# Healthy Nagarro Initiative

Team: Anurag Agrawal, Vanshika Arora, Praveen Sridhar, Karthika Kamath

INTRODUCTION

The problem of chronic diseases in India is a pressing issue with diabetes affecting 8% of the population and hypertension affecting 25% of the population. This prevalence is high in the urban population especially. To start from where you belong first, the problem statement depicted these stats and expects to launch the "Healthy Nagarro Initiative" to preemptively address this problem for its employees. Our balanced and diverse team composed of 2 females and 2 males with 0-3 years of work experience came together and explored this problem diligently, adhering to the design thinking process which designers use to approach a problem.
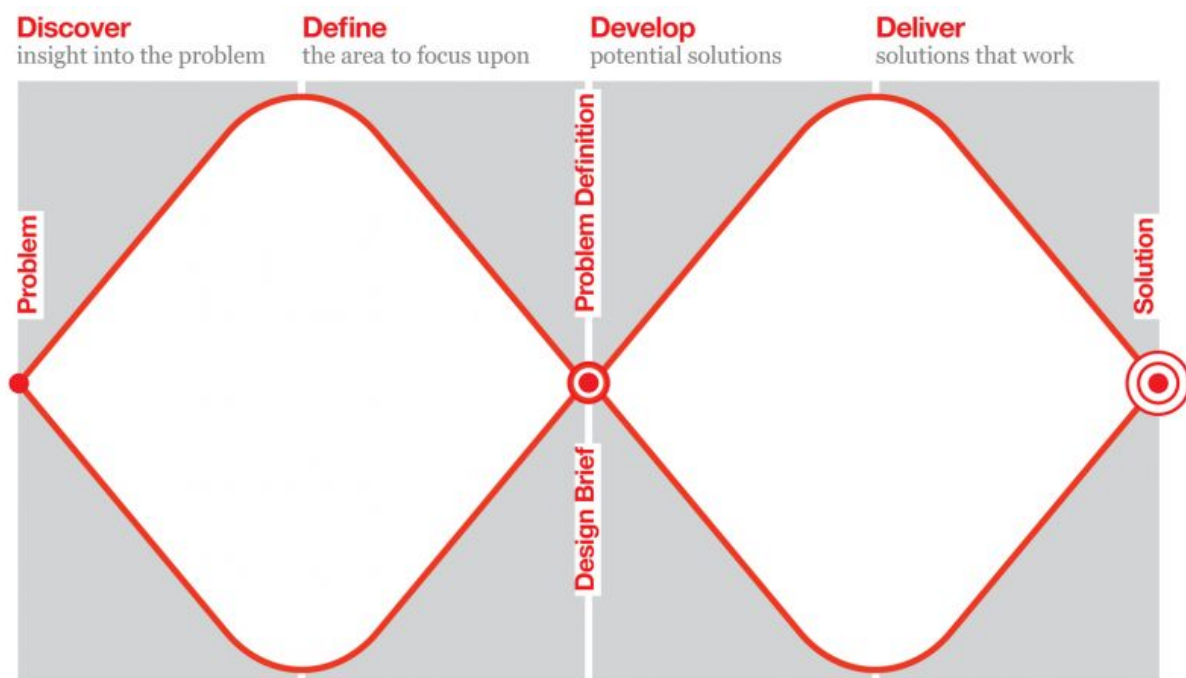
Through this double diamond model, we slowly proceeded in our project. The very first stage of the Double Diamond model, Discover, consists of learning more about the different variables that affect the problem and its possible solution. The objective of this stage within the Double Diamond model is to identify and contextualize the actual problem or opportunity. After gathering all that data in the first stage of the Double Diamond model, you come to the definition stage. The definition stage in the

Double Diamond model consists of filtering through all the information you got from stage one and elaborating on it. This can mean identifying bottlenecks or resource waste, seeing hidden opportunities or setting a list of things the design team definitely shouldn't do (called no-gos). Brainstorming, visualization, making of different scenarios, and so on comes under the development stage. The last stage of the Double Diamond model includes the final testing of the product, official sign-off to production and launching. And through this iterative process, the design evolves.

DISCOVER

Asking "WHY"

After establishing the rough problem statement that employees are not happy, we asked ourselves, why is there is a problem? The purpose was to get a deep understanding of the problems users are facing. It also helped the team to challenge their existing ideas of what the problem and solution might be.

**Self documentation and idea generation**

- To create the outer layer of the problem, we listed some of the issues from our experiences in the past and tried to make a connect with the Nagarro employees. Observing the organization and its culture helped us sail through the process.

- Happiness is the state of an individual well-being and social well-being was our ultimate target. Three major guidelines included- Physical, Mental and Health.

- To create a comfortable environment for the initial brainstorm, quantity over quality was significant to proceed in the right direction. Inductive reasoning was our approach in terms of generating the ideas.

- Observing the coherence we divided the tree into two parts WHY and HOW.
  "WHY"- Enumerated reasons as to why employers are not happy.
  " HOW"- How to build up the solution to improve well-being.

- Synthesizing in the group, we filtered out some redundant elements and focused mainly on work-life balance, CSR participation, incentivizing passions, attendance merging and activity leader-board.

Radical collaboration

To gain deeper insights we invited our colleagues to assist us in the second round of brainstorming. The variety of perspectives led to greater creativity.

Good design challenge

Main challenge was to refine the problem statement with each brainstorm. The process was recursive and involved assessing known aspects of a problem and identifying the more ambiguous or peripheral factors that contribute to the conditions of a problem. This contrasts with a more scientific approach where the concrete and known aspects are tested in order to arrive at a solution.
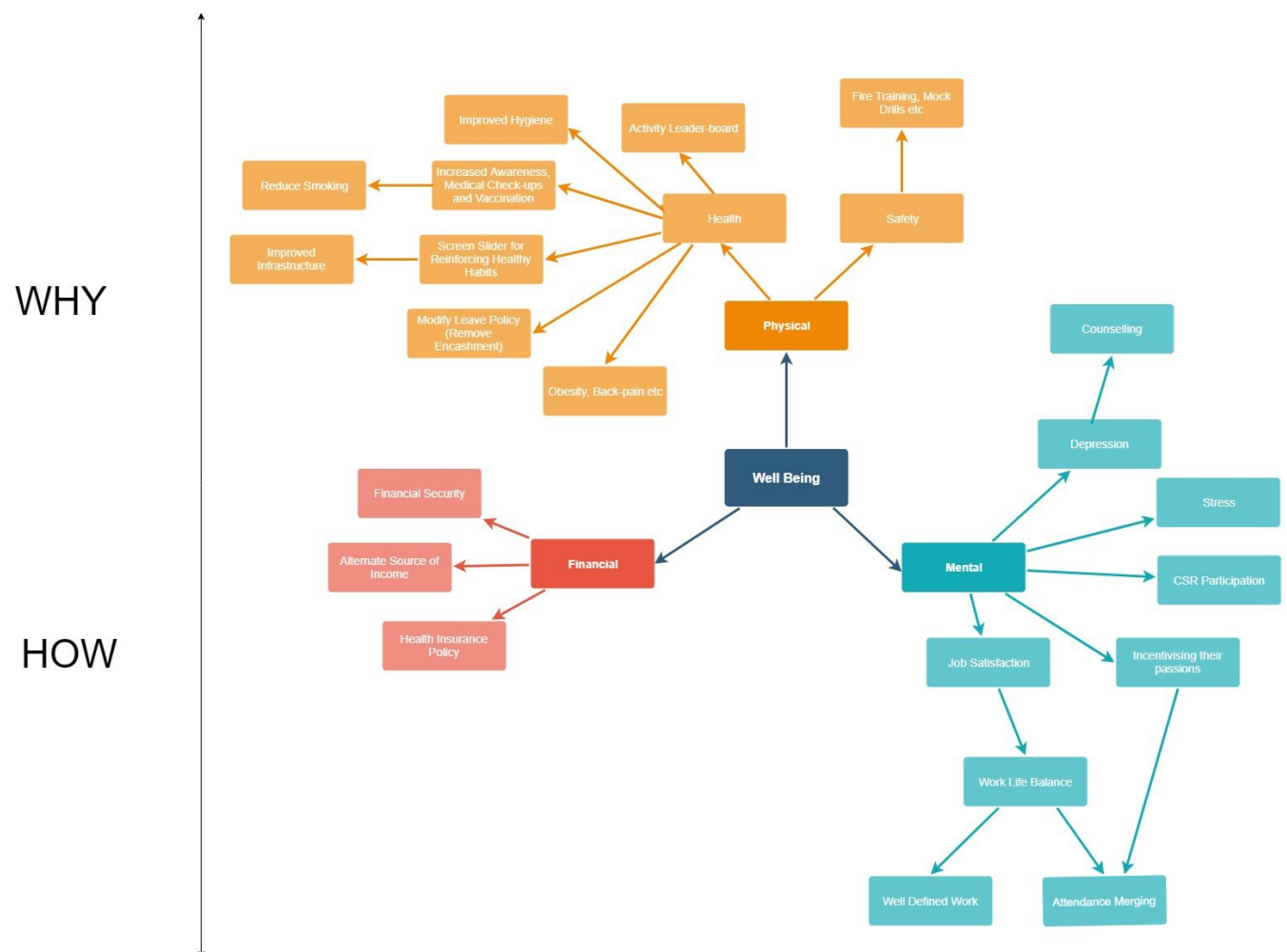
DEFINE

To narrow down this Network of Whys and Hows we decided to try an experiment. We asked our peers to come to the board and tell what strikes them the most or what catches their eyes looking at the network.

It was very interesting to get feedback from different teams, giving us very different perspectives on the problem expansion. One of the conversations made us rethink how the theme of creating a happiness index can actually be useful and is it worth considering or not. As a team we didn't want to kill that line of thought yet, so we decided to test it out.

The common theme that emerged from all the feedback was increasing CSR participation, incentivising the employees passion and focusing on increasing the happiness index.

The overarching context we considered was the happiness of the employees and the ability of the employees to express themselves - both of which are important parts of a person's well-being. Finally at the end of the discovery process, we finalised our problem statement as follows :

"Employees don't have a way to express themselves and NAGARRO doesn't have a way to measure the happiness of employees."

Now we had to expand this into a design brief, which is a translation of the problem statement into a structured task.

The scenario we considered was about a young professional working at Nagarro who would want to indulge in their passionate activities, but time prohibits them to do so. Given an opportunity they would go hiking, tripping, yoga, cycling and other hobbies they're interested in.

In the ideal case we imagined this young professional, at a comfortable position in his/her career and following their hearts out utilizing the company policies allowing time for pursuing passionate activities.

Now that the target customer was decided, the next part of the design brief was to create a goal - what needs to be done to solve the problem.

Here we took the perspective of Nagarro, who as the employers did not have a way to measure the happiness of the employees. Further we wanted to help Nagarro come up with ways they can help employees express themselves via their passions.

Thus the Goal chosen was the following :

"Develop a happiness index and create a solution to enable employees to pursue their passion"

The next steps for doing the same are taking user interviews and conducting surveys to understand the type of activities that employees currently participate in.

DEVELOP

We now had a problem in mind but it lacked validation. We interviewed two Nagarro employees to understand the relevance of the problem and to get the first-hand information of their lifestyle at Nagarro. Before we went on to conduct the interview, we discussed among ourselves viable approaches and also developed a questionnaire.

Before Interview

Be Conscious	Validation
Sedentary work	Happy or not
Limited time	Job satisfaction
Social Responsibility	Work-Life Balance
Discovery	Testing Hypothesis
Happiness Leave policy Passion Counselling CSR Incentives	Medium to express happiness Meaning of happiness

This grid bolstered our thinking and helped us stay focused on what we aimed at developing. Based on this we devised a few questions.

For the interview we also made sure each one of us were involved, 2 of us asked questions, 1 kept track of time along with recording for which consent was taken at the start of the interview and the fourth person became the scribe. The flow we adapted was, began with a brief introduction also introducing the purpose of the

interview that also helped us build the rapport. gradually moved on to ask specific questions and ensured no one question is given a lot of time so that in limited time we successfully extract as much as information about various areas.

For our first interview was a senior executive member of the firm. He gave a very Nagarro biased view, explaining how friendly the organisation is with its flat hierarchy. Gave us some insights on various CSR (Corporate Social Responsibility) events. Also told us about the Moodys application which is used that consists of 3 options namely happy, sad and neutral and an employee can express his/her mood in the app every morning.

Next we interviewed a manager/team lead from the legal team who explained nicely and patiently his role in the company and project. It was fun having a chat with him. But the insights we got was that people have varied passions and are willing to spend time pursuing them if they are clubbed with CSR activities.

After interviewing

All the information we gathered was listed in the 4 clusters as shown below.

Cultural Fitness	Social Responsibilities
Flat organisation Flexible working hours Open endedness Glassdoor program Diversity	Teaching in urban schools Road Building Young Technology Scholars
Health Fitness	Subtle Issues
Free cycles Cheer board Moody's application	Moody's data - unused Lack of motivation

After an hour or two of brainstorming the team collectively revised the problem statement. As we were brainstorming we used the help of sticky notes and placed them on the board and made clusters.

Here is how it looked:
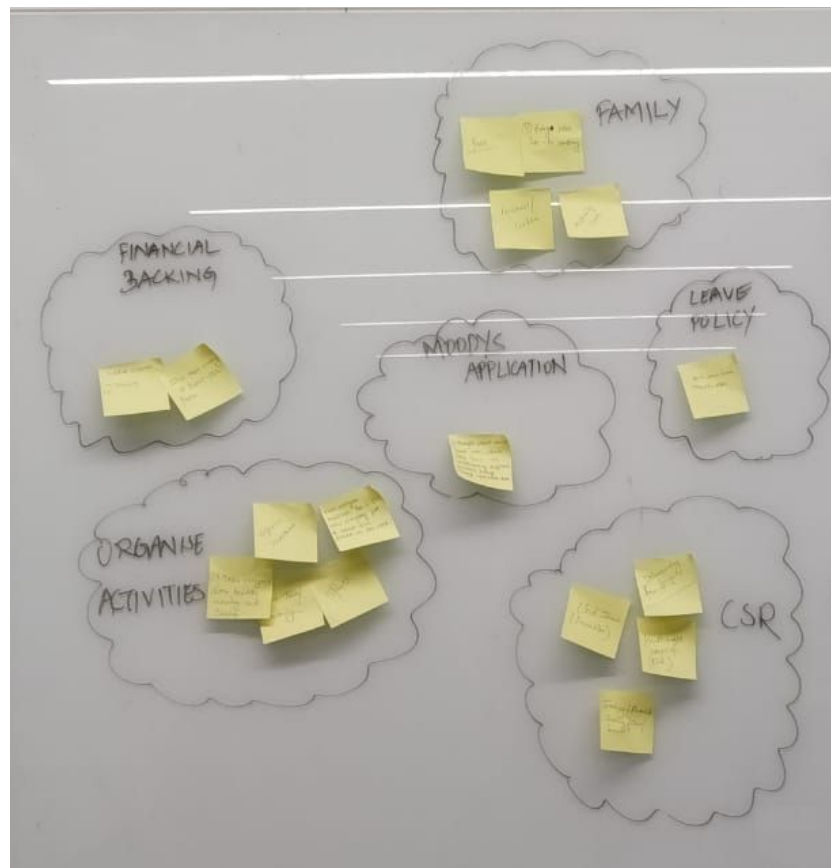
In the process of brainstorming we also decide our target users would be of the age group 30-45 years. Firstly, we did not want to target the youth because they won't be really committed since they are themselves figuring out what they are supposed to do and shaping their career leaving less leisure time. So we thought it would be ideal to consider mid aged category.

The persona we came up with was:

Name: xyz

Age: 30-45 years

Gender: Male

Working hours: 10

Passion: Marathon

CSR participation: ---

Role: Senior Software Developer
Marital status: Married
Psyche: Reasonably successful, spark missing

Our revised problem statement emerged out as:

"To help Nagarro and its employees in creating a framework to combine the firm's corporate social responsibility (CSR) with their employees' passion. "

DELIVER

Finding the early adopters

As our initial version of our prototype started taking shape, we were cognizant that our project would face two major head blocks. First would be getting it going. Finding the right people with the right intent and designing the right framework that would make them interested. The second would be taking this momentum and transferring it to the others. Thus, first is creation and other is propulsion.

For tackling the first issue we decided on a set of 20 people would be selected on the basis of surveys, nominations and orientation sessions. These people would be selected on the premise that they already have a spark to volunteer for community work but are not finding the right structure. The sample survey would have questions like -

- What are your passion/ expertise that you can share with the community?
- How many hours you can dedicate for it?
- Would you like to do it in office hours/ non office hours?
- Have you been associated with an NGO before?

Mapping passion with CSR

Our next target would be utilizing the data gathered from these sources and try to find the right fit for the passions/ expertise mentioned to the community work. Some of these maps that we could work in the short stint we as follows-

01	Loves trekking	• Take underprivileged kids to trekking stations in and around delhi
02	Marathon	• Organise a mini marathon with office employees to run for a cause
03	Art	• Paint the wall of a government school or draw graffiti on the walls of slums
04	Teaching	• Adopt an orphanage to teach
05	Sports	• Visit to old age homes and play with those people

Identifying NGOs

The next part of the puzzle was identifying the second most important stakeholder in this framework. We wanted to reduce the burden on the employees to connect with the right people. To facilitate this we wanted to streamline this through the help of Non government organisations and Non profit institutions so that the efforts are not wasted and reaching the right section. This would help us in reducing operational complexities.

Marketing

The work done by these employees would be popularized through various recognitions in internally circulated magazines, explicit mentions in team meetings, leaderboards and quarterly facilitation.

Momentum/ Propulsion

This is the final piece of the puzzle. Kind of like the final nail in the coffin.(Not for the organisation but for unhappiness in employees). This would be like our make or break step. We are assuming that with enough attention garnered from colleagues we would roll out a scheme wherein we would incentivise the involvement of other people as well. The incentives could be monetary or in kind (It is debatable).