of Honor
Mr. Devesh Sachdev
Founder, MD & CEO
Fusion Micro Finance



Sonu Basin
Family Business Historian
Independent Director,
Business Author Founder and
Editor-in-Chief Families & Business



Latika Thukral
Founder
Iamgurgaon



Anjali Raina
Executive Director
Harvard Business School
India Research Centre
Independent Board Director

Atmanirbhar Bharat National Entrepreneurship Summit



Dr. Yogesh Misra (President) and Dr. Navneet Kumar Sharma (Vice President) along with Rajesh Aggarwal (Secretary, Ministry of Skill Development and Entrepreneurship) facilitating all the entrepreneur for their achievements.

HR Conclave 2022



DMA Management Committee with award winners of 5th DMA-Thomas International Awards for Excellence in Talent Management

Chat & Chai Series



From L to R Rashmi Soni-VP & Head Corporate Communications Tata SIA Airlines, Capt Manisha Puri Author of 'From Sarees to Stripes', Sunil Arora Ex CEC, Anuradha Sharma VP of Delhi Management Association

Women Empowerment



The audience gained powerful lessons from the address by Kamna Gaur on Transcendental Meditation, Meditation, Consciousness & Self Realisation, while the dialogue and discussion with Dr. Anubha Walia Founder Director, Prism Philosophy & Chairperson, ISTD - Delhi Chapter

Corporate Governance



L to R S P Singh Chairman of Ethics and Governance of DMA, Shyamal Ray, ex- GM (Finance), NTPC, Dr. Yogesh Misra, President of DMA and Arvind Kumar

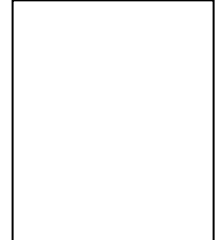


MEMBERSHIP APPLICATION FORM

Category Applied for: ☐ Professional ☐ Life ☐ Student

For more details
<https://dmadelhi.org/join-us/>

Name in full (Surname first):
Date of Birth:
Organisation Name, Designation:
Mailing Address:
Tel No./Mobile: Email:



Academic Qualifications

(Please affix recent passport size photo here)

Recommendation

Declaration

I declare that the particulars given in this application are true and correct to the best of my knowledge and belief.
I agree, when elected as a member of the Association, to abide by the Rules and Regulations of the Delhi Management Association.

Date.....

Applicant's Signature:

UPI or IMPS Tran No /Draft No./ Cheque..... dated..... drawn on.....
for Rs..... in favor of DELHI MANAGEMENT ASSOCIATION.

For Office use only

Recommendations

Membership NoDirector

Date of Enrolment.....Chairman-Membership Development Committee

NEFT Detail

Category	Admission Fee	Annual Subscription	Total With GST
Professional	₹ 500.00	₹ 1,000.00	₹ 1,770.00
Student	—	₹ 500.00	₹ 590.00
Professional - Life Membership (Onetime payment)	₹ 500.00	₹ 10,000.00	₹ 12,390.00
Organisation (Upto 50 employees)	₹ 5,000.00	₹ 5,000.00	₹ 11,800.00
Organization (Over 50 employees)	₹ 7,500.00	₹ 10,000.00	₹ 20,650.00
Patron (More than 100 employees)	—	₹ 20,000.00	₹ 23,600.00
GST @18% Additional			

Name	Delhi Management Association
Beneficiary Address	India Habitat Centre, Core 6A, First Floor, Lodi Road, New Delhi- 110 003
Telephone	011-24649552
Mobile No.	-
Email	info@dmadelhi.org
Beneficiary Bank Name	Indian Overseas Bank
Bank Account No.	140802000000055
Beneficiary Bank Branch & Address	Lok Kala Manch, Lodi Road, New Delhi 110 003
Nature of Account	Current Account
MICR Code	110020046
IFSC Code	IOBA0001498



Please mail filled in form to: info@dmadelhi.org or courier the form to Delhi Management Association, India Habitat Centre, Core 6A, 1st floor, Lodi Road, New Delhi -110003

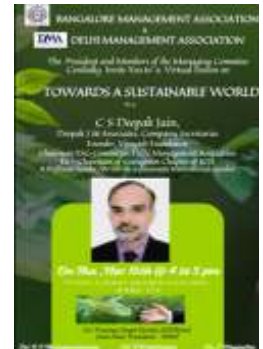


Round-up of Learning & Networking Programs

Towards a Sustainable World

16th November 2023

Delhi Management Association along with Bangalore Management Association organised a webinar on “Towards A Sustainable World” on 16th November 2023, under the leadership of CS Deepak Jain, Chairman DMA ESG Committee. The programme was well appreciated by DMA members.



Speaker CS Deepak Jain

Work Life Balance

18th November 2023

DMA conducted a evening talk on work-life balance in DMA Conference hall on 18th of Nov. 2023. The speakers were CS Deepak Jain company secretary & Shivani Garg. Management & Behavioral training consultant.



Speaker CS Deepak Jain with Speaker Ms. Shivani Garg with all other DMA members

Role of Local Economies

23rd - 24th November 2023

DMA ESG Committee was the Theme Partner of GRIHA Summit on sustainability being organised by GRIHA Council (promoted by TERI) on 23rd & 24th November, 2023 at IHC, New Delhi. CS Deepak Jain was one of the speakers on “Role of Local Economies in Sustainable Development”. DMA management committee has identified sustainability as one of the thrust area for its various awareness initiatives.



CS Deepak Jain with other panelists

Sustainability and Convergence: The Future of Corporate Governance Systems

23rd November 2023



Speaker Dr. Supriya Sharma

Delhi Management Association & Doon Business School conducted an online session on sustainability and convergence: The future of corporate governance system. The session was well appreciated by all faculty & students.

Intra College B-Plan Competition

17th November 2023

DMA participated in Institution Innovation Council Rukmini Devi Institute of Advanced studies for intra college B – Plan Competition Mr. Amit Kumar Arya Honorary Secretary DMA was invited as the chief guest for Ideathon 2.0, Phase. DMA commends all teams for their outstanding performance. Which showcased creativity, critical thinking, and a deep understanding of contemporary business dynamics.



Mr. Amit Kumar Arya as a Chief Guest

DMA Signs MoU with BusEXE

9th December 2023

Delhi Management Association is pleased to announce the signing of a memorandum of understanding between Delhi Management Association and BusExe. It would create a document for a series of workshops which would be industry specific. BusExe is a unit of Sukumar Infrastructure Products and Services Pvt. Ltd an ISO 9001-2015 Certified Company. The objective is that the Delhi Management Association along with BusEXE will be a bridge between academia and industry with expertise in the post manufacturing space. This agreement signifies a significant milestone in our collaborative efforts to implementing business models in the post manufacturing space.

Our President Dr Yogesh Misra, Kr. Partha Dhiraj Singha Bose, & other DMA members joined the event, it was well appreciated by all. DMA & BusExe are poised to embark on an exciting journey of collaboration and growth.



MoU Signing event between DMA & BusExe

Session on Navigating the Transition: Excel in Industry

December 2023

EMPI school recently extended an invitation to our Honorary Secretary Amit Kumar Arya to deliver an insightful session on "Navigating the Transition: Excel in Industry." The engagement and enthusiasm displayed by the students was truly remarkable.



Speaker Mr. Amit Kumar Arya (Hony Secretary, DMA)

Session on “From Illness to Wellness to Well-being”

9th January 2024

Under the leadership of Anuradha Sharma, Vice President DMA, we collaborated with The Harvard T.H. Chan School of Public Health India Research Center, and National HRD Network to conduct a session on "Illness to Wellness to Well-being: Views from the C-Suites" led by K Viswanath, Lee Kum Kee Professor of Health Communication at the Harvard T.H.Chan School of Public Health.

The event aimed to discuss how well-being is promoted in companies and the challenges and opportunities in taking an integrated approach to well-being. Prof Vish shared findings from his study with C-Suite leaders followed by a fireside chat with a leading Indian industry leader, Dr. Geeta Kumar.

The event was conducted in New Delhi on Tuesday, January 9, 2024. DMA President Dr. Yogesh Misra, Vice President Ms. Anuradha Sharma & many DMA members attended the session. The session was well appreciated by all.

From Illness to Wellness to Well-being: Views from the C-Suites

K. Viswanath, PhD
Lee Kum Kee Professor of Health Communication,
Harvard T.H. Chan School of Public Health

New Delhi	Mumbai
Tuesday, January 9, 2024	Friday, January 12, 2024
5.30-7PM IST	5.30-7PM IST
RSVP: bit.ly/wellbeingircdel	RSVP: bit.ly/wellbeingircmum

Speaker, K Viswanath



(L-R) Narendera Kumar Gupta, Chhavi Prabakar, Anuradha Sharma, Peter Malik, R.S Dabas & S P Singh attending the session



(L-R) Anuradha Sharma, Vice President, DMA with speakers K Vishwanath and Dr Geeta Kumar



Anuradha Sharma, Vice President DMA along with representatives from The Harvard T.H. Chan School of Public Health India Research Center, Harvard Business School Club of India, The Lakshmi Mittal and Family South Asia Institute, Harvard University and Family South Asia Institute at Harvard University

Session on Reward & Recognition in Public Sector Undertaking(PSUs)

31st January 2024

Delhi Management Association had conducted a webinar on 'Reward & Recognition in Public Sector Undertaking' in association with Benepik. The panellists and speakers came from different organizations of the Public Sector. The webinar provided valuable insights into optimizing employee performance within Public Sector Undertakings. Speakers emphasized the need for tailored reward systems that align with the unique objectives and values of PSUs. By linking rewards to key performance indicators and desired behaviours, PSUs can incentivize innovation, productivity, and collaboration among employees. Moreover, non-monetary rewards such as career development opportunities and public acknowledgment were highlighted as effective tools for fostering employee engagement and loyalty. Participants also delved into the significance of cultivating a culture of appreciation and motivation to drive organizational success.

Furthermore, the webinar highlighted the role of leadership in championing a culture of appreciation and recognition within PSUs. Leaders were encouraged to lead by example and actively promote a culture where employee contributions are valued and celebrated.

In conclusion, the webinar underscored that effective reward and recognition systems are integral to enhancing employee motivation and organizational performance in PSUs. By investing in strategic approaches to reward and recognition, PSUs can unlock the full potential of their workforce and maintain competitiveness in the ever-evolving landscape of the public sector.

The poster is for a webinar titled "Reward & Recognition in Public Sector Undertakings (PSUs) Trends, Patterns & Strategies." It is organized by DMA (Delhi Management Association) in association with Benepik. The date is 31st Jan, 2024, and the time is 3:00 PM - 4:00 PM. Five panelists are listed:

- Mr. Basant Kr. Kullu, GM - HR (Policy & ER), GAIL - Delhi
- Mr. Ashok Kumar Aharwal, GM (Administration), SAIL
- Mr. Debasis Satapathy, CGM-HR, NBCC
- Mr. Saurabh Jain, Founder & CEO, Benepik
- Dr. Yogesh Misra, President-DMA, VP-Thomas Assessments

A call to action at the bottom says "Click on the link in the caption to join."

Dr. Yogesh Misra, President DMA with other panelists.

DMA Global Sustainability Summit

9th February 2024

DMA ESG Committee conducted the "DMA Global Sustainability Summit" on 9th February 2024 at India Habitat Centre, New Delhi from 9:30 a.m. to 6:00 p.m. in association with ICSI and ICMA. The Summit was supported by the Vijayash Foundation (knowledge partner) and NDIM (New Delhi Institute of Management).

CS Deepak Jain chairman DMA ESG Committee was the summit chair. The summit was hosted by Dr. Yogesh Misra & Mr. Amit Arya the president & secretary respectively of DMA. There were more than 25 speakers, who shared their views on sustainability with India & global perspectives, from industry, consulting, senior govt. officers with more than 100 participants. All the participants appreciated the summit and also noted that it was the second big event of the DMA ESG committee after the successful "DMA ESG Conference" on 22nd September, 2023.



Glimpses of DMA Global Sustainability Summit



DMA President Dr. Yogesh Misra with other speakers

DMA Management Development Programme

16th February 2024

DMA has conducted Management Development Program at DMA Conference Hall. the DMA-led Management Development Program at NDIM, featuring Mr. Naveen Kaushik and Dr. Yogesh Misra as keynote speakers, stands as a shining example of the transformative power of education and collaboration in shaping the leaders of tomorrow.

On the 16th of February, 2024, the Delhi Management Association (DMA) organized a highly successful Management Development Program (MDP) at DMA Conference Hall in association with New Delhi Institute of Management (NDIM). The event saw enthusiastic participation from a multitude of students and faculty members from NDIM, marking it as a remarkable occasion for professional development and knowledge enrichment.

the DMA-led Management Development Program at NDIM, featuring Mr. Naveen Kaushik and Dr. Yogesh Misra as keynote speakers, stands as a shining example of the transformative power of education and collaboration in shaping the leaders of tomorrow. the DMA-led Management Development Program at NDIM, featuring Mr. Naveen Kaushik and Dr. Yogesh Misra as keynote speakers, stands as a shining example of the transformative power of education and collaboration in shaping the leaders of tomorrow.



DMA 2nd National Conference: InnovAlting Technology

17th February 2024

DMA has successfully conducted the **2nd National Conference on Artificial Intelligence**, 17th Feb 2024, IHC, Delhi focussing on latest endeavours in Artificial Intelligence including Generative AI. Conference is significance for AI in diverse sectors, including healthcare, finance, education, and technology; shared cutting-edge research findings, discuss emerging trends, and explore practical applications of AI.

The conference will have global speakers from companies like Siemens Healthineers, GGSIPU, NDIM, Nirwana AI, AIEnsured, TestAIing, Kafaal, KPMG, GenZ Solutions, WNS, Accenture, Angnisys, Reso.AI, Selectronic, Gizmore, IRCTC, etc and see participation of large number of delegates comprising of Business Leaders, CXOs, Corporates, Angel Investors & Venture Capitalists, Innovators & Startups, PSUs, Professionals from Govt. and Private Sector Organizations and Academia. The event commenced with an auspicious lamp lighting ceremony by none other than the Honorary **Chief Guest, Dr. Subhash Sarkar, Minister of State of Education**, Government of India along with DMA MC members and esteemed speakers. Dr. Sarkar shared invaluable insights into the government's vision for the advancement of Artificial Intelligence, setting a powerful tone for the conference. Shri Ajay Prakash Sawhney, Former Secretary, Ministry of Electronics & Information Technology, Government of India was our esteemed guest of Honour, while Smt. Kavita Bhatia shared her message and talked about 'India AI mission and Bhashini NTLM, coupled with focussed advancements in Generative AI.



Chief Guest, Dr. Subhash Sarkar, Minister of State for Education, Government of India, Guest of Honour: Dr. Ajay Prakash Swahney, Dr. Yogesh Misra, President Delhi Management Association, Mr. Amit Arya, Secretary Delhi Management Association, Dr. Bindu Kumar, Chairperson NDIM, Ms. Abha Vermani, Deputy Registrar, GGSIPU

Following this inspiring inauguration, **Dr. Yogesh Misra, President** of the Delhi Management Association, and **Dr. Bindu Kumar** Chairperson, NDIM, delivered a warm and insightful welcome address, setting the stage for a day filled with learning and collaboration. Their words resonated with the audience, emphasizing the importance of AI in shaping the future of management and innovation.

This was followed by Panel discussions and Various sessions by esteemed personalities like Rajni Hasija, Abha Vermani, Manish Gupta, Neha Tiwari, Kapil Gupta, Vipul Kocher, Vikram Jeet Singh, Veer Sagar, Prasanto Roy, Abhishek B., Devender Khari, Nishant Goel, Paras Mishra, Shuchi Gupta, Sandeep Kumar, Surekha Wadia, Kishan Raj, Dr. Madhur Arora, and many more...

Adding to the momentum, **Mr. Amit Arya, Hony. Secretary** of the Delhi Management Association took the stage to further extend a hearty welcome to all attendees. His remarks underscored the association's commitment to fostering a vibrant ecosystem for AI enthusiasts and professionals alike.

Miss Shuchi Gupta, WNS and Dr. Madhu Arora, NDIM gave Thank you Note.



Glimpses of 2nd Conference on InnovAlting Technology

The event promises to be a melting pot of ideas, insights, and networking opportunities, bringing together industry leaders, policymakers, and academia to explore the endless possibilities of Artificial Intelligence.

We sincerely thank all esteemed organization for the valuable support like NDIM, Benepik, Nima Foods, Gizmore, GenZ and Kaafal.

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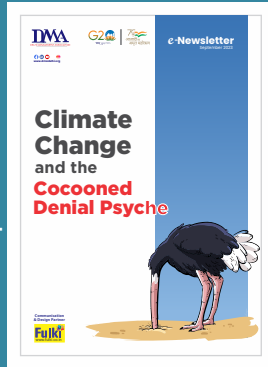
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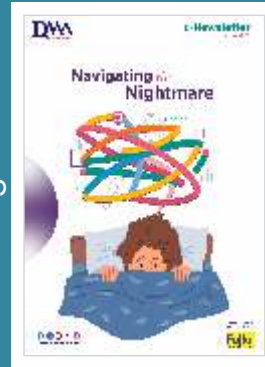
Issue December 2023



Issue September 2023



Issue August 2023



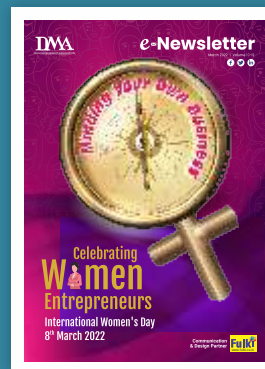
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