

# Healthy Nagarro Initiative

by

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# Contents

7 Project Context

8 Stakeholders

10 Design Process

28 Feedback

29 References

**D**esign and design thinking aren't the same thing and this course did help us realize that in a very different manner by looking at the process and methodology of design thinking. Our fellows were placed into groups of six and were given the challenge to come up with radical yet simplistic ideas towards a healthy Nagarro.

This process was impatient yet enlightning, personal yet collective and tiring yet refreshing. Over the course of two weeks, twelve teams committed towards providing better design solutions to improve the health of Nagarro as a whole including various stakeholders. Each team realized a different problem and came up with a unique solution. As for our team we had our own share of dull and jubilant moments in the process of realizing the problem and going through a process to find the potential solutions.

This report will further shed light on our unique process and solutions. Though this design thinking process is still in its journey and we hope to put forth our solutions in front of Nagarro. Till then, we hope to imbibe this process and look at every problem in a different manner.

Edited by  
Vaibhav Saxena

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# Project Context

In India, chronic diseases are a silent killer. 8% of India's population suffers from diabetes; 25% from hypertension. Furthermore, the prevalence of both conditions is likely to continue increasing in the future given that India's population is aging and urbanizing rapidly and standards of living in the country are improving which tends to be accompanied by an increase in obesity and its associated cardiovascular disease (CVD) risk factors including diabetes and hypertension. The prevalence of these chronic conditions is higher in urban areas where sedentary lifestyles, poor nutrition, and anxiety form the perfect toxic cocktail.

The problem is so widespread globally that in 2011, World Health Organization (WHO) member states signed the Global Action Plan for the Prevention and Control of Noncommunicable Diseases, which aimed to halt the rise of diabetes by 2025 and reduce the prevalence of hypertension by 25% between 2010 and 2025.

Nagarro is a global software development and technology company that provides services for digital disruption to Fortune 500 companies. It has a large workforce in Gurgaon spread across four buildings. The management of the company has decided to launch a 'Healthy Nagarro Initiative' to

be ahead of the curve; to be proactive in ensuring that their employees have the resources to tackle the problem of chronic diseases.

We were tasked with coming up with the ideas for what would the initiative include and how it would be implemented. The firm had in mind that the initiative would help:

- To minimize the number of sick days leading to increased productivity
- To maximize happiness among the workforce
- To build a reputation as a world-class destination for prospective employees
- To show that Nagarro is a brand that cares
- To improve loyalty leading to reduced attrition rates

The employees felt that the initiative should:

- Improve their motivation to come into work everyday
- Reduce their medical expenses
- Increase job satisfaction
- Promote wellbeing
- Focus on quality of life

# Stakeholders

Identifying the stakeholders and the ones whose interests we wanted to prioritize was important. The stakeholders thus identified in the beginning were:

1. Nagarro Employees - This could be further categorized into

a. Senior level executives - These employees were more powerful in terms of decision making, bearing the financial costs of health initiatives

b. Other employees - These would be the vulnerable population as they formed most of the workforce of the company. These comprised engineers, designers, cleaning staff, sanitation staff, HR team, and so on.

2. Nagarro client - They would be affected in case some changes had to be made to the working style of Nagarro.

3. Insurance companies - They would have a role to play in case employee health insurance policies needed to be modified

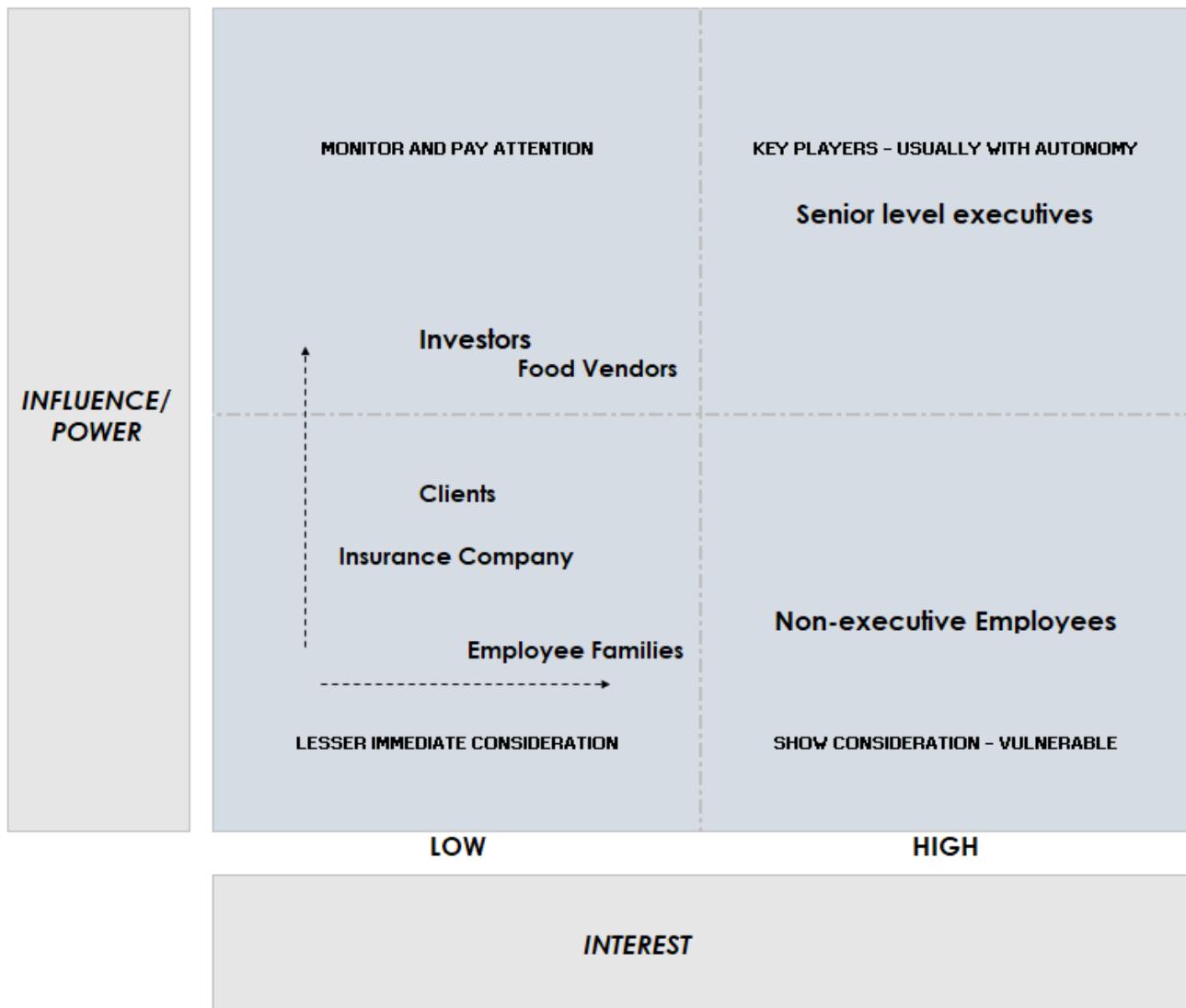
4. Employees' families - The direct impact of ill health of an employee is reflected on their family. A healthy employee could mean a happier family, and vice versa.

5. Food Vendors at Nagarro - Unhealthy food leads to unhealthy bodies and minds. At the beginning of the project, food was one of the key focus areas of our team. However, as the project progressed, this

was deprioritized as the company was taking care of it.

Our team decided to prioritize the concerns of the junior-level employees while designing solutions based on need assessment. This was because the most insights were derived from them. They were more transparent about their issues and concerns than the managerial employees. The latter mostly commented on the plus points rather than the minus.

While the feedback of the executives would definitely be considered, the initial prototypes were made to better suit the non-executive level employees. The rationale was that ultimately, these employees, who formed the majority workforce, whole company would benefit if the health and productivity of the majority of the employees improved.

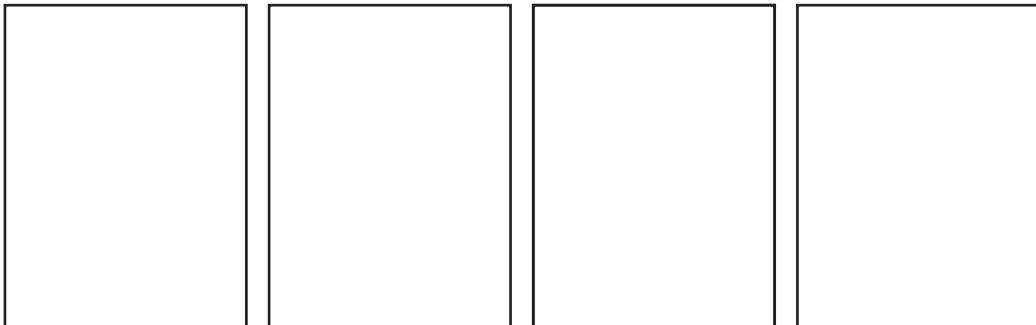


*Stakeholder Analysis Matrix - Nagarro Health Initiative*

# Design Process



**Understand**

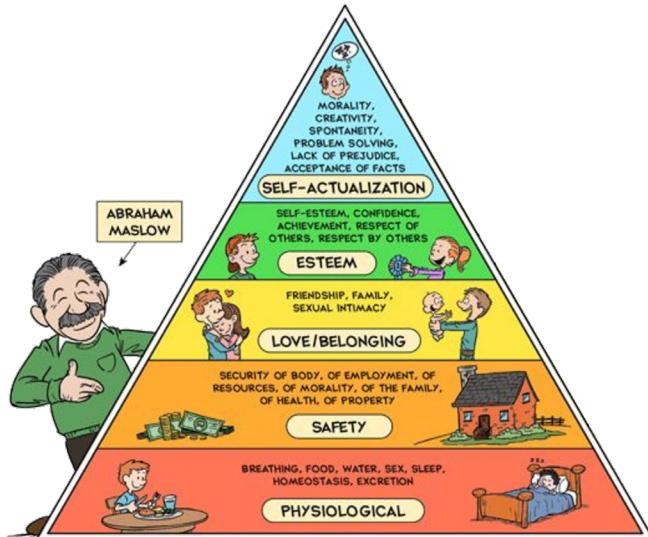


Our approach was to keep the design process revolve around the customer. Which means it starts with human beings and ends with the answers that are tailored to their individual needs. When you understand the people, you are trying to reach, and then design from their perspective, you come up with unusual answers. It is about how you are thinking and what you are doing. It is all about building a deep empathy with the individuals you're designing for. It involves empathizing with the users which helps to understand the beliefs, values, and needs of the user.

To understand the users broadly we thought we can start with understanding the requirements of user's mindset which will provide us with the broader overview of the user's problems and expectations from the solutions. To analyze the situation, we brought famous American psychologist Abraham Maslow theory of psychological needs into the picture of design thinking process.

According to Maslow, if you try to satisfy the needs of one level in the hierarchy without having first met the needs of the prior level, your place in the hierarchy will be unstable. You can't be expected to work well on level 3 if you're not sure of the results of level 2. Lower levels in the hierarchy serve as the foundation for higher levels. If your foundation shakes, then you get pulled back down to a lower level to stabilize your foundation before moving back up the hierarchy.

Maslow's hierarchy can be translated to design, for which the hierarchy from low to high would be functionality, reliability, usability, proficiency and creativity.



*Maslow's hierarchy of needs*

### Functionality:

A design must be able to function before anything else. For example: An MP3 player needs to be able to play, pause, rewind and fast-forward MP3 and other digital audio files in order to be considered an MP3 player. If it can't perform these functions, then the design has failed. Designs that meet only basic functionality needs are considered to be of little to no value. A design is expected to meet basic functionality needs; doing so isn't considered anything special. Characteristics of a website that meets functionality needs might be pages that load in a reasonable amount of time, working links and pages that respond to basic browser buttons like "Back" and "Forward."

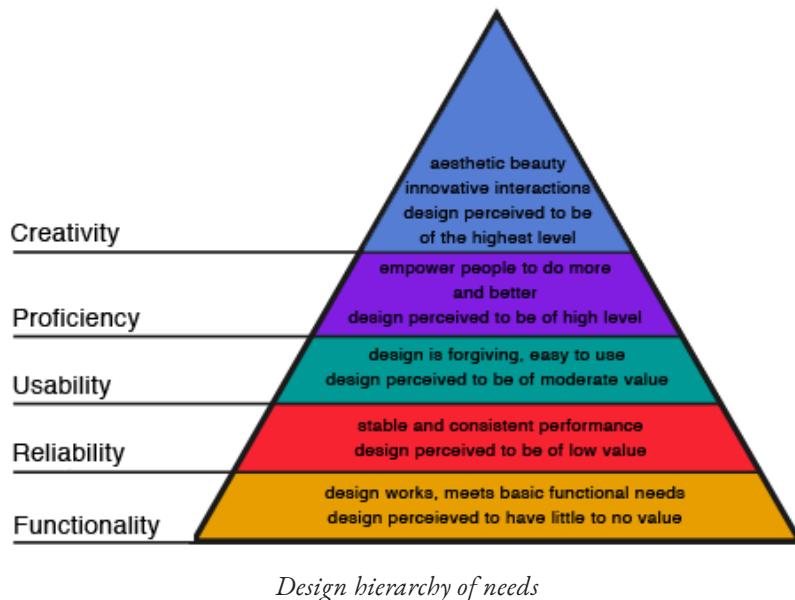
### Reliability:

Once your design has met functional needs, it can move up to the next level in the design hierarchy: reliability. Your design should now offer stable

and consistent performance. It not only works, but works again and again. Designs that meet only reliability needs are perceived to be of low value. Again, we expect the products that we buy to work consistently. A reliable website function consistently. What worked yesterday should work today. When new pages and sections are added, they function just as well as existing pages and sections.

### Usability:

Usability basically means how easily users can accomplish basic tasks. Usable designs are perceived to be of moderate value. We do have some basic expectations of usability, but we recognize that many things don't quite work as we expect or would like. A usable design partly distinguishes your website from those on lower levels. A usable design is something which is easy to understand and use.



### Proficiency:

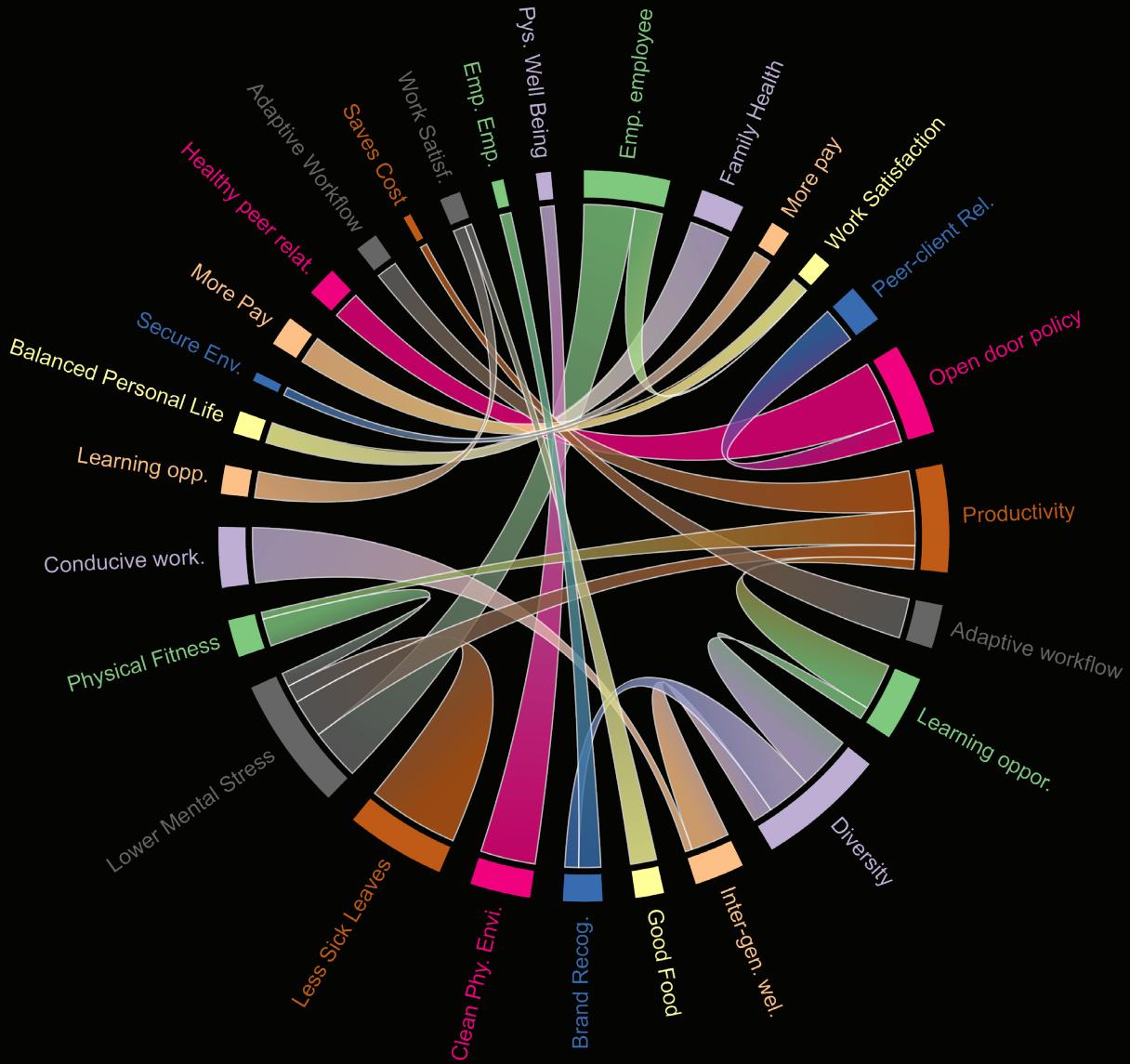
The design should empower people to do more and to do better. Designs regarded as proficient are perceived to function at a high level. A design that allows people to do things not previously possible and to expand on basic functionality is considered to be great. A proficient website might include advanced search options, the ability to combine data from different sources into more sophisticated levels of information and Web-based tools.

Designers create solutions that allow human beings to achieve specific goals in a given context. If we can understand the users' underlying motivation drivers at a micro level, we can inform our practices by resituating those human/user goals and design solutions within the wider Maslowian model to optimize on the solutions we create.

### Creativity:

Once all of the lower-level needs have been met, your design can move on to creative needs. With these met, your design can now interact with people in innovative ways. The design can explore and create things that expand on the product itself. Designs that meet creative needs are perceived to be of the highest level.

Design thinking requires you to think divergently (i.e. think of unique out of the box ideas), to explore different angles because sometimes the actual problem is very different from what it initially looks like. Design thinking follows a double diamond process flow where you go through different stages of the design process where sometimes you diverge and then you converge on some ideas. This thinking model emphasizes more on problem discovery and definition as a basis for coming up with a solution. This model is structured in such a way that it allows for user involvement and feedbacks on different stages of the design process.



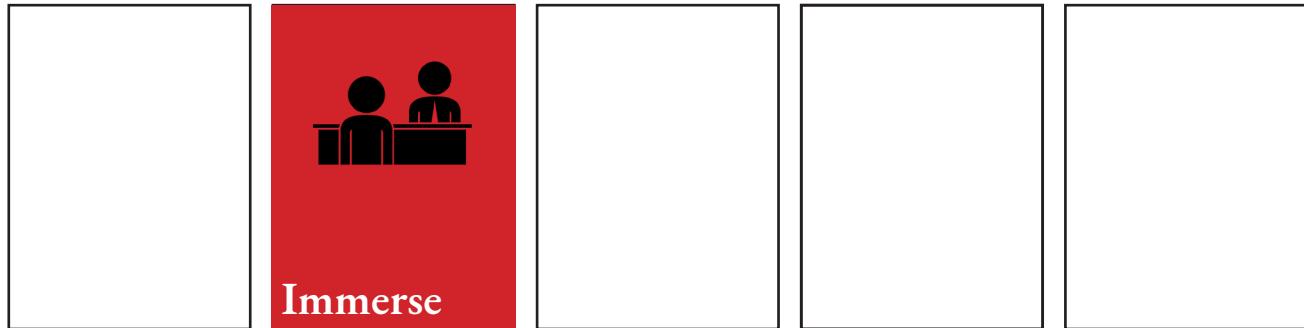
*Relationship diagram between various problems*

One common method of scoping the problem and defining the problem statement is to chart it out into two sections: one where we expand the problem statement by asking “why”, and one where we narrow down the problem statement by asking “how”. Listing the points in the form of a flow chart/tree diagram is one method of representation.

Our team took a slightly different approach. We represented the connections beyond “why” and “how”. We plotted all the potential problems we could come up with around a circle and mapped them to the factors that seemed related.

For example: Lower mental stress, physical fitness and adaptive workflow were thought to directly impact productivity. Each of those issues was also mapped to other factors as deemed relatable.

This helped us group the issues together so we could narrow down our problem statement. Simultaneously, we also used Maslow’s hierarchy of needs to better expand/narrow down and group the focus areas.



After understanding the problem in the first iteration, the next step was to truly immerse ourselves into understanding our users and their surrounding environment. The aim was to learn about their vision, goals, problems, passions, interests and opinions, thus going beyond the given problem statement of healthy nagarro initiative to help with hypertension and diabetes. This would give us an insight into our user such that we could design an appropriate solution for them.

### Methodology

#### Observations:

We had access to their office space and the basement area with the cafeteria and recreation room and could observe the spaces ourselves.

#### Interviews:

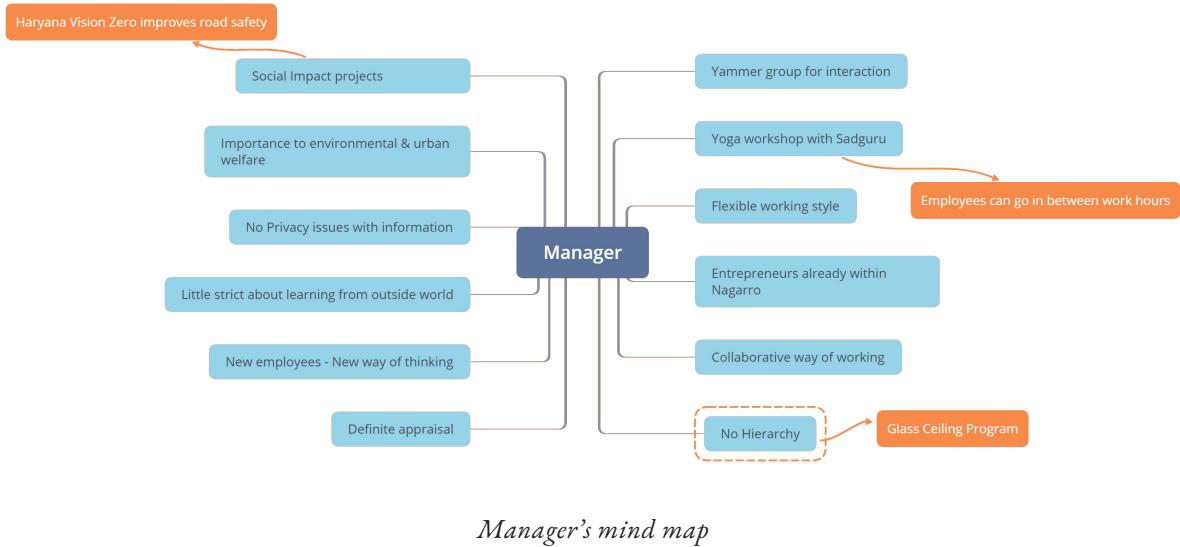
Nagarro employees were called to spare an hour of their time to interview all the teams working on

this project. Each group was assigned 3 employees. The method was to interview them for 20 mins as a group.

The team first drew the user studies grid to understand the extent of our knowledge or assumptions, what questions needed to be asked and what information needed to be validated.

The questions for the interviews were framed accordingly. Lessons from the class were to ask questions organically, go along with the flow, learn about them on a deeper level, and pick up on different verbal and non-verbal cues as the users were being interviewed. We decided to build questions on the base theme of mental health and workplace infrastructure/ spatial issues.

All the teams that were working on the same



*Manager's mind map*

initiative were assigned 3 interviewees for a period of 20 mins each. 1-2 members from other teams were allowed to observe interviews being conducted by other teams if they were not assigned the same person.

As mentioned in the section on stakeholders, we interviewed the following key stakeholders/ users:

1. Senior level Nagarro executive
2. Regular (Non-executive) employee - Engineer, designer, sanitation personnel

On day 1, the team interviewed one senior executive. The management had only positive words for Nagarro whereas other employees different opinions. The managers were satisfied with everything at Nagarro, whether the definite appraisal system, the yammer group (social media platform) for collaboration, the project allocation

system and the CSR activities. However, these seemed more like a marketing or PR pitch. This seemed to be a common experience among all other teams.

Thus, we decided to interview more people. This was achieved by going to the cafeteria and interviewing 3 different groups of people, none of who were managers. The key insights we obtained were as follows:

- There was a tendency among some managers to micro-manage
- The mental health initiatives were very infrequent or inadequate, such as bringing massage chairs or dogs once in few months
- They felt increased pressure or stress as deadlines approached. The clients were given preferential treatment, often at the cost of the team members.
- Some employees also mentioned they would like

Don't know what we know- want to find out	Know that we know- need to validate
<ul style="list-style-type: none"> <li>• Peer relationship</li> <li>• Mental stress levels</li> <li>• Workspace culture</li> <li>• Mental Health Provisions/ infrastructure</li> <li>• Unhealthy competition</li> <li>• Gender ethnic diversity</li> <li>• Ambient temperature</li> </ul>	<ul style="list-style-type: none"> <li>• Food is oily</li> <li>• Company wants their employees to be healthy</li> <li>• No variety in food</li> <li>• No greenery/ fresh air</li> </ul>
Don't know what you don't know	Know we are unsure - have assumptions
?	<ul style="list-style-type: none"> <li>• Do employees prioritize health?</li> <li>• Is mental health surely not taken care of?</li> <li>• Does the work assign match people's interests?</li> </ul>

a space to call their own, to unwind in.

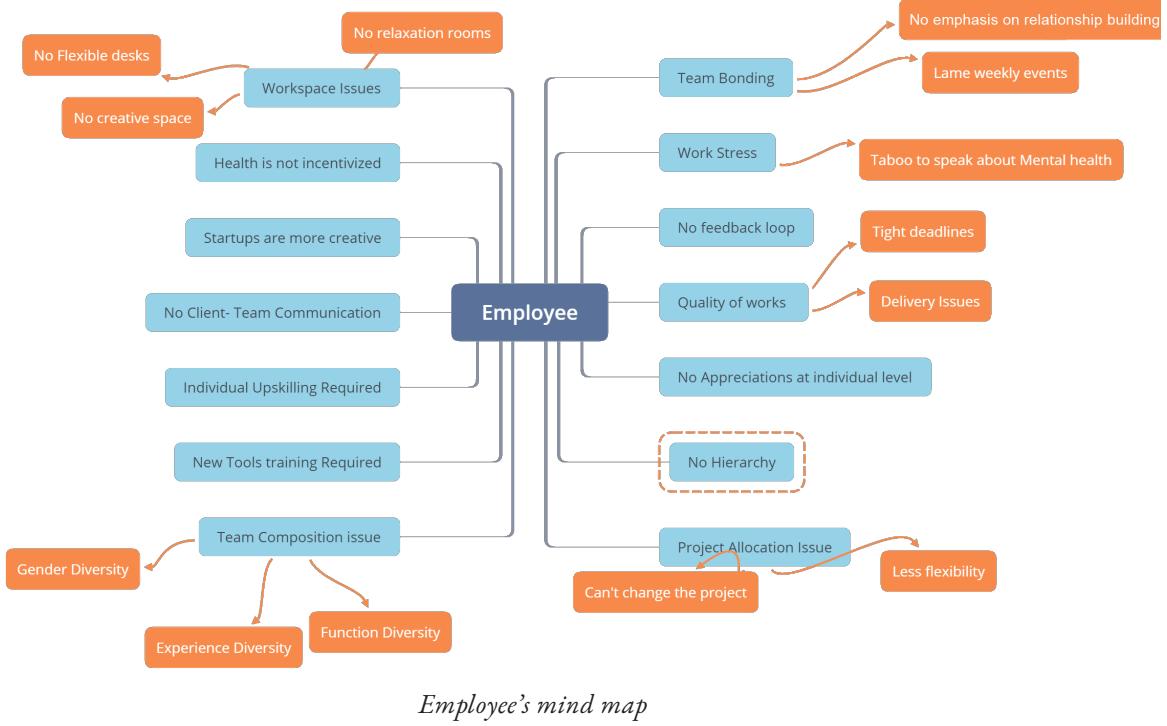
These insights helped us direct our questions better the next day.

On day 2, most teams got the break they were looking for: A Nagarro employee, who was more liberal and individualistic in her thinking, spent time with all the teams to give us honest answers, being transparent and yet not disrespectful. The fact that she is a designer helped us as our team member, Vaibhav, is a designer too. He was able to establish a better connection with her.

There was a very apparent inconsistency in perceptions of the management and that of the employees. Except for one strong plus point that the organization had a flat hierarchy, the other measures and the impact seemed to be misaligned.

The issues that stood out the most were the following:

1. They felt pressurized when they were micromanaged, or when the deadline was near in which case the client was given more importance than the employees. However, there was no direct line of communication with the clients either.
2. These work related stresses and others were not provided for in terms of mental health care. It seemed to be a taboo topic. The employees felt stress gave way to unhealthy habits such as smoking. They felt a lack of a therapeutic place they could unwind in. Some also indicated an interest in group therapy if that was an option.
3. The employees felt the projects they were assigned to did not match their interests or skill sets. This was felt among engineers and designers. Additionally, the designers felt that there was no professional workspace that could be called a design room for themselves or for engineers to



to creatively think.

The above were through interviews. However, we also drew inferences from close observation of the Plot 17 office. These were observations about the infrastructure:

1. There are no green spaces in the office building where one could unwind. In a bustling city with concrete and pollution everywhere, green spaces can be very therapeutic.
2. The workspace was found to be inflexible or not adaptive. The layout with cubicles is one that denotes a flat hierarchy, where senior officials also sit at cubicles like any other employee. However, the infrastructure is fixed. Places such as Facebook headquarters have adaptive workspaces that can be modified or moved around as per an employee's needs, preferences. Inflexible workspaces could seem constricting.
3. Additionally, no standing desks were observed,

whereas they are known to be much more ergonomic than a sitting desk setup.

4. The office consisted of cubicles and meeting rooms. While there is a recreation room with table tennis tables and few swings, there is no space allotted to unwind or rejuvenate, with soothing interiors.



After reviewing all the updated information we had, we decided to revise our problem statement. Most of the teams had proceeded to the ideation and prototype stage whereas we redefined / refined our problem statement. However, the team was enthused about getting closer to the problem. We chose the sticky notes + clustering technique to categorize the problems and get clarity about the problem. 5 categories of problems emerged as a result, as shown in the illustration on the next page:

1. Management - Employee Issues
2. Stress
3. Work issues
4. Team issues
5. Spatial issues

We took time to arrive at a common conclusion

about the problem statement. There was confusion about how to further group these to arrive at an umbrella term that was not vague. We felt that work/project-related issues and management-employee relations seemed to come under the bracket of workforce management. The spatial issues could be called as workplace management. Stress was linked to the issue of mental health which would occupy a relatively higher level as per Maslow's triangle and hence be the bigger goal. Thus, after all this deliberation, the team arrived at a satisfying problem statement that seemed all encompassing:

#### **How to improve workplace management for better mental health?**

Furthermore, while we were formulating the problem we were also thinking what all stakeholders will be directly or indirectly affected when we start solving the problem. The idea of



*Defining the problem and grouping them*

creating a problem statement should be meaningful enough to solve the problem and affect the users in the end. Though a tiny bit of uncertainty always remains that are heading in the right direction or not with a right problem statement.

The above data visualization was done to capture the essence of the problem in both top to bottom and bottom to top manner.



Now the things were moving at a brisk pace having known what the problem was. We started moving towards some specific solutions and also thought at the back of the head about the broad problem statement we formulated. Firstly, we started putting our ideas both the ones that weren't very realistic in nature and the ones that have already been implemented at few places. This was the time where our team also wanted to broaden and diverge their thinking process to look for solutions in other disciplines. A part of our team was tasked with to do some research on solutions related to our problem statement. Here again, the diversity really mattered, for example Bhairevi comes from a sustainability background and was looking for ways in which it benefits both employee and the management to sustain long term relationships and enhance the relationships.

This was the time when we didn't need to go deep into the details of each idea as to how it would

be implemented and in what form. It was just throwing ideas.

At one point of time, we did get exhausted and were running out of ideas. This was a challenging time and we thought it would be better to go out and look what other teams are doing and maybe articulate few of those ideas that they were rejecting.

One of things that we also felt as a team was when to stop ideation. It felt like an unending process and since we felt that the time was a crucial and we might not be heading in the right direction lets just follow the philosophy of "Iterate early to get better quickly". In this manner we can quickly prototype in the next stage and test our ideas and prototypes with the user to reiterate and rework on our ideas all over again.



*The ideation grouping under three subheadings*

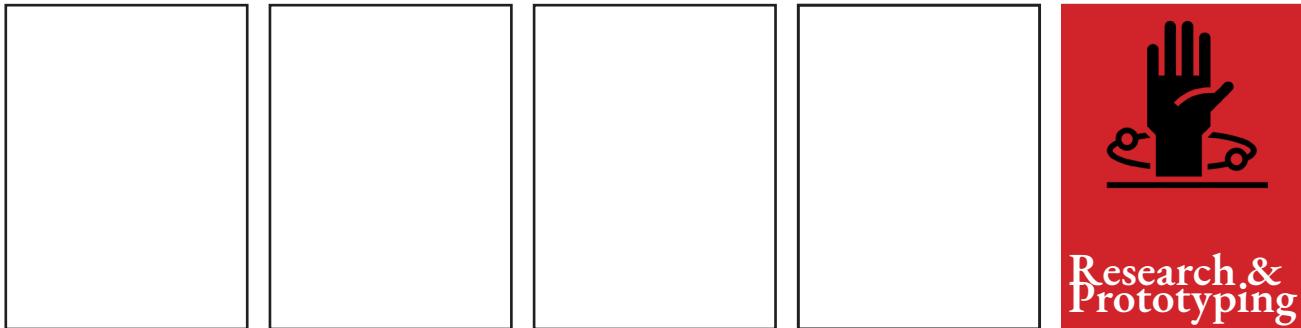
We again chose sticky notes + clustering technique to look for some specific solutions and get clarity about the category. 3 categories of solutions emerged as a result, as shown in the illustration above:

1. Mental health
2. Spatial solution
3. Internal team building

While some of the ideas above did get a bit adulterated and ended up more on the solution side which was more obviously due to the time

crunch we were in.

Though we used sticky notes for our low fidelity ideation, we at the time of presentation preferred creating a data visualization diagram to clarify the subgroup ideas under each category. Another possible category could have been into tangible and intangible ideas if one has some preconceived notion of the solution, although thinking about the solution isn't recommended.



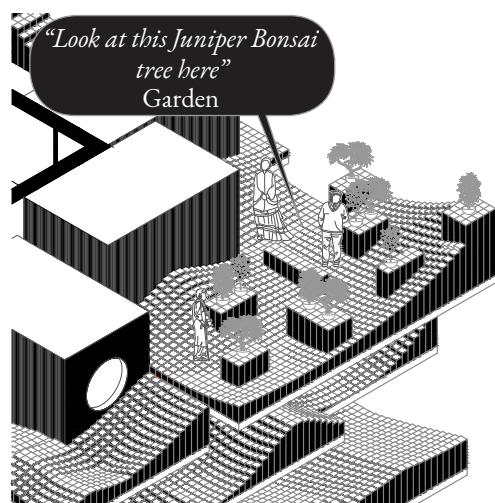
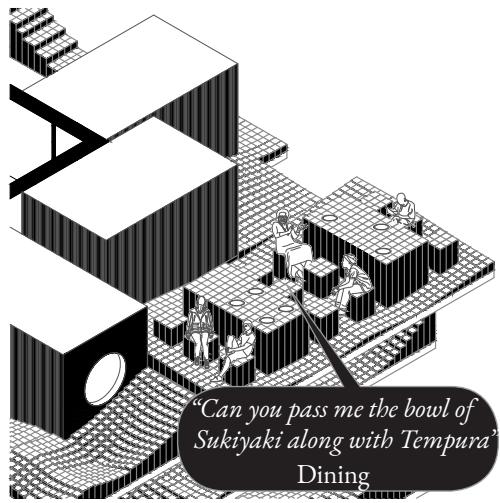
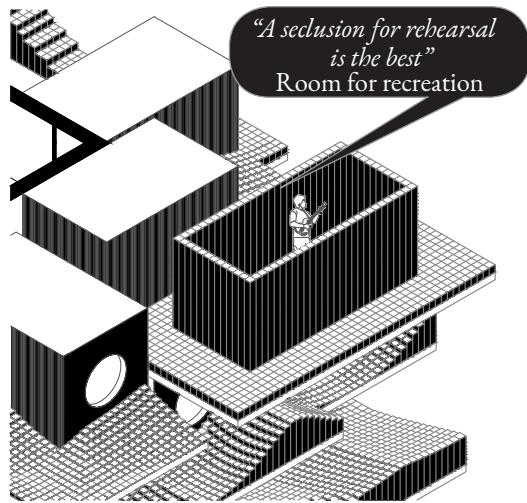
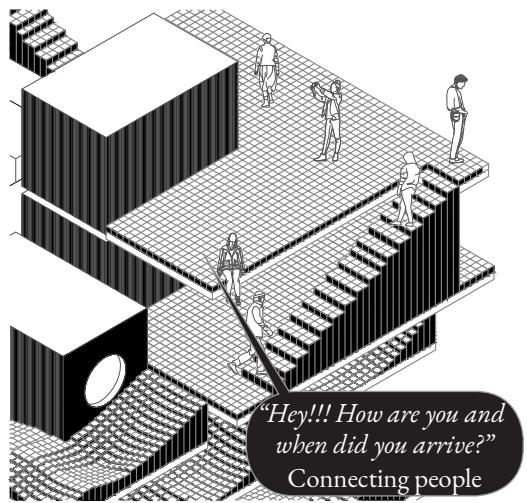
## The future of work

We have the advantage of having an architect in our time. Building on his ideas in the ideation phase we came further refined our ideas in the prototyping phase and decided on going with a three point approach which says lets think something for the present and lets think something for the future.

We reimagined the way we work can be changed through tangible spatial solutions. By understanding the dynamics and post occupancy analysis of people based on data we can make the space much more dynamic in nature that could change as and when the employees want. We used the idea of graphics over 3D models to prototype, since it is faster and much efficient. The illustration on the next page is a series of graphics that tells us how the space can be morphed depending on Nagarro's employees choices. One can opt for a recreational space as compared to someone who

wants to have a private space. This solution of ours not just helps Nagarro's employees but it also helps Nagarro in efficient workplace management. For example, by understanding the occupancy patterns one knows how much energy is spent in that particular zone at that particular point of time

The analogy for this spatial solution would be building intelligence within spaces, that would suggest users in this case employees new ways of inhabiting and working within the office space. The space using sensors will keep on collecting data about user activities and hence suggest recommendations in an interactive space. Under one roof, where people from various disciplines work in teams its important to cater to such diverse needs for efficient working. This solution we felt could be implemented in the near future.



### The virtual future of work : Augmented Reality

According to our problem statement and the variety of the solution with which the team came out, all converge at a point that introducing augmented reality into the workplace could solve the problems of both employees and employers facing currently.

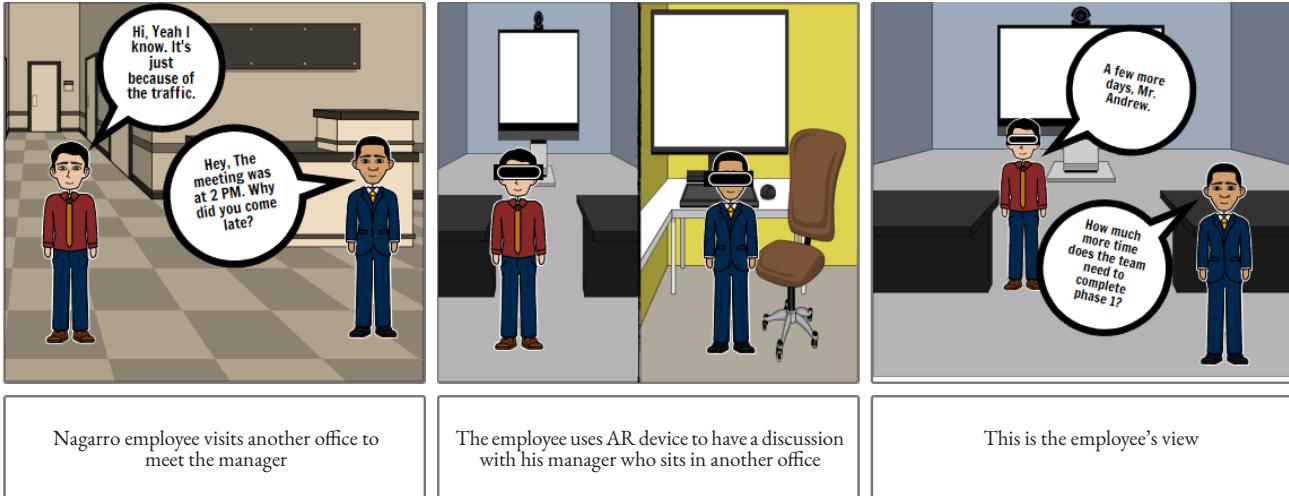
Augmented Reality is the integration of digital information into the end user's environment and transforming what they see in real-time.

Gone are the days of hardware machines at desks and employees in cubicles. Soon, the employees will be interacting with AR devices instead of using computers as this is the future of work. AR allows employees to be in a physical office and interact with their colleagues as they normally do. This concept of AR will empower the employees

to the extent where they will be able to access the information that they want from their place.

Employees will be able to communicate with their manager/client using AR video conferencing technology, and it doesn't stop here. With the introduction of superfast 5G internet in the near future, augmented reality implanted workplace will give employees the flexibility of working from home. If the employees start working far away from home – office portals will be provided where they can enter and leave as they wish. Physically, the employee might be alone in the office, but virtually there might be someone right there with them. This doesn't limit its benefits to employees but will also benefit the employer (Nagarro) in several ways such as:

1. Cost Efficient: For any business, one of their main objectives is to save as much money as they can. Getting trained for the task in an AR



incorporated workspace the employees understand the concepts better which eventually reduces the amount of time and the cost. As it will speed up the whole working process and reduce all the hard strenuous labor.

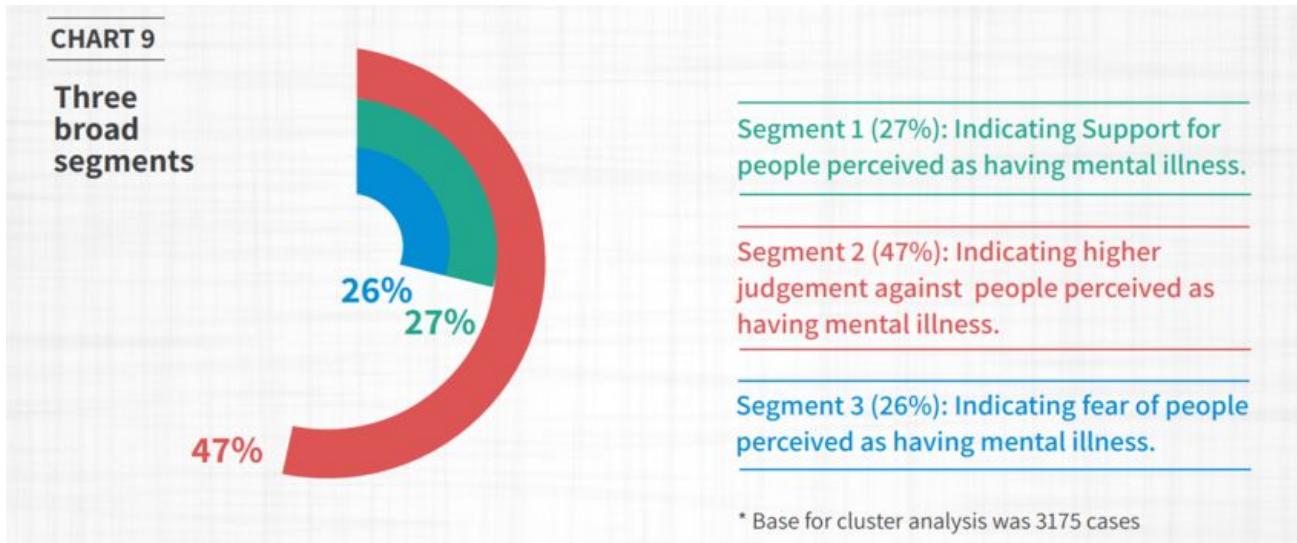
**2. Improves Productivity:** Employees will get more engaged in their work, especially when the work is delivered in a new visual process. AR will allow the employees to work from home or any of the places where they want to and this will enhance their productivity as it will save their traveling time. And overall this will benefit the employer. AR will also smoothen the client and employee communication which will help the team to get a better understanding of the requirements. This will improve the compliance effort.

**3. Competitive Advantage:** Training at a more accelerated pace will result in employees becoming better at their roles. This will lead to a more effective, qualified and productive team. As this is the near future of the work, so the early adoption

of the technology will be a competitive advantage.

If the entire workforce will use an AR headset, then employees will be able to use required screens as public, so others can see what's left floating around the office. It can be anything such as a meme, which will make them enjoy their job more. It will allow the employees to focus in peace without worrying if their boss is looking over their shoulder. This all will reduce a lot of mental stress as it will prevent the micro-management system to get into the workplace.

To prototype the above idea, the team decided to use storyboarding as it is low-fidelity prototyping which enables the designer to gain an overall view of the product in minimal time and putting less effort, as opposed to focusing on the finer details over the course of slow, incremental changes. And it also encourages and fosters design thinking.



### Stress Management Toolkit for Managers

One of the major insights that we gained from the interviews was that many employees felt that emphasis on mental health was lacking and speaking about it in an open was taboo.

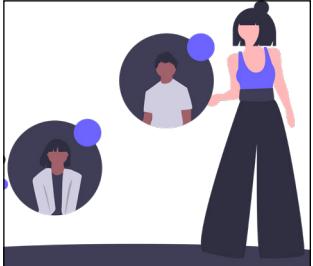
The chart is above is taken from a survey of Indian professionals and lays bare the perception of people when it comes to mentally ill people.

While we were tempted to go with the tackling the obvious by suggesting more awareness programs and such, upon further inspection we found that the genesis of the problem arose at a managerial level. Employees interacted with their managers everyday and the managers behaviour dictated a large part of what the work environment was like. They were either the source of daily confidence boosts or were the primary confidence drainers.

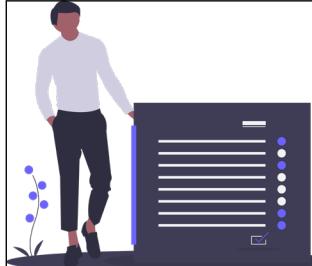
So we decided to come up with a mental health framework for managers, one that would teach them how to conduct themselves to ensure a healthy workplace.

**Regular Contact** - It is essential that an appropriate level of regular contact is maintained with an employee on leave. Determining what is appropriate depends on the circumstances and one should always try to avoid putting pressure on the employee. If all communication with the employee comes from a position of care and concern then it is more likely that this conversation will be well received.

**Earlier The Better** - It is important to initiate a conversation early, for example within days of a critical incident. If one is unsure of what to say preparation always helps. Gather the facts before initiating the conversation. Think about the objective. It may be just to touch base to see how



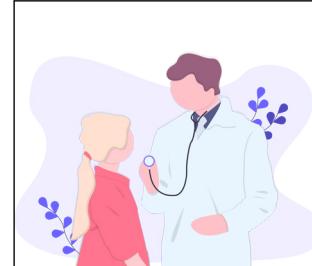
R - Regular contact



E - Earlier, the better



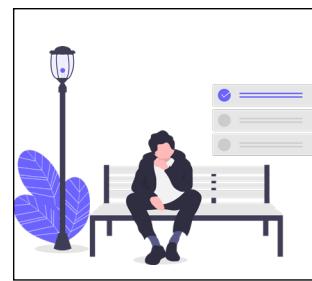
S - Supportive



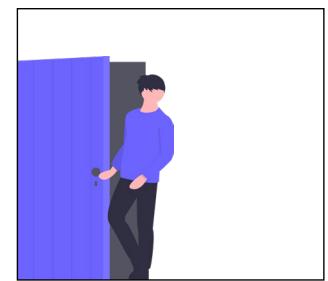
P - Practical, not psychotherapy



E - Encourage help



C - Consider



T - Tell people door is always open

R.E.S.P.E.C.T. - toolkit for managers

they are doing or it may be to come up with suitable duties following the incident. Coming up with an objective ensures that everyone is clear and focused.

**Supportive & Empathetic** - If an employee has called off sick/personal issue, they may be expecting a call. They may also feel very defensive. Be empathic and supportive.

**Practical Help** - Be clear about the concerns and listen more than you talk. Clarify statements as you go along, demonstrate active listening skills. Summarise what they have told you. Offer practical help, not psychotherapy.

**Encourage** - Encourage employees to seek out support and resources from a professional who could help them.

**Consider** - Consider the concerns of the employee and clear them as best as possible. Provide alternatives in case demands/concerns can't be resolved fully to the satisfaction of the employee.

**Tell them door is always open** - Be open & receptive to employee suggestions. Keep an eye out for potential landmines and have an open-door policy when it comes to employee welfare needs.

# Feedback

We presented our ideas to the rest of the class on 16th August, 2019 for their critique and review. We took them through the design process, the key insights and the proposed solutions based on the insights. The mental health solutions were not contested by anyone. The “Future of Workplace” idea was received well by everyone except a few. They were skeptical about the feasibility of building prototypes and scaling it in the near future. The feedback was respectfully received and considered valuable. However, the scope of the current project was limited to presenting the idea and a conceptual prototype. If our proposal did make its way to the Nagarro executives, efforts would be made to bring a working sample. While we accepted that scaling AR technologies on a large scale would need a lot of investment from Nagarro’s side, we decided that, if accepted, the idea could be implemented in incremental steps.

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